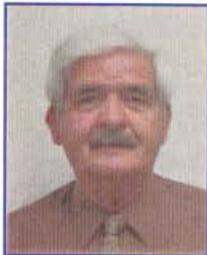


County of San Bernardino
GRAND JURY FINAL REPORT
2000-2001

EDITORIAL COMMITTEE



Robert Burkhardt, Chair



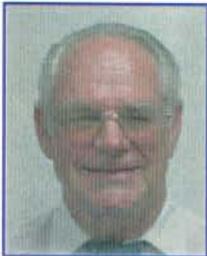
Al Alcantara



Sandra Diaz



Virginia Eriksen



Robert Grube



Patricia Murray



Jack Reilly

The Editorial Committee would like to acknowledge and thank the following individuals for their hard work and invaluable assistance in the preparation of the Final Report of the 2000-2001 San Bernardino County Grand Jury.

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Graphic Arts Linda McLendon – Printing Services

Printing José Arguédas, Betty Lotspeich, Brenda Williams – Printing Services

Typing/Preparation Susan Shuey, Grand Jury Assistant

COUNTY OF SAN BERNARDINO

**GRAND JURY
FINAL REPORT**

2000 - 2001

**OFFICERS OF THE
2000-2001 GRAND JURY
SAN BERNARDINO COUNTY**

Willis H. Boyd, Foreman

Maureen Godfrey, Foreman Pro Tem

Patricia M. Murray, Secretary

M. A. "Kelly" Potter, Assistant Secretary

Roxanne Orrock, Sergeant-at-Arms

Jack Reilly, Assistant Sergeant-at-Arms



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FOREMAN'S STATEMENT

The Grand Jury has been recognized judicially as the only agency free from possible political or official bias that has an opportunity to see the operation of government. It performs a valuable public purpose presenting its conclusions drawn from that overview.

The Grand Jury system also involves ordinary citizens in the administration of criminal justice. This 2000-2001 Grand Jury spent the better part of two months examining evidence presented by the San Bernardino County District Attorney. Our duty was to make a determination of facts. This was done with strict adherence to the judicial rules of evidence. Protecting citizens from arbitrary prosecution is a fundamental Grand Jury responsibility. Our deliberations led to two criminal indictments and one misconduct charge. These indictments and charges are now moving through the courts to a final judgment. I can report to the County that the members of this jury did our work without a hint of any disclosure of confidential matters, or any other misconduct.

The California Grand Jury system empowers a group of concerned citizens to observe government in ways not otherwise open to public scrutiny. This Jury spent the balance of our year investigating San Bernardino County government and its functions. **THIS IS NOT AN EASY ASSIGNMENT.** The functions that we are looking into are not simple. While we bring a fresh viewpoint and our life experience to our investigations, we are amateurs. The County personnel that we deal with are expert in their areas. Our findings and recommendations, in my opinion, range from strong to weak. But my observation and conviction is that unless our recommendations have the support of some of the County's decision-makers, the recommendations will probably not be implemented. Also, the decision-makers are bright people and they can spot the purpose of our inquiries. This Jury has noted several instances where our interest in an item has caused action to be taken. If you are bright, and if it makes sense to do something, why wait for the Grand Jury report to be issued?

If you read past Grand Jury reports you may notice a pattern of recommendations that could be restatements of ideas brought to the attention of the Grand Jury by County officials. This is sometimes true, but often the suggestions have not been implemented because public officials were dragging their feet. The added pressure brought by the Grand Jury may make the difference between an idea remaining bogged in red tape and it being used.

In further reading of past Grand Jury reports you will find multiple recommendations that could have served the County well. Some of these were rejected. Recommendations against using San Bernardino's issuance of Certificates of Participation to finance a concert complex and a giant screen theater are two examples. Some findings and recommendations have been made over and over again with little impact; such as problems found in the County's juvenile detention housing.

The Grand Jury recognizes that it does not make policy for the County, and those that do make policy have financial as well as political constraints. There are many difficult decisions that County officials must make, but the Grand Jury can only report the result of our fact-finding.

The law does not require acceptance of our recommendations, but only a response within 60 or 90 days. The response may agree or disagree with each finding. In the case of disagreement, the reason must be explained. If you read past responses you will note that sometimes the response is to a recommendation that was not made.

The bottom line is that the Grand Jury only persuades through public opinion. It is not easy to get the media or the public excited about some very important, but dull, issues. In this year's report you will find a study made by an outside consultant hired by this Jury to investigate and make recommendations concerning the County's cash management procedures. It is not a page-turner, but it is important now and will be critical in the future.

Here are two thoughts relative to improving the Grand Jury in San Bernardino County:

First, increasing the available pool of competent grand jurors is consistent with increasing the probability of a quality and representative Grand Jury. If San Bernardino County does not receive as many applications for the Grand Jury as it would like, I believe it is due to a lack of information. Our citizens may not understand what the Grand

Jury does, or its potential value. The effort to have an adequate pool of Grand Jury candidates should have the ACTIVE support of both community organizations and government, with the media acting as the messenger.

Second, one year of service is a short time in which to become familiar with local government. After this Jury has been dismissed, the new Grand Jury will have its own work ahead of it. Will they pay attention to the County's responses to our report? Some recommendations, though accepted in the County's response, seem to never be implemented and thus die a quiet death. I personally believe that there should be some carryover of the previous year's jury to help the new jury get started on their work and to advance continuity between juries.

I appreciate San Bernardino County giving me the chance to be a member of this millennial Grand Jury. I am honored to have had the opportunity to act as Foreman.

Once properly formed and given the opportunity to observe government in ways not otherwise open to public scrutiny, does the Grand Jury system work? For San Bernardino County, this Final Report of the 2000-2001 Grand Jury is our answer.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Willis H. Boyd". The signature is written in a cursive style with a large, prominent loop at the end of the last name.

WILLIS H. BOYD

Foreman

2000-2001 County Grand Jury

SAN BERNARDINO COUNTY 2000-2001 GRAND JURY

Willis H. Boyd	✧	Foreman
Maureen J. Godfrey	✧	Foreman Pro Tem
Patricia M. Murray	✧	Secretary
M. A. "Kelly" Potter	✧	Assistant Secretary
Roxanne Orrock	✧	Sergeant-at-Arms
Jack R. Reilly	✧	Asst. Sergeant-at-Arms

Alvaro S. Alcantara	✧	Barstow
MaryAnne M. Avila	✧	Ontario
Dolores J. Barrow	✧	Upland
Willis H. Boyd	✧	Redlands
Robert E. Burkhardt	✧	Barstow
Harry L. Carson, Sr	✧	San Bernardino
Sandra J. Diaz	✧	San Bernardino
Virginia R. Eriksen	✧	Yucca Valley
Maureen Godfrey	✧	San Bernardino
Robert L. Grube	✧	Hesperia
Abraham Hovsepian	✧	Chino Hills
Robert L. Kissinger	✧	Big Bear Lake
Richard L. McFadden	✧	Upland
Patricia M. Murray	✧	Fontana
Roxanne Orrock	✧	San Bernardino
Jenny L. Overton	✧	San Bernardino
M. A. "Kelly" Potter	✧	Hesperia
Jack R. Reilly	✧	San Bernardino
Morris A. Wiley	✧	Apple Valley

George Gollither	✧	Wrightwood	✧	Resigned – August, 2000
Wallace Green	✧	San Bernardino	✧	Resigned – January, 2001

Presiding Judge	✧	Roberta McPeters
Legal Advisor	✧	Clark A. Hansen, Jr.
Grand Jury Assistant	✧	Susan L. Shuey

SAN BERNARDINO COUNTY 2000-2001 GRAND JURY



Front (left to right): Sue Shuey (Grand Jury Assistant), Jack Reilly, MaryAnne Avila, Pat Murray, Jenny Overton, Dolores Barrow, Dick McFadden, Clark Hansen, Jr. (Grand Jury Legal Advisor)

Middle Row (left to right): Harry Carson, Sandy Diaz, Virginia Eriksen, Foreman Will Boyd, Presiding Judge Roberta McPeters, Maureen Godfrey, Roxanne Orrock, Abe Hovsepian, Kelly Potter

Back Row (left to right): Bob Kissinger, Morris Wiley, Bob Burkhardt, Bob Grube, Al Alcantara

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**AD HOC COMMITTEE ON
COURTHOUSE RESTORATION 101**

ADMINISTRATIVE COMMITTEE



Patricia Murray, Chair



MaryAnne M. Avila



Dolores Barrow



Harry Carson, Sr.



Sandra Diaz



Maureen Godfrey



Roxanne Orrock



Jack Reilly



ADMINISTRATIVE COMMITTEE

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ADMINISTRATIVE COMMITTEE

Prior to March 7, 2000 the Grand Jury Administrative Committee had been combined with the Audit/Fiscal Committee. Following the reorganization of various departments approved by the Board of Supervisors on March 7, 2000, the two committees were separated. The departments that remained under the jurisdiction of the Administrative Committee include:

- Board of Supervisors
- Boards, Committees and Commissions
- Clerk of the Board of Supervisors
- County Administrative Office
- County Counsel
- Information Services Department
- Public Information Officer (a new position)
- Superintendent of Schools
- Local Agency Formation Commission (LAFCO)
(Not governed by the Board of Supervisors,
but an independent regulatory body)

Representatives of this committee attended all Board of Supervisors meetings held during their term of office, and reported on the actions and events that occurred during these meetings to the full Grand Jury membership. The access to the Board of Supervisors' agendas, reports and Fair Statements, available through the Internet, was very helpful to all committee members.

With the exception of LAFCO, all departments and organizations under this committee were studied and investigated with the goal of providing assistance and guidance to improve the operation of same by utilizing the personal and professional background and knowledge of its members.

The investigations completed by the Administrative Committee resulted in the following final reports.

BOARD OF SUPERVISORS

TELEVISIONING OF BOARD MEETINGS

BACKGROUND

The Grand Jury is aware of local cable television broadcasts of city council meetings throughout the County. The Grand Jurors found the televised meetings to be an effective method of communication between the public and their elected representatives.

Questions were raised by the Grand Jury as to the feasibility of the County Board of Supervisors' meetings being televised to better enlighten their constituents on County matters and to become more knowledgeable on how Board decisions are made.

A survey of California counties with populations comparable to San Bernardino County was undertaken to obtain a sampling of how many counties televise their meetings on local cable channels. Replies were received from 17 counties, with 13 counties responding yes. Those counties were Stanislaus, San Mateo, San Francisco, San Diego, Placer, Marin, Kern, Sonora, Sacramento, Contra Costa, Fresno, Orange and Santa Cruz.

The high percentage (76%) of counties responding yes to the question posed to them, clearly demonstrates the interest that the public has in viewing the proceedings of their elected officials.

FINDINGS

At the present time, San Bernardino County Board of Supervisors' meetings are videotaped. To produce a quality video recording of proceedings in the Board Chamber for distribution to cable television providers, certain enhancements to the existing video equipment are necessary. Four video cameras remotely controlled from the master control room are currently in use. Whenever a switch is made from one camera to another, the VHS recorder continues to record. This switching causes the video picture to be broken up for a split second.

Currently the maximum recording time is two hours of continuous operation. When a Board meeting exceeds two hours, the tape must be ejected, a new tape inserted, and recording resumed. This causes a break in the continuous recording of a meeting.

It is necessary to purchase several pieces of equipment to enable a quality product to be produced. The first is a Time Base Corrector, which will alleviate the breakup of the picture when switching cameras. The second is a Special Effects Generator/Switcher, enabling smooth transitions from camera to camera. Third is a Character Generator, which allows the operator to superimpose names and/or titles on the screen. The last pieces of equipment are two Super VHS Recorders, which will allow continuous recording of the meeting with no "lost" segments.

County technicians indicate the expense of this equipment is moderate, with the total cost of the proposed equipment to be about \$5,000. This equipment would allow a good quality video of the Board of Supervisors' proceedings to be distributed to cable companies through the use of videotapes.

RECOMMENDATIONS

- 01-01 UPGRADE THE EXISTING TELEVISION EQUIPMENT IN THE BOARD OF SUPERVISORS CHAMBERS.
- 01-02 MAKE VIDEOTAPES OF THE BOARD OF SUPERVISORS' MEETINGS AVAILABLE TO THE VARIOUS CABLE TV PROVIDERS AND TO THE PUBLIC THROUGH DIRECT PURCHASE.

ELECTRONIC VOTING EQUIPMENT IN THE BOARD OF SUPERVISORS' CHAMBERS

BACKGROUND

Grand Jurors from the Administrative Committee attended the Board of Supervisors' meetings on a rotating basis to observe actions of the Board. They reported the results of their observations to the full Grand Jury. One of

the observations noted was the difficulty in determining how each Board member voted on presented agenda items.

A survey of California counties with populations comparable to San Bernardino County was taken by the Grand Jury to obtain a sampling of how many counties had installed electronic voting equipment in their Board of Supervisors' chambers. Replies from 18 counties were received, with the counties of San Mateo, San Diego, Sacramento, Kern, Tulare, Santa Clara and Riverside indicating they had such equipment. Alameda County advised that it is in the process of preparing a Request for Proposal for the installation of an electronic voting system.

A commonly used electronic voting system has a three-button control switch at the setting of each Board member. One button is marked "YES", the second button "NO", and the third button is "ABSTAIN". When the Board chairman calls for the vote, each member presses the appropriate button. A large lighted panel(s), visible to all in attendance, instantly lights up showing, by name, how each member voted. The panel(s) can be designed to aesthetically blend with the Board's chambers.

The system prints out the results of each member's vote onto the Clerk of the Board's main recording device. This makes the Clerk's recording duties easier and less stressful. Results of the recorded votes make record keeping simpler.

A covered, recessed box for each Board member is built to blend into the top of the Board's dais. Upon opening the box, a monitor screen is attached to the underside of the lid, viewable to the Board member. Controls are available for viewing agenda items and backup material.

FINDINGS

The Grand Jury members attending the Board of Supervisors' meetings noted that the Board's discussions on agenda items were informative and that adequate time was given for public input. When the Board members vote on agenda items, however, the process becomes very rapid. On a split vote, it is difficult for persons in the chambers viewing their actions and listening to their dialogue to comprehend how each Board member voted. Some Board members vote in an inaudible tone of voice. One has to listen intently to ascertain how each member's vote is cast. The problem becomes more noticeable when the Board Chambers reaches capacity.

Installation of an electronic voting system with a lighted display panel(s) would eliminate any question as to how each member of the Board of Supervisors voted.

Information obtained from County technicians indicates the electronic voting system could readily be installed. There is room inside the recessed boxes at each Supervisor's setting to install the three-button voting switch.

RECOMMENDATION

01-03 INSTALL ELECTRONIC VOTING EQUIPMENT WITH LIGHTED DISPLAY PANEL(S) IN THE BOARD OF SUPERVISORS' CHAMBERS, AND MAKE IT VIEWABLE TO THE AUDIENCE.

CLERK OF THE BOARD OF SUPERVISORS

CODIFICATION OF COUNTY ORDINANCES

BACKGROUND

Ordinances are an authoritative law or direction for the operation of the County. They are prepared by County Counsel or staff, approved as to form by County Counsel, and presented to the Board of Supervisors for consideration. If the Board determines that an ordinance should be enacted, it is introduced at a Board meeting, reading waived and title read only. The Clerk of the Board assigns a number to the ordinance and it is placed on the next Board agenda for second reading and adoption. A summary of the ordinance is then published in a local newspaper, as required by Government Code regulations, and is effective 30 days from date of Board adoption, unless it is deemed an urgency ordinance and effective immediately. As authorized by the State of California, the County has compiled, consolidated and indexed adopted ordinances in a published book known as the San Bernardino County Code.

Government Code Section 25132 stipulates that a violation of a county ordinance is a misdemeanor, unless by ordinance it is made an infraction, and may be prosecuted by county authorities in the name of the people of the State of California, or redressed by civil action.

FINDINGS

It is necessary that code supplements be prepared for distribution to County departments and government entities for placement in their copies of the Code book for reference purposes. Supplements are ordinances that are codified.

Since April 5, 1993 there have been no supplements to the Code book of ordinances adopted by the Board of Supervisors that required codification. During this eight-year period, the departments and municipalities in possession of Code books have not had information available to them for reference in order to enforce the regulations so adopted by the Board, unless they requested this information from the Clerk of the Board of Supervisors' office.

In March 2001 the Clerk of the Board, County Counsel and the Information Services Department prepared an update of the San Bernardino County Code and placed it on the County Intranet. This allows County departments to access the Code and to print hard copy pages of revised sections of the Code Book. Preparations are being made to place the Code on the Internet.

Some cities within the County of San Bernardino have adopted sections of the San Bernardino County Code book by reference and require updated pages in order to properly enforce these provisions.

RECOMMENDATIONS

01-04 THE CLERK OF THE BOARD OF SUPERVISORS NOTIFY COUNTY DEPARTMENTS AS TO WHAT PAGES TO ADD, DELETE AND DISCARD, AND WHAT INDEX PAGES TO REPLACE IN THEIR COUNTY CODE BOOKS.

01-05 AT SUCH TIME AS THE CODES ARE PLACED ON THE INTERNET, THE CLERK OF THE BOARD NOTIFY THE APPROPRIATE MUNICIPALITIES THAT THEY WILL BE ABLE TO ACCESS UPDATED COPIES OF PAGES AND INDEXES OF THE CODE FROM THE INTERNET, INCLUDING THE ORDINANCES ADOPTED FROM THE APRIL 5, 1993 ORDINANCE 3538, TO THE PRESENT.

01-06 THE CLERK OF THE BOARD OBTAIN THE PROFESSIONAL SERVICES OF A CODIFICATION COMPANY TO MAINTAIN ORDINANCES AND CODE BOOK SUPPLEMENTS IN THE FUTURE.

RECORDS MANAGEMENT

BACKGROUND

In the 1800's the County Courthouse was destroyed by fire and no one has information as to what records were lost in the fire.

The responsibility of the Records Management Program is currently under the County Library. As of July 1, 2001, the program will be under the Auditor/Controller-Recorder. A records management program is the systematic control of the creation, acquisition, processing, use, protection, storage, and final disposition of all recorded information handled in the course of County of San Bernardino activities. Included are the establishment and maintenance of a system of filing and indexing for public access. Records management involves assembling and managing the correct information (1) in the proper form; (2) at the right place and time; and (3) for use by the appropriate persons.

A Records Management Coordinator should oversee the Records Management Program, assist departments in maintaining the records program, coordinate and supervise an annual department records review, maintain a records center for storage of inactive records, receive and index records for storage, retrieve records from a records center for departments, maintain master and department locator logs, prepare annual departmental records destruction lists for submittal to County Counsel for approval, update an adopted Records Management Manual, and maintain an Archive to protect vital records.

A Records Management Program must include all departments within the County and should have the full support of the Board of Supervisors. To implement such a program, which may be established by policy or ordinance, would result in significant savings for the County through safe, efficient, low-cost storage of all records in accordance with Federal and State regulations, rapid access to all active and inactive records, more effective use of office space and storage facilities, and timely disposition of obsolete records.

Records programs are no longer limited to paper materials but have been extended to storage of floppy disks, magnetic tapes, electronic memory, film and optical disk.

FINDINGS

With our modern methods of filming and placing records on disks, it is important that the records are protected and a cost-effective program be enforced.

Each County department is responsible for its own records program. There has been no active Records Management authority supervising the program, and little use of the Archives storage center by departments. The Records Management Manual was published in 1985 and there is no current records retention schedule. There is a serious lack of storage area for records.

The Board of Supervisors has adopted several directives relative to the records of the County of San Bernardino, which reveals a history of the program, or lack thereof. (See Exhibit A)

In contacting 28 departments within the County, it was learned that five of these departments did not have a records program, eight departments had no retention schedule, and ten departments had never destroyed any records.

Records management publications indicate that the average office can immediately destroy one-third of its present records, transfer another one-third to low-cost storage areas, and continue uninterrupted operations with only the remaining one-third that are kept in the active files.

The Records warehouse and Archives office is located at 777 E. Rialto Avenue in San Bernardino, but many of the department records are stored in other locations, at a considerable cost to the County. An active destruction program is vital.

There are many established records management organizations that assist in records programs, train personnel, supervise records programs, and may assist in obtaining State and Federal funding for same.

RECOMMENDATIONS

- 01-07 SUPPORT AN ACTIVE RECORDS MANAGEMENT PROGRAM.
- 01-08 SOLICIT A REQUEST FOR PROPOSAL (RFP) FOR A PROFESSIONAL FIRM TO INITIATE A RECORDS MANAGEMENT PROGRAM UNDER THE DEPARTMENT ESTABLISHED AS RECORDS MANAGEMENT PROGRAM COORDINATOR.

01-09

INVESTIGATE GRANT FUNDING SOURCES AVAILABLE THROUGH ESTABLISHED LOCAL, STATE AND NATIONAL RECORDS MANAGEMENT ASSOCIATIONS.

EXHIBIT A

RECORD POLICIES

- 08/26/74 POLICY #10-01, Issue #1 - Records Search or Transcription Procedures for Billing for Cost of Service
- 09/15/75 POLICY #10-02, Issue #1 - Responses to Requests for Public Information
- 03/17/80 RESOLUTION #80-78 - Establishing an Orderly System for Destruction of Records
- 07/07/80 POLICY #07-01 - Establishing Records Management Program administered by Printing and Mail Services Records Management Division. County Archives to be performed by County Library.
- 01/85 RECORDS MANAGEMENT MANUAL printed by Purchasing Department and Mail Services/Records Management Division
- 10/21/85 STANDARD PRACTICE #07-01SP, Issue #2 - Establishing Records Management Program under the General Services Agency
- 08/05/91 STANDARD PRACTICE #07-01SP, Issue #3 - Establish Responsibility and Procedure Operation and Maintenance Program of County Records Management
- 07/20/93 RESOLUTION 93-213 - Establishing a Separate Records Management working Capital Transferring Records Program from General Services to County Library, Effective 07/01/93
- 04/12/94 STANDARD PRACTICE #07-01SP, Issue #1 - Archives Management - Identify Archival Records which need to be Transferred to County Archives Center
- 04/12/94 POLICY #07-01, Issue #3 - Records Management Program - Authorizing General Services Group as Responsible for Administering the Records Management Program
- 04/12/01 POLICY #07-01, Issue #4 - Transfer Authority to Auditor/Controller-Recorder for Records Management Program, Effective 07/01/01

AUDIT/FISCAL COMMITTEE



Abraham Hovsepian, Chair



MaryAnne M. Avila



Dolores Barrow



Robert Burkhardt



Virginia Eriksen



Robert Grube



AUDIT/FISCAL COMMITTEE

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AUDIT/FISCAL COMMITTEE

The Audit/Fiscal Committee reviewed the following County departments:

Assessor
Auditor/Controller-Recorder
Treasurer-Tax Collector

The Audit/Fiscal Committee established subcommittees to review and report on the functions and operations of the above departments. Their findings and recommendations are included in this report.

The committee was responsible for interviewing and selecting an outside audit firm to conduct audits approved by the Grand Jury. Two firms were interviewed, and the firm of Arroyo Associates, Inc. was selected.

The Grand Jury approved an audit, recommended by the Audit/Fiscal Committee, by Arroyo Associates of cash management practices involving centralized cash management, billing, collections, and bad debt policies of County departments. The Executive Summary of the audit and the final audit report are included in the following final reports.

OFFICE OF THE ASSESSOR

BACKGROUND

The County Assessor is responsible for the assessment of all taxable property within the County. The Assessor's responsibilities include discovering and taking inventory of all property within the County, determining a property's eligibility for a full or partial exemption from assessment, determining the proper assessee, determining the location for assessment purposes of the property, and determining the taxable value of the property in accordance with California property tax law. The Assessor also manages and directs property transfers, mapping services pertaining to property, data systems, data entry/clerical support, and audit/appraisals of property within the County.

FINDINGS

Supervisor to staff ratio in the Assessor's office is currently 8.3 persons per supervisor. The national average used by the Federal government through the reinvention of the government process for Federal employees is 15 staff to one supervisor.

The High Desert currently has one Supervising District Appraiser serving Barstow and Needles, one serving Twin Peaks and Big Bear, one for Morongo, and one serving Victorville. At a mid-range salary step of 6, the total salary of the four Supervising District Appraisers, including all County benefits during 2001, is \$250,994.

Auditor/Appraisers I and II in the Assessor's office are currently under a lower grade level than Internal Auditors working for the Auditor/Controller-Recorder. The Internal Auditors are required to have a Bachelor's degree in Accounting, as a minimum, with possession of a CPA at the Auditor II level being desirable. Auditor/Appraisers in the Assessor's Department are required to have a Bachelor's degree with 18 semester units of completed accounting and auditing courses, or be a licensed accountant in the State of California and, within one year, also be certified with a permanent Appraiser's certificate issued by the State Board of Equalization.

The monthly salary levels for the year 2001 are indicated below and includes the 28.25% added County benefit package for professional employees:

- Internal Auditors I - Salary Range 50, Step 1 = \$3,896
- Auditor/Appraisers I - Salary Range 47, Step 1 = \$3,609
- Internal Auditors II - Salary Range 56, Step 1 = \$4,494
- Auditor/Appraisers II - Salary Range 54, Step 1 = \$4,284

Because of the disparity between the salary of the Internal Auditors and the Auditor/Appraisers, the Assessor's office is losing trained personnel to both the Auditor/Controller's office and outside business operations that will pay the trained Auditor/Appraisers a higher wage than the current County salary ranges.

RECOMMENDATIONS

- 01-10 BRING THE SUPERVISOR-TO-STAFF RATIO IN THE ASSESSOR'S OFFICE IN LINE, AS CLOSE AS POSSIBLE, WITH THE NATIONAL AVERAGE CURRENTLY USED BY THE FEDERAL GOVERNMENT OF 15 STAFF TO ONE SUPERVISOR.
- 01-11 CONSOLIDATE THE ASSESSOR'S OFFICES IN BARSTOW AND NEEDLES WITH THE VICTORVILLE OFFICE AND CONSOLIDATE THE TWIN PEAKS AND BIG BEAR OFFICES WITH THE MORONGO OFFICE TO ACCOMPLISH A MORE FAVORABLE RATIO OF STAFF TO SUPERVISOR, AND DOWNSIZE TWO OF THE CURRENT HIGH DESERT SUPERVISING DISTRICT APPRAISERS, SAVING THE COUNTY \$125,497 ANNUALLY.
- 01-12 REVIEW THE COUNTY CLASSIFICATION AND SALARY RANGE LISTING TO BRING AUDITOR/APPRAISERS AND INTERNAL AUDITORS UNDER THE SAME SALARY RANGE CLASSIFICATION.

AUDITOR/CONTROLLER-RECORDER-CLERK

BACKGROUND

The Auditor/Controller-Recorder-Clerk department is administered under one County elected official. This report is confined to the Internal Audits and Management Services sections of the Auditor's office.

The Internal Audits Section performs operations and financial audits of departments, offices, agencies and special districts. The Management Services Section provides management advisory services to County departments.

Article V, Section 6 of the San Bernardino County Charter provides in part: *"It shall be the duty of the Auditor to make thorough audits from time to time, and not less than annually of all books, accounts, money and securities of all departments, offices, boards, institutions and special districts under the control of the Board of Supervisors, of the methods of keeping the accounts, and of the existence and effectiveness of internal controls in the transacting of business of such departments, offices, boards, institutions and special districts and with such comments and recommendations as he shall deem proper to promote efficiency and economy ... and to point out particularly any known or apparent misconduct, neglect, or failure in regard to official duty."*

According to County Counsel, the Auditor satisfies the requirements of the County Charter, Article V, Section 6 by the preparation of the "Comprehensive Annual Financial Report" (CAFR) and by its presentation to the Board of Supervisors.

FINDINGS

The 1981 publication of the Federal General Accounting Office (GAO), "Standards for Audit of Governmental Organizations, Programs, Activities and Functions" describes the elements of an audit as follows:

- I. *Financial and Compliance. Determines (a) whether the financial statements of an audit entity present fairly the financial position and results of financial operation in accordance with generally accepted accounting principals and (b) whether the entity has complied with laws and regulations that may have a material effect upon the financial statements.*

- II. *Economy and Efficiency. Determines (a) whether the entity is managing and utilizing its resources economically and efficiently, (b) the causes of inefficiencies or uneconomical practices, and (c) whether the entity has complied with laws and regulations concerning matters of economy and efficiency.*
- III. *Program Results. Determines (a) whether the desired results or benefits established by the ... authorizing body are being achieved and (b) whether the agency has considered alternatives that might yield desired results at a lower cost."*

The Internal Audits Section maintains and administers the Auditor/Controller Recorder's Fraud, Waste and Abuse hotline. A committee consisting of the Auditor/Controller, Assistant Auditor/Controller, two section personnel and one Sheriff's Lieutenant evaluate calls and memos to the hotline. They refer for appropriate action and follow-up. When appropriate, cases are pursued with in-house resources.

Government Code Section 26883 provides, in part: *"If a report discloses fraud or gross negligence, a copy thereof shall be filed with the district attorney."*

The Auditor/Controller states he does not have the resources to perform in-depth performance audits of all departments, offices and institutions of the County every year. He intends to prioritize and audit high-risk departments more frequently, based on proposed risk analysis.

At the time of this report high-risk departments had not been identified and a schedule for auditing high-risk departments had not been established.

The Auditor/Controller further states the department lacks the budgetary resources to do more in the area of performance audits. The department is substantially challenged to hire and retain qualified accountants and auditors due to cost competition.

Current staff audits, or arranges for audits, of Board-governed special districts. Special districts pay for the cost of audits.

RECOMMENDATIONS

- 01-13 IDENTIFY HIGH RISK DEPARTMENTS AND SCHEDULE AUDITS ACCORDINGLY.

- 01-14 HIRE OUTSIDE CONTRACT AUDITORS TO AUDIT BOARD-GOVERNED SPECIAL DISTRICTS TO FREE UP COUNTY AUDITOR PERSONNEL TO AUDIT COUNTY OFFICES AND INSTITUTIONS.
- 01-15 REQUIRE THAT EVERY DEPARTMENT BE AUDITED NOT LESS THAN ANNUALLY FOR FINANCIAL, POLICY COMPLIANCE, PERFORMANCE AND MANAGEMENT PRACTICES IN COMPLIANCE WITH GENERAL ACCOUNTING OFFICE STANDARDS.
- 01-16 REQUIRE ANY AND ALL DEPARTMENT NON-COMPLIANCE AND/OR MAL-PERFORMANCE BE REPORTED, IN WRITING, TO THE COUNTY ADMINISTRATIVE OFFICER, THE BOARD OF SUPERVISORS AND, WHEN CRIMINAL FRAUD OR MISCONDUCT IS SUSPECTED, TO THE DISTRICT ATTORNEY.
- 01-17 A DEPUTY DISTRICT ATTORNEY BE ASSIGNED TO THE FRAUD, WASTE AND ABUSE HOTLINE EVALUATION TEAM TO EVALUATE AND DETERMINE WHETHER OR NOT CALLS AND MEMOS RECEIVED SUPPORT INQUIRY AND/OR CRIMINAL INVESTIGATION BY THE DISTRICT ATTORNEY'S OFFICE.

TREASURER-TAX COLLECTOR

COLLECTION OF COURT FINES

BACKGROUND

The Central Collections Division of the Treasurer-Tax Collector coordinates County and Court collection functions, not including property taxes and child support, but does no billing.

The Board of Supervisors, on September 21, 1999, ratified Agreement #99-905 between Central Collections and the Courts to collect current court ordered fines and fees. As noted in this Agreement, there is no net cost to the County, but the County could annually realize millions of dollars of additional revenue that it had not been receiving under the private collection.

Per this Agreement, the Central Collections Division of the Treasurer-Tax Collector was contracted to do this collection function beginning January 1, 2000.

On December 31, 1999 the Court terminated its contract with a private collections firm that collected Court-ordered fees and fines.

Per State legislation, any amount of Court collections over and above amounts collected over the base year 1994-1995 is to be split 50-50 between the County and the State.

FINDINGS

The collection of delinquent fees and traffic fines did not begin until March 19, 2001. As of March 2001, only current delinquent cases are being collected. Current delinquent accounts are those accounts that failed to appear or pay during the current month only.

Since no collections were made between January 1, 2000 and March 19, 2001 there is reputed to be a sum in excess of one million dollars still outstanding.

The Treasurer-Tax Collector does not have the total of the dollars involved between January 1, 2000 and March 19, 2001. The Courts have not given this information to the Treasurer-Tax Collector's office or any other County agency. No analysis of aging, based on total receivables and characteristics on these accounts has been made.

The Grand Jury inquired of the Court Executive Office for information on past due court fines and fees and was advised that there are no records of dollar amounts since January 1, 2000.

RECOMMENDATION

01-18 THE COUNTY MAKE EVERY ATTEMPT TO COLLECT THE UNCOLLECTED COURT FINES THAT ACCRUED DURING THE PERIOD FROM JANUARY 1, 2000 UNTIL MARCH OF 2001, WHEN NO COLLECTION EFFORT WAS BEING MADE.

CASH MANAGEMENT

BACKGROUND

The Treasurer-Tax Collector has three divisions:

Tax Collection Division is responsible for collection and accounting of all taxes for taxing entities in the County.

Treasurer Division has responsibility for the cash management of County funds.

Central Collections Division coordinates County and Court collection functions, not including property taxes and child support, but does no billing.

At present, County departments do their own billing, collections, and establish their own bad debt collection policy.

The Central Collections Division has a standardized and integrated billing and collection system ready and operating, but County departments do not use it.

The Treasurer-Tax Collector is set up for a cash management program, which could shorten the cycle of billings, collections and bad debt collection policy.

FINDINGS

At the present time there is no County policy that requires uniformity and centralization of billing, collecting, cash management of current accounts, and bad debt collection.

In most departments, savings realized from operations efficiency and better employee performance do not go back to the departments to reinvest in technology and new systems or for rewarding employees, but go into the General Fund.

Cash management involves a uniform system of policies and procedures that will increase County revenue.

A good cash management system could shorten the cycle of receivable billing, collections and bad debt management, resulting in greater income to the County.

A major benefit of a cash management system could result in higher bond ratings from financial agencies and in higher investment income.

RECOMMENDATIONS

- 01-19 DEVELOP A CASH MANAGEMENT SYSTEM THAT HAS A UNIFORM SYSTEM OF POLICIES AND PROCEDURES.
- 01-20 DEVELOP BENCHMARK STANDARDS, ACCURATE AND RELIABLE REPORTING SYSTEMS, CENTRALIZED CASH MANAGEMENT, AND ABILITY TO MEASURE PERFORMANCE.
- 01-21 USE THE AVAILABLE CENTRAL COLLECTIONS AND CASH MANAGEMENT SYSTEM. THIS WOULD RESULT IN EFFICIENT AND PROFITABLE MONEY MANAGEMENT.

- 01-22 AUTOMATE AND CENTRALIZE CASHIERING, COLLECTIONS, REMITTANCE AND DISBURSEMENT SYSTEMS TO INCREASE REVENUE FOR THE COUNTY.
- 01-23 PROVIDE AN INTEGRATED SYSTEM TO REDUCE COST OF OPERATIONS CONSISTING OF CENTRALIZED: COLLECTIONS, BAD DEBT COLLECTIONS, REMITTANCE PROCESSING SYSTEM, UNIFORM COUNTYWIDE POLICIES FOR ABOVE, AND ELIMINATE OVERLAPPING AND DUPLICATIVE FUNCTIONS
- 01-24 INITIATE IMPROVEMENTS, BENEFITS AND ECONOMIES OF SCALE SO THAT THERE WILL BE CLEARER DEFINED LINES OF RESPONSIBILITY, IMPROVED COMMUNICATION AND DIRECTION, IMPROVED ACCOUNTABILITY, TIMELY AND ACCURATE FINANCIAL DATA, BENEFITS OF DEBT MANAGEMENT, CASH MANAGEMENT EFFICIENCY AND ECONOMIES OF REALLOCATING RESOURCES.
- 01-25 ALLOW DEPARTMENTS TO RETAIN A PORTION OF SAVINGS RESULTING FROM OPERATIONS EFFICIENCY AND BETTER EMPLOYEE PERFORMANCE, TO USE FOR DEBT TECHNOLOGY, SYSTEM IMPROVEMENTS, AND REWARDING EMPLOYEES.

INTRODUCTION TO EXECUTIVE SUMMARY

REVIEW AND ANALYSIS OF CASH MANAGEMENT PROCESSES

As authorized by California Penal Code Section 926, the 2000-2001 San Bernardino County Grand Jury engaged the firm of Arroyo Associates, Inc. to conduct a cash management audit of several County departments. The audit focused on:

1. Centralized cash management
2. Centralized billings
3. Centralized collection
4. Lack of uniform departmental bad debt policies

Based on this audit, an Executive Summary of the findings and recommendations follows. The complete audit report is included in the Grand Jury's Final Report.

Executive Summary

Based on our interviews, on site observations, survey of County departments, and related analyses, it appears that the County may benefit from centralizing the process by which selected types of payments are remitted to County departments. The "centralized remittance processing" system outlined in this report will yield net financial savings to the County, primarily from re-allocation of staff time now devoted to payment processing, i.e. receiving mail, opening envelopes, routing payments, etc. In addition, the County can realize additional earnings from investment of revenue because float time can be reduced by centralizing remittance processes.

Other opportunities for centralizing cash management procedures are more limited. The nature of services provided by individual departments is so diverse, and governed by such disparate regulatory mechanisms, that centralizing invoicing is impractical. However, it is possible and advantageous to standardize policies and procedures with respect to account management, especially with regard to the timely and ongoing reporting of information by departments to the Treasurer. Similarly, gains may be made by standardizing policies and procedures governing how departments handle slow pay and delinquent accounts.

Our findings and recommendations are summarized in the sections that immediately follow. Details on selected departments as well as the financial schedules that form the core of our analyses are then presented in the subsequent Chapters of this report.

Departmental Billings

As a result of our review of the billing procedures for most of the County's departments, we have the following general findings:

1. There is no standardization of billing policies and procedures throughout the County.
2. Each County department generally provides a unique service that requires department employees to have specialized knowledge and training; consequently, billing policies and procedures have been developed by each department to deal with the individual needs of the governmental agencies, clients, customers, patients, etc. receiving services from that department.
3. Policies and procedures range from the use of complex, computerized invoicing to individually-prepared invoices.

01-26 BASED ON THESE FINDINGS, WE HAVE THE FOLLOWING RECOMMENDATIONS:

- A. DUE TO THE UNIQUE NATURE OF THE SERVICES PROVIDED BY EACH DEPARTMENT, WE DO NOT RECOMMEND THAT THE COUNTY IMPLEMENT A CENTRALIZED BILLING SYSTEM. MANY OF THE BILLING PROCEDURES ARE FAR TOO COMPLEX TO INTEGRATE INTO ONE DEPARTMENT AND INTO ONE COMPUTER SYSTEM. WHILE SOME COUNTY DEPARTMENTS ISSUE A SMALL NUMBER OF INVOICES PER MONTH AND HAVE RELATIVELY SIMPLE INVOICES, WE SEE NO PARTICULAR OPERATIONAL OR COST ADVANTAGE TO CENTRALIZING THE BILLING FUNCTION OF THESE SMALLER DEPARTMENTS.
- B. WE DO RECOMMEND THAT THE COUNTY ADOPT A CENTRALIZED REPORTING SYSTEM FOR BILLINGS. WE SUGGEST THAT THIS REPORTING SYSTEM BE ESTABLISHED UNDER THE CONTROL OF THE COUNTY TREASURER'S OFFICE, BECAUSE THE CENTRAL COLLECTIONS FUNCTION IS ALREADY UNDER THE DIRECTION OF THAT OFFICE. THIS SYSTEM SHOULD INCORPORATE THE FOLLOWING ELEMENTS:
 - a. REGULAR AND TIMELY REPORTING OF BILLINGS AND RECEIVABLES TO THE TREASURER
 - b. DEPARTMENT-SPECIFIC INVOICING POLICIES
 - c. USE OF ELECTRONIC FUND TRANSFERS, AS APPROPRIATE
 - d. AGING OF ACCOUNTS TO BE SUBMITTED TO THE TREASURER'S OFFICE

Further information on these recommendations, as well as findings and recommendations for selected departments, are given in Chapter 2 of this report. (See full Audit Report, Section II, Departmental Billings, pages 10-11, for amplification.)

Departmental Collections

As a result of our review, we have the following findings:

1. Most departments open their mail by hand, process and prepare deposits manually. Also, in many departments, photocopies are taken of checks received.
2. Many County departments do not deposit collections on a daily basis.
3. Many departments make use of armored car services to transport cash and checks from the individual department to the bank.
4. The County Treasurer's Office has unused capacity available to accept and process deposits currently being received by each County department. Accordingly, the Treasurer can provide this service with virtually no additional capital investment and a nominal amount of incremental costs.

01-27 IN LIGHT OF THE ABOVE FINDINGS, WE RECOMMEND THE FOLLOWING TO THE GRAND JURY:

WE RECOMMEND THAT THE COUNTY BOARD OF SUPERVISORS ADOPT A POLICY REQUIRING ALL COUNTY DEPARTMENTS TO USE CENTRALIZED REMITTANCE PROCESSING. DEVELOPMENT OF THE SYSTEM FOR CENTRALIZED REMITTANCE PROCESSING SHOULD BE A COORDINATED EFFORT AMONG VARIOUS DEPARTMENTS AND THE COUNTY TREASURER'S OFFICE. THIS WILL HELP ENSURE THAT THE SYSTEM WILL FUNCTION AS INTENDED WHILE REMAINING SENSITIVE TO THE NEEDS OF INDIVIDUAL DEPARTMENTS. UNDER THIS SYSTEM, ANY REMITTANCE FROM AN OUTSIDE ENTITY OR PERSON, WHETHER BY ELECTRONIC FUNDS TRANSFER (EFT) OR CHECK, WOULD BE REQUIRED TO BE REMITTED DIRECTLY TO THE COUNTY TREASURER'S OFFICE. (See full Audit Report, Section III, Centralized Remittance Processing, pages 14-15, for amplification.)

We have estimated that the County can achieve a net annual savings of \$1,470,961 by adopting a centralized remittance processing system, determined as follows:

Estimated Increase In Investment Earnings from Centralized Remittance Processing	\$960,233
Estimated Salary and Benefits Cost Savings at the Department Level from Centralized Remittance Processing	560,000
Estimated Cost Savings from Reduction in Armored Car Services	35,728
Estimated Cost Increases in County Treasurer's Office from Centralized Remittance Processing	(85,000)
TOTAL	\$1,470,961

Details on the determination of these savings are provided in Chapter 3, Schedules 1 through 6. The table above does not include one-time costs (for software and forms) necessary to implement a centralized remittance processing system. Those costs would total approximately \$200,000.

In addition to the financial gains from implementing this system, the County should also realize substantially enhanced internal control. By moving remittance processing to the Treasurer's Office, the functions of billing and recordkeeping would be totally separated from most payment processing in all departments.

Collection of Slow Pay and Delinquent Accounts

As part of this engagement, we reviewed the written policies and procedures of the Central Collections Department, as well as the policies and procedures of the various County departments, with respect to overdue accounts. We have the following findings:

1. Individual County Departments:

- a. To our knowledge, the County Board of Supervisors has not adopted any standardized collection policies and procedures that each department is required to follow.
- b. In practice, the individual County departments have a wide range of policies and procedures with respect to the collection of slow pay and delinquent accounts. Many departments have no written collection policies and procedures.

- c. Many County departments have slow pay and delinquent accounts receivable that are not being collected fully or on a timely basis. The total value of accounts written off in 2000, as reported by respondents to our survey, was \$1,292,062.

2. Central Collections:

- a. The County Treasurer's Office has a "Central Collections" function, which has been in operation since 1996. Central Collections has adopted comprehensive written policies and procedures with respect to the collection of slow pay and delinquent accounts
- b. Central Collections uses computer software specifically designed for collection agency applications. In some instances, the software interfaces with databases from the state and other County departments.
- c. Central Collections has developed comprehensive procedures for handling both slow pay and delinquent accounts, with specified periods for issuing collection notices and other communications. Central Collections is equipped to handle accounts that are slow to pay or delinquent, cases where debtors' whereabouts are unknown (through "skiptracing"), and cases requiring legal action, including liens and garnishment of wages.

01-28 AS A RESULT OF OUR REVIEW, WE HAVE THE FOLLOWING RECOMMENDATIONS FOR THE GRAND JURY:

A. WE RECOMMEND THAT THE COUNTY BOARD OF SUPERVISORS ADOPT A POLICY REQUIRING ALL COUNTY DEPARTMENTS TO ADOPT WRITTEN POLICIES AND PROCEDURES WITH REGARD TO SLOW PAY AND DELINQUENT ACCOUNTS. EACH DEPARTMENT WOULD HAVE TWO OPTIONS:

- ADOPT THE ESTABLISHED POLICIES AND PROCEDURES OF CENTRALIZED COLLECTIONS, OR
- PREPARE POLICIES AND PROCEDURES TAILORED TO THE SPECIFIC TYPE OF CLIENT OR CUSTOMER SERVICED BY THAT DEPARTMENT.

B. EACH DEPARTMENT SHOULD BE REQUIRED TO ADOPT A DOLLAR LIMIT AND TIME LIMIT OVER WHICH AN ACCOUNT IS SUBJECT TO COLLECTION. ESTIMATED COLLECTION COSTS

SHOULD NOT EXCEED THE VALUE OF THE OVERDUE ACCOUNT BEING COLLECTED.

C. AT A MINIMUM, EACH DEPARTMENT'S COLLECTION POLICY SHOULD PROVIDE FOR:

- THE MAILING OF A SERIES OF DELINQUENCY NOTICES
- FOLLOW-UP PHONE CALLS
- SKIPTRACING
- ASSESSMENT OF LATE PAYMENT PENALTIES/FEEES
- LEGAL ACTION, WHEN NECESSARY

Details regarding these recommended provisions are given in Chapter 4. (See full Audit Report, Section IV, Delinquent Collections, pages 27-28, for amplification.)

D. IF A DEPARTMENT IS TOO SMALL TO PERFORM ALL OF THESE FUNCTIONS, OR CANNOT PERFORM THESE FUNCTIONS IN A COST EFFECTIVE MANNER, THEN THE DEPARTMENT SHOULD BE REQUIRED TO UTILIZE CENTRAL COLLECTIONS.

E. FOR THOSE COUNTY DEPARTMENTS THAT UTILIZE CENTRAL COLLECTIONS, WE RECOMMEND A "TWO-TIER" COST STRUCTURE FOR COLLECTION FEES THAT ARE CHARGED BACK AGAINST DEPARTMENTAL OPERATIONS, ONE FOR "SLOW PAY" ACCOUNTS, AND ANOTHER FOR ACCOUNTS THAT A DEPARTMENT DECIDES SHOULD BE ASSIGNED FOR COLLECTION. (See full Audit Report, Section IV, Delinquent Collections, pages 27-28, for amplification.)

Adoption of the policy described above should yield financial benefits, in the form of more timely collection of delinquent accounts. It will also yield enhanced internal control, because more information will be gathered on the status of any one account, and that information would be available centrally. If the above policy is adopted by the County Board of Supervisors and if a significant number of County departments begin to utilize Central Collections, this could result in Central Collections adding additional collection agents, and a corresponding reduction in collection costs at the department level. We have not attempted to quantify the dollar magnitude of such changes in operations.

II. DEPARTMENTAL BILLINGS

In this Chapter, we present a summary of findings and recommendations on selected County departments and opportunities for centralized billing.

Current Department Practices

We have observed that each of the various County departments provides a unique service, often to many different types of clients. In addition to the complexity presented by the nature of the services themselves, those services are often governed by varying federal and/or state laws and regulations. The business of each department is therefore typically complex, and not easily standardized. A sample profile of selected departments is given immediately below.

ARROWHEAD REGIONAL MEDICAL CENTER (ARMC)

ARMC bills and collects approximately \$400,000,000 in annual revenues. Invoices must be prepared and transmitted to a wide variety of recipients, including:

- Medicare/Medi-Cal
- Various insurance companies
- Individual patients

Medical billings are highly complex and require a high degree of training and experience. Also, the obtaining of confidential patient information is a critical element in the timely and accurate billing of medical claims. Generally, this information is obtained by hospital personnel in the admitting department, who work closely with the personnel involved in medical billing.

AGRICULTURE

The Department of Agriculture/Weights and Measures is divided into three divisions and an administrative unit. The essential duties of each Division are as follows:

- The Consumer Protection Division inspects weighting and measuring devices used for commercial transactions and enforces regulations dealing with the quality and marketing of produce and eggs.

- The Pest Prevention Division enforces plant quarantine laws, regulated plant nurseries, certifies pest-free status for agricultural commodity shipments, and performs surveys to detect foreign pests.
- The Pesticide Regulatory Division regulates the use of pesticides, performs pest control work for other County Departments and select governmental agencies, and manufactures rodent baits for sale to the public.

Clients include all stores using price scanners, businesses manufacturing or packing commodities for sale, gasoline stations, rock and gravel operations, farmers, pest control businesses, nurseries, other governmental organizations, supermarkets, private citizens, beekeepers, mobile home parks, ranchers and others. Services are provided at the business' or individual's site as well as in each of the Department's seven locations. Payment may be received at any of these locations. Businesses with large transactions or frequent service requests are generally invoiced for the service from the Department's main office in San Bernardino.

CHILD SUPPORT SERVICES

The Department of Child Support Services receives all of its program funds from State and Federal funding. All funds are received electronically. Therefore, there would be no benefit to the County of San Bernardino to change the current procedures for billing and collecting program funds.

BEHAVIORAL HEALTH

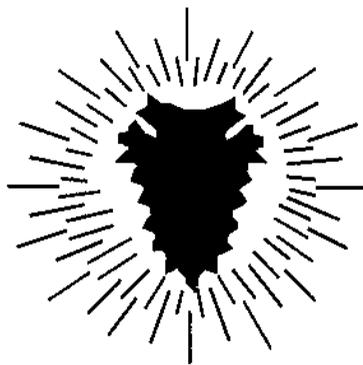
The Department of Behavioral Health provides services to individuals with mental health needs and alcohol or drug addiction. The Department operates or contracts for the provision of 24-hour care, day treatment, outpatient services, case management and crisis and referral services to maintain continuous care. Funds are received from State and Federal agencies, from insurance companies, and from individuals. The Department does some billings electronically depending on the funding agencies requirements and the Department receives electronic deposits from the State of California. The Department does not accept credit cards.

Due to these factors, department services will be substantially more effective if employees possess the requisite, specialized knowledge and training. In turn, billing policies and procedures have been developed by each department to address the particular needs of the department and other agencies. Policies and procedures range from the use of complex, computerized invoicing to individually prepared invoices. Currently, only one County department utilizes centralized billing. The Public Defender's Office uses the County Treasurer's Office to process and mail billings.

**Review and Analysis of
Cash Management Processes for**

**SAN BERNARDINO COUNTY
2000-2001 GRAND JURY**

FINAL REPORT



May 31, 2001



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This chapter of our report discusses our understanding of this project's background, scope, and objectives.

Background

San Bernardino County is a large and complex organization, with more than 30 separate departments that provide a wide variety of services. The costs of providing many of these services are supported by monies provided from Federal and State government, a third party agency or the taxpayer. A key to the County's success in managing the financial resources required to provide these services is the timely processing and payment for services rendered.

The responsibilities for billing and collection are currently decentralized throughout the County government. A preliminary survey conducted by the Grand Jury noted 24 departments are currently involved in billing and collection functions. Moreover, it appears that the policies and procedures governing billing and collection are not consistent across departments.

Based on this preliminary assessment, there appears to be significant opportunities for the County to enhance its financial performance through more efficient and effective billing and collection processes and procedures. The goal should be to move revenue into the County Treasury as quickly as possible. This may be accomplished by centralization of duties and responsibilities, improved technology, enhanced productivity of existing staff, and revised policies. Potential benefits of centralization include costs savings, more efficient and effective customer service, and improved ability to measure departmental performance.

Scope and Objectives

The scope of this study is limited to reviewing current practices and procedures with respect to cash management at the departmental level in the County of San Bernardino. Specific objectives are as follows:

- Inventory current cash management operations, including invoicing, collections and handling of slow pay and delinquent accounts.
- Evaluate effectiveness of cash management operations with respect to issues that may include time cycle, responsibility and accountability, overlapping and duplicate functions, internal communication and cooperation, overall cost-effectiveness, and security.

- Identify options for centralizing of cash management processes.
- Provide a cost/benefit analysis of options for centralization.

Methodologies

We have utilized a variety of methodologies to generate data and analyses reported herein. Below is a brief overview of each method and specifics of our work using that method.

Interviews	A total of 25 one-on-one or small-group interviews were conducted with representatives from County departments, including the Treasurer/Tax Collector and his staff and the Auditor-Controller and his staff. A listing of these individuals is provided in Appendix A.
Department Surveys	As a means of documenting current cash management processes and procedures, we designed, fielded and tabulated results of a written survey of those County departments that invoice and collect for services. A total of nineteen departments and two special districts responded in total or in part to our survey. Individual responses were also received from a total of 11 divisions within the Fire Department and Public Works Department. Appendix B provides the survey instrument.
Document Review/Analysis	We gathered documents, data and other information from selected departments to develop a detailed profile of each department's cash management practices and procedures. Documents were obtained through the survey, interviews, and by fax. A spreadsheet presenting the fully tabulated profiles of each department is provided in Appendix C.
Cost-Benefit Analysis	Based on data gathered in our interviews, from the surveys and other documents, we prepared detailed schedules showing financial costs and benefits associated with specific recommendations for centralizing or otherwise modifying current cash management practices and procedures. These schedules are presented in the body of this report.

Executive Summary

Based on our interviews, on site observations, survey of County departments, and related analyses, it appears that the County may benefit from centralizing the process by which selected types of payments are remitted to County departments. The "centralized remittance processing" system outlined in this report will yield net financial savings to the County, primarily from re-allocation of staff time now devoted to payment processing, i.e. receiving mail, opening envelopes, routing payments, etc. In addition, the County can realize additional earnings from investment of revenue because float time can be reduced by centralizing remittance processes.

Other opportunities for centralizing cash management procedures are more limited. The nature of services provided by individual departments is so diverse, and governed by such disparate regulatory mechanisms, that centralizing invoicing is impractical. However, it is possible and advantageous to standardize policies and procedures with respect to account management, especially with regard to the timely and ongoing reporting of information by departments to the Treasurer. Similarly, gains may be made by standardizing policies and procedures governing how departments handle slow pay and delinquent accounts.

Our findings and recommendations are summarized in the sections that immediately follow. Details on selected departments as well as the financial schedules that form the core of our analyses are then presented in the subsequent Chapters of this report.

Departmental Billings

As a result of our review of the billing procedures for most of the County's departments, we have the following general findings:

1. There is no standardization of billing policies and procedures throughout the County.
2. Each County department generally provides a unique service that requires department employees to have specialized knowledge and training; consequently, billing policies and procedures have been developed by each department to deal with the individual needs of the governmental agencies, clients, customers, patients, etc. receiving services from that department.
3. Policies and procedures range from the use of complex, computerized invoicing to individually-prepared invoices.

Based on these findings, we have the following recommendations:

1. Due to the unique nature of the services provided by each department, we do not recommend that the County implement a centralized billing system. Many of the billing procedures are far too complex to integrate into one department and into one computer system. While some County departments issue a small number of invoices per month and have relatively simple invoices, we see no particular operational or cost advantage to centralizing the billing function of these smaller departments.
2. We do recommend that the County adopt a centralized reporting system for billings. We suggest that this reporting system be established under the control of the County Treasurer's Office, because the Central Collections function is already under the direction of that Office. This system should incorporate the following elements:
 - a. Regular and timely reporting of billings and receivables to the Treasurer
 - b. Department-specific invoicing policies
 - c. Use of Electronic Fund Transfers, as appropriate
 - d. Aging of accounts to be submitted to the Treasurer's Office

Further information on these recommendations, as well as findings and recommendations for selected departments, are given in Chapter 2 of this report.

Departmental Collections

As a result of our review, we have the following findings:

1. Most departments open their mail by hand, process and prepare deposits manually. Also, in many departments, photocopies are taken of checks received.
2. Many County departments do not deposit collections on a daily basis.
3. Many departments make use of armored car services to transport cash and checks from the individual department to the bank.

4. The County Treasurer's Office has unused capacity available to accept and process deposits currently being received by each County department. Accordingly, the Treasurer can provide this service with virtually no additional capital investment and a nominal amount of incremental costs.

In light of the above findings, we recommend the following to the Grand Jury:

We recommend that the County Board of Supervisors adopt a policy requiring all County departments to use centralized remittance processing. Development of the system for centralized remittance processing should be a coordinated effort among various departments and the County Treasurer's Office. This will help ensure that the system will function as intended while remaining sensitive to the needs of individual departments. Under this system, any remittance from an outside entity or person, whether by Electronic Funds Transfer (EFT) or check, would be required to be remitted directly to the County Treasurer's Office.

We have estimated that the County can achieve a net annual savings of \$1,470,961 by adopting a centralized remittance processing system, determined as follows:

Estimated Increase In Investment Earnings from Centralized Remittance Processing	\$960,233
<hr/>	
Estimated Salary and Benefits Cost Savings at the Department Level from Centralized Remittance Processing	560,000
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Estimated Cost Savings from Reduction in Armored Car Services	35,728
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Estimated Cost Increases in County Treasurer's Office from Centralized Remittance Processing	<u>(85,000)</u>
<hr/>	
TOTAL	\$1,470,961

Details on the determination of these savings are provided in Chapter 3, Schedules 1 through 6. The table above does not include one-time costs (for software and forms) necessary to implement a centralized remittance processing system. Those costs would total approximately \$200,000.

In addition to the financial gains from implementing this system, the County should also realize substantially enhanced internal control. By moving remittance processing to the Treasurer's Office, the functions of billing and record keeping would be totally separated from most payment processing in all departments.

Collection of Slow Pay and Delinquent Accounts

As part of this engagement, we reviewed the written policies and procedures of the Central Collections Department, as well as the policies and procedures of the various County departments, with respect to overdue accounts. We have the following findings:

1. Individual County Departments:

- a. To our knowledge, the County Board of Supervisors has not adopted any standardized collection policies and procedures that each department is required to follow.
- b. In practice, the individual County departments have a wide range of policies and procedures with respect to the collection of slow pay and delinquent accounts. Many departments have no written collection policies and procedures.
- c. Many County departments have slow pay and delinquent accounts receivable that are not being collected fully or on a timely basis. The total value of accounts written off in 2000, as reported by respondents to our survey, was \$1,292,062.

2. Central Collections:

- a. The County Treasurer's Office has a "Central Collections" function, which has been in operation since 1996. Central Collections has adopted comprehensive written policies and procedures with respect to the collection of slow pay and delinquent accounts
- b. Central Collections uses computer software specifically designed for collection agency applications. In some instances, the software interfaces with databases from the state and other County departments.
- c. Central Collections has developed comprehensive procedures for handling both slow pay and delinquent accounts, with specified periods for issuing collection notices and other communications. Central Collections is equipped to handle accounts that are slow to pay or delinquent, cases where debtors' whereabouts are unknown (through "skiptracing"), and cases requiring legal action, including liens and garnishment of wages.

As a result of our review, we have the following recommendations for the Grand Jury:

1. We recommend that the County Board of Supervisors adopt a policy requiring all County departments to adopt written policies and procedures with regard to slow pay and delinquent accounts. Each department would have two options:
 - Adopt the established policies and procedures of Centralized Collections, or
 - Prepare policies and procedures tailored to the specific type of client or customer serviced by that department.
2. Each department should be required to adopt a dollar limit and time limit over which an account is subject to collection. Estimated collection costs should not exceed the value of the overdue account being collected.
3. At a minimum, each department's collection policy should provide for:
 - The mailing of a series of delinquency notices
 - Follow-up phone calls
 - Skiptracing
 - Assessment of late payment penalties/fees
 - Legal action, when necessary

Details regarding these recommended provisions are given in Chapter 4.

4. If a department is too small to perform all of these functions, or cannot perform these functions in a cost effective manner, then the department should be required to utilize Central Collections.
5. For those County departments that utilize Central Collections, we recommend a "two-tier" cost structure for collection fees that are charged back against departmental operations, one for "slow pay" accounts, and another for accounts that a department decides should be assigned for collection. Details are provided in Chapter 4.

Adoption of the policy described above should yield financial benefits, in the form of more timely collection of delinquent accounts. It will also yield enhanced internal control, because more information will be gathered on the status of any one account, and that information would be available centrally. If the above policy is adopted by the County Board of Supervisors and if a significant number of County departments begin to utilize Central Collections, this could result in Central Collections adding additional collection agents, and a corresponding reduction in collection costs at the department level. We have not attempted to quantify the dollar magnitude of such changes in operations.

II. DEPARTMENTAL BILLINGS

In this Chapter, we present a summary of findings and recommendations on selected County departments and opportunities for centralized billing.

Current Department Practices

We have observed that each of the various County departments provides a unique service, often to many different types of clients. In addition to the complexity presented by the nature of the services themselves, those services are often governed by varying federal and/or state laws and regulations. The business of each department is therefore typically complex, and not easily standardized. A sample profile of selected departments is given immediately below.

ARROWHEAD REGIONAL MEDICAL CENTER (ARMC)

ARMC bills and collects approximately \$400,000,000 in annual revenues. Invoices must be prepared and transmitted to a wide variety of recipients, including:

- Medicare/Medi-Cal
- Various insurance companies
- Individual patients

Medical billings are highly complex and require a high degree of training and experience. Also, the obtaining of confidential patient information is a critical element in the timely and accurate billing of medical claims. Generally, this information is obtained by hospital personnel in the admitting department, who work closely with the personnel involved in medical billing.

AGRICULTURE

The Department of Agriculture/Weights and Measures is divided into three divisions and an administrative unit. The essential duties of each Division are as follows:

- The Consumer Protection Division inspects weighting and measuring devices used for commercial transactions and enforces regulations dealing with the quality and marketing of produce and eggs.

- The Pest Prevention Division enforces plant quarantine laws, regulated plant nurseries, certifies pest-free status for agricultural commodity shipments, and performs surveys to detect foreign pests.
- The Pesticide Regulatory Division regulates the use of pesticides, performs pest control work for other County Departments and select governmental agencies, and manufactures rodent baits for sale to the public.

Clients include all stores using price scanners, businesses manufacturing or packing commodities for sale, gasoline stations, rock and gravel operations, farmers, pest control businesses, nurseries, other governmental organizations, supermarkets, private citizens, beekeepers, mobile home parks, ranchers and others. Services are provided at the business' or individual's site as well as in each of the Department's seven locations. Payment may be received at any of these locations. Businesses with large transactions or frequent service requests are generally invoiced for the service from the Department's main office in San Bernardino.

CHILD SUPPORT SERVICES

The Department of Child Support Services receives all of its program funds from State and Federal funding. All funds are received electronically. Therefore, there would be no benefit to the County of San Bernardino to change the current procedures for billing and collecting program funds.

BEHAVIORAL HEALTH

The Department of Behavioral Health provides services to individuals with mental health needs and alcohol or drug addiction. The Department operates or contracts for the provision of 24-hour care, day treatment, outpatient services, case management and crisis and referral services to maintain continuous care. Funds are received from State and Federal agencies, from insurance companies, and from individuals. The Department does some billings electronically depending on the funding agencies requirements and the Department receives electronic deposits from the State of California. The Department does not accept credit cards.

Due to these factors, department services will be substantially more effective if employees possess the requisite, specialized knowledge and training. In turn, billing policies and procedures have been developed by each department to address the particular needs of the department and other agencies. Policies and procedures range from the use of complex, computerized invoicing to individually prepared invoices. Currently, only one County department utilizes centralized billing. The Public Defender's Office uses the County Treasurer's Office to process and mail billings.

Recommendations Regarding Centralized Billing

Due to the unique nature of the services provided by each department, we do not recommend that the County implement a centralized billing system. Many of the billing procedures are far too complex to integrate into one department and into one computer system. For example, a centralized computer billing system would need to be programmed to handle the individual and unique features of all County departments. The employees of a centralized billing department would need to be trained regarding the services and unique problems of every department. In our view, such a system would be impractical, burdensome and would most likely result in a reduced service level to County clients and customers.

Notwithstanding the above comments, we recommend that the County adopt a centralized reporting system for billings. We further recommend that this system be established within the County Treasurer's Office, due to the fact that the Central Collections function is already under the Treasurer's Office direction. Locating both functions in the same office will facilitate sharing of information and help ensure more efficient and effective collections processes. It will also be to the County's advantage with respect to investment to centralize billings reporting in this way. The Treasurer's Office will have ready access to the most current information on various measures that indicate the status of the County's cash management processes. This information will enhance that office's ability to best manage County investments.

To establish a centralized reporting system for billings, we recommend that the County do the following:

- a. Adopt a policy that all County departments must report billing and receivable data to the County Treasurer's Office on a monthly basis.
- b. Establish a separate policy for each department, requiring that invoices be issued within a specified period of days after the County service is rendered. (The number of days in each department will depend on the nature of the service and established billing practices.)
- c. Establish a policy requiring that billings be submitted to governmental agencies, clients, customers, patients, etc. by electronic transmission, if this type of billing is allowable by the billing recipient.
- d. Require each department to produce a monthly accounts receivable aging, reporting receivables by the following due date categories: current, 30 days, 60 days, 90 days, 120 days, over 120 days. Also, require each department to submit its account receivable aging to the County Treasurer within 10 days after month end.

- e. Assign an employee in Central Collections the responsibility to monitor billing and receivable data on a monthly basis to assure compliance with these new policies.

Department-Specific Recommendations

Based on information gathered from specific departments, we are providing the following recommendations for modifying billing procedures in selected departments.

1. The Vehicle Services Department could benefit from working with the Information Services Department (ISD) to make the data generated by ISD more usable for billing purposes, especially with regard to interfund transfers.
2. The Land Use Services Department should develop written policies and procedures for billing and collection processes. Conversion to the computer program, Permits Plus, should be completed immediately. A cash register which links to the computer program and can take credit cards should be used at the front counter in place of cash boxes. Duties for each of the processes should be clearly defined and segregated among the employees.

III. CENTRALIZED REMITTANCE PROCESSING

This Chapter provides detailed information on the recommendation to institute a centralized remittance processing system.

Current Department Payment Processing

While the unique nature of department services makes centralized billing impractical and unproductive, the nature of payment processing is more readily standardized and centralized. The functions now completed at the department level with regard to payment processing are very similar across departments. Moreover, the processing of payments is now largely a manual effort: envelopes are received by mail, opened by hand, checks are withdrawn and routed, photocopies may be made, and deposits are made at various times, from daily to weekly.

This process is straightforward, yet also relatively labor-intensive and time-consuming. A total of 88 positions in 19 departments are currently involved in remittance processing. Based on department reports of hours devoted to remittance processing, the full-time equivalent of 20 positions is currently required just to process payments. Based on FY 2000 data, a total of approximately 36,195 remittances are processed monthly.

In addition to diverting staff time from potentially more productive efforts, the current system carries an unnecessarily high level of risk for processing error. With so many hands involved in processing a relatively large number of transactions, there is the potential for lost or mis-processed payments.

In addition to the costs for personnel, the County also provides armored car services for transporting deposits from individual departments to the Bank of America. The Arrowhead Regional Medical Center makes daily use of these services. Arrowhead alone represents nearly half of the monthly remittance transactions reported by departments in our survey. From April 2000 through March 2001, the costs for armored car services to the County totaled \$119,095, an average of \$9,925 per month.

The costs associated with the current system are also manifested in lost earnings. Our survey results indicate that relatively few departments make deposits on a daily basis. Therefore, the "float" (the time that elapses between when a payment is received and when it is deposited) can be up to 5 days, resulting in lost investment earnings, which could be re-captured if payments could be processed more promptly.

Capacity and Technology in County Treasurer's Office

Based on our site visits and interviews with personnel in the County Treasurer's Office, it is our observation that the Treasurer's Office has unused capacity available to accept and process non-cash deposits currently being received by each County department. Our analysis, based on information provided by the Treasurer's staff, specifications of technology now being utilized by that office, and transactions-related data provided by individual departments, indicates that the Treasurer's Office can provide this service with virtually no additional capital investment and a nominal amount of incremental costs. Specifics regarding the unused capacity are as follows:

- The Treasurer's Office currently has in place two NCR high-speed check processing machines. The machines were acquired primarily to process large volumes of property tax payments in April and December of each year. One machine is idle much of the year, and could be used for processing checks received by County departments. The check processing machines have the capacity to:
 - Process checks automatically and store images of the front of the check. The front of the check can be pulled up online and reviewed by any department personnel.
 - Automatically record the check into the County's accounting system based on the department of origin.
- With respect to capacity, each check processing machine can process approximately 24,000 checks per day. During the County's peak property tax season (twice a year), approximately 25,000 checks per day are processed. During non-peak times, the volume is much less - roughly 5,000 checks per day.
- The Treasurer's Office also has four (4) recently acquired envelope opening machines. The machines open the envelope and extract the contents. Each machine has a maximum rated processing capacity of 4,500 envelopes per hour. (The actual speed of the machine depends on the type of mail and the skill of the operator. Currently, the Treasurer's Office can process between 1,500 and 2,000 envelopes per hour on one machine.)
- We have estimated the total additional remittances from all County departments would be approximately 36,000 per month, or 1,800 per day (assuming 20 work days per month). Accordingly, the Treasurer's Office check processing and envelope opening machines could easily absorb this additional volume.

The Treasurer's informational website (www.mytaxcollector.com) currently has a system in place to accept credit and debit card payments over the web or by telephone. With certain programming changes, the customers of each County department could utilize these systems for payment. This would expand the payment options available to all departmental customers.

Recommendation for Centralized Remittance Processing

Based on the findings discussed above, it is recommended that the County Board of Supervisors adopt a policy requiring all County departments to use centralized remittance processing. Under this system, any remittance from an outside entity or person, whether by Electronic Funds Transfer (EFT) or check, would be required to be remitted directly to the County Treasurer's Office. Many of the departments would continue to receive some collections at the local level. However, any collection to be received by EFT or through the mail should go directly to the County Treasurer's Office. Notices to customers should indicate that questions about their invoices should be directed to the relevant department and that the Treasurer's Office should be contacted only to make payment.

Information on payments, including an electronic image of the check(s) and stub(s) for each transaction, would be transmitted to individual departments promptly--normally the same day that payment is received, or at the latest 1-2 business days after posting--via file transfer protocol or electronic mail. For any department payment, a file is created that includes at a minimum the following fields: account number, date, payment amount and image file names. This file can be transmitted via file transfer protocol or electronic mail to the participating agency so that it can be uploaded to their automated system. An electronic image of the check(s) and stub(s) for each transaction would be created in a standard TIF format. The images would be identified using a combination of date and transaction number for each payment. Once these images are stored in a directory on a computer, they can be accessed for viewing without any special software. Alternatively, the department could choose to modify their accounts receivable system so that these images could be linked to each specific account (as the Treasurer's Office has done for property tax payments).

We further recommend that the system for centralizing of remittance processing be developed as a joint effort, with participation by a representative set of County departments and the Treasurer's Office. This coordinated effort will help ensure that the system as designed will be both efficient and responsive to the needs of individual departments. We also recommend that the remittance processing system be implemented first on a trial basis with selected departments. Once any necessary modifications have been made, the system can be implemented County-wide.

We are not making any recommendations regarding centralized remittance processing for agency funds because further investigation would be necessary to determine if utilizing centralized collections and remittance would be allowed under State and Federal law. For example, the Department of Child Support Services administers an agency fund containing the support received from the responsible party and distributes funds to the court ordered recipient. The department may benefit from the use of Central Remittance Processing and Central Collections; however, there would be no increase in cash flow or direct benefit to the County due to cost savings, because all costs are reimbursed by State and Federal funds.

Cost-Benefit Analysis

From an internal control standpoint, moving non-cash collections to the Treasurer's Office would be very favorable. The functions of billing and record keeping at the Departmental level would be totally separated from the collection function, for most transactions.

The recommended system also promises significant financial benefits, both from ongoing cost savings and increased earnings. The financial costs and benefits, described immediately below, are summarized in Schedule 1 with additional details provided in Schedules 2 through 6.

- a. Interest earnings could be increased by eliminating the "float" existing in each County department. If entities or individuals electronically transmit or mail payments directly to the Treasurer's Office, this will eliminate the time necessary to receive and remit the payments from each Department to the Treasurer's Office. If this procedure is in place for all County departments, it could increase the County's investment yield. See Schedule 3 for details.
- b. Armored car services are used by some departments to transport cash and checks to the Treasurer's Office and/or banks. Because some cash and checks would still be received at various geographic locations, the use of armored cars would not be eliminated. But the frequency and volume of use could most likely be reduced, resulting in a net cost savings. See Schedule 5 for details.
- c. The customer of each County department could utilize systems now in place at the Treasurer's website to make payments by credit or debit card, or by telephone. This not only expands the payment options available to all Departmental customers, but also relieves each Department of the costs associated with acquiring credit card-related hardware and software.
- d. The County should, by the re-allocation of some cash collection personnel at the department level, achieve a net reduction in the costs of cash management

County-wide. See Schedule 4 for details. Note that these are projected savings in costs of cash management, not net financial savings to the County. At the department level, very few positions are dedicated solely to processing of payments. Therefore, implementation of a centralized remittance processing system is unlikely to result in elimination of any positions. However, implementation of such a system could offset hiring of additional personnel, as time now devoted to remittance processing will be available to complete tasks for which additional part-time or full-time personnel might otherwise be required.

- e. The one-time costs associated with implementing a centralized remittance processing system for software, paper and forms, would total approximately \$200,000, as specified in Schedule 2. Additional annual costs, for personnel in the Treasurer's Office, are estimated to total approximately \$85,000, as specified in Schedule 6.

Schedule 1. Estimated Net Annual Savings To County From Centralization Of Remittance Processing

	<u>Schedule Reference</u>	<u>Amount</u>
Estimated Increase In Investment Earnings from Centralized Remittance Processing	3	\$960,233
Estimated Salary and Benefits Cost Savings at the Department Level from Centralized Remittance Processing	4	560,000
Estimated Cost Savings from Reduction In Armored Car Services	5	35,728
Estimated Cost Increases In County Treasurer's Office from Centralize Remittance Processing	6	<u>(85,000)</u>
		<u>\$1,470,961</u>

Schedule 2. Estimated One-Time Costs To Implement Centralized Remittance Processing System

Additional Software Costs (Note A)	\$100,000
Additional Forms and Paper Costs (Note B)	<u>100,000</u>
	<u>\$200,000</u>

Note A: The IS Manager of the County Treasurer's Office estimates additional software costs of up to \$5,000 per department will be required to reprogram the check processing machine to handle items for each department. Assuming remittance processes are centralized for twenty departments, we have estimated \$100,000 for such additional programming costs.

Note B: New forms and envelopes will need to be printed for each department. We have estimated this cost at \$100,000.

Schedule 3. Estimated Increase In Investment Earning From Centralized Remittance Processing System

(page 1 of 2)

Department	Est Annual Gross Rev ^F	Estimated pymts rec'd by EFT	Estimated Bad Debts	Est Cash Receipts Received by Dept	Frequency of Deposits
Agriculture, Weights & Measures	\$2,915,830.00	\$1,696,493.00	-	\$1,219,337.00	once a week
Airports	\$2,729,186.00	-	\$8,253.37 ^B	\$2,720,932.63	once a week
Arrowhead Regional Med Ctr	\$426,212,198.00	\$75,315,542.00	\$40,299,624.96 ^A	\$310,597,031.04	daily
Assessor	\$81,473.26	-	-	\$81,473.26	once a week
Auditor	\$18,008,160.00	\$1,800,816.00 ^C	-	\$16,207,344.00	daily
Behavioral Health	\$29,082,159.00	-	\$56,390.00 ^B	\$29,025,769.00	daily
Department of Child Support	\$20,000,000.00	\$20,000,000.00 ^D	-	-	EFT
District Attorney's Office	\$22,000,000.00	-	-	\$22,000,000.00	daily
County Fire					
Ambulance billing	\$3,341,256.00	-	\$950,901.00 ^B	\$2,390,355.00	daily
Auto parts/ repairs	\$57,249.00	-	--	\$57,249.00	daily
Cost Recovery	\$683,389.00	-	\$6,092.71 ^B	\$677,296.29	daily
Hazmat Permit Billing	\$1,951,192.00	-	15,605.98 ^B	\$1,935,586.02	daily
Human Resources/ Risk Mgmt	\$487,017.00	-	-	\$487,017.00	
Information Services	\$1,763,374.00	-	-	\$1,763,374.00	when total >\$500
Land Use Services	\$4,325,931.98	-	-	\$4,325,931.98	daily
Library	\$574,982.00	-	-	\$574,982.00	various
Public Works					
Transport-Permits	\$329,404.00	-	-	\$329,404.00	2-3 times a week
Transport-Miscellaneous	\$5,124,775.00	-	\$3,100.00 ^B	\$5,121,675.00	2-3 times a week
Flood Control	\$677,209.00	-	-	\$677,209.00	2-3 times a week
GIMS	\$44,650.00	-	-	\$44,650.00	once a week
Regional Parks	\$818,382.00	-	-	\$818,382.00	once a week
Surveyor	\$71,205.00	-	-	\$71,205.00	n/ a
Solid Waste	\$26,520,670.00	-	-	\$26,520,670.00	daily
Real Estate Services	\$159,132.00	-	-	\$159,132.00	once a week
Registrar of Voters	\$3,579,754.00	-	-	\$3,579,754.00	once a week
Sheriff	\$56,507,800.00 ^E	\$5,650,780.00 ^C	-	\$50,857,020.00	twice a week
Treasurer/ Tax Collector	\$1,060,283,006.21	\$1,060,283,006.21	-	-	n/ a
Central Collections	\$5,429,514.00	\$5,429,514.00	-	-	n/ a
Vehicle Services	\$1,178,242.00	-	-	\$1,178,242.00	once a week
Special Districts					
Water and Sanitation	\$9,486,620.00	-	66,813.00 ^B	\$9,419,807.00	daily
Crestline Sanitation	\$2,015,980.00	-	3,880.32 ^B	\$2,012,099.68	daily

EXPLANATORY NOTES AND ASSUMPTIONS

- A Assumes 48% of overdue accounts are uncollectible
- B Based on Accounts written off in Fiscal Year 2000
- C Assumes 10% of payments received are Electronic Fund Transfers.
- D Revenue represents amount received from the State to fund the program. The department also collects child support payments. Because these payments would not change the annual yield, they are not included in these calculations.
- E Does not include revenue from State and Federal Grants
- F The estimated annual income was determined by the six month total provided by the departmental surveys multiplied by two.
- G The estimated % received at the department was determined by the Cash and Carry % provided by the departmental survey.

**Schedule 3. Estimated Increase In Investment Earning From Centralized
Remittance Processing System**
(page 2 of 2)

Department	Additional days of Int per week	Est % Rec'd at Dept Level ^G	Est % Rec'd by Cnty Treas	Est Annual Yield	Est Annual Yield	Net Annual Increase in Earnings
Agriculture, Weights & Measures	2.5	25%	75%	6%	\$54,870.17	\$19,543
Airports	2.5	5%	95%	6%	\$155,093.16	\$55,239
Arrowhead Regional Med Ctr	1.0	15%	85%	6%	\$15,840,448.58	\$43,398
Assessor	2.5	20%	80%	6%	\$3,910.72	\$1,393
Auditor	1.0	5%	95%	6%	\$923,818.61	\$2,531
Behavioral Health	1.0	5%	95%	6%	\$1,654,468.83	\$4,533
Department of Child Support	0.0	0%	100%	6%	-	\$0
District Attorney's Office	1.0	0%	100%	6%	\$1,320,000.00	\$3,616
County Fire						
Ambulance billing	1.0	0%	100%	6%	\$143,421.30	\$393
Auto parts/ repairs	1.0	0%	100%	6%	\$3,434.94	\$9
Cost Recovery	1.0	0%	100%	6%	\$40,637.78	\$111
Hazmat Permit Billing	1.0	0%	100%	6%	\$116,135.16	\$318
Human Resources/ Risk Mgmt						
Information Services	1.5	0%	100%	6%	\$105,802.44	\$22,610
Land Use Services	1.0	80%	20%	6%	\$51,911.18	\$142
Library	2.0	20%	80%	6%	\$27,599.14	\$7,864
Public Works						
Transport-Permits	1.5	54%	46%	6%	\$9,091.55	\$1,943
Transport-Miscellaneous	1.5	54%	46%	6%	\$141,358.23	\$30,208
Flood Control	1.5	54%	46%	6%	\$18,690.97	\$3,994
GIMS	2.5	50%	50%	6%	\$1,339.50	\$477
Regional Parks	2.5	50%	50%	6%	\$24,551.46	\$8,744
Surveyor	1.0	n/ a	n/ a	6%	-	\$0
Solid Waste	1.0	50%	50%	6%	\$795,620.10	\$2,180
Real Estate Services	2.5	0%	100%	6%	\$9,547.92	\$3,401
Registrar of Voters	2.5	10%	90%	6%	\$193,306.72	\$68,849
Sheriff	1.5	0%	100%	6%	\$3,051,421.20	\$652,085
Treasurer/ Tax Collector	0.0	0%	100%	6%	-	\$0
Central Collections	0.0	0%	100%	6%	-	\$0
Vehicle Services	2.5	0%	100%	6%	\$70,694.52	\$25,179
Special Districts						
Water and Sanitation	1.0	22%	100%	6%	\$440,846.97	\$1,208
Crestline Sanitation	1.0	20%	100%	6%	\$96,580.78	\$265

Total Estimated Net Annual Increase in Yield \$960,233

Schedule 5. Estimated Cost Savings From Reduction In Armored Car Services

Approximate Armored Car Charges to the County for the Period April, 2000 through March, 2001	<u>\$119,095</u>
Average Charge Per Month	<u>\$ 9,925</u>
Estimated Reduction In Use of Armored Car Service By County Departments (Note A)	<u>\$ 35,728</u>

Note A: Reduction is achieved because remittances will be sent directly to County Treasurer. We have assumed a 30% reduction. Specifying the reduction with any precision is difficult, in part because records of how the service is currently being used are not detailed. This estimate should be quite conservative, based on the fact that nearly half of monthly remittance transactions originate in the Arrowhead Regional Medical Center, which makes daily use of the armored car service.

Schedule 6. Estimated Cost Increases To Centralize Remittance Processing

Personnel Costs:

Incremental Salary and Benefit Costs to Add One full-time position (Note A)	\$ 45,000
Incremental Payroll and Benefit Costs to Add Two Part-Time Machine Operators (Note B)	<u>40,000</u>
Total Estimated Increases	<u>\$ 85,000</u>

Note A: A position would be added to specifically supervise and monitor payment collections for all County departments, to act as a liaison to individual departments and to trouble shoot any problems related to departmental collections. The projected salary and benefit costs are for a position at the level of Supervising Accounting Technician.

Note B: The County Treasurer has estimated that two part-time employees will need to be added to operate the check processing machine and check operating machine to handle departmental remittances.

IV. SLOW PAY/DELINQUENT COLLECTIONS

This chapter summarizes current department practices with respect to slow pay and delinquent accounts, documents resources and procedures in the Central Collections Department for managing such accounts, and provides recommendations for modifying department practices and procedures.

Current Department Practices

Our analysis, based on interviews with department personnel and review of department documents, indicates that as with billing practices, the policies and procedures of individual departments for managing delinquent accounts are quite variable. Not all departments have written policies and procedures, yet many have slow pay and delinquent accounts receivable that are not being adequately collected. The total value of accounts written off in 2000, as reported by respondents to our survey, was \$1,292,062.

Some departments forward accounts to Central Collections, but this practice is far from universal and, to our knowledge, the County Board of Supervisors has not adopted any standardized collection policies and procedures that each department is required to follow.

Central Collections

The Central Collections Department is responsible for pursuing slow pay, delinquent and bad debts. The Department's Manual specifies that "It is the policy of Central Collections to maximize revenues for the County of San Bernardino through diligent and cost-effective efforts of account collection within the guidelines of legal, ethical and moral standards."

Organization

Central collections currently has the full time equivalent of 88.5 employees in two divisions - the Collections Division and the Accounting and Support Division. The Collections Division is responsible for all phases of the collection of established accounts, including any court action required for collection within applicable legal guidelines. There are 27 collection officers supported by five collection clerks. Collection supervisors as well as collection officers/clerks are well versed in the Fair Debt Collection Practices Act and those statutes and ordinances that allow the collection of a debt owed to the County agencies and departments.

The Accounting & Support Division is responsible for the establishment and maintenance of accounts: receipt, distribution and reconciliation of income; budget preparation and monitoring; expenditures and accounts payable, posting of daily transactions, loading newly assigned accounts and other accounting tasks.

Automated Systems

Centralized Collections uses state-of-the-art collection software designed specifically for collection agency application. This system allows staff to efficiently work accounts assigned for collection and provide reports to meet management and client needs. Accounts may be assigned manually, by tape or disc. This system is supported by Central Collections automated system analysts as well as Information Services staff members. The collector system interfaces with a number of databases at the state and county level to provide an effective collection tool. It supports the accounts of the County Medical Center, Courts, and the Probation Department.

Collection Procedures

1. Pre-Collection Services:

- Slow pay accounts are handled through a process referred to as "Pre-collection Services." While an account is in precollect status, a series of customized notices are sent to the debtor, urging payment. If no payment is made by a designated date, generally 30 to 60 days, the account is automatically assigned to a collections officer ("Collection Services").
- If all previous collection efforts fail, Central Collections may initiate legal action, including liens and the garnishment of wages.

2. Assignment to Collections:

- Once an account is assigned to Collection Services, at least three collection notices are sent out approximately ten (10) days apart. At the conclusion of this letter series, the debtor is generally contacted by phone to make a demand for payment and, if necessary, set up a payment plan.

3. Credit Bureau Reporting:

- Where permitted by law, 60 days after the date of assignment, all delinquent accounts will be reported to a credit bureau (i.e. TRW).

- Accounts which have been paid subsequent to assignment and which have been reported to a credit bureau as a collection account will subsequently be reported as a paid collection account.

4. Legal Action:

Central Collections has a variety of resources for taking legal action regarding bad debts. The Department's Manual specifies that such actions are to be taken "when all efforts to voluntarily collect the debt have failed, provided the debtor has sufficient assets from which to satisfy the judgment." Among the actions available to the Department are the following:

- File suit. The primary assets to be given consideration are earnings and real property or such other tangible assets having monetary value (i.e. cars, planes, boats).
- Request a writ of execution be issued on an already existing court order to prompt payment.
- Garnish wages. By statute, the Department may garnish 25% of a debtor's disposable earnings.
- Tax intercept program. This program allows the amount of the judgment to be offset from the debtor's State tax return.

The Department has carefully specified the procedures by which any legal actions may be taken. For example, to file suit, a collector must complete a legal data sheet and submit it to his or her supervisor for approval. The sheet will be reviewed to ensure that the proper parties have been named, assets have been verified, the amount owing is in excess of \$100 and an address to effect service has been recently verified. Following supervisor approval, an account is given to a collection clerk, who is then responsible for securing judgment, executing on the asset, and submitting the account to tax intercept to file a satisfaction with the court when the account is paid in full.

Handling of Accounts

The Department Manual carefully specifies how any account is to be handled. This system maximizes the ability to tabulate and access information, and also ensures accountability through the many steps that an account may take. The process for communicating with any one debtor is also carefully specified and standardized, which enhances internal control, ensures accountability, and increases the probability of

effective collections efforts. Specific procedures are detailed for the handling of accounts where the debtor's whereabouts are unknown, a process referred to as "skiptracing."

- **Assignments of Accounts to a Collector's Unit:**
 - Each collector will be responsible for the accounts assigned to his/her unit.
 - Assignment of accounts will be by disc or manually loaded and disbursed to each collector based upon their assigned alpha series.
 - Once assigned to a collector's unit the account by automation will appear on the collector's WIP list (work in progress).
 - Accounts are prioritized on the collector's WIP list by descending balance and new work is given priority over older accounts.
 - Once the collector has worked the account, the collector shall assign a priority code to the account and the next work date. The account will reappear on the collector's WIP list on the date to be worked and by the priority code.

- **Working the Account/Debtor Contact:**

The Department Manual specifies the following procedures:

Once the debtor has been contacted, the collector shall:

- a. Verify the debtor's name, address, identify his/herself and the nature of the call.
- b. Acquire the debtor's social security number, date of birth, place of employment, banking information and income for the debtor as well as his/her spouse. Acquire the name and address and phone of next of kin.
- c. Demand payment in full. Source of payment:
 - 1) Cash, check or money order
 - 2) Post dated check
 - 3) Credit card
 - 4) Third party recovery
 - 5) Insurance/Medi-Cal
 - 6) Victims program

- d. If the debtor is unable to pay the balance in full, the collector may establish a payment plan with the debtor once the debtor has completed a financial statement, which justifies such an agreement.
- e. When reviewing the debtor's financial statement, disposable earnings will determine the amount of the payment. Not all items given on the financial statement are to be given consideration without question. A reasonable person test is to be applied and items which are excessive are to be excluded.

Note: If the debtor refuses to pay an amount supported by the financial statement, calculate the amount of earnings that would be subject to a wage garnishment and advise the debtor accordingly. This may be done by multiplying the debtor's gross income times 22.5% and subtracting this amount from gross income to determine disposable earnings. You must then multiply disposable earnings by 25% the amount that you would receive if you were to garnish the debtor's wages. If this amount is equal to or more than the requested payment plan amount, the debtor should realize it is in his/her best interest to accept your payment plan offer. Otherwise, the debtor will incur a greater loss of their income in the event you elect to garnish their wages.

- f. Credit reports may be obtained when necessary to determine the debtor's ability to pay.
 - g. All payment arrangements are to be set up on the system's automated payment plan for follow up.
- Process for Tracing Debtors

If the debtor's whereabouts are unknown, Central Collections uses various resources to locate the debtor, a process referred to as "Skiptracing". Resources include the following:

- Call information for a new phone number.
- Check return mail address correction requested.
- Use crisscross directory for nearbys
- Check phone book for multiple phone listings.
- Request HRDs (Employment Development Department form).
- Request credit report.
- Check DMV.
- Check assessors screen for property ownership.
- Check welfare screen.
- Review application, contract, admission record, financial statement for additional information.

Recommendations for Slow Pay and Delinquent Accounts

Based on our review of current department practices and the current practices and capabilities of the Central Collections Department, we recommend the following:

1. That the County Board of Supervisors adopt a policy requiring all County departments to adopt written policies and procedures with regard to slow pay and delinquent accounts. Each department could either adopt the established policies and procedures of Centralized Collections, or prepare its own policies and procedures tailored to the specific type of client or customer serviced by that department.
 - a. Each department should be required to adopt a dollar limit and time limit over which an account is subject to collection. Estimated collection costs should not exceed the value of the overdue account being collected.
 - b. At a minimum, each department's collection policy should provide for:
 - The mailing of a series of delinquency notices
 - Follow-up phone calls
 - Skiptracing
 - Assessment of late payment penalties/fees
 - Legal action, when necessary

Where possible, the specific terms of each of the above provisions should be consistent with those of Central Collections. For example, delinquency notices should be mailed at 10-day intervals. Procedures for making contact with the debtor should be scripted following the Central Collections Department model. Departments may review options for assessing late payment penalties; such penalties would typically not exceed 1% for every 30 days of delinquency. However, the development of any policy with respect to late penalties must be done in coordination with and pending advice from County Counsel. Existing laws or regulations may constrain a department's ability to impose such penalties.

- c. If a department is too small to perform all of these functions or cannot perform these functions in a cost effective manner, then the department should be required to utilize Central Collections.
2. For those County departments that utilize Central Collections, we recommend a "two-tier" cost structure for collection fees that are charged back against departmental operations: one for "slow pay" accounts, and another for accounts which a department decides should be assigned for collection.

- a. For "slow pay" accounts that are in "Precollection Services," County departments should be billed on a cost reimbursement basis. Such costs would include the direct salary cost of the collection employee, postage and processing costs and a reasonable allocation of Central Collections indirect costs. Under no circumstances should the charges for "Precollection Services" exceed 15% of the account being collected.
- b. Each department would decide if an account should be assigned for collection. Once the account is assigned, Central Collection would charge a fee ranging from a minimum of 16% to a maximum of 25% depending on the nature of the account and the extent of the collection effort.

Overall, the goal of the recommended cost structure should be to encourage individual departments to make use of the considerable resources and expertise resident in Central Collections. Our analysis indicates that one potential obstacle to more widespread use of Central Collections is the fees involved. Departments should be more likely to use Central Collections if fees can be structured so that they are sensitive to the volume and characteristics of a given account.

Costs and Benefits of Recommendations

Adoption of the policy described above should yield financial benefits in the form of more timely collection of delinquent accounts. It should also produce increased revenue from collection of debts that would otherwise be written off.

If the above policy is adopted by the County Board of Supervisors, and if a significant number of County departments begin to utilize Central Collections, this could result in Central Collections adding additional collection agents, and a corresponding reduction in collection costs at the department level. We have not attempted to quantify the dollar magnitude of such changes in operations. It is important to note that departments currently absorb the costs of pursuing delinquent accounts—costs that might be more efficiently managed by Central Collections. To the extent that individual departments turn their pre-collections and collections needs over to Central Collections, those departments should realize savings, so that the net cost to the County is zero.

The proposed policy will also yield enhanced internal control, because more information will be gathered on the status of any one account, and that information would be available centrally.

February 13

- Dick Larsen, County Treasurer/Tax Collector
- Carl T. Cline, Assistant Director of Collections
- Mark Mathers, Cash Manager/Investment Officer

February 16

- Larry Walker, County Auditor-Controller
- Pat Cole, Manager, Payables
- Aly Saleh, Chief Deputy Auditor
- Martha Williams, Manager, Internal Audits
- Sandy Kelly, Manager, General Accounting

February 20

- Bill Ingraham, and Robin German, Airports
- Claudia Rozzi, Behavioral Health
- Bob Farrar and Ken Miller, Public Works

April 19

- Kim Kelly, Vehicle Services
- Sheriff's Department
- Suzan Waterhouse, Child Support
- Robin German, Airports

April 20

- Mark Mathers, Cash Manager/Investment Officer
- Jane Allen, District Attorney's Office
- Chuck Ferrell, Information Services Department
- Edward Hibbard, Arrowhead Regional Medical Center
- Karen Sprague, Assessor's Office
- Claudia Rozzi, Behavioral Health

April 23

- Don Casalman, Solid Waste Management Division of Public Works
- Jeanne Germond, Surveyor Division of Public Works
- Charles Williams, Public Works Department
- Bob Farrar, Transportation Division of Public Works

- Dawn Spelman, Regional Parks Division of Public Works

April 24

- Ruth M. Rice, Land Use Services
- Rodney McCullough, Real Estate Services
- Ken Sorensen, Registrar of Voters

April 25

- Elizabeth Urista and Patty Raynor, Fire Department
- Victoria Mena, Program Generalist

April 27

- Dick Larsen, County Treasurer/Tax Collector
- Danny Tillman, Information Services Manager
- Dennis Draeger, Assistant Tax Collector
- Mark Mathers, Cash Manager/Investment Officer



3871 East Colorado Boulevard, Suite 10
Pasadena, CA 91107-397
Phone: (626) 564-8700
Facsimile: (626) 564-1111
E-mail: arroyo_assoc@earthlink.n

Arroyo Associates has been retained by the San Bernardino Grand Jury to conduct a study of the County's cash management processes. The first phase of this study is a survey of Department practices related to billings, accounts receivable and bad debt collections. We appreciate your cooperation in promptly completing the survey below. **We would like to have all surveys and supporting documents mailed to our offices on or before March 9, 2001.** If you have any questions, please contact John Boiney at 626-564-8700.

For each of the following items, please respond in the space provided and/or attach the appropriate documentation. Thank you.

1. **Department Name** _____
2. **Person Completing Survey** _____ **Phone** _____
3. **List of Divisions** _____
4. **Services Provided** _____

5. **Staffing Levels** (FTE, by division, including any devoted specifically to billings/collections)
6. **Revenue and Expenditure Reports** (please attach FAS report with FY2000 actuals and FY2001 budget).
7. **Clients** (Please describe the general types of clients that receive services from your Department, for which they are charged a fee that you must collect) _____

Cash Management Survey continued...page 2 of 2

8. **Points of service**—where do these clients receive your services, and where do they pay for those services, if different. _____

9. **Number of invoices & dollar value, per month, for July 1 through December 31, 2000.**

July _____ / \$ _____	August _____ / \$ _____
Sept _____ / \$ _____	October _____ / \$ _____
Nov _____ / \$ _____	Decem _____ / \$ _____

10. **What proportion of annual transactions are “cash and carry?”** (service received AFTER payment is made.) _____ %

11. **Current statement of accounts receivable** (Number and dollar value--Please attach details)

12. **Year-end statement of accounts receivable** for 1999/2000 and 1998/99.

13. **Number and dollar value of cases forwarded to central or other collections in FY1999/00.**

14. **Number and dollar value of any accounts “written off” in FY1999/00.**

15. **Policies and procedures regarding**

- a. Invoicing
- b. Credit
- c. Bad debt (e.g. how is “delinquency” defined?)
- d. Documentation, management of accounts receivable (e.g. are accounts aged?)

16. **Does your Department automate any part of its invoicing and collections processes?** (e.g. automatic triggering of follow-up invoices after a certain number of days)

THANK YOU AGAIN FOR YOUR COOPERATION!

Department	Staffing Total	Budget (GenFd) Total	Clients	Invoices		
				Mo. Average		Proj. Annual
				Number	Value	
Agriculture	68	\$ 4,490,832	Stores using price scanners, businesses manufacturing or packing	569	\$208,466	\$2,915,830
Airports	29	\$ 2,415,162	Pilots, small businesses, govt agencies	365	\$227,432	\$2,729,186
Arrowhead			Patients	36,206	\$ 35,517,683	\$426,212,198
Assessor	210	\$ 10,684,193	Public, cities, water districts, title companies, private businesses	36	\$6,789	\$81,473
Auditor	176	\$ 10,415,522		1,062	\$1,500,680	\$18,008,160
Behavioral Health	770	\$ 93,093,633	Mentally ill, substance abusers, & people receiving public/ social	2,522	\$2,423,513	\$29,082,159
District Attorney	435	\$ 28,967,187		n/a	n/a	\$22,000,000
County Fire Total				1,467	\$502,757	\$6,033,086
Ambulance Billing			Residents of community (info for all fire districts inc)	329	\$278,438	\$3,341,256
Auto parts/repairs	30		OES, ColtonFD,MorenoValleyFD,SB Airport, SBCC, & City of Loma Linda	3	\$4,771	\$57,249
Cost Recovery	1		Persons/ businesses in community that req. emergency response in	53	\$56,949	\$683,389
Hazmat Permit Billing			Businesses w/underground storage tanks, generator or hazardous waste	1,083	\$162,599	\$1,951,192
HumRes/RiskMgt	53	\$ 6,243,653	Departments and employees	46	\$40,585	\$487,017
Information Services	378.2	\$ 41,576,646	Internal Service (SBCTy)	36	\$146,948	\$1,763,374
Land Use Services	138	\$ 14,035,684	Building Safety, Code Enforcement, planning, habitat conservation, weed	398	\$960,494	\$4,325,932
Library	200.1	\$ 10,747,614	Library Patrons	n/a	\$47,915	\$574,982
Public Works Total		\$ 149,728,247		1,012	\$ 2,798,857.80	\$ 33,586,294.74
Transport-Permits	305			336	\$ 27,450.33	\$329,404
Transport-Misc	305	\$ 28,454,735	Public, other govts, businesses	5	\$ 427,064.54	\$5,124,775
Flood Control	151		Public, govts, businesses	17	\$ 58,434.09	\$877,209
GIMS	5	\$ 415,127		8	\$3,721	\$44,850
Regional Parks	50	\$ 11,593,924		301	\$68,199	\$818,382
Survayor	34.6	\$ 905,817		100	\$5,934	\$71,205
Solid Waste		\$ 64,793,569	Haulers, military, cities, businesses, individuals	246	\$2,210,056	\$26,520,670
Real Estate	24	\$ 1,097,016	Other County Depts., Other govt agencies	34	\$13,281	\$159,132
Registrar of Voters	32	\$ 2,682,194	All cities, school districts, college districts, and special districts located	12	\$298,313	\$3,579,754
Sheriff		\$ 226,635,524	Other govt agencies.	53	\$4,708,983	\$56,507,800
Treasurer/Tax Collector	55.3	\$ 4,820,510	Taxpayers- property tax collection; Invest- Manage funds for Co., schools		\$353,427,869	\$1,060,283,006
Central Collections	88.5	\$ 6,142,170	Courts, Arrowhead Medical Center, Public Defender and othe Co. Depts		\$452,460	\$5,429,514
Vehicle Services	113	\$ 21,042,623	Govt agencies	26	\$98,187	\$1,178,242
Water and Sanitation			property owners and contractors	10,805	\$790,652	\$9,486,620
Crestline Sanitation			Homeowners, businesses, schools	2,736	\$187,998	\$2,015,980
TOTAL				57,384	\$403,287,084	\$1,681,010,227
AVERAGE				3,376	\$21,225,636	\$84,050,511

Department	Accounts Receivable				Accounts to Central Collections	
	Current		2000		Number	Amount
	Number	Amount	Number	Amount		
Agriculture	22	\$ 299,501.69	2	\$ 21,716.44	64	\$ 6,100.33
Airports	220	\$ 284,593.96	n/a	n/a	7	\$ 240,667.39
Arrowhead	205,769	\$ 170,828,322.00	215,278	\$ 161,305,874.00	60368	\$ 58,433,197.00
Assessor	68	\$ 15,918.20	324	\$ 181,522.60	0	\$ -
Auditor	187	\$ 1,702,290.00	131	\$ 64,952.00	453	\$ 29,019.00
Behavioral Health	2,443	\$ 2,320,834.71	n/a	n/a	314	\$ 142,458.66
District Attorney	n/a	n/a	n/a	n/a	n/a	n/a
County Fire Total	2,485	\$ 968,583.38	2,017	\$ 1,537,885.29	411	\$ 280,231.85
Ambulance Billing	2,294	\$ 746,166.00	1,756	\$ 1,150,640.00	383	\$ 252,015.00
Auto parts/repairs	n/a	\$ 4,504.15	n/a	\$ 135,821.34	0	\$ -
Cost Recovery	191	\$ 96,168.75	259	\$ 124,287.31	28	\$ 6,216.85
Hazmat Permit Billing	n/a	\$ 121,754.48	n/a	\$ 127,136.64	n/a	n/a
HumRes/RiskMgt	n/a	n/a	n/a	n/a	n/a	n/a
Information Services	149	\$ 450,044.29	n/a	\$ 10,420.00	0	\$ -
Land Use Services	n/a	n/a	n/a	n/a	< 50	n/a
Library	n/a	n/a	n/a	n/a	n/a	n/a
Public Works Total	621	\$ 7,193,152.78	182	\$ 6,252,693.58	21	\$ 11,662.63
Transport-Permits	63	\$ 11,022.00	n/a	n/a	0	\$ -
Transport-Misc	76	\$ 3,619,960.49	40	\$ 1,749,376.38	21	\$ 11,662.63
Flood Control	39	\$ 128,970.80	39	\$ 20,196.54	0	\$ -
GIMS	35	\$ 10,535.00	16	\$ 3,431.00	0	\$ -
Regional Parks	n/a	n/a	n/a	\$ 231,639.00	0	\$ -
Surveyor	92	\$ 4,009.49	87	\$ 5,101.68	0	\$ -
Solid Waste	296	\$ 3,418,655.00	n/a	\$ 4,243,149.00	0	\$ -
Real Estate	25	\$ 8,576.39	n/a	n/a	0	\$ -
Registrar of Voters	14	\$ 1,019,672.91	19	\$ 1,318,678.00	0	\$ -
Sheriff	n/a	\$ 4,900,000.00	7	\$ 17,073,784.00	0	\$ -
Treasurer/Tax Collector	n/a	\$ 600,676,390.00	n/a	\$ 51,960,432.00	6000	
Central Collections	n/a	n/a	n/a	n/a	n/a	n/a
Vehicle Services	134	\$ 399,004.52	57	\$ 151,034.58	0	\$ -
Water and Sanitation	9,709	\$ 604,947.41	n/a	\$ 447,960.00	411	\$ 66,612.82
Crestline Sanitation	4,553	\$ 331,958.76	4,224	\$ 217,858.13	39	\$ 4,411.03
TOTAL	226,399	\$792,001,791	222,241	\$240,545,011	88,088	\$59,194,561
AVERAGE	16,171	\$49,500,112	22,224	\$18,603,462	5,506	\$3,948,304

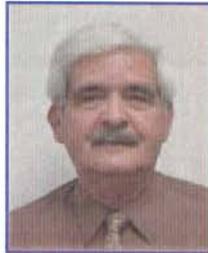
Note: Regional Parks Undergoing major reorganization in July 2000, in process of automating Accounts Receivable.

Note: Central Collections received a total of 104,170 accounts totaling \$63,205,366 in court fines and delinquent county accounts in FY99/00.

APPENDIX C-DEPARTMENT DATA

Department	Written Off Accounts		Age Accounts?	Frequency of Deposits	Payment Transactions per Month	Personnel Involved In Remittance Processing	Total FTE Involved in Remittance Processing
	Number	Amount					
Agriculture	None	\$ -	yes	weekly	700	26	0.5
Airports	7	\$ 8,253.37	yes	weekly	300	3	1
Arrowhead	n/a	n/a	no	daily	18,132	7	3.75
Assessor	0	\$ -	no	weekly	35	2	0.20
Auditor	0	\$ -	no	daily		5	1
Behavioral Health	1229	\$ 304,228.22	yes	daily	115	2	2
District Attorney	n/a	n/a	n/a	daily	45	2	2
County Fire Total	34	\$ 972,599.69	-	-	2,000	7	7
Ambulance Billing		\$ 950,901.00	yes	daily	n/a	2	2
Auto parts/repairs	0	\$ -	no	daily	n/a	1	1
Cost Recovery		\$ 6,092.71	yes	daily	n/a	1	1
Hazmat Permit Billing	34	\$ 15,805.98	yes	daily	n/a	1	1
HumRes/RiskMgt	0	\$ -	n/a	n/a	40	3	0.2
Information Services	0	\$ -	no	weekly			
Land Use Services	n/a	n/a	no	daily	4	1	0.1
Library	n/a	n/a	No	various	350	1	0.2
Public Works Total	1	\$ 3,100.00	-	-	1,630	17	1.20
Transport-Permits	0	\$ -	no	2-3 times/week	n/a	n/a	n/a
Transport-Misc	1	\$ 3,100.00	no	2-3 times/week	70	3	0.18
Flood Control	0	\$ -	no	2-3 times/week	87	3	0.20
GIMS	0	\$ -	no	weekly	10	3	0.03
Regional Parks	0	\$ -	no	weekly		3	0.13
Surveyor	0	\$ -	no	weekly	79	4	0.17
Solid Waste	0	\$ -	no	daily	1,384	1	0.5
Real Estate	0	\$ -		weekly			
Registrar of Voters	0	\$ -	no	weekly	5	2	0.01
Sheriff	0	\$ -	no	2 times/week	60	4	1.7
Treasurer/Tax Collector	0	\$ -	n/a	n/a	n/a	n/a	n/a
Central Collections	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Vehicle Services	0	\$ -	n/a	weekly			
Water and Sanitation	288	n/a	yes	daily	10,707	4	0.99
Crestline Sanitation	33	\$ 3,880.32	yes	daily	2,072	2	0.29
TOTAL	1592	\$ 1,292,062			96,195	88	722
AVERAGE	106	\$86,137			2413	6	1

COMPLAINTS COMMITTEE



Al Alcantara, Chair



Harry Carson, Sr.



Robert Grube



Roxanne Orrock



Morris Wiley



COMPLAINTS COMMITTEE

One of the functions of the Grand Jury is to review complaints from the general public. The Complaints Committee reviews all complaints submitted to the Grand Jury on the standard complaint form.

Each complaint is treated in the strictest confidence and reviewed only by the Complaints Committee, unless it is deemed appropriate to forward it to the proper committee for action.

During the period July 1, 2000 to June 30, 2001 the Grand Jury received 18 complaints. One was assigned to the Economic Development/Public Services Committee and one to the Internal Services Committee for further reviews. Six were found not to be within the Grand Jury's jurisdiction, and ten were found to be within our jurisdiction. Each complainant was informed when no action was taken on his or her complaint.

ECONOMIC DEVELOPMENT/ PUBLIC SERVICES COMMITTEE



Dolores Barrow, Chair



Robert Burkhardt



Abraham Hovsepian



Robert Kissinger



Richard McFadden



Patricia Murray



Jenny Overton



Jack Reilly



Morris Wiley



ECONOMIC DEVELOPMENT/ PUBLIC SERVICES COMMITTEE

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Land Use Services Department	Page 41
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Geographic Information Management System (GIMS)	Page 49

ECONOMIC DEVELOPMENT/ PUBLIC SERVICES COMMITTEE

The Economic Development/Public Services Committee was charged with the review and investigation of the operations and functions of the following County departments:

- Agriculture/Weights & Measures
- Airports
- County Fire / Office of Emergency Services
- Economic and Community Development
- Jobs & Employment Services
- Land Use Services
- Library
- Museums
- Public Works / GIMS
- Redevelopment Agency
- Registrar of Voters
- Special Districts

The Economic Development/Public Services Committee established subcommittee teams to review the operation and function of each department.

Visitations were made to all twelve departments of this committee's responsibility.

Following the interviews and investigations, there were no recommendations for the following departments:

- Agriculture/Weights & Measures
- County Fire / Office of Emergency Services
- Jobs & Employment Services
- Museums
- Redevelopment Agency
- Registrar of Voters
- Special Districts

The subcommittee team efforts led to the following final reports.

AIRPORTS DEPARTMENT

BACKGROUND

The San Bernardino County Airports Department provides for the management, maintenance and operation of six County-owned airports. They include Apple Valley, Baker, Barstow-Daggett, Chino, Needles and Twentynine Palms.

Revenue to operate and maintain the airports is generated from fuel sales, hangar and land leases, and State and Federal grant programs.

The mission of the Department of Airports is to manage, develop, operate and maintain the Airports system in a safe and fiscally responsible manner on behalf of the citizens of San Bernardino County.

FINDINGS

BARSTOW-DAGGETT AIRPORT

The Barstow-Daggett Airport will lose income when the County Sheriff's Department and the California Highway Patrol move to other locations within the county.

Hangar space is available, although rehabilitation is necessary.

The manager oversees four other airports in addition to Barstow-Daggett. The manager has responsibility for a newly built swimming pool and new utilities supplied by the Federal government, as well as general upkeep and maintenance of airport facilities.

The Federal Aviation Administration (FAA) provides entitlement money under Congressional Bill Air-21 allocations. These funds can accumulate for a period of three years. The Barstow-Daggett share is \$60,000.

A new wastewater treatment plant has been completed and is in use, and the County receives only cost recovery income from its use. A railroad spur on the property is useable, but needs repair.

Advertising for rental clients is done through websites, magazines, newsletters, workshops and conferences.

As a World War II Flight Training Center, the Barstow-Daggett Airport has historical value.

RECOMMENDATIONS

- 01-29 CONTINUE AGGRESSIVELY SEARCHING FOR NEW LEASE TENANTS FOR THE BARSTOW-DAGGETT AIRPORT.
- 01-30 DEVELOP A MARKETING PLAN FOR BARSTOW-DAGGETT AIRPORT.
- 01-31 USE THE FEDERAL AVIATION ADMINISTRATION ALLOCATION TO BARSTOW-DAGGETT AIRPORT TO REPAIR AND UPGRADE EXISTING FACILITIES.
- 01-32 IN CONJUNCTION WITH THE SAN BERNARDINO COUNTY REGIONAL PARKS SYSTEM, UTILIZE THE BARSTOW-DAGGETT AIRPORT'S UTILITIES FOR A NEW AND VALUABLE INCOME-PRODUCING ADDITION TO THE COUNTY REGIONAL PARKS SYSTEM, INCLUDING A RECREATIONAL VEHICLE PARK. HAVE THE COUNTY REGIONAL PARKS SYSTEM ASSUME THE EXISTING FACILITIES AND UTILITIES AT BARSTOW-DAGGETT AIRPORT.

FINDINGS

APPLE VALLEY AIRPORT

A new runway completed in the last two years at Apple Valley Airport, including east/west runway lights (not approved for night use by FAA), needs obstruction lights on hills at both ends of the runway. The airport is funded by special districts and receives one percent (1%) ad valorem tax money.

Two hundred eleven (211) acres were purchased south of the airport to avoid encroachment. There is a need to construct more hangars to accommodate Apple Valley and Victorville pilots who may desire to move from other airports. The County may lose lease clients due to the slowness of the Request for Proposal (RFP) process.

Groundbreaking for a new law enforcement center at the airport is anticipated for the third quarter of 2001.

The FAA provides entitlement money of \$150,000 to Apple Valley Airport under Congressional Bill Air-21 allocations. These funds can accumulate for a period of three years.

RECOMMENDATIONS

- 01-33 USE THE GRANT FUNDS FROM THE FEDERAL AVIATION ADMINISTRATION FOR INSTALLATION OF THE NECESSARY OBSTRUCTION LIGHTS AT THE APPLE VALLEY AIRPORT, ALLOWING NIGHT USE OF RUNWAYS.
- 01-34 SOLICIT PRIVATE DEVELOPERS FOR CONSTRUCTION OF ADDITIONAL HANGARS.

FINDINGS

TWENTYNINE PALMS AIRPORT

Twentynine Palms Airport is working on lease negotiations with a Fixed Base Operator that will oversee operations and produce income. A national aerobatic association is also interested in locating here.

The FAA provides entitlement money of \$150,000 to Twentynine Palms Airport under Congressional Bill Air-21 allocations. These funds can accumulate for a period of three years.

RECOMMENDATIONS

- 01-35 CONTINUE NEGOTIATIONS WITH THE TWO POTENTIAL TENANTS AT THE TWENTYNINE PALMS AIRPORT.
- 01-36 USE THE FEDERAL AVIATION ADMINISTRATION ALLOCATION FOR FUTURE IMPROVEMENTS AT THE TWENTYNINE PALMS AIRPORT.

FINDINGS
CHINO AIRPORT

At present, an interim director, who is also the Airport Operations Manager, is managing Chino Airport. A new manager is expected to be named shortly. Chino is a reliever airport for Ontario and John Wayne Airports.

At Chino Airport there is a shortage of hangar space for aircraft and there is a sizeable waiting list for space. Ramps and parking areas are in need of work. Several existing tenants want to expand, at their own expense, but the present County RFP process is slow and could cause the loss of tenants. An environmental problem of Trichorethylene (TCE) solvent in groundwater exists, according to the California Regional Water Quality Control Board.

The County Fire Chief, Director of Airports, and the Real Property Manager are working on a new type of proposal called "Solicitation of Proposal", (SOP) to cut time delays in the existing Request for Proposal (RFP) process.

RECOMMENDATIONS

- 01-37 APPOINT A NEW MANAGER AT THE CHINO AIRPORT AS QUICKLY AS POSSIBLE.
- 01-38 EXPEDITE THE NEW SOLICITATIONS OF PROPOSAL (SOP) AT CHINO AIRPORT TO HELP SPEED UP THE LEASE PROCESS.

implement the NIP as set forth in Federal legislation identified as HR 2158 and HR 4194. The NIP has the potential of crediting San Bernardino County with being one of the first in the nation to develop new solutions to eradicate blight and encourage home ownership.

The County, in coordination with the cities of San Bernardino, Highland and Redlands, has developed the program. A cooperation agreement with the three cities was entered into, which spells out the responsibilities of each party. The County is the entity that oversees the entire NIP. A specific target area in each of the three cities has been outlined. Public meetings were held between city and County officials and various neighborhood associations to determine where the target areas should be located.

Special programs are offered to owner-occupied homeowners living within each of the three target areas. These include low interest loans and grants, street improvements, demolition of substandard properties, educating and teaching people to become homeowners.

As part of the NIP, Federal legislation was passed (HR 4194) which allowed the County to buy vacant and unoccupied Federal Housing Administration (FHA) homes at discounted prices in specific geographic locations known as asset control areas. These areas are located primarily in areas surrounding the target areas. The houses are renovated and made available to persons of low and moderate income at terms that allow them to become homeowners.

The total starting budget for the NIP is 18 million dollars (\$15 million in NIP funds and \$3 million of CDBG funds). The \$15 million of NIP funds were allocated: \$9 million to buy FHA properties and \$6 million to fund revitalization programs in the target areas of the three cities. Each city received two million dollars of the allocated \$6 million. The three million dollars of CDBG funds will be used to purchase additional FHA properties.

The County has approved a contract with Neighborhood Housing Services of the Inland Empire (NHSIE) to implement a single-family loan program for the cities of Redlands and Highland within the target areas. The City of San Bernardino has also contracted with NHSIE for a similar service. NHSIE will interview and qualify persons desiring to become homeowners to determine the level of rehabilitation of the home, oversee the work, and record all necessary documentation to insure the homeowners fulfill their contractual obligations.

RECOMMENDATIONS

- 01-39 THE ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT REINFORCE THE AWARENESS OF EDUCATION FOR THE TECHNICAL TRADES BY WORKING CLOSELY WITH THE JOBS AND EMPLOYMENT SERVICES DEPARTMENT, SCHOOLS, AND EMPLOYMENT AGENCIES.

- 01-40 THE ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT ASSURE THAT THE PERFORMANCE STANDARDS AS SET FORTH IN THE CONTRACT BETWEEN THE COUNTY AND NEIGHBORHOOD HOUSING SERVICES OF THE INLAND EMPIRE (NHSIE) ARE BEING COMPLIED WITH IN ORDER FOR NHSIE TO BE REIMBURSED FOR SERVICES RENDERED.

- ✓ 01-41 THE ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT ASSURE THAT PARTICIPATING CITIES ARE FOLLOWING THE GUIDELINES SET FORTH IN THE COOPERATION AGREEMENT BETWEEN THE COUNTY AND CITIES.

- ✓ 01-42 THE ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT ASSURE THAT THE OVERALL NEIGHBORHOOD INITIATIVE PROGRAM (NIP) IS MONITORED SO THAT A SUCCESSFUL PILOT PROGRAM WILL BRING CREDIT TO THE COUNTY AND SERVE AS A MODEL FOR OTHER COMMUNITIES TO ASSIST IN ELIMINATING BLIGHT AND ENCOURAGING HOME OWNERSHIP.

LAND USE SERVICES DEPARTMENT

BACKGROUND

In 1997 the Land Use Services Department was created by the Board of Supervisors as part of the overall reorganization plan adopted by the Board. A new Planning Director was appointed on July 1, 2000. The department consists of four divisions:

The **Administrative Division** is responsible for budgets and personnel for the Planning, Building and Safety, and Code Enforcement Divisions.

The **Planning Division** prepares short and long-range development plans for the County. It provides staff assistance to the Planning Commission and Board of Supervisors at public hearings.

The **Building and Safety Division** administers construction standards to safeguard life, health and property. It inspects construction projects, repairs, demolitions, occupancy, and use of buildings.

The **Code Enforcement Division** administers programs to protect the public safety, welfare and property through enforcement of County ordinances and State laws relating to housing, property and the weed abatement program.

FINDINGS

PLANNING DIVISION

The County's General Plan is approximately ten years old. The Board of Supervisors, in the 2000-2001 budget, approved funding for an update to the Plan. It is expected to take three years to complete the update. The first year's cost is estimated to be \$500,000. Start of the project is scheduled for the second quarter of 2001.

A revision of the Development Code is anticipated once the update of the General Plan is nearing completion. The Code will set new standards to achieve the goals and objectives of the updated General Plan.

The Planning Division has a backlog of approximately 300 applications, causing the present staffing shortage to move slowly through the review process. This causes delays and citizen complaints. The cost of additional staffing would have a small impact on the County's General Fund since most of the personnel costs would be offset with project application fees.

RECOMMENDATIONS

- 01-43 SET ASIDE NECESSARY FUNDING TO ASSURE COMPLETION OF THE COUNTY GENERAL PLAN UPDATE WITHIN THE ESTIMATED THREE-YEAR TIME PERIOD.
- 01-44 ANTICIPATE THE NEED TO BUDGET ADDITIONAL FUNDS FOR REVISION OF THE COUNTY'S DEVELOPMENT CODE AS THE UPDATING OF THE GENERAL PLAN PROGRESSES.
- 01-45 SUPPORT LAND USE SERVICES' REQUEST FOR ADDITIONAL STAFFING IN THE PLANNING DIVISION TO REDUCE THE LENGTH OF TIME INVOLVED IN PROCESSING PLANNING APPLICATIONS.

FINDINGS

CODE ENFORCEMENT DIVISION

Public education and awareness of the County's Code Enforcement Program has increased the workload in this division.

There has been a significant increase in time spent by Code Enforcement personnel in the preparation of court cases, thereby reducing their ability to respond to code complaints.

Necessary staffing to support public nuisance complaints, housing demolition and rehabilitation enforcement, community-oriented policing sweeps, vehicle and blight abatement is inadequate.

The division receives no funding for emergency abatement of substandard structures or public nuisances such as responses to overflow sewage, abandoned refrigerators, stoves and other appliances. Approximately 850 complaints are received annually.

The County does not have an active vehicle abatement program. Over 1,000 complaints involving abandoned, dismantled and junk vehicles are received each year.

The Code Enforcement Division is not pro-active, and acts on a complaint basis.

The County is considering a State program entitled "Abandoned Vehicle Abatement (AVA) Program", which assists cities and counties in eliminating abandoned and junk vehicles. The program allows the County to add \$1.00 to the registration fee of each vehicle registered within the County. The money would be divided among participating cities and the County, utilizing State apportionment guidelines.

The County recently adopted a policy to strengthen its efforts in economic development and job creation, with the goal of enhancing the quality of life for all San Bernardino County residents. The Code Enforcement Division is a vital part in achieving this goal.

RECOMMENDATIONS

- 01-46 PROVIDE ADDITIONAL STAFF AND FUNDS FOR THE CODE ENFORCEMENT DIVISION TO SUPPORT PUBLIC NUISANCE ABATEMENT, HOUSING DEMOLITION, REHABILITATION, BLIGHT ABATEMENT, AND INTEGRATED CODE ENFORCEMENT ACTIVITIES WITH OTHER COUNTY DEPARTMENTS, TO ALLOW THE DEPARTMENT TO BECOME PRO-ACTIVE IN CODE ENFORCEMENT.
- 01-47 SUPPORT THE STATE ABANDONED VEHICLE ABATEMENT (AVA) PROGRAM.

COUNTY LIBRARY

BACKGROUND

The stated mission of the San Bernardino County Library is to promote knowledge, education, lifelong learning, leisure, and cultural enrichment for the people of the County. The County Library System currently operates 29 library facilities located throughout five supervisorial districts, two part-time bookmobiles, and the County Library Archives. The County Library leases nine buildings from private parties. Nine are owned by cities and are operated by agreement, ten are owned by the County, and one is owned by a school district. Most of these are inadequate as public facilities in terms of size, functionality and standards. The Library furnishes books, periodicals, tapes, videos, and Internet access to the public. The Bookmobile program is available to aid residents who are unable to travel to the Library. The Library system is completely computerized. All transactions are entered on the computer system. The branches are linked on the Internet.

FINDINGS

The California Reading and Literacy Improvement and Public Library Construction and Renovation Fund Act of 2000 provides \$350 million statewide grant funds for libraries on a 65/35% cost-sharing basis up to \$20 million per project between the State and the library district. The County has no matching funding available to take advantage of this program.

Current funding for the Library is a combination of a percentage of the County tax base (1.4%) and monies raised through fines, fees, and rentals charged by libraries.

The County Library System does not have access to impact fees as cities do to offset the cost of growth, and there is a need in the County for growth in the Library System. A one-half square foot of library space for each person in the library sphere of influence is an accepted library construction standard. Most libraries are old and outdated and in need of enlargement or new construction. The improvement of the Library system will enhance the public's image of San Bernardino County at the individual level.

RECOMMENDATIONS

- 01-48 PROVIDE ADDITIONAL FUNDING SUFFICIENT FOR THE COUNTY LIBRARIES TO FUND THROUGH THE NORMAL BUDGET PROCESS ONE-THIRD OF FUTURE CONSTRUCTION COSTS, THEREBY MAKING THE COUNTY ELIGIBLE FOR TWO-THIRDS OF THE COST FROM THE STATE FOR NEW OR RENOVATED FACILITIES.

- 01-49 WORK WITH THE CITIES WITHIN THE COUNTY LIBRARY SYSTEM TO USE THE IMPACT FEES GENERATED BY DEVELOPERS TO PROVIDE FUNDS FOR LIBRARY ENHANCEMENT AND OPERATION.

PUBLIC WORKS DEPARTMENT

BACKGROUND

The Public Works Department was established in March 2000 as a result of Board of Supervisors' restructuring of the County's organization plan. This newly-established department provides Flood Control services throughout the cities and County, manages the Geographic Information Management System (GIMS) and Surveyor functions, maintains regional parks throughout the County, maintains County roads, and provides administrative oversight for the operation and management of the County's solid waste system.

The department maintains several excellent documents that provide policy and procedures for many of its work functions. These include:

- Instruction Manual for Transportation and Flood Control.
- Storm Operations Manual
- Emergency Plan and Emergency Operations Manual
- Scale Operations Procedures Manual
- Prohibited Wastes and Load Checking Program

The Storm Operations and Emergency Operations manuals are very comprehensive documents covering all types of emergency situations. They list many names, addresses and telephone numbers of personnel who should be contacted when an emergency arises.

The County Flood Control District covers the entire County, including incorporated cities within the County. The District is divided into six geographic Flood Zones. Each Zone has a citizens advisory committee that makes recommendations to the Board of Supervisors regarding the District's activities and work programs. Funding comes from property taxes. Taxes collected in each Zone must be spent within that zone.

FINDING

SOLID WASTE MANAGEMENT DIVISION

In October 2000 the Solid Waste Management Division sent out Requests for Proposals (RFP) to replace NORCAL as the landfill operator for the County's waste management system. In a lawsuit filed by the County against

NORCAL concerning the activities of several people associated therewith, NORCAL agreed not to bid on any new County contract for a period of at least five years. NORCAL's contract with the County expires June 30, 2001.

RECOMMENDATION

01-50 ESTABLISH AN OVERSIGHT COMMITTEE TO PERIODICALLY MONITOR THE ACTIVITIES OF THE NEW CONTRACTOR WHO WILL MANAGE THE OPERATION OF THE COUNTY'S SOLID WASTE SYSTEM.

FINDING **COUNTY SURVEYOR**

The department's request to develop an Electronic Integrated Document System for the County Surveyor was not approved in the 2000-2001 budget. This system would be developed for documents that are required by State law to be maintained by the County Surveyor. It is envisioned that this system would be a prototype for the development of E-commerce applications. This would allow the public and private sector to access these documents through the Internet and the County website. It would also reduce staff time involved in researching projects and be of benefit to the public and private sector, and be a more cost-effective and efficient means of accessing records. The estimated one-time cost for hardware and software purchase is \$37,500.

RECOMMENDATION

01-51 APPROVE THE PUBLIC WORKS DEPARTMENT'S REQUEST TO DEVELOP AN ELECTRONIC INTEGRATED DOCUMENT MANAGEMENT SYSTEM FOR THE COUNTY SURVEYOR'S DOCUMENTS.

FINDINGS **TRANSPORTATION DIVISION**

The Transportation Division of Public Works maintains approximately 2,860 miles of County roads. Funding comes mainly from State and Federal gas taxes. Recent State legislation provides the division with additional funds over and above its allocated budget.

To assist cities and counties in road maintenance and repairs during the coming years of continued growth in vehicle traffic, the State of California has enacted Assembly Bill 2928. This legislation provides \$1.4 billion in funds statewide over the next six years to cover local street and road maintenance, as well as storm damage repair. San Bernardino County received \$9.2 million of these funds on October 19, 2000 for fiscal year 2000-2001. The money must be expended by June 30, 2002. If not spent, the money must be returned to the State. The County is also designated to receive an estimated \$2.3 million per year for the subsequent five years.

In order to accomplish the list of recommended road projects proposed by the department within the time frame laid down by the State on November 28, 2000, the Board of Supervisors authorized nine new positions in the Transportation Division of the Public Works Department.

RECOMMENDATIONS

- 01-52 MONITOR THE STATE ROAD AND MAINTENANCE PROGRAM (AB 2928) SO THAT ANY FINANCIAL IMPACT ON THE COUNTY BY THE ADDITION OF NINE NEW STAFF POSITIONS CAN BE ABSORBED THROUGH NORMAL DEPARTMENT ATTRITION DURING THE LAST FEW YEARS OF THE PROGRAM.

- 01-53 FUTURE STATE OR FEDERAL GRANTS COULD BE TERMINATED UNEXPECTEDLY. THEREFORE, CONSIDER THE OPTION OF FILLING PERSONNEL NEEDS FROM OUTSIDE SOURCES, THUS AVOIDING OVER-STAFFING WITH PERMANENT EMPLOYEES.

GEOGRAPHIC INFORMATION MANAGEMENT SYSTEM (GIMS)

BACKGROUND

The Geographic Information System (GIS) has resided within the County for over 20 years. For the past 15 years GIMS (Geographic Information Management System) has been the lead GIS organization overseeing base map, street network, and overlay development.

GIMS is currently part of the Public Works Department. The GIMS program was created for County use in 1987 to coordinate and guide geographic information processing among County departments using computerized systems. This program was an outgrowth of the Planning Department's computerized mapping activities, which has been active since 1979.

FINDINGS

In order to better coordinate GIMS activities throughout the County departments, a technical advisory committee is currently working on a strategic plan that will address the entire GIMS program, including funding for new equipment. It has been seven (7) years since the equipment has been updated.

GIMS provides technical services related to mapping and geographic information to other governmental organizations as well as the public sector.

GIMS charges actual cost for projects completed for both in-house and public patrons. The actual GIMS cost, without mark-up, is currently \$72 per hour.

The GIMS program plays a critical part in the development of the County's automated parcel map system. Funding problems have limited base map coding activities to about 30,000 parcels per year. Of the estimated 729,000 parcels in the County, 285,000 have been entered into the GIMS and 444,000 parcels remain to be automated. Of the 285,000 parcels entered, 171,000 have not gone through the quality control process yet and must be

annotated to meet the Assessor's standard. This effort has taken the better part of a decade to complete. At the current pace it will take approximately 10-15 years to finish this project.

Parcel Base Map Completion

Total Parcel Count	729,000
Automated Parcels	285,000
Parcels (Assessor Standard)	114,000
Parcels (Not to Standard)	171,000
Parcels to be Automated	444,000

The purpose of the countywide GIMS is to improve geographic information management services provided to departments, governmental entities, and others who serve the general public.

GIMS and the Information Services Department (ISD) function as the custodian and guardian of the GIS data. They establish policies and procedures regarding database organization, security, updates, backup, and maintenance. They also provide countywide computer communications and technical assistance.

GIMS administers requests for products and services in a cost-effective manner, including base map development. Departments subsidize their individual application layers to the base map as needed.

RECOMMENDATIONS

- 01-54 ADD AUDITOR/CONTROLLER APPROVED MARK-UP PERCENTAGE TO THE PER HOUR COST OF PROJECTS PERFORMED BY THE GIMS STAFF. APPLY THE MARK-UP TO PAY FOR THE COST TO UPGRADE THE OUTDATED GIMS COMPUTER EQUIPMENT.
- 01-55 THE BOARD OF SUPERVISORS FUND A ONE-TIME COST OF 4 TO 6 MILLION DOLLARS TO COMPLETE THE COUNTY AUTOMATED PARCEL MAP SYSTEM IN A THREE-YEAR PERIOD INSTEAD OF THE 10-15 YEARS IT WILL TAKE TO COMPLETE THE PROJECT AT THE CURRENT LEVEL OF FUNDING.

01-56 PLACE THE GEOGRAPHIC INFORMATION MANAGEMENT SYSTEM UNDER THE INFORMATION SERVICES DEPARTMENT'S CONTROL TO CENTRALIZE AND STORE ALL COUNTY GEOGRAPHICAL INFORMATION WITH FULL SUPPORT FOR STAFF, HARDWARE, SOFTWARE, AND TRAINING IN ONE PLACE.

HEALTH AND HUMAN SERVICES COMMITTEE



Maureen Godfrey, Chair



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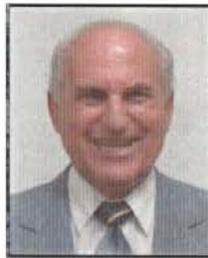
Harry Carson, Sr.



Sandra Díaz



Virginia Eriksen



Abraham Hovsepian



Patricia Murray



Jenny Overton



Kelly Potter



HEALTH AND HUMAN SERVICES COMMITTEE

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HEALTH AND HUMAN SERVICES COMMITTEE

In 2000, the County combined the Health Care Services departments with the Human Services System to form the Health and Human Services System. Under this structural reorganization, the Health and Human Services Committee of the Grand Jury had nine (9) departments to investigate, compile findings and make recommendations for improvement. These departments included eight from the Human Services System (HSS), which are: Behavioral Health, Public Health, Children's Services, Transitional Assistance, Aging and Adult Services, Preschool Services, Veterans Affairs and Community Services, and the separate department of the Arrowhead Regional Medical Center (ARMC).

Due to the enormity and scope of these departments, the committee chose to focus its attention and research in the following four areas:

- Aging and Adult Services
- Behavioral Health
- Children's Services
- Veterans' Affairs (no recommendations were made)

The committee interviewed the appropriate department heads and staff and collected pertinent information resulting in the following final reports.

DEPARTMENT OF AGING AND ADULT SERVICES

BACKGROUND

The Department of Aging and Adult Services (DAAS), with a staff of 345, provides services and programs for senior citizens and adults with disabilities throughout the County. It administers all funds under the Older Americans Act. This department is also mandated to receive reports of adult abuse and to administer the In-Home Supportive Services and Adult Protective Services programs. DAAS has offices in the Morongo Basin, Needles, Big River, San Bernardino, Rancho Cucamonga, Victorville, Barstow, Ontario, Redlands, Yucaipa and Fontana. The goals of the department are to empower seniors and at-risk adults by providing services, and working with individuals, service providers, and communities to improve or maintain choice, independence, and quality of living.

The senior (60+) population of San Bernardino County has grown 36% over the past ten years, currently numbering more than 200,000.

The first step taken to develop the idea of an "Aging and Adult Network" was introduced seven years ago. DAAS saw a need to help seniors preserve their independent lifestyles where possible, to offer consumer participation in program planning, to provide preventive services, home-and-community based-support and institutional care, to have a compassionate delivery of services, to offer a commitment to consumer-focused, client-centered delivery of services, and to utilize professional staff that has the proven knowledge and skills in the delivery of services. All of the above would be encompassed in the principles of the Aging and Adult Network.

According to the San Bernardino County Department of Aging and Adult Services and Advocacy Network (SBCAN) report of April 25, 2001, the historical events leading up to the creation of the Aging and Adult Network were:

1. ***Need for Advocacy.*** *Tight resources, multiple constituent groups, often making conflicting requests to policy makers and elected officials, and changing system design resulting in turf issues, must be addressed in order to transition effectively to meet expanding and changing needs of our senior and adult with disabilities population. Responsible advocacy from, and on behalf of, the senior and adult with disabilities communities will be essential.*

2. ***Growth of Senior and Adult with Disabilities Population.*** Demographic projections show a sharp increase in this population when the baby boomers reach age 60. Currently the fastest growing segment within the senior population is the group of individuals over age 75. More than 72 percent of those over age 65 (144,000) in the County live at or below the poverty level.
3. ***Need for Education on Issues.*** It is these latter two segments of the senior population cited above, that will require special services (health, recreation, housing, nutrition, social). Their growing needs will impact our social, education, and family institutions, as well as how business and government function. Elected officials, policy makers, and administrative leaders, must understand these future trends and position San Bernardino County to prepare for the resulting need for services.
4. ***Creation of Children's Network.*** In 1985, in response to growing concerns about the fragmentation of services available to children in need, the San Bernardino County Grand Jury recommended that an interagency council be established to study and coordinate children's services for the County. The Children's Network was designed the following year with leadership from the Juvenile Court, Board of Supervisors and other County department directors serving "Children at Risk". As happened with the Children's Network of San Bernardino County, this proposal to action is focused on accomplishing the same for the senior and adult with disability communities.

FINDINGS

The Aging and Adult Network is being developed to serve seniors (65+) and disabled adults in order that they may maintain or improve their choices, independence, and quality of living. The "Network" would establish the standard that all recipients are to be treated with dignity, empathy, and respect for their self-worth. Its purpose is:

- To support the development of a comprehensive system of access and services by improving communication, planning, coordination, and collaboration among agencies;
- To provide a forum for clarifying perceptions and expectations about programs between County agencies and the community;

- To recommend and set priorities for DAAS, interagency projects, and for the Board of Supervisors relative to issues and programs impacting seniors and adults with disabilities;
- To implement public and private collaborative programs to better serve the targeted population;
- To advocate for the needs of the senior and disabled adult population.

The components of the Network would be a policy council, a service management team, issue-specific task forces, a service provider council, an adult advocacy council, regional councils, consumer groups, provider groups, and a senior and disabled fund. Each of these components would have its own stated purpose, responsibilities, and membership as outlined in the Network guidelines, which are on file in the DAAS office.

The staff of DAAS has voiced the opinion that the County needs to position itself to prepare for coming State grant policy program changes, including integrated funding and reporting requirements, accountability for fund utilization, and for changing constituent expectations of government services. To help achieve these goals and to obtain the necessary funding for the success of this program, a grant writer familiar with outside resources has been suggested by the DAAS staff. Monies generated by a grant writer would enable consumers to receive care in the least restrictive setting and at the appropriate level in a fiscal environment conducive to preventive health and rehabilitation.

DAAS does not have a confidential form for the exchange of private information about clients that would help facilitate the processes of the Network. The Children's Network has a *"Children's Interagency Consent to Exchange Confidential Information Protocol and Consent Form"* approved by the Board of Supervisors in 1992. This form, adapted to apply to seniors and dependent adults, would facilitate a full continuum of care.

RECOMMENDATIONS

- 01-57 THE BOARD OF SUPERVISORS ADOPT THE PROPOSAL TO DEVELOP AN "AGING AND ADULT NETWORK", PATTERNED AFTER THE CHILDREN'S NETWORK, AS A MEANS TO REACH OUT TO SENIOR CITIZENS AND DEPENDENT ADULTS IN OUR COMMUNITY.

- 01-58 THE DEPARTMENT OF AGING AND ADULT SERVICES WORK WITH A GRANT WRITER TO RESEARCH ALL AVAILABLE FUNDS TO SUPPORT THE NEEDS OF THE "NETWORK".
- 01-59 THE DEPARTMENT OF AGING AND ADULT SERVICES DEVELOP AN INTERAGENCY PROTOCOL AND CONSENT FORM FOR SENIOR CITIZENS AND DEPENDENT ADULTS TO EXCHANGE CONFIDENTIAL INFORMATION.

DEPARTMENT OF BEHAVIORAL HEALTH

BACKGROUND

Under State law, the Department of Behavioral Health (DBH) provides mental health treatment and prevention services to all residents with mental illness or substance abuse disorders. The department contracts with Arrowhead Regional Medical Center (ARMC) and seven private hospitals for the provision of 24-hour Inpatient acute and residential care. DBH has an Outpatient Alcohol and Drug Program (OADP), day treatment clinics, outpatient services, and case management. Behavioral Health has offices in all regions of the County including the High Desert, West End, mountains, east and central valleys.

Prior to 1999 Behavioral Health's Hospital Inpatient Unit was administered and funded by DBH. Currently, the Director of ARMC is administering Arrowhead Regional Medical Center Behavioral Health (ARMCBH), but the funding for all inpatient care is controlled by DBH.

The Department of Behavioral Health's philosophy is to have one comprehensive community-based interagency system of mental health care that addresses the unique needs and strengths of patients and their families who have diverse cultural backgrounds. The basic premise of system of care is to redirect money into local levels of care in order to maintain clients in the community as much as possible.

FINDINGS

The system for the transfer of psychiatric inpatients to DBH clinics is not well developed. At the time of the patient's discharge from ARMCBH, hospital staff schedules an outpatient discharge appointment for the patient with a Behavioral Health outpatient clinic in the area in which the patient resides. Patients (also described by DBH as consumers) are supplied with medications for two weeks post-discharge. After their follow-up outpatient appointment, medications are reassessed and reordered, providing the appointment is kept. Statistics show there is ***an approximate 58%*** no-show rate for these follow-up appointments.

Barriers to mental health care include:

1. Lack of collaboration between inpatient and outpatient treatment regarding case management services.
2. Lack of adequate transportation for outpatients to and from appointments.
3. Lack of childcare facilities in the outpatient clinics.

Case Management

According to DBH, case management is a difficult concept to define as it is usually used to describe a multitude of activities and services. DBH is responsible for the case management of outpatients, which is an organized approach to evaluating the health care needs of a patient. Case management identifies appropriate services to meet those needs, chooses the most cost-effective setting and providers, coordinates the delivery system by maintaining communications among providers (ARMCBH), patients and payers, and monitors the patient's progress.

Case management is not a substitute for treatment services but a way of assuring that services are delivered to those who need them the most in an efficient and appropriate manner, and that other aspects of the patient's life (housing, shelter, work, relationships) are also emphasized so that patients might have a richer, more satisfying life. A case manager would assist the patient to navigate and understand the service systems available and to obtain the following:

- Cash benefits (Food Stamps, General Relief, Medically Indigent Aid, SSI, SSA, SDI, SSDI, and Medi-Cal)
- Housing: placement in licensed facility/independent housing
- Transportation
- Medications
- Employment
- Physical health services
- Dental services
- Payee services
- Advocacy/facilitation assistance
- Crisis intervention
- Problem resolution to overcome barriers to services/treatment

Since 1993 DBH has followed the Rehabilitation Model as prescribed by the California Department of Mental Health. This model is one in which the patient's goals and needs are a priority over the goals of the mental health system. Because case managers provide support and information to patients and their families, they need unlimited access to inpatients and should be contacted immediately by the hospital when a patient is admitted to the hospital. Case managers need to meet the patient within 1-2 work days after admission to the hospital to determine which goals the patient needs to achieve in order for him or her to maximize their functioning in the community. Case managers work with the patient to help him/her with finances, appointment schedules, after-care issues and/or family linkage. Case management is a coordinated strategy for patients with chronic mental illness to obtain the services they need, whenever and for as long as they need them.

DBH believes that a case management system does reduce "no-shows" in outpatient clinics.

Both ARMCBH and DBH have suggested that a collaborative effort between the two departments is needed to improve the case management system of care for the benefit of the patients.

Lack of Transportation for Patients to Appointments

Depending on where the patient lives and where the outpatient clinic is located, even if a bus pass is issued, patients might be required to transfer from one bus to another or walk a long distance to get to the clinic. Some patients are not capable of completing this sort of task. For example, in Victorville the clinic is located approximately one mile from public transportation, which discourages patients from keeping their appointments. If a department vehicle were available the patient would be more likely to keep his/her appointment.

There are 24 outpatient clinics located throughout San Bernardino County that serve the 30,000 patients seen yearly by DBH. Presently the department has 46 vehicles available countywide (See Exhibit A). DBH could expand its outreach program if it could increase the number of vehicles.

Lack of Childcare Facilities

DBH does not provide childcare at their clinics. Lack of childcare discourages patients from keeping their outpatient appointments. The waiting rooms at the clinics are not designed to accommodate children. Staff is not available to monitor these children while their parents are in treatment.

According to the Board of Supervisor's agenda of March 20, 2001, the Transitional Assistance Department (TAD) established on-site childcare drop-in centers in various TAD offices. The pilot project has been deemed successful and will be implemented countywide. The State Department of Mental Health does not provide funding for childcare services. DBH has trust fund money available for childcare services at present, but new funds would be needed to fund an on-going program. The DBH Perinatal Program **does** provide child care services. This very successful program is funded by a grant from the Federal government.

RECOMMENDATIONS

- ✓ 01-60 PROVIDE A TRUE CASE MANAGEMENT SYSTEM IN BEHAVIORAL HEALTH AS PART OF THE DISCHARGE PLANNING, WITH LINKAGE TO THE HOSPITAL AND ONGOING OUTPATIENT TREATMENT.
- ✓ 01-61 INCREASE THE AVAILABILITY OF TRANSPORTATION TO BEHAVIORAL HEALTH OUTPATIENT CLINICS.
- ✓ 01-62 PROVIDE LICENSED CHILD CARE FACILITIES AT ALL BEHAVIORAL HEALTH OUTPATIENT CLINICS.
- ✓ 01-63 WORK WITH THE TRANSITIONAL ASSISTANCE DEPARTMENT IN FUNDING CHILDCARE SERVICES FOR BEHAVIORAL HEALTH OUTPATIENT CLINICS.

**Department of Behavioral Health
VEHICLES AND DRIVERS TRACKING LOG**

Clinic Name	Number of Vans	Number of Cars	Number of Drivers
Agewise	1		
Barstow Clinic		1	
CalWorks High Desert		1	1
CalWorks San Brdno.	2		2
CalWorks Ontario/R.C.	1		
CCC - D Street	2	2	
CCC - Foothill		1	
CCICMS	2		
CONREP		2	
CSOC	1	1	
Homeless	2		
IMD		1	
Jail Services		2	
Phoenix - Home Run Pgrm	1		1
Pisces	1		
Property Management		3	
R.C. Home run Program	1		2
Referral & Placement	1	2	
STAR Program	1		
Upland CC - Affirm	1		
Victor Valley	2	2	
Central Valley	1	2	
Perinatal Fontana	2		2
Chino	1		
Victorville	3		2

26 20

Total number of vehicles 46

Most vehicles are driven by clinical staff, unless a driver is specified above.

DEPARTMENT OF CHILDREN'S' SERVICES

CHILDREN'S ASSESSMENT CENTER

BACKGROUND

According to the Children's Fund in San Bernardino County, child abuse is now the leading cause of death of children under the age of four in the United States. When abused children were referred to Child Protective Services they were interviewed individually by multiple agencies involved in the processing or investigation of cases, resulting in unnecessary trauma during the process.

FINDINGS

In 1992 the Children's Network Policy Council established a task force comprised of designated representatives from Child Protective Services, County Medical Center, Public Health Department, Department of Behavioral Health, District Attorney, Sheriff, Juvenile Court, Family Law Court, County Counsel, Loma Linda University Medical Center, Children's Fund and the Children's Network. Their mission was to explore a method to reduce trauma to the children who were victims of sexual abuse. The task force developed an innovative solution: a public/private partnership between the County of San Bernardino and Loma Linda University Children's Hospital.

In 1994 a Child Assessment Center opened, sponsored by Loma Linda University Medical Center and San Bernardino County. One hundred forty-eight (148) children were processed that year and the number has increased by increments of 150 per year, to the present 900 children seen in 2000. Sexually abused children were the primary focus. Since 1998 physically abused children have also been seen.

A cooperative effort by the County, the Children's Fund and private benefactors resulted in the present Children's Fund Assessment Center facility on Tippecanoe Street in San Bernardino, which opened in October 1999. Vulnerable children who have become trapped and neglected and who desperately need attention and compassion are seen at this facility.

A special effort was made to design the interior of the building to provide a child-friendly atmosphere. Interview rooms are decorated with animal murals hand painted by volunteers. Stuffed animals for the children to cuddle are strategically placed throughout the facility. The *Wall of Honor*, in the Center's entry, is made of 4" x 4" ceramic tiles which individuals can purchase for a \$100 donation. It is not only colorful, but a unique fund-raiser. The design of each tile has an individual donor's name transferred onto the tile for perpetuity.

Agency personnel involved in each case can be present in the 2-way mirror observation rooms when specially trained staff forensically interviews the child. A forensic physical exam is performed by a pediatric physician specialist and can be viewed later by videotape. This physician writes a report of the findings and includes photos, and testifies in court as necessary. This facility offers a one-stop multi-disciplinary approach to an investigation. The traumatized children benefit by only being exposed to one complete and quality investigative process.

Referrals come from the 13 law enforcement agencies in the County. They currently pay \$500 annually for a membership to the Children's Assessment Center and a fee of \$50 per exam of a child. Referrals also come from the Department of Children's Services and Family Court. There are monthly multi-disciplinary team meetings to provide an opportunity for these children's cases to be reviewed by team members, ensuring the best system of care for the clients.

COMMENDATIONS

THE GRAND JURY COMMENDS THE EXEMPLARY COOPERATIVE EFFORT BY THE COUNTY OF SAN BERNARDINO, CHILDREN'S FUND, LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL AND PRIVATE BENEFACTORS THAT RESULTED IN THE CHILDREN'S ASSESSMENT CENTER IN SAN BERNARDINO.

THE GRAND JURY COMMENDS THE CHILDREN'S FUND FOR ITS ONGOING FINANCIAL SUPPORT TO THE CHILDREN'S ASSESSMENT CENTER.

THE GRAND JURY COMMENDS THE VOLUNTEERS WHO DESIGNED, DECORATED AND PAINTED THE ANIMAL MURALS FOR THE CHILD-FRIENDLY INTERVIEW AND EXAM ROOMS.

THE GRAND JURY RECOGNIZES THE VALUE OF THE CENTER'S *WALL OF HONOR* AS AN OUTSTANDING FUND-RAISING TOOL.

JUVENILE DEPENDENCY COURT FACILITIES

BACKGROUND

With a staff of almost 800, the Department of Children's Services (DCS) administers programs designed to address child abuse and neglect in San Bernardino County. Its mission is *"to maintain families whenever possible, and when not possible, to provide the best permanent plan for the child."* DCS staff is required to work and conduct the business of child placement at the Juvenile Dependency Courts.

As stated by the Chairman of the Board of Supervisors, *"As a society, we have a responsibility to care for the children, our children, that are abused, forgotten and neglected."*

The Juvenile Dependency Courts have been housed in modular buildings since 1997. These facilities are located in an open, unrestricted area on the eastern portion of the vacated County Medical Center. They are overcrowded and inadequate for conducting official business. There are only two small courtrooms. There is only one small 8' x 10' room in the lobby that is used by all attorneys and their clients for private conferences.

The current modular court facility is 6,118 square feet and the adjacent facility is approximately 3,200 square feet. There are two 4' x 6' holding cells that do not contain restroom facilities, water station, and an attorney/client conference room as required by State regulations. There are an insufficient number of holding cells to meet the requirement of separate holding facilities for men and women. Children entering the courtroom can see their incarcerated parents in these holding cells located directly outside the courtroom entries.

County Counsel offices and additional DCS staff are located in a separate building across the street from the trailers. These County entities provide services to children and their families that include legal service representation, social work, and Medi-Cal and food stamp services. The existing facilities service up to 150 people each day, including children, parents, guardians, attorneys, and staff.

FINDINGS

In San Bernardino County, 33% of the present population is under the age of 17. Of these children, almost one in ten is likely to be a victim of abuse. In 2000 there were 24,334 reports of child abuse and neglect involving 50,030 children in the County, an increase of 7.8% over 1999, according to County statistics. DCS stated that among the reasons for the increase in child abuse referrals are the County's huge population growth over the past ten years and increasing substance abuse in families, which is a factor in 75% of the cases. Children who are found to suffer severe abuse and neglect come under the jurisdiction of the Juvenile Dependency Court, a division of Superior Court. There is only one Dependency Court in the County. It is located in the City of San Bernardino. Children under the jurisdiction of this Court are placed in the custody of DCS for purposes of care and supervision. The department is considering alternative ways of dealing with heavy caseloads, such as hiring more social workers with Bachelor's degrees instead of requiring Master's degrees.

At the Juvenile Dependency Courts there is inadequate ventilation and circulation of air, roof leakage, inadequate parking, minimal waiting area space, lack of outside seating for lobby overflow, and an inadequate intercom system. There is no privacy in these overcrowded conditions, and individuals must have their names broadcast over an outside intercom system in order to be called into the court for hearings. Attorneys must interview people in the public hallway in view of the children, other minors, and the general public — lost is any sense of confidentiality. The public restrooms do not meet current Health and Safety regulations.

There are no waiting room facilities for the children who have to wait long hours in the trailers for their hearings. There is one small inadequate waiting area in the DCS offices across the street. It has a TV, a couple of games and a few books. The children in need of these facilities are here through no fault of their own.

In a memo from DCS addressed to the Grand Jury Children's Services Subcommittee, the following information was given. There is no Juvenile Dependency Court located in the desert region of San Bernardino County. Currently, the desert region of DCS supervises 1,598 children who are in the Dependency Court process. Substantial numbers of desert residents are involved in the Dependency Court. This caseload increases annually. Each social worker averages three Dependency Court hearings per month. The task of coordinating long distance transport with caregivers and schools, scheduling drivers and vehicles, and obtaining approvals for travel related expenses, personnel, vouchers and other issues adds an extra 12 hours of work monthly

for this staff. The location of the court down the hill adds the equivalent of five and one-half (5½) staff occupied full-time in tasks related to the **lack of a desert Dependency Court**. The travel and distance from court adversely impacts families already in crisis. Often this inconvenience for families continues for years as fully 25% percent of families are on DCS caseloads for more than three years. The impact on DCS resources is also substantial. A conservative estimate is that over 800 hours of social work time is consumed monthly by the extra tasks related to not having a Juvenile Dependency Court located in the High Desert community.

RECOMMENDATIONS

- 00-64 EXPEDITE THE CONSTRUCTION OF A PERMANENT FACILITY FOR THE JUVENILE DEPENDENCY COURT AND ITS SUPPORT SERVICES TO INCLUDE A MULTI-LEVEL PARKING FACILITY TO MEET THE NEEDS OF STAFF AND PUBLIC.
- 00-65 PROVIDE A LARGE COMFORTABLE WAITING ROOM TO ACCOMMODATE THE EVER INCREASING NUMBERS OF FAMILIES ASSIGNED TO THE JUVENILE DEPENDENCY COURT.
- 00-66 PROVIDE A WELL-DESIGNED CHILD-FRIENDLY PLAYROOM FOR THE CHILDREN WAITING FOR THEIR COURT HEARINGS.
- 00-67 BUILD A JUVENILE DEPENDENCY COURT IN THE HIGH DESERT REGION OF THE COUNTY.

INTERNAL SERVICES COMMITTEE



Robert Burkhardt, Chair



MaryAnne M. Avila



Robert Kissinger



Richard McFadden



Jenny Overton



Kelly Potter



Jack Reilly



Morris Wiley



INTERNAL SERVICES COMMITTEE

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INTERNAL SERVICES COMMITTEE

The Internal Services Committee was charged with the review and investigation of the operations and functions of the following County departments:

- Architecture and Engineering
- Facilities Management
- Fleet Management (formerly Vehicle Services)
- Purchasing
- Real Estate Services

The committee established subcommittee teams that were formed based on individual backgrounds in the various departments' functions. Directors of the County departments within this group were interviewed and investigations completed.

The full Internal Services Committee, consisting of Teams 1 and 2, joined forces to produce an interim report on the Design-Build Construction Method for the Architecture and Engineering Department.

The Architecture and Engineering Department presented the interim report to the Board of Supervisors on March 27, 2001 and requested that the Board follow the Grand Jury's recommendation. The Board directed County staff to pursue new legislation, or amend Assembly Bill 2296 in order to allow San Bernardino County to use the design-build method of construction as a contracting option.

The investigations completed by the subcommittee teams resulted in the following final reports.

ARCHITECTURE AND ENGINEERING DEPARTMENT

BACKGROUND

The Architecture and Engineering Department (A&E) is responsible for the planning, design and administration of the County's Capital Improvement Program (CIP). This includes preparation of bid packages, advertising, negotiations, and administration of construction projects. The staff consists of 24 persons. A Director of Architecture and Engineering was appointed February 21, 2001.

FINDINGS

A&E does not use in-house estimating for construction projects. The use of outside sources is costly and time-consuming. However, specialized types of construction and/or major construction projects may justify outside sources.

The department is conducting a downtown (San Bernardino) space study. The intent is to find additional space for County needs. The study is referred to as the "*County Government Space Master Plan*".

A&E has formulated an excellent CIP monthly status report. The report provides the Board of Supervisors and department heads with current information on the progress of ongoing capital projects. At the present time the reports are prepared in a printed-paper format, which is slow and time-consuming.

A large volume of paper documents including maps, building plans, blueprints, etc. of County facilities are housed in the department's storeroom. The original hand drafted construction drawings of the San Bernardino County Courthouse are among the plans in the storeroom. In the event of fire or earthquake, loss or damage to this material would be a severe financial loss to the County. To date only about four percent (4%) of the material has been digitized because of budget constraints. The estimated cost to complete this project is \$40,000.

RECOMMENDATIONS

- ✓ 01-68 PROVIDE THE ARCHITECTURE AND ENGINEERING DEPARTMENT WITH COMPUTER-GENERATED PRODUCTS THAT WILL ALLOW IN-HOUSE ESTIMATING QUICKLY AND MORE EFFICIENTLY, WITH MINIMAL UP-FRONT FUNDING.
- ✓ 01-69 COORDINATE THE DOWNTOWN SAN BERNARDINO SPACE STUDY WITH SAN BERNARDINO CITY OFFICIALS AND CITY OF SAN BERNARDINO REDEVELOPMENT STAFF.
- ✓ 01-70 PLACE CONTENTS OF EXISTING PAPER BOUND MONTHLY CAPITAL IMPROVEMENT PROGRAM REPORTS ON COMPUTER DISKS.
- / 01-71 PROVIDE THE ARCHITECTURE AND ENGINEERING DEPARTMENT WITH THE FUNDING TO ALLOW MAPS, DRAWINGS, AND BUILDING PLANS, ETC. OF PUBLIC FACILITIES TO BE DIGITIZED AND PLACED ON COMPUTER DISKS. STORE THE PAPER MATERIAL AT A SECURE OFF-SITE LOCATION.

SUPER BLOCK MASTER SPACE PLAN

BACKGROUND

The Architecture and Engineering Department is responsible for the planning, design and administration of the County's Capital Improvement Program. This includes the preparation of bid packages, advertising, negotiating, and administering construction contracts.

FINDINGS

Concerns about the overcrowded conditions in the Central Courthouse and surrounding buildings, plus the scattering of County facilities throughout the city of San Bernardino, prompted the Internal Services Subcommittee to begin a survey of available office space in a short and long-range plan for the downtown San Bernardino area.

Five sites were surveyed. The square footage, available parking and the number of floors of the buildings were noted. A map showing the five sites in relation to the Courthouse complex is shown on Exhibit A.

After our survey began, a consultant contracted by the County commenced work on a comprehensive downtown San Bernardino space study.

In March of 2001 the consultant presented the Board of Supervisors with a space report titled "*The San Bernardino County Super Block Master Plan*". The super block is described as the four-block area surrounding the existing County Government Center and the Courthouse. This area is also shown in Exhibit A. The report refers to the super block and the adjacent areas to the north, south and west as the "Extended Super Block".

The plan is intended to establish the broad space needs of the County and the Central Courthouse in the downtown San Bernardino area. Also, it will define the availability of structures or sites that could be leased, purchased, or built upon to meet both present and future space needs.

The plan projects space and personnel needs and preliminary cost estimates in the expanded "super block" to the year 2010. The plan establishes a framework for determining which County departments and agencies should be located in the expanded super block and how best to accomplish this need.

The following table contained in the report summarizes the projected square foot space and parking shortfall in the expanded super block.

	2000	2003	2005	2010
Space Available	785,237			
Space Need		927,301	1,001,086	1,145,860
Shortfall		142,064	215,849	360,623
Parking Available	2,290			
Parking Need		3,709	4,004	4,583
Shortfall		1,419	1,714	2,293

The plan proposes three (3) options to accommodate future County expansion in the expanded super block:

Option 1 – Lease Additional Space - Option 1 assumes that the County would continue use of existing owned and leased property and lease additional space in existing buildings.

Option 2 – Lease and Purchase Additional Space - Option 2 assumes that the County would purchase a large existing structure and lease another large existing structure.

Option 3 – New Construction - Option 3 assumes that the County would build one new building, or more, if needed.

The following table contained in the report summarizes the estimated 10-year cost of the three proposed options:

Proposed Option	Average Annual Cost	Cumulative 10-Year Cost
Option 1 – Lease Additional Space	\$6,068,296	\$60,682,964
Option 2 – Lease and Purchase	\$5,543,399	\$55,434,001
Option 3 – Build New	\$6,105,648	\$61,056,480

The Plan recommends that the County’s Building Inventory Data System (BIDS) be updated and refined.

An accurate inventory of County-owned or leased buildings, including age of structure, square footage, operating costs, number of occupants, and whether the building is in use or vacant are essential elements in space planning.

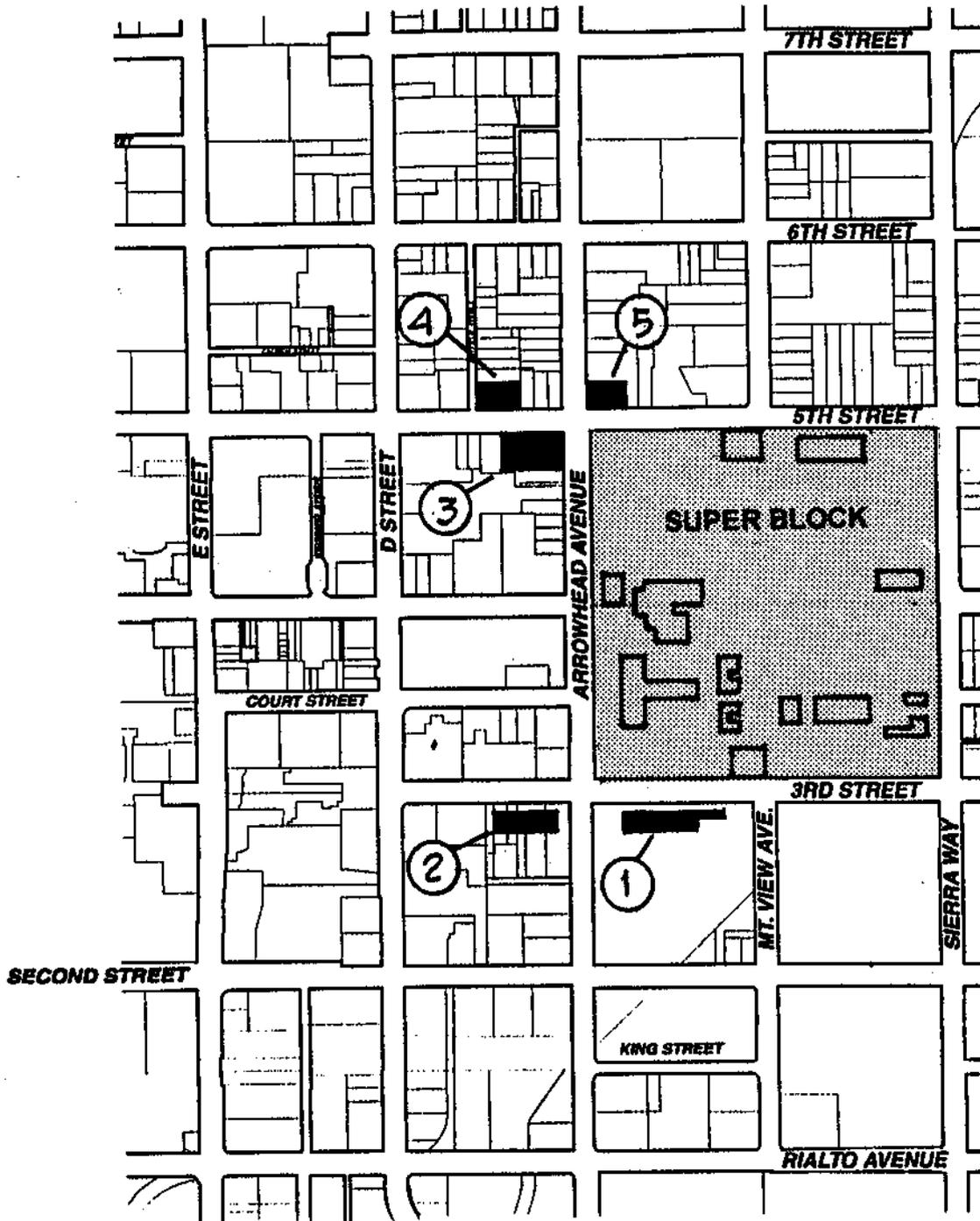
RECOMMENDATIONS

- ✓ 01-72 DIRECT THE ARCHITECTURE AND ENGINEERING DEPARTMENT TO ANALYZE THE VARIOUS OPTIONS SET FORTH IN THE *SUPER BLOCK MASTER SPACE PLAN*, AND REPORT BACK TO THE BOARD OF SUPERVISORS WITH A SPECIFIC RECOMMENDATION.

- ✓ 01-73 DIRECT THE ARCHITECTURE AND ENGINEERING DEPARTMENT TO PREPARE A SHORT AND LONG-RANGE DEVELOPMENT PLAN TO ACCOMMODATE PROJECTED SPACE AND PARKING NEEDS. ESTABLISH A TIMETABLE FOR THE COMPLETION OF THE SHORT-RANGE PLAN TO AVOID THE POSSIBILITY THAT AVAILABLE

OFFICE SPACE IN THE DOWNTOWN SAN BERNARDINO AREA
CEASES TO EXIST.

- ✓ 01-74 INCLUDE THE NEEDS OF THE CENTRAL COURTHOUSE FACILITY
IN THE PLAN.
- ✓ 01-75 UPDATE AND REFINE THE COUNTY BUILDING INVENTORY DATA
SYSTEM (BIDS).
- ✓ 01-76 THE GRAND JURY RECOMMENDS THAT OPTION 3 SHOULD BE
CONSIDERED DUE TO THE NEGLIGIBLE DIFFERENCE BETWEEN
LEASING AND BUILDING NEW.



1. 247 W. 3rd. St. • (old State Hwy. Bldg.) • poor condition
2. 303 W. 3rd. St. • (former State Bldg.) • 100,000 sq. ft. • 6 stories • approx. 413 pk. sp. • good condition
3. SW. cor. 5th and Arrowhead Ave. • 26,000 sq. ft. • 2 stories • 87 pk. sp. • good condition
4. 350 W. 5th. St. • 16,500 sq. ft. • 2 stories • approx. 75 pk. sp. • good condition
5. 505 - 515 Arrowhead Ave. • 5 stories • 50,000 sq. ft. • approx. 174 pk. sp. good condition • Public Health occupies all but 8000 sq. ft.

INTERIM REPORT ON THE ARCHITECTURE AND ENGINEERING DEPARTMENT

(Issued February 2, 2001)

BACKGROUND

The County of San Bernardino is losing time and money by not using the design-build method of construction. Design-build means a procurement process in which both the design and construction of a project are obtained from a single entity.

The Architecture and Engineering Department is responsible for the planning, design, and administration of the County's Capital Improvement Program. This includes the preparation of bid packages, advertising, negotiating, and administering construction contracts. Existing State law requires public entities to comply with certain procedures in soliciting and evaluating bids and awarding contracts for the erection, construction, alteration, repair, or improvement of any public structure, building, road, or other public improvement.

FINDINGS

Signed into law by Governor Gray Davis on September 22, 2000, Assembly Bill 2296 authorized only the counties of Alameda, Contra Costa, Sacramento, Santa Clara, Solano, Sonoma and Tulare to enter into County design-build contracts, as an option, according to specified procedures, until January 1, 2006. These seven counties have recognized the benefit of design-build contracts. San Bernardino is not included as a named county in the new legislation.

The County Architecture and Engineering Department currently uses a conventional process on new construction. The main disadvantage of conventional construction is that it is a time-consuming process where each step is taken as follows: A design firm is chosen through a competitive process; a negotiated contract is awarded to the successful design consultant; competitive construction bids are solicited; a construction contract is awarded to the lowest responsible bidder. Each step is subject to County Administrative Office review and Board of Supervisors' approval.

The Architecture and Engineering Department is restricted by current State law from using the design-build method, utilizing cost-effective options for building and modernizing public facilities.

The Legislature found the benefits of the design-build alternative procedure, as stated in Assembly Bill 2296, include:

1. Accelerated completion of projects.
2. Cost containment.
3. Reduction of construction complexity.
4. Reduced exposure of risk to the county.
5. Cost-effective benefits by shifting the liability and risk for cost containment and for the project completion to the design-build entity.

The Legislature has recognized the national trend, including authorization in California, to allow public entities to utilize design-build contracts as a project delivery method.

The main advantages of the design-build process are that it is faster than conventional construction and coordination of the project is easier because the designer and builder are on the same team and the builder often hires the designer.

RECOMMENDATIONS

- ✓ 01-77 THE BOARD OF SUPERVISORS ADOPT, AS SOON AS POSSIBLE, A RESOLUTION SUPPORTING THE DESIGN-BUILD CONCEPT AS A VIABLE OPTION.
- ✓ 01-78 THE BOARD OF SUPERVISORS REQUEST ONE OR MORE OF THE COUNTY'S ELECTED STATE LEGISLATORS TO SPONSOR NEW LEGISLATION, OR AMEND ASSEMBLY BILL 2296 IN ORDER TO ALLOW SAN BERNARDINO COUNTY TO USE THE DESIGN-BUILD METHOD AS AN OPTION FOR PROPOSED CONSTRUCTION PROJECTS.

FACILITIES MANAGEMENT DEPARTMENT

BACKGROUND

The Facilities Management Department conducts building maintenance, grounds upkeep and custodial services for 350 County-owned facilities. It also administers the Home Repair Program and provides maintenance services to the County's Capital Improvements Program. Building infrastructure documentation resides on paper in various levels of detail, completeness and accuracy. Costs associated with services in the Custodial, Grounds, and Maintenance Divisions make up a part of the Auditor/Controller's Countywide Cost Allocation Plan (COWCAP) report via the Job Cost Ledger (JCL) system. The Home Repair Program's applicable costs are also captured using JCL in support of Federal reimbursement policies. Drawings depicting building infrastructure design and configuration (as built) are common data shared by the Architecture & Engineering Department, Facilities Management, and the Information Services Department. Summary level data from those drawings make up a part of the Building Information Data System (BIDS) database.

FINDINGS

When a request for service is received from a County office, Facilities Management employees are dispatched to do the work. There is a computer program that tracks service requests, but it is not an online program. There is currently no computerized preventive maintenance capability available that tracks equipment down-time when maintenance is needed, time involved in the performance of this service, total cost to maintain the equipment, and projected equipment life span duration to need for a replacement item.

The County Information Services Department (ISD) is currently working with the Facilities Management Department to develop an online computer program to track the department's service requests from their receipt to their completion.

The County's proposed Computer Aided Facilities Management (CAFM) system would be able to track these service requests by creating a complete record of current maintenance activities and costs. This would develop a County experience-based preventive maintenance schedule and project replacement timing for budget planning.

RECOMMENDATION

✓ 01-79 DEVELOP TO COMPLETION, THE PROPOSED COMPUTER AIDED FACILITIES MANAGEMENT (CAFM) SYSTEM IN THE INFORMATION SERVICES DEPARTMENT THAT WILL TRACK THE TOTAL PREVENTIVE MAINTENANCE FUNCTION AND IDENTIFY RESOURCE RESTRAINTS, MAINTAIN A HISTORICAL DATABASE, AND INTERFACE ELECTRONICALLY WITH OTHER COUNTY AUTOMATED SYSTEMS THAT WILL REDUCE WORK INTERRUPTION AND SAVE MONEY.

COURTHOUSE SAFETY/MAINTENANCE

BACKGROUND

The San Bernardino County Central Courthouse is a large historical building. With its antique elevator, hand-painted ceiling and stained glass skylight above the landing between the second and third floors, the central County courthouse has priceless antiques.

FINDINGS

The Facilities Management Department needs to fill vacant budgeted positions to more adequately address the housekeeping and maintenance requirements of the central courthouse. Paint is needed in the halls from the annex elevators to the main courthouse. Light bulbs are out in strategic places. The hall between the annex and the main courthouse needs better lighting. Hand-painted ceilings in the courtrooms and the skylight need to be cleaned. Ceramic floor tiles have not been replaced, yet the floors have been waxed and buffed over. Paper records are inadequate or non-existent. No online computer program is in place.

The elevators in the annex are slow and unreliable. All court jurors, as well as court employees and the public, use the same elevators. The principal access to the stairs from the restricted parking lot is an outside staircase to the first floor, exposed to all weather conditions. Smokers sitting on the stairs have to be sidestepped.

There are no written work standards or policy manual and/or mission statement for this department.

RECOMMENDATIONS

- ✓ 01-80 WORK WITH THE INFORMATION SERVICES DEPARTMENT TO IMPLEMENT A COMPUTER PROGRAM FOR THE HOUSEKEEPING AND MAINTENANCE OF THE CENTRAL COURTHOUSE. THIS PROGRAM SHOULD INCLUDE PROBLEMS REPORTED BY DATE, WORK ORDERS ISSUED, AND WORK COMPLETED.
- ✓ 01-81 AS AN INTERIM SOLUTION UNTIL THE COMPUTER PROGRAM IS IN PLACE, DESIGNATE AN EMPLOYEE TO HAVE A WALK-THROUGH EACH SHIFT TO CHECK FOR PROBLEMS INVOLVING HOUSEKEEPING AND MAINTENANCE. THIS EMPLOYEE SHOULD ANSWER TO AND BE RESPONSIBLE FOR INFORMING THE DEPARTMENT HEAD OF PROBLEMS.
- ✓ 01-82 DEVELOP A WORK STANDARD, A POLICY MANUAL AND A MISSION STATEMENT FOR THIS DEPARTMENT. ALL THESE DOCUMENTS SHOULD BE ACCESSIBLE FOR THIS DEPARTMENT.

CUSTODIAL/GROUNDS DIVISIONS

BACKGROUND

The Facilities Management Department's Custodial Services Division administers the County's custodial services to County-owned and some leased facilities. The Grounds Division is the result of the recent County reorganization. This division is responsible for 715 acres of grounds maintenance services provided to County-owned and some leased facilities through a combination of in-house personnel and private grounds maintenance service providers.

FINDINGS

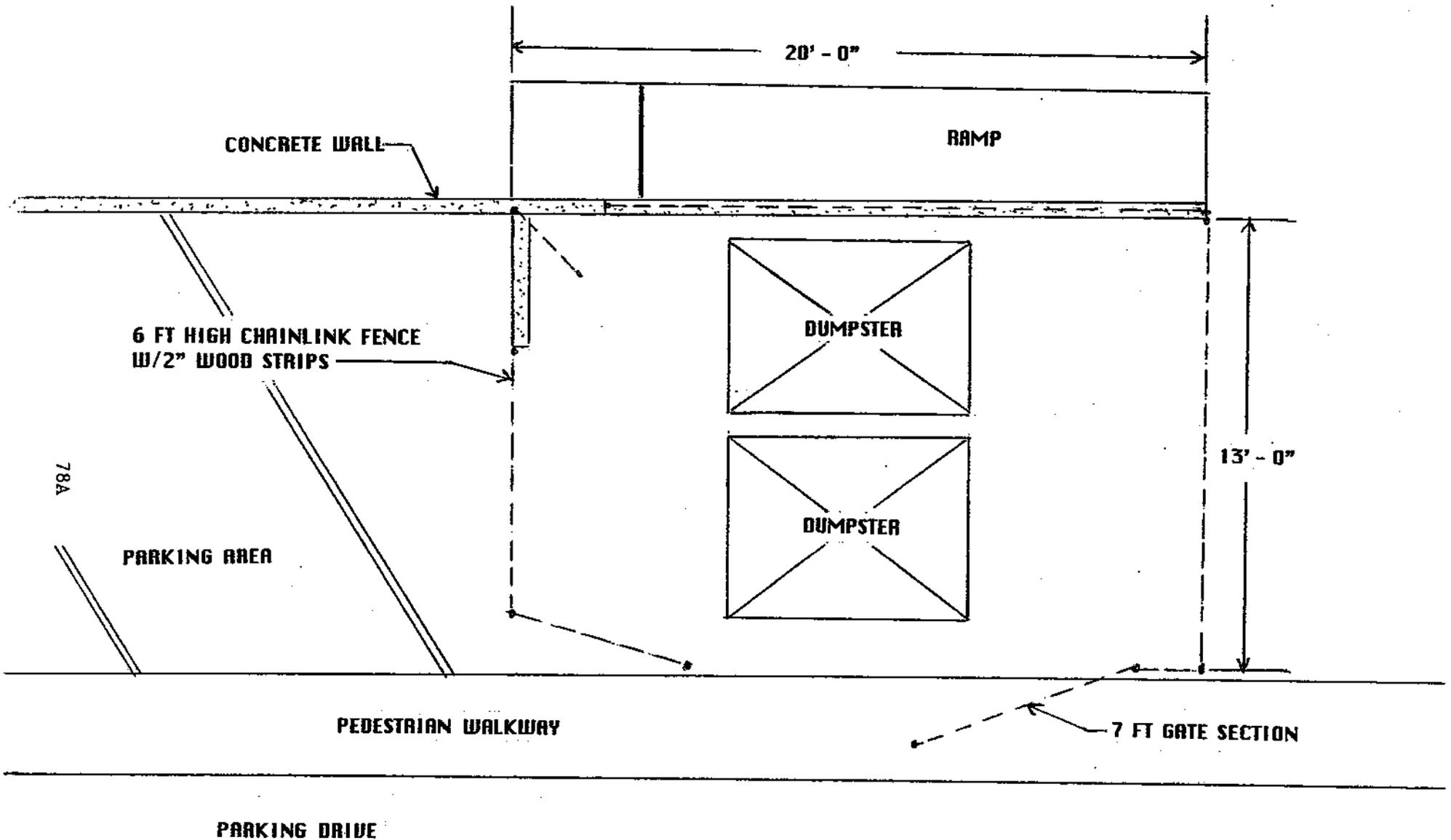
There is an existing commercial trash enclosure located in County parking lot 7 behind the County Courthouse in San Bernardino. It is built of 6-foot high chain link fence with 2-inch wood inserts. One 7-foot front door is still attached, with the opposite 7 foot side missing. The trash bins are lined up one in front of the other making it difficult to fill and dump the rear unit. The entire enclosure is in need of replacement. (See Exhibit A)

A study of the city design guidelines of the cities of Lancaster and Barstow, and the installation design guide for Fort Irwin, show that for all the community trash enclosures located in the city or on post, the use of concrete masonry units with metal doors must be used to screen the trash areas from public view. This design provides safety from trash hazards and protects the environment around the enclosure. (See Exhibit B)

RECOMMENDATION

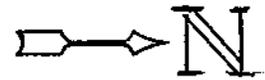
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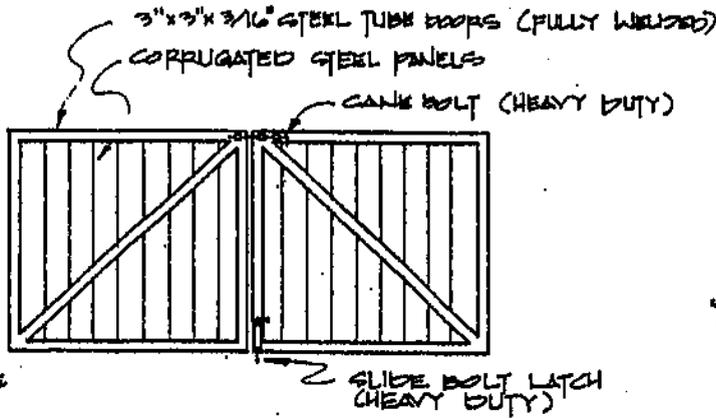
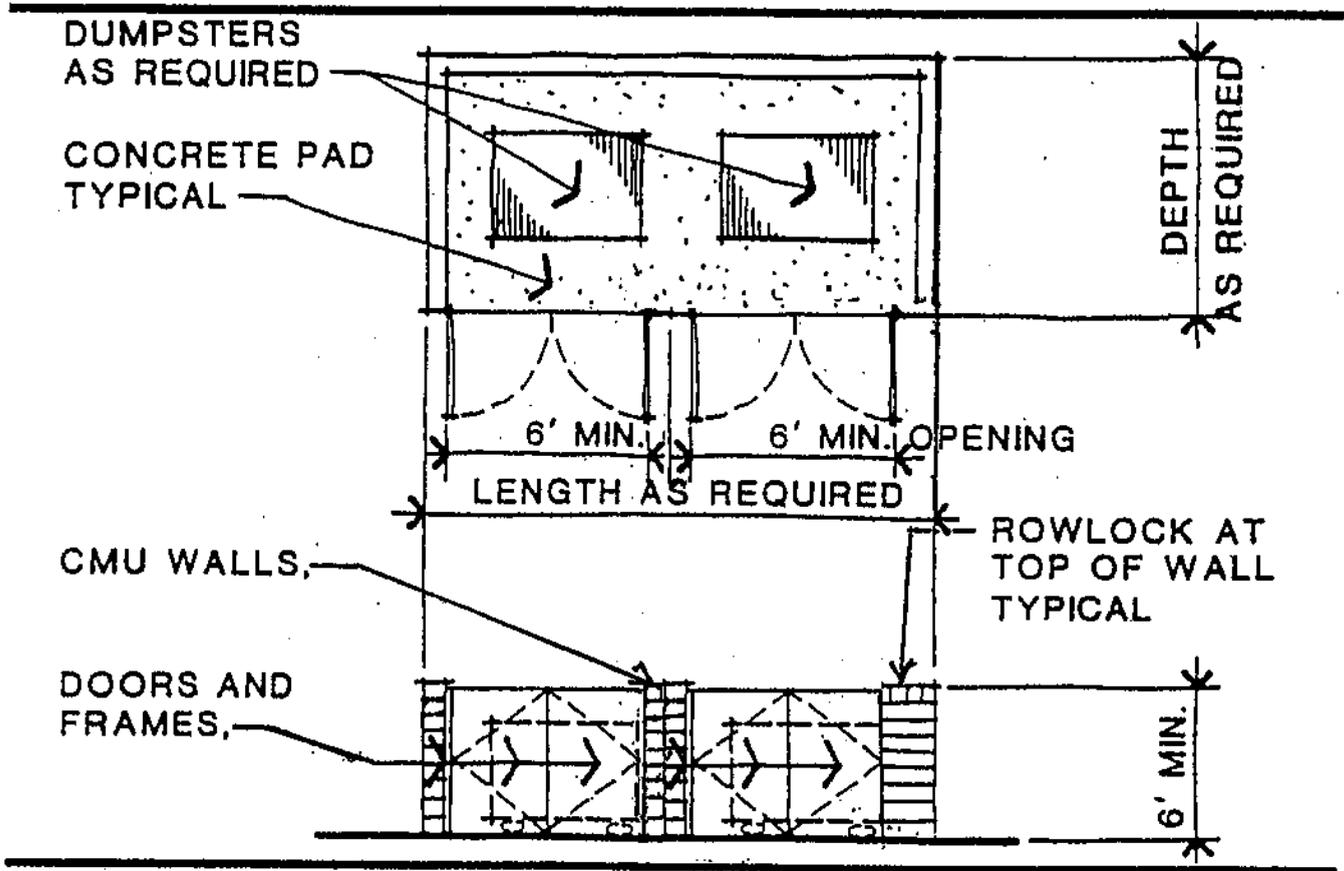
PROVIDE SUFFICIENT ADDITIONAL FUNDING TO THE FACILITIES MANAGEMENT DEPARTMENT BUDGET TO ALLOW THE CONSTRUCTION OF A NEW COMMERCIAL TRASH ENCLOSURE WITH METAL DOORS THAT ALLOW TRASH BINS TO SIT SIDE BY SIDE FOR EASE OF FILLING AND DUMPING. THE NEW TRASH ENCLOSURE AT THE PRESENT LOCATION IN COUNTY PARKING LOT NUMBER 7 WILL PROVIDE EMPLOYEE SAFETY FROM TRASH HAZARDS AND KEEP THE IMMEDIATE ENVIRONMENT CLEAN WHILE SCREENING THE AREA FROM PUBLIC VIEW. A GENERIC DESIGN IS SHOWN ON EXHIBIT B.



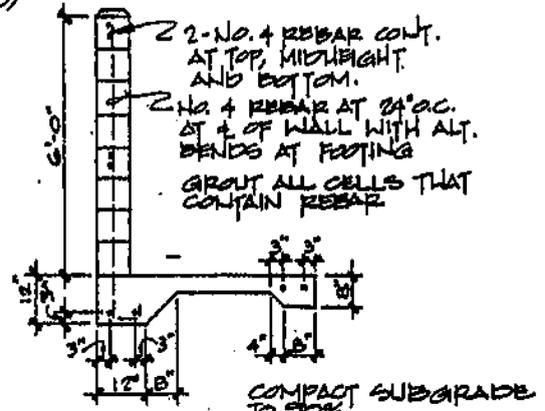
**EXISTING TRASH ENCLOSURE
COUNTY CENTER PARKING LOT 7**

SCALE 1/4" = 1'-0"





DOUBLE SWING GATES



ENCLOSURE CROSS SECTION

CITY TRASH ENCLOSURE DETAIL

NOT TO SCALE

FLEET MANAGEMENT DEPARTMENT **(Formerly Vehicle Services Department)**

COUNTY GARAGE

BACKGROUND

The County Garage provides centralized maintenance, repair, fuel, and service for vehicles and equipment of the County, as well as other public agencies such as special districts, school districts, fire districts, and local municipalities. The Garage is comprised of four shops. This report addresses the Auto Shop and the Heavy Equipment Shop.

The Auto Shop works both day and evening shifts to perform normal servicing, preventative maintenance, safety inspections, and most repairs of cars, pick-up trucks and vans. The Heavy Equipment Shop has the responsibility for maintenance and repair of all heavy equipment over one ton. The Fleet Management Department is an Internal Service Fund operation.

FINDINGS

There is no quick lube type of service at the County Garage that provides minor maintenance while you wait.

A price check with a local quick lube operation gave a price of \$22.30 for the following: change oil and filter, one filter assembly, oil, and five quarts of motor oil and disposal of the used oil. A vehicle checklist showing various services that are performed at a quick lube operation is included as Exhibit A. The lack of quick lube service requires that loaner cars be provided to customers during the one or more days their vehicle is out of service. There are 100 loaner vehicles at the San Bernardino central location available for use while department vehicles are in the shop. County departments may also draw rental vehicles from the loaner vehicle pool.

A quick lube program could lead to a reduction in the number of loaner cars required. A reduction from 100 to 90 vehicles at the central location could save the County \$200,000 or more in vehicle replacement costs the first year.

Fleet Management currently charges an average of \$45.50 for the following services: change oil/filter, safety inspection and road test. The safety inspection includes horn, tires, lights, wipers, washers, neutral switch, cooling system, hoses, glasses, brakes (percentage of front and rear), battery cables, U-joints, mirrors, exhaust system, body, and road test. The main yard averages ten (10) services per day.

There are only eight (8) Automotive Service Excellence (ASE) certified mechanics out of 50 assigned mechanics at the Auto and Heavy Equipment Shops. The current ASE certification cost now being reimbursed by the County is \$26.00 per mechanic for the registration fee and \$21.00 for each test administered for certification. After being certified, mechanics could be promoted to a new classification of Mechanic III that would provide them with a salary increase as an incentive for them to remain with the County Fleet Management Department.

The time charged to customer accounts is inflated due to the inability of the work order system to charge the mechanics time in one-tenth of an hour increments instead of the current system of 15-minute increments. As an example, under the current system, for a job taking 50 minutes the customer would be charged for a full hour. At \$10.00 per hour, this results in a \$10.00 charge to the customer. Using the one-tenth of an hour charge for work performed in 50 minutes would result in a 17% reduction in the customer's charge or \$8.33, a savings of \$1.67 per hour for the customer.

RECOMMENDATIONS

- ✓ 01-84 PROVIDE A QUICK LUBE FUNCTION AT THE FLEET MANAGEMENT DEPARTMENT IN SAN BERNARDINO THAT WOULD PROVIDE A SET NUMBER OF SERVICES, INCLUDING WASHING AND REFUELING THE VEHICLE, FOR A SET PRICE.
- ✓ 01-85 ELIMINATE THE ROAD TEST. THE VEHICLE INSPECTION REPORT CONTAINS SUFFICIENT INFORMATION ON THE RELIABILITY OF THE VEHICLE, THUS REDUCING THE SERVICE COST TO \$25.00 FOR A QUICK LUBE OPERATION THAT WOULD STILL PERFORM THE SAME SERVICES NOW PROVIDED BY THE MAIN YARD. THE INCREASED EFFICIENCY AND MORE SERVICES WOULD STILL ALLOW FOR A FAIR PROFIT FOR FLEET MANAGEMENT, AND INCREASE THE NUMBER OF SERVICED VEHICLES PER DAY AT THE MAIN YARD TO 20.

- ✓ 01-86 SET UP AN OPTIONAL CERTIFICATION PROGRAM TO AUTOMOTIVE SERVICES EXCELLENCE (ASE) STANDARDS THAT WOULD CERTIFY ALL FLEET MANAGEMENT MECHANICS. THIS WOULD BE ACCOMPLISHED DURING THEIR OFF-DUTY TIME AND THE COUNTY WOULD NO LONGER BE REQUIRED TO PAY FOR CERTIFICATION AND TESTING. COUNTY CLASSIFIED MECHANICS WOULD PAY FOR THEIR TESTING AND CERTIFICATION.

- ✓ 01-87 REVISE THE FLEET MANAGEMENT DEPARTMENT WORK ORDER SYSTEM TO CHARGE CUSTOMERS FOR WORK PERFORMED ON VEHICLES IN TENTHS OF AN HOUR.



Vehicle Inspection Report

Year _____ Make _____ Model _____ Engine _____ Mileage _____ VIN _____

EXTERIOR / UNDERHOOD

	LIGHTS / BLADES		BATTERY			FILTERS			FLUIDS			BELTS			HOSES			
	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE	
Head	X				Volts Min. 12.4 V	X		Air	X		Transmission	X		Alternator			Upper Radiator	X
Stop	X				Cable Ends/Cables	X		Vent	X		Coolant	X		A/C			Lower Radiator	X
Signal	X				Hold Downs	X		PCV Valve	X		Washer	X		P/S			Heater	X
Parking	X				Battery Guard	X		Vapor Canister Filter	X		Oil	X		Air Pump			Power Steering	X
Back Up	X				Starting/Charging Test	X		Fuel	X		Power Str.	X		Serpentine	X		Emission	X
License	X							Other			Master Cyl.	X		Water Pump			Fuel	X
Underhood	X																	
Wiper Blades																		

UNDERCAR

PART	OK	SERVICE	EXHAUST						STEERING NOT ALL ITEMS APPLY				BALL JOINTS			TIE RODS			SHOCKS & STRUTS		
			OK	SERVICE	OK	SERVICE	OK	SERVICE	OK	SERVICE	OK	SERVICE	OK	SERVICE	OK	SERVICE	OK	SERVICE	OK	SERVICE	
Muffler	X				Idle Arm	X				Rack & Pinion Assembly			Right Upper	X		Right Outer	X		Right Front	X	
Pipes	X				Pitman Arm	X				Ballows Boot			Right Lower	X		Right Inner	X		Left Front	X	
Clamps/Hangers	X				Center Link	X				C.V. Boot Inner	R		Left Upper	X		Left Outer	X		Right Rear	X	
Converter	X				Control Arm Bushings	X				C.V. Boot Outer	R		Left Lower	X		Left Inner	X		Left Rear	X	
U-JOINTS					Sway Bushings	X				C.V. Joints Inner	R		Diff. Fluid Level	X		Sieve	X		Engine Mounts	X	
Front U-Joint	X				Link Pins	X				C.V. Joints Outer	R		Oil Leaks	X		Front	X		Right Front	X	
Rear U-Joint	X				Gear Box	X				Torque Strut	R					Rear	X		Left Front	X	
																			Torque	X	

TIRES AND ALIGNMENT

TIRE SIZE:											RECOMMENDED SERVICE AND REASONS:					Vehicle Ride Height/ Front Spec. _____ RF _____ LF _____ Rear Spec. _____ RR _____ LR _____
Position	AR PRESSURE	2nd	OK	LEAK-AGE	ALIGN WEAR	CLIPPED TIRE	DAM-AGED TIRE	SEPAR-ATED	WORN OUT	OTHER	Alignment Check: CHOOSE ONE	TIRE WEAR	REPLACED WORN PARTS	CENTER STEERING WHEEL	NEW TIRES	
RIGHT FRONT	32	8	X								<input type="checkbox"/> 2 - WHEEL					
LEFT FRONT	32	8	X								<input type="checkbox"/> THRUST ANGLE					
LEFT REAR	32	8	X								<input type="checkbox"/> 4 WHEEL					
RIGHT REAR	32	8	X								<input type="checkbox"/> TIRE ROTATION					
											<input type="checkbox"/> WHEEL BALANCE					

*2/32" Tread Depth is Minimum Legal Limit in Many States

BRAKES

SCHEDULED AND OTHER MAINTENANCE

FRONT				REAR			
OK	SERVICE	Estimated % Worn		OK	SERVICE	Estimated % Worn	
X		20/20	Pad/Linings	X		20/20	Pad/Linings
X			Calipers	X			Calipers/Wheel Cylinder
X			Hardware	X			Hardware/Adjusters
X			Bearings/Seals	X			Bearings/Seals
X			Brake Hose(s)	X			Brake Hose(s)
ROTOR/DRUMS				Parking Brake Cable			

AIR FILTER OK

POSITION	DRUM	ROTOR	MFG. SPEC.	ACTUAL	OK	SERVICE
RIGHT FRONT						
LEFT FRONT						
RIGHT REAR						
LEFT REAR						

NOT RESPONSIBLE FOR LOSS OR DAMAGE TO CARS OR ARTICLES LEFT IN CARS IN CASE OF FIRE, THEFT OR ANY OTHER CAUSE BEYOND OUR CONTROL.

YOU ARE ENTITLED TO THE RETURN OF ALL PARTS REPLACED, EXCEPT THOSE WHICH ARE TOO HEAVY OR LARGE, AND THOSE REQUIRED FOR RETURN TO THE MANUFACTURER OR DISTRIBUTOR DUE TO WARRANTY OR AN EXCHANGE AGREEMENT. YOU ARE ENTITLED TO INSPECT THE PARTS WHICH CANNOT BE RETURNED.

PURCHASING DEPARTMENT

BACKGROUND

The Purchasing Department is responsible for the acquisition of equipment, services and supplies used by County departments and Board-governed special districts.

FINDINGS

The County Purchasing Department currently has authority to purchase on its own for services up to \$25,000. Adjacent counties smaller than San Bernardino County allow their Purchasing Departments to approve up to \$100,000. The State of California Code also allows county purchasing departments approval authority up to \$100,000 with Board of Supervisors concurrence.

A 1997 study of the County Purchasing Department by the firm of Vavrinek, Trine and Day stated that increasing the delegated approval level of the Purchasing Department to \$100,000 would improve efficiency and reduce the administrative effort required to obtain additional Board approval for purchases falling within the approved budget. A chart comparing San Bernardino County purchasing approval with four other California counties is included as Exhibit A.

The Board of Supervisors has approved, in principle, a contract section of six persons that will be in place July 1, 2001. The location and final responsibility for this section has not been determined. The current options are an arm of the County Administrative Office or the Purchasing Department. The Purchasing Department is currently carrying the administrative workload of this contracting section, without the proposed additional staff.

RECOMMENDATIONS

- ✓ 01-88 AUTHORIZE THE PURCHASING DEPARTMENT TO HAVE APPROVAL AUTHORITY UP TO \$100,000 ON COMMODITIES; UP TO \$100,000 ON SERVICES; \$100,000 FOR CONSULTANTS; \$50,000 FOR FIXED ASSETS AND \$50,000 FOR FIXED ASSETS NOT-BUDGETED; PUBLIC WORKS, \$75,000; AND SOLE SOURCE CONTRACTS, \$50,000.

✓ 01-89

PLACE THE CONTRACTING SECTION UNDER THE PURCHASING DEPARTMENT, WHICH IS CURRENTLY HANDLING ALL CONTRACTS AND HAS THE EXPERIENCE TO OPERATE THIS SECTION EFFICIENTLY.

**San Bernardino County
Review of Purchasing Department
Purchasing Agent Level of Authority
(Board Approval Required for Amounts Greater than Those Shown)**

Category	County of:				
	San Bernardino	Riverside	San Diego	Orange*	Los Angeles
Commodities	From \$3000 to UL	From \$1000 to UL	\$ 100,000	\$ UL	UL
Services	\$ 25,000	\$ 100,000	\$ 100,000	\$ 50,000	\$100,000*
Consultants	\$ 25,000	\$ 100,000	\$ 100,000	\$ 25,000	\$ 100,000
Fixed Assets - Budgeted	\$ -	UL	\$ 100,000	\$ 25,000	UL
Fixed Assets - Not Budgeted	\$ -	\$ 25,000	\$ 100,000	\$ 10,000	UL
Public Works (Construction)	\$ 25,000	\$ 75,000	\$ 10,000	\$ 75,000	NP
Sole Source	***	\$ 25,000	\$ 50,000	NP	***

UL = Unlimited (with Board of Supervisors' approval)

NP = No Policy provided.

* = Proposition A service contracts also performed by County employees such as custodial, security, etc. . have a Board approval requirement at \$25,000.

** = Decentralized, Purchasing Deputy assigned to each Department, list indicates policy.

*** = Same as normal Commodities and Services.

REAL ESTATE SERVICES DIVISION

BACKGROUND

Prior to the recent County reorganization, the Real Estate Services Department (RESA) was under the supervision of the General Services Group. It is now a division under the Internal Services Group. The division's principle responsibility is to provide comprehensive appraisals, acquisition, relocation assistance, surplus property sales, lease negotiations, and property management. The manager of this division was appointed to this position in April of 2000. The staff consists of 26 authorized positions.

The division is organized into two sections:

The **Right-of-Way Section** is responsible for all acquisition, appraisal, relocation, and surplus property sales.

The **Property Management Section** is responsible for lease negotiations and the general management of all non-County owned office space utilized by County tenants.

FINDINGS

A policy manual has been prepared and is maintained by the RESA. It is informative and well written.

The RESA generates external revenues through contract services with cities, the San Bernardino Associated Governments (SANBAG), and many other public agencies.

The RESA acts on a requirement for space when an approved Capital Improvement Request is forwarded to the department from the County Administrative Office. This policy restricts RESA's ability to advise, up front, as to what space might be available to meet the particular department's requirements.

The County Administrative Officer established a Real Estate Working Group in 1999 to develop a new policy (No. 08-02-01) for real estate leasing procedures. The policy is intended to assure the public that the County has instituted appropriate protections, oversight, and accountability in real estate transactions. The Board of Supervisors approved the new policy at its

November 7, 2000 meeting. The working group will continue to review the County's policy for buying and selling real estate and leasing its own property.

The new County policy on leasing privately owned real property for County use provides limited flexibility in negotiating lease contracts. This policy of the Board of Supervisors requires the County and Board-governed special districts ("districts") to lease privately owned real property for County or district use in a fair, competitive and cost-effective manner beneficial to the County, the district and the taxpayers.

In the past, not all leases were negotiated through Real Estate Services. The new County policy insures that RESD is the department responsible for all leases.

The inventory of County-owned or leased buildings is monitored through two software programs. RESD maintains and updates the Land Inventory Data System (LIDS). The County Administrative Office maintains and updates the Building Inventory Data System (BIDS). The 1999-2000 Grand Jury recommended that Real Estate Services be assigned sole responsibility for maintaining the BIDS and LIDS systems.

RECOMMENDATIONS

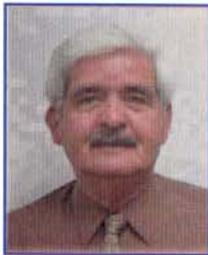
- ✓ 01-90 INVOLVE THE REAL ESTATE SERVICES DIVISION IN PLANNING MEETINGS OF THE COUNTY ADMINISTRATIVE OFFICE AND VARIOUS DEPARTMENTS WHEN SPACE NEEDS AND AVAILABLE BUILDING FACILITIES ARE BEING CONSIDERED.
- ✓ 01-91 GIVE MORE FLEXIBILITY TO THE REAL ESTATE SERVICES DIVISION THAT WOULD ENABLE IT TO REACT EXPEDIENTLY TO FAVORABLE REAL ESTATE TRANSACTIONS AVAILABLE IN THE MARKET PLACE.
- ✓ 01-92 REVIEW THE NEW POLICY ADOPTED BY THE BOARD OF SUPERVISORS IN ONE YEAR TO DETERMINE IF IT HAS PROVEN TO BE MORE EFFICIENT AND COST EFFECTIVE.
- ✓ 01-93 THE REAL ESTATE WORKING GROUP SHOULD PLACE BOTH THE BUILDING INVENTORY DATA SYSTEM (BIDS) AND LAND INVENTORY DATA SYSTEM (LIDS) UNDER THE REAL ESTATE SERVICES DIVISION.

01-94 THE REAL ESTATE SERVICES DIVISION, USING THE BIDS PROGRAM, PROVIDE BOTH LEASED AND COUNTY-OWNED FACILITIES UNDER ONE REPORT WHICH INCLUDES THE FOLLOWING: AGE OF BUILDING, OPERATING COST PER SQUARE FOOT, SIZE, NUMBER OF OCCUPANTS, AND IF THE BUILDING IS IN USE OR VACANT.

LAW AND JUSTICE COMMITTEE



Roxanne Orrrock, Chair



Al Alcantara



Sandra Diaz



Virginia Eriksen



Maureen Godfrey



Robert Grube



Robert Kissinger



Jack Reilly



Morris Wiley



LAW AND JUSTICE COMMITTEE

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Probation Department

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Sheriff

Communications Division **Page 93**

**Interim Report on the
Aviation Division** **Page 98**

LAW AND JUSTICE COMMITTEE

The Law and Justice Committee has responsibility for functional overview of the following County departments:

Coroner/Public Administrator/Public Guardian
District Attorney
Probation
Public Defender
Sheriff

Subcommittees were established in order to perform a thorough overview of each department.

The following reports contain background, findings and recommendations that the Law and Justice Committee believes will assist these departments.

PROBATION DEPARTMENT

JUVENILE HALL

BACKGROUND

One of the Probation Department's responsibilities is operation of the County's juvenile detention facilities. These facilities provide custody, counseling, medical care, and guidance of delinquent and custodial children through a variety of short and medium-term programs.

The Grand Jury Law and Justice Committee was given a tour of Central Juvenile Hall on Gilbert Street in San Bernardino, revealing the conditions at this facility. They were found to be unacceptable due to the overcrowded population. A tour of the West Valley Juvenile Hall was also made and found to be very secure, but housing more juveniles than it was designed to accommodate.

Transporting juveniles from the High Desert to the Juvenile Court in San Bernardino is a time-consuming and expensive problem. There is a need for juvenile holding facilities in the High Desert, including a Juvenile Court.

San Bernardino County, geographically the largest county in the contiguous United States, is poised for a significant increase in population, particularly in the western portion of the County and the High Desert. The population is projected to double over the next 20 years. The projected population growth in the Phelan/Oak Hills areas and the growth in the incorporated cities of Adelanto, Apple Valley, Hesperia and Victorville signal proportionate increases in juvenile and adult offenders, increases in custody populations, and increased use of justice services. The justice facilities in San Bernardino County have exceeded their capacity for juveniles.

FINDINGS

Since 1994 the findings and recommendations of seven previous Grand Juries are the same: Central Juvenile Hall is overcrowded and juveniles are sleeping on the floor and in the halls, the plumbing is deteriorated with insufficient showers, toilets and washbasins. This is a safety and health hazard.

These conditions have been exacerbated by the increase in juvenile crime, and the problems have been magnified by the lack of adequate facilities. Population growth in the High Desert region of the County is part of the problem and is responsible for the increased number of juveniles in detention. There is an immediate need for a detention center in the High Desert.

The Central Juvenile Hall was designed to house 277; daily average population the first quarter of 2001 was 575. This represents 108% above the Board of Corrections standards.

The West Valley Juvenile Detention Center has a 22-bed lockup, which is reserved for the most volatile youth offenders. It now houses 36-37 in this very secured facility. The expansion of this facility is in progress.

The West Valley Juvenile housing facility building plans, which the County and the Board of Corrections have approved, allows for modification from 85 square feet to the 100 square feet per unit, as proposed for the High Desert.

In 1990 the Board of Supervisors initiated a facilities evaluation of the San Bernardino County justice system. A contract was awarded to Rosser International to conduct this study. The Rosser team concluded that the existing juvenile complex in the city of San Bernardino is overcrowded, has insufficient space for many functions, has many areas that are difficult to visually supervise, needs major infrastructure improvements, and does not meet all Board of Corrections (BOC) and Fire Marshal standards. In order to correct the situation, options were developed, studied and compared to renovate the existing juvenile complex and to bring facilities in compliance with existing standards. In addition, the following studies were done, with Board of Supervisors approval: Hellmuth, Abata & Kassabaum in 1996, Rosser again in 1996, and a 1996 Board of Supervisors appointed task force to focus on the Juvenile Hall issue and identify options and alternatives. After all of the above findings, a master plan has never been submitted to the Board of Supervisors.

On March 17, 2000 the Board of Corrections notified the Probation Department that the Central Juvenile Hall (CJH) facility was at risk of being unsuitable for the detention of minors. On October 20, 2000 the Board of Supervisors approved six 20-bed wood sided tents to temporarily house 120 juveniles.

RECOMMENDATIONS

- / 01-95 DEVELOP A MASTER PLAN FOR ALL JUVENILE FACILITIES.
- / 01-96 ESTABLISH A SUNSET DATE FOR THE REMOVAL OF THE TEMPORARY TENT HOUSING, AND COMPLETE THE CENTRAL JUVENILE FACILITY BY THE YEAR 2003.
- / 01-97 USE THE WEST VALLEY JUVENILE HOUSING FACILITY BUILDING PLANS, WHICH THE COUNTY AND THE BOARD OF CORRECTIONS HAVE APPROVED, TO EXPEDITE CONSTRUCTION OF THE HIGH DESERT JUVENILE FACILITY. THE PLANS ALLOW FOR THE MODIFICATION FROM 85 SQUARE FEET TO THE 100 SQUARE FEET PER UNIT.
- / 01-98 ESTABLISH A JUVENILE COURT FACILITY WITHIN THE PROPOSED HIGH DESERT JUVENILE DETENTION COMPLEX, WHICH WILL SIGNIFICANTLY REDUCE COSTS ASSOCIATED WITH TRANSPORTING JUVENILES TO AND FROM ASSIGNED COURTS.

CAMP HEART BAR

BACKGROUND

Camp Heart Bar is a cooperative program between the San Bernardino County Probation Department, Human Services System (HSS), County Superintendent of Schools, and the U.S. Forest Service (USFS). It is located in the San Bernardino Mountains near Big Bear Lake, at an elevation of 6500 feet.

This is an intense short-term high impact 90-day work program that targets young men who would benefit from early intervention. It includes youth that are 16-17 years of age who typically have had one or two previous property offenses, or a 17-year old youth who has successfully completed a prior placement and is now reaching 18 years of age.

The USFS provides the site and facilities at no cost to the County, in exchange for labor provided by the youths in completing conservation projects that would otherwise go undone.

The annual budget, wages and benefits are about \$1.1 million. County funds would be used to pay their share of foster care if the youth were placed in a more lengthy and costly setting.

FINDINGS

Camp Heart Bar, a placement program for young men who have been ordered placed by Superior Court, is run in a quasi-military fashion with ceremony, drill, discipline, and physical training to establish health, pride and improved ability to follow directions and valuable working skills.

HSS provides the funding of wages and benefits through savings realized by the shorter duration of placement. This program generates tremendous savings because the youth only need to stay away from their families for three months, not the 14 months as in State Social Services licensed facilities. Additionally, the recidivism (return to custody) rate has been found to be only 12% in Camp Heart Bar versus 85% for youth placed in State licensed facilities.

County Schools provides the educational component with the staffing of a full-time credentialed teacher and educational assistant. It draws the Average Daily Attendance (ADA) monies from Proposition 98 educational dollars identified in the State budget (approximately \$7,466 per ADA). Major focus on the completion of requirements for a high school diploma or GED with environmental education are integrated into the curriculum.

The Probation Department operates the facility, which benefits the department by helping to relieve the overcrowding at Juvenile Hall. Staffing consists of a director, three Probation Corrections Supervisors and 14 Probation Correction Officers.

The main responsibility of Forest Service at Camp Heart Bar is to host the program by providing the facilities. The Forest Service also provides a liaison position in addition to the facilities.

Camp Heart Bar provides a model program by which young adults' self-esteem is rejuvenated and gives them a new opportunity to become a credit to themselves and their community.

RECOMMENDATION

01-99 THE COUNTY CONTINUE AND EXPAND THE CAMP HEART BAR PROGRAM.

COMMENDATION

THE GRAND JURY COMMENDS THE PROBATION DEPARTMENT, COUNTY SUPERINTENDENT OF SCHOOL, HUMAN SERVICES SYSTEM, AND THE UNITED STATES FORESTRY SERVICE FOR THEIR OUTSTANDING SUPPORT OF THE CAMP HEART BAR PROGRAM.

SHERIFF'S DEPARTMENT

COMMUNICATIONS DIVISION

BACKGROUND

The primary function of the Sheriff's Communications Center is to provide communications assistance to law enforcement personnel in the performance of their duties, and to provide the general public with assistance through the emergency response 9-1-1 System. The County has two primary Communications centers and two secondary (satellite) Communications centers. This report addresses the centers in Rialto and Victorville and, in general, Communications Centers countywide.

Increasing dangers of physical terrorism, electronic radio frequency jamming and pulse weapon terrorism to Critical Infrastructure Communication Systems is a growing threat in the United States.

FINDINGS - RIALTO CENTER

The Rialto Communications Center is located within a fenced compound shared with Fire Communications and the County Information Services Department.

The existing Rialto Communications compound area contains three main metal buildings, two temporary electronic systems buildings, five large shipboard storage containers, two radio towers, permanent parking for special Communications vehicles, two antenna towers, two propane gas tanks, parking for the Information Services Department and its customers and for County Fire Communications personnel and, if space is left over, for Sheriff's Communications Personnel.

The Rialto compound's east security gate is kept open during business hours to accommodate Information Services Department customers. Anyone can drive or walk into the compound, unannounced, unescorted, and without notice, thus negating any and all security to the total compound, making it an open target for terrorism.

The Rialto Sheriff's Communications Center building is not sufficient in size to accommodate future dispatch expansion. The building could be enlarged by an addition to the west, providing additional needed space. (Exhibit A)

The Rialto Sheriff's Dispatch, Sheriff's Aviation and Fire Dispatch propose to relocate to the Norton Air Base property. Implementation of the innovative relocation plan is estimated to take five years, subject to Board of Supervisors' approval, radio corridor considerations, available space, development of a suitable security building design and allocation of funds.

In the interim, the Rialto Communications Center needs to expand its dispatch center to keep pace with increasing demands placed upon it by escalated 9-1-1 activities.

Currently the Rialto Center handles over 700,000 calls annually, with a staff of 76 persons. The operators' duty stations are very limited in useable space, and the lighting is poor. Due to the location of the supervisor's station, it is very difficult to communicate with some of the operators. The operators get no scheduled breaks for meals or otherwise. Mandatory overtime is a requirement of operators and supervisors. Parking facilities are inadequate for the number of personnel and lack security.

There is a need for secure parking at the Rialto Communications Center. With the expansion of the Rialto Communications building, five or more existing parking spaces will be lost, and with the addition, more parking spaces will be required. (Exhibit A)

Public records disclose the County owns, in fee, Rialto vacant property, identified as parcels 240-261-66, 60 & 62, lying adjacent and contiguous to the west line of the existing Rialto compound area. (Exhibit B)

RECOMMENDATIONS

- 01-100 EXPAND AND RENOVATE THE EXISTING RIALTO COMMUNICATIONS FACILITY BY CONSTRUCTING AN ADDITION TO THE BUILDING TO ACCOMMODATE PRESENT AND FUTURE NEEDS FOR SHERIFF'S DISPATCH AND THE 9-1-1 CENTER.

- 01-101 UTILIZE THE COUNTY OWNED VACANT LAND LYING WESTERLY AND CONTIGUOUS TO THE RIALTO COMMUNICATIONS COMPOUND FOR AN ADDITIONAL 30 TO 50 PARKING SPACES FOR 9-1-1 PERSONNEL, FENCE THE PERIMETER FOR SECURITY REASONS, AND PROVIDE SUFFICIENT NIGHT LIGHTING.
- 01-102 FOR 9-1-1 PERSONNEL, FENCE THE PERIMETER FOR SECURITY REASONS, AND PROVIDE SUFFICIENT NIGHT LIGHTING.
- 00-103 PROVIDE A SECURITY FENCE WITHIN THE RIALTO COMPOUND BETWEEN THE INFORMATION SERVICES DEPARTMENT AND THE 9-1-1 COMMUNICATIONS BUILDINGS. AS AN ALTERNATIVE, REQUIRE THE EAST SECURITY GATE OF THE COMPOUND TO REMAIN CLOSED AT ALL TIMES, TO BE OPENED ONLY FOR INGRESS AND EGRESS TO KNOWN CUSTOMERS AND AUTHORIZED PERSONNEL, AND INSTALL A CALL BOX SYSTEM.

FINDINGS - VICTORVILLE CENTER

The Victorville Communications Center and Sheriff's office were recently renovated, expanded and updated. It is an excellent facility, sufficiently designed to allow for limited future expansion. It lacks designated secure parking for office personnel, Sheriff's vehicles, and Search and Rescue vehicles. Communications and Sheriff personnel park their vehicles in an open parking area, wherever they can find a parking spot, in the unpaved County property (except when it is flooded with rain water), in the city's unpaved property area, and in the Victorville Court parking area.

Sheriff's Search and Rescue vehicles are parked on County and City of Victorville open vacant property, against the I-15 freeway 4-foot fence, unsecured and exposed to the general public day and night.

Public records show the County presently owns a 7.56-acre parcel of land in Victorville, identified as Parcel No. 396-181-03, upon which the Court, Sheriff's Office, Communications Center and a portion of improved parking is located. (Exhibit C)

Public records disclose that contiguous to the County-owned 7.56-acre Victorville property is a parcel of vacant land owned by the City of Victorville, being 1.98 acres and identified as Parcel 396-181-04. (Exhibit C) This city-owned land lies within the open unpaved parking area presently being used by the general public for Court parking, the Sheriff's Office and 9-1-1 personnel.

The County, through the County Administrative Office, previously attempted, without success, to trade other County-owned property with the city to acquire the 1.98-acre city-owned parcel.

In June 2000, the Board of Supervisors approved two Capital Improvement Projects for the Victorville Courthouse parking lot expansion and repair at a cost of \$320,000 and \$25,000, respectively. (Exhibit D) The completion date for the projects, identified by Architecture and Engineering as Project No. 10420 and 10430, was estimated to be June 2001. The projects stalled when the County Administrative Office was unable to provide trade property to the city.

The County Administrative Office is presently renegotiating with the City of Victorville to acquire the city's 1.98-acre property for the purpose of addition to the County holdings for the Victorville Courthouse parking.

RECOMMENDATIONS

- 00-104 CREATE A SECURE PARKING AREA OF SUFFICIENT SIZE WITH FENCE, SECURITY GATES AND LIGHTING, ON EXISTING COUNTY-OWNED VICTORVILLE COURTHOUSE PROPERTY FOR THE VICTORVILLE SHERIFF'S PERSONNEL, 9-1-1 COMMUNICATIONS PERSONNEL AND SHERIFF'S VEHICLES ON-SITE PARKING NEEDS.
- 00-105 TERMINATE ARCHITECTURE AND ENGINEERING'S PROJECT NO. 10420 AND 10430 AND BEGIN WITH A NEW, JOINT PROJECT TO DEVELOP A SECURE PARKING AREA FOR THE SHERIFF'S OFFICE VEHICLES, 9-1-1 DISPATCH PERSONNEL, AND PUBLIC PARKING FOR THE VICTORVILLE COURT.
- 00-106 APPOINT A WORK GROUP OF MEMBERS FROM THE SHERIFF'S DEPARTMENT, THE 9-1-1 COMMUNICATIONS CENTER, THE ARCHITECTURE AND ENGINEERING DEPARTMENT, AND THE COURTS, TO WORK UP A SUITABLE MUTUAL BENEFIT PARKING LOT PLAN.

FINDINGS - COMMUNICATIONS CENTERS COUNTYWIDE

The Grand Jury, over several years, has addressed the continuing problem of the high turnover rate of personnel in the San Bernardino County Sheriff's Dispatch and Communications Department, the disparity in pay related to other counties and cities dispatch pay scales, the shortage of

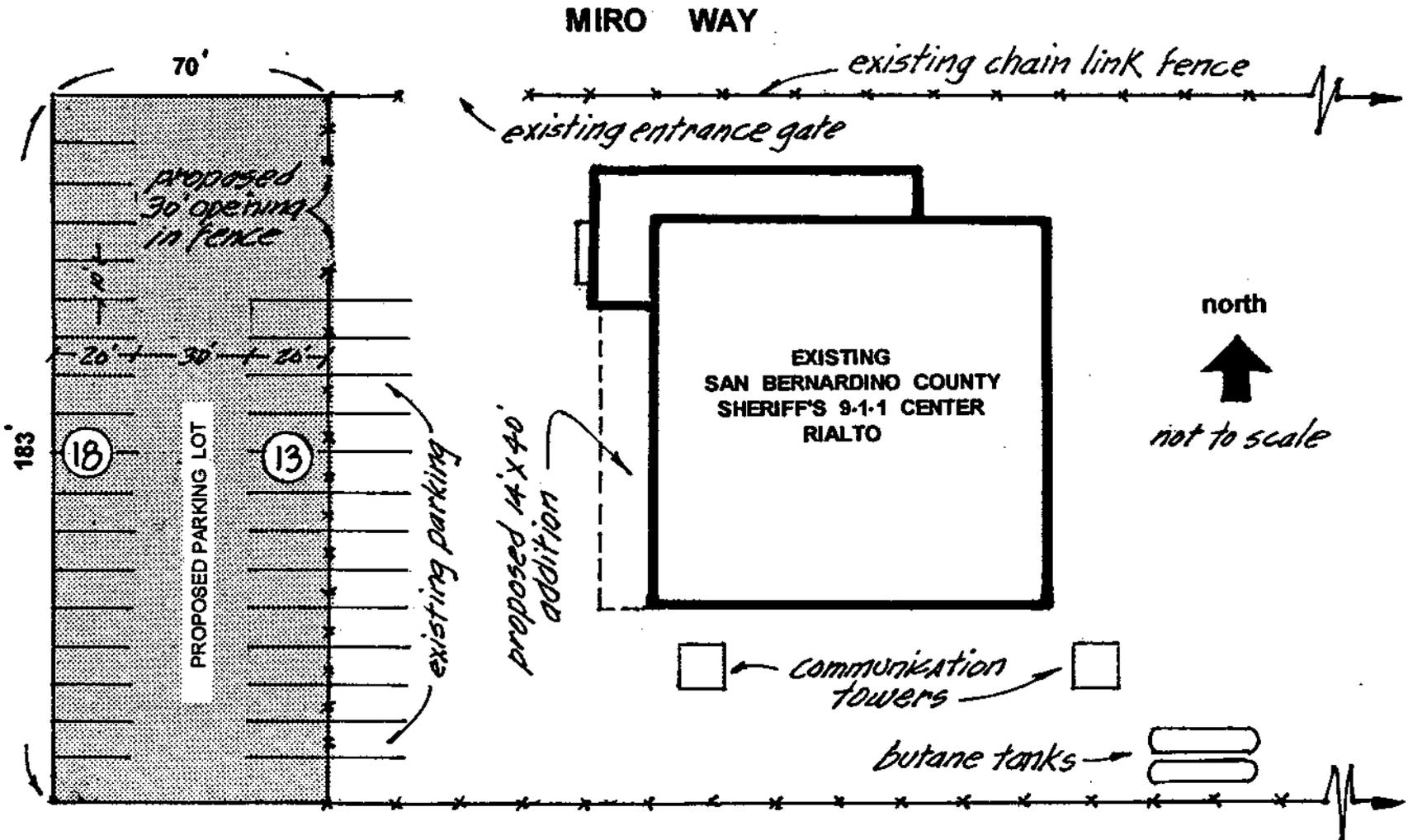
supervisory personnel, and the overtime required of present Dispatch supervisors to make up for the shortage of supervisory staff.

RECOMMENDATIONS

- 00-107 APPOINT A SHERIFF'S DEPARTMENT CRITICAL INFRASTRUCTURE SECURITY ENFORCEMENT UNIT TO ADDRESS SECURITY NEEDS FOR THE RIALTO COMMUNICATIONS CENTER AND ALL OTHER LAW ENFORCEMENT AND EMERGENCY COMMUNICATIONS FACILITIES IN SAN BERNARDINO COUNTY.
- 00-108 THE SHERIFF'S DEPARTMENT BE VIGILANT IN IMPLEMENTING A SECURITY PLAN FOR ALL COUNTYWIDE COMMUNICATIONS FACILITIES. INVESTIGATE ALL UNAUTHORIZED PERSONS FOUND UPON COUNTY COMMUNICATIONS CENTER PROPERTIES AND PURSUE INVESTIGATION OF ALL SUSPECTED RADIO FREQUENCY JAMMING.

COMMENDATION

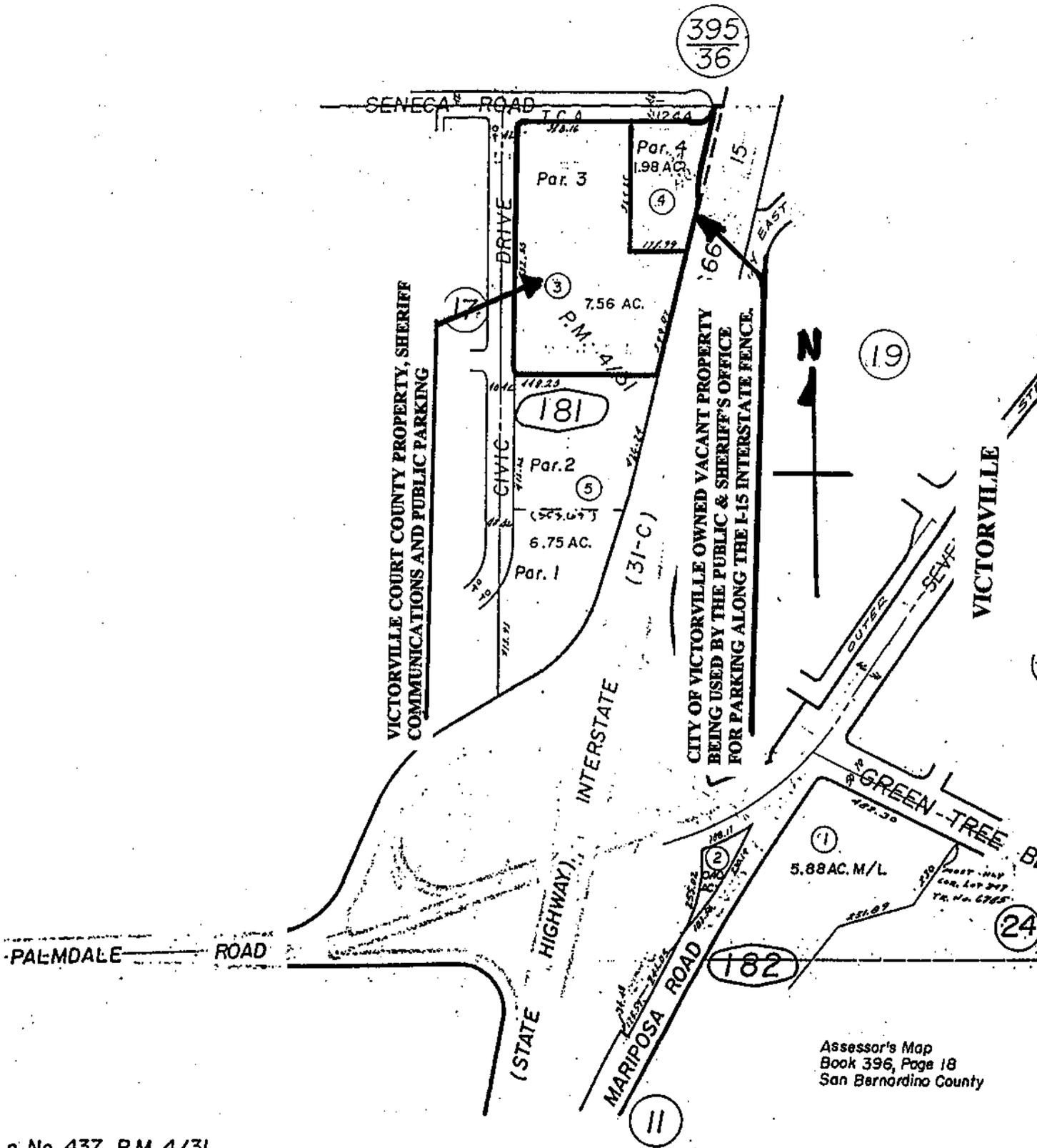
THE GRAND JURY COMMENDS THE COMMUNICATIONS DIVISION, ITS COMMANDER, ADMINISTRATIVE OFFICERS, SUPERVISORS, AND DISPATCH PERSONNEL FOR THEIR PROFESSIONALISM, EXPERTISE, EXCELLENT PERFORMANCE AND DEDICATION TO THE SECURITY AND SAFETY OF LAW ENFORCEMENT PERSONNEL AND TO THE GENERAL PUBLIC VIA THE EMERGENCY 9-1-1 SYSTEMS.



PROPOSED TEMPORARY PARKING LOT

COUNTY OWNED PROPERTY - LOTS 60 AND 62

Port North 1/2 Sec. 20, T.5N., R.4W., S.B.B. & M.



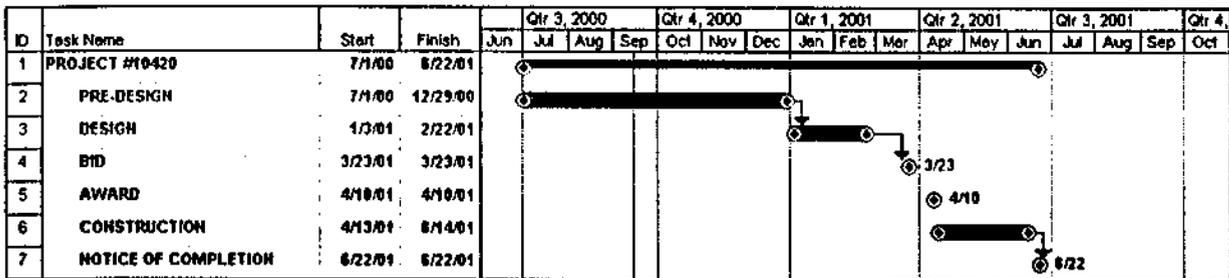
p No. 437, P.M. 4/31

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**CAPITAL IMPROVEMENT PROJECTS
- OCTOBER, 2000**

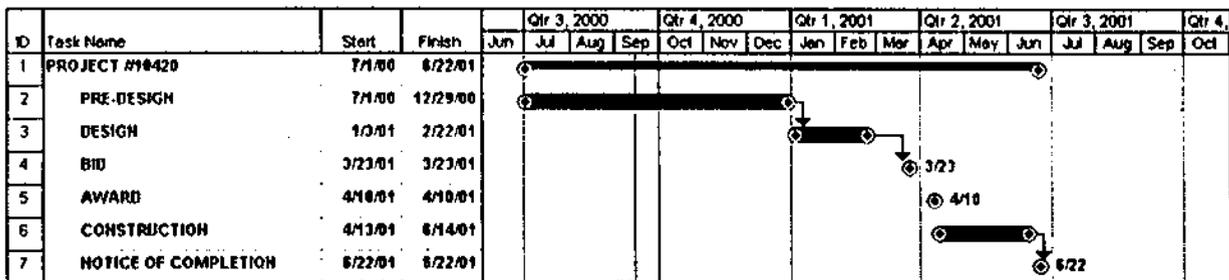
1ST District
VICTORVILLE - COURTHOUSE
 Project: **PARKING LOT EXPANSION**
 Project #10420
 Project Manager: **GUERTH**
 Client Department: **COURTS**
 Budget: **\$320,000**
 Consultant:
 Contractor:
 Project Issues/Status: **Pre-design. To be combined with Project #10430.**

Funding Source: **GENERAL FUND**



1ST District
VICTORVILLE - COURTHOUSE
 Project: **PARKING LOT REPAIR**
 Project #10430
 Project Manager: **GUERTH**
 Client Department: **FACILITIES MANAGEMENT**
 Budget: **\$25,000**
 Consultant:
 Contractor:
 Project Issues/Status: **Pre-design. To be combined with Project #10420.**

Funding Source: **GENERAL FUND**



INTERIM REPORT ON THE AVIATION DIVISION

(Issued March 16, 2001)

BACKGROUND

Sheriff's Aviation, a division of the San Bernardino County Sheriff's Department, provides law enforcement aircraft patrols, surveillance, airdrop fire suppression assistance, search and rescue, public safety services, and transportation.

FINDINGS

The department aircraft fleet consists of 11 helicopters and two (2) fixed-wing aircraft. There are six (6) different models in the helicopter fleet, each with different capabilities. The two fixed-wing aircraft are primarily used for law enforcement transportation activities. Upon good cause and availability of aircraft, the department can provide non-law enforcement air transportation for personnel of other County departments and agencies.

Aviation's seven-man, Federal Aviation Administration (FAA) licensed aircraft maintenance crew provides the repair, maintenance, modifications and FAA required 100 hour and 300 hour inspections to keep the department's aircraft fleet air worthy and mission ready.

Helicopters are complex sophisticated flying machines with many moving components and parts requiring vigilant inspections and continuous maintenance. Many helicopter parts are highly sensitive with short useable life, requiring replacement upon reaching the time limitations established by the FAA and the manufacturer.

Over the years the Sheriff's Aviation Division has been upgrading its helicopter fleet by selling off its excessive flight-used helicopters and purchasing new, modern and updated aircraft.

The Board of Supervisors recently approved the purchase of four (4) new EC-120 helicopters now in use by the department. In August 2000 the Board approved a \$610,000 maintenance allocation for the purchase of necessary parts, supplies and services for the Aviation fleet.

Throughout the years the department has purchased replacement spare parts for its aircraft maintenance inventory in order to eliminate the problem of prolonged aircraft down time while awaiting delivery of necessary parts. Over a long period of time the department has accumulated a large quantity of high cost spare parts for aircraft that it no longer has. These parts include aircraft engines, instruments, radios, electronic and avionics devices, rotor blades, and a myriad of other expensive and now non-essential parts. This inventory is stored in the main hangar and two auxiliary hangars located at the Sheriff's Aviation facilities.

Staff is trying to sort out the non-essential spare parts, but the progress is slow because of other assigned duties.

The department has no use for the surplus spare parts that are not compatible with the aircraft the department now has, or for parts that are of a vintage 20+ years old.

Aircraft parts must meet specific aircraft quality standards, and are expensive items to purchase.

The department's existing computer tracking system for parts inventory control is old technology, cumbersome to use, inadequate and is not being used.

No inventory of aircraft spare parts has been taken for seven or eight years.

RECOMMENDATIONS

- 01-109 ASSIGN ONE PERSON TO SERVE SOLELY AS A PARTS DEPARTMENT PERSON TO MAINTAIN CONTROL AND INVENTORY OF ALL SPARE AIRCRAFT PARTS.
- 01-110 PURCHASE A NEW COMPUTER PARTS INVENTORY CONTROL SYSTEM THAT IS EFFECTIVE AND COST-EFFICIENT.
- 01-111 ESTABLISH A BAR-CODE INVENTORY CONTROL SYSTEM FOR ALL AIRCRAFT SPARE PARTS.
- 01-112 INVENTORY ALL SPARE PARTS AND IDENTIFY THOSE PARTS THAT ARE NOT ESSENTIAL AND HAVE NO FURTHER USE TO THE DEPARTMENT AND ANNUALLY DISPOSE OF NON-ESSENTIAL AND OUTDATED SPARE PARTS THROUGH SALE AND/OR AUCTION.

01-113

SHERIFF'S AVIATION DEPARTMENT SELL OR AUCTION ALL NON-ESSENTIAL AIRCRAFT SPARE PARTS, THE PROCEEDS THEREFROM TO BE RECAPTURED BY THE SHERIFF'S DEPARTMENT AND PLACED IN THE SHERIFF'S AIRCRAFT REPLACEMENT FUND.

AD HOC COMMITTEE COURTHOUSE RESTORATION



Jack Reilly, Chair



Will Boyd



Maureen Godfrey



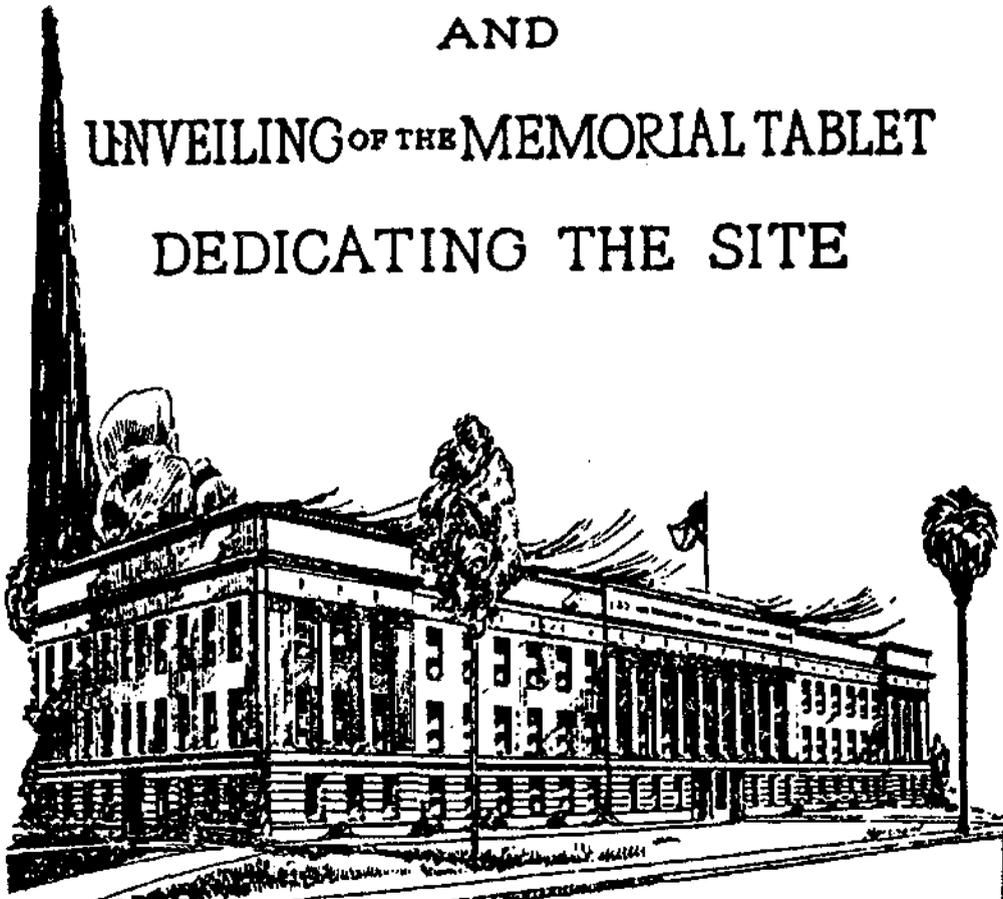
Roxanne Orrock



SOUVENIR PROGRAM

OFFICIAL OPENING
OF THE
SAN BERNARDINO COUNTY COURT HOUSE

AND
UNVEILING OF THE MEMORIAL TABLET
DEDICATING THE SITE



• SATURDAY • APRIL 30th. 1927 •

AD HOC COMMITTEE ON COURTHOUSE RESTORATION

INTERIM REPORT ON THE COURTHOUSE RESTORATION AND SEISMIC VULNERABILITY (Issued April 30, 2001)

BACKGROUND

The San Bernardino County Central Courthouse is a four-story building constructed in 1926. The National Park Service has recognized the building's significant historical value. It is registered in the National Registry of Historic Places (Reference #97001632, dated 1/12/98) under the National Historical Preservation Act of 1966 (see Exhibit A).

The structure is a reinforced concrete building located in Seismic Zone 4 and situated between the San Andreas and San Jacinto earthquake faults. Six studies reviewed by the Grand Jury ad hoc committee, dating from July 1978 to February 1999, have recognized the earthquake hazard (see Exhibit B).

This once magnificent building is decaying for lack of attention and direction as to its future. A general building description of the courthouse by the California State Task Force Study on Court Facilities is included in this report (see Exhibit C).

The Grand Jury meets in this building.

FINDINGS

Structural failure of the courthouse facility during an earthquake would result in injury and the loss of life.

Section 19167 of the California Health and Safety Code grants cities and counties immunity for damages or injuries caused by an earthquake when they have performed a seismic assessment.

The County Counsel's office has given a written opinion by Interoffice Memo dated March 29, 2001 to the Ad Hoc Committee stating that while the immunity granted cities and counties appears to be absolute, there has been no published Appellate or Supreme Court cases interpreting the statute.

The County has been aware of the seismic instability of the courthouse since 1978. Citizens are ordered to be present for jury duty, court trials, and/or other court mandated appearances. They are compelled by law to appear in the courthouse.

Common sense suggests that if people are injured in the courthouse as the result of an earthquake they will seek legal redress for their damages. Any governmental entity responsible for the courthouse, and which allows people to enter known unsafe premises, would be a logical target.

Section 19167, hereinabove referenced, may not withstand legal challenge where the unsafe conditions are so well known.

The County has the moral and ethical responsibility to insure the safety of those employees working in the courthouse as well as the visiting public.

The continued use of the building as a court facility has great value to both the city and the County of San Bernardino as an example of the preservation of a proud court tradition. The building, however, does not satisfy all the current or future needs of the court system.

The building has significant historical value (one of only three city of San Bernardino buildings listed on the National Register of Historic Places) and has great potential value to the County as a cultural center.

California Public Resources Code Sections 5020-5029.5 set forth the duties and powers of the State Historical Resources Commission, including buildings listed on the National Register of Historic Places. Sections 5027 and 5028 of the Code set forth conditions that before any structure listed in the National Register may be demolished, destroyed or significantly altered except for restoration purposes, there must be a review by the Historical Resources Commission.

In 1998 a final draft report entitled *San Bernardino County Courts Master Plan* was prepared for the Board of Supervisors. A final report was submitted to the Board in 1999. The initial contract with the consultant for the preparation of both reports was \$417,155 (memo to Grand Jury ad hoc committee from County Administrative Office dated 11/28/00). The reports included recommendations pertaining to the needs of a seismic retrofit to the courthouse.

In September of 1999 the Board made a decision to terminate efforts to develop and implement the *County Courts Master Plan*. Two reasons given by the Board for the termination of the plan were (1) the State was undertaking its own plan of court facilities on a statewide basis; and (2) it was reasonably foreseeable that the State would be financially responsible for many court facilities in San Bernardino County.

Court Facility legislation by the State is expected to take place by the end of 2001. Such legislation, if approved by the State, could include financial incentives to enable counties to continue development of court facilities and possibly reimburse projects undertaken by counties prior to enactment of the legislation.

Whether the State Legislature will readily approve such legislation, how much it will cost, the length of time to process applications, which counties should receive priority in funding, and how strict the guidelines are established to qualify for funding, are all unknowns that will take time to resolve. The earthquake risk to the courthouse should be an immediate priority.

The *Master Plan for the County Government Center* was prepared for the County in 1978. The consultants, including a structural engineering consultant, pointed out that the structure of the courthouse was not seismically adequate to resist the level of earthquake forces expected in San Bernardino. This condition has not been rectified during the past 23 years.

The following statements are taken from the 1998 and 1999 *County Courts Master Plan* reports:

"A seismic study commissioned by the County to evaluate the Courthouse's structural integrity recently revealed that the building is structurally unsound, and that extensive renovations would be required to make it safe."

"Of the action items presented in the plan, expansion in the High Desert and resolution to a serious seismic problem in the Central Court requires first priority in the allocation of resources."

A copy of a portion of an Interoffice Memo received December 7, 2000 from the County Court Administrative Office reads as follows: *"On October 16, 1999 San Bernardino County experienced a major earthquake. The 7.1 magnitude of the Hector earthquake could have caused serious damage to the downtown courthouse if the epicenter had been located closer than the Joshua Tree desert region. Numerous surface cracks on interior and exterior walls were identified and reported in the facility after the quake. Actual structural damages to the facility cannot be identified, however, without a study or inspection from a structural engineer."*

Also quoting from the 1998 and 1999 *Courts Master Plan* reports:

"The total staff in the Central Court Complex, not including Courts Administration, is 651 persons. Of this number, at least 350 are physically located in the Courthouse. When the working staff is combined with the daily traffic of more than 2,000 visitors, the level of crowding creates very unsafe conditions for staff and visitors. The anticipated increase in daily court activity combined with structural and security problems contributes to the need to make a decision soon regarding the future best use of the Central Courthouse."

There are resources available to reduce the risk to County staff and visitors utilizing the courthouse facilities.

Approximately \$5.0 million in Federal funds have been designated for retrofitting the structural system in the historic Courthouse. There is a time limit for the availability of these funds.

The cost for retrofitting the courthouse is estimated to be \$16 million. An updated seismic retrofit feasibility study was recently initiated. The purpose of the study is to reevaluate the retrofit project in light of current advances in seismic engineering technology to determine if a lower cost estimate is feasible and to determine if the project can be accomplished in phases.

The State Legislature approved a \$35 surcharge to various filing fees to assist San Bernardino County in the acquisition, rehabilitation, construction and financing of courtrooms or buildings for operation of the judicial system (see Exhibit D). The effective date of this action was January 2000. From January 2000 to December 31, 2000 the County has collected surcharge fees in the amount of \$830,843.62. (Information provided by the Deputy Court Administrative Officer).

The 2000-01 County budget includes a Justice Facilities Reserve Fund. The Fund balance as of March 2001 was \$7.1 million.

Section 5079 of the California Public Resources Code lists potential sources of grants for historic preservation projects.

The City of San Bernardino has much to gain by assisting the County in restoring and preserving the courthouse. Within downtown San Bernardino, the courthouse is a major source of economic vitality.

Vacant State and privately owned buildings are located in close proximity to the courthouse complex. Space for temporary relocation of personnel is presently available if relocation becomes necessary during a retrofit.

RECOMMENDATIONS

- 01-114 A STRUCTURAL RETROFIT OF THE CENTRAL COURTHOUSE SHOULD BEGIN NOW TO PRESERVE LIFE AND AVOID BODILY INJURY.
- 01-115 UTILIZE THE \$5 MILLION IN FEDERAL FUNDS THAT HAVE BEEN DESIGNATED FOR RETROFITTING THE STRUCTURAL SYSTEM IN THE COURTHOUSE BEFORE THE GRANT EXPIRES.
- 01-116 DESIGNATE A PORTION OF THE FUNDS IN THE JUSTICE FACILITY RESERVE TO ASSIST IN THE CENTRAL COURTHOUSE RETROFIT PROJECT.
- 01-117 PETITION THE STATE TO RAISE THE COURTHOUSE CONSTRUCTION ASSESSMENT FEE FROM \$35 TO \$50. COMMIT A MAJOR PORTION OF THE TOTAL FEES COLLECTED TO CENTRAL COURTHOUSE RENOVATION.
- 01-118 CONSIDER ISSUANCE OF BONDS BASED ON THE REVENUE STREAM OBTAINED FROM INCREASED SURCHARGE FEES FOR THE PURPOSE OF UPGRADING THE CENTRAL COURTHOUSE FACILITY.
- 01-119 APPLY FOR STATE AND FEDERAL GRANTS FOR HISTORIC PRESERVATION PROJECTS.

- 01-120 UTILIZE COURT FINANCIAL INCENTIVE PROGRAMS THAT MAY BE ADOPTED BY THE STATE LEGISLATURE AS COURT FACILITY LEGISLATION.
- 01-121 ENLIST THE SUPPORT OF OUR ELECTED OFFICIALS IN SACRAMENTO AND WASHINGTON, D.C. IN OBTAINING FUNDS FOR THE RESTORATION OF THE CENTRAL COURTHOUSE.
- 01-122 CONFER WITH CITY OF SAN BERNARDINO OFFICIALS REGARDING THEIR FINANCIAL ASSISTANCE IN THE RENOVATION OF THIS HISTORIC STRUCTURE.
- 01-123 PUBLICIZE THE FACT THAT THE COURTHOUSE IS LISTED ON THE NATIONAL REGISTER OF HISTORIC PLACES, AND THE RARE HONOR THAT ACCOMPANIES SUCH A LISTING.

- EXHIBIT A** Notice from Director of the National Park Service, Washington, D.C., listing the San Bernardino County Courthouse on the National Register of Historic Places on January 12, 1998, reference number 97001632
- EXHIBIT B** List of reports reviewed by ad hoc committee
- EXHIBIT C** Copy of page A-1.3-2 of the California State Task Force Study on court facilities, giving a general description of the courthouse.
- EXHIBIT D** Copy of table #7-4 from Manual of Accounting and Audit Guidelines for Trial Courts, Revision 12 - Table #7-4 of Tables #7-1 through #7-13

PLEASE NOTE NEW MAILING ADDRESS:

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE
CULTURAL RESOURCES
NATIONAL REGISTER OF HISTORIC PLACES
MAIL STOP 2280, SUITE 400
1849 C STREET, NW
WASHINGTON, DC 20240

PLEASE NOTE SAME LOCATION ADDRESS
(FEDEX, UPS, SPECIAL DELIVERIES, AND VISITORS):

NATIONAL PARK SERVICE
NATIONAL REGISTER OF HISTORIC PLACES
SUITE 400 (OFFICES) or SUITE LL99 (ARCHIVES)
800 NORTH CAPITOL STREET, NW
WASHINGTON, DC 20002

The Director of the National Park Service is pleased to announce actions on the following properties for the National Register of Historic Places. For further information contact Edson Beall via voice (202) 343-1572, fax (202) 343-1836, regular or E-mail: Edson_Beall@nps.gov

Visit our [National Register of Historic Places Home Page](#)

WEEKLY LIST OF ACTIONS TAKEN ON PROPERTIES: 1/12/98 THROUGH 1/16/98

KEY: State, County, Property Name, Address/Boundary, City, Vicinity, Reference Number, NHL, Action, Date, Multiple Name

ARIZONA, COCONINO COUNTY, Williams Residential Historic District, Roughly bounded by Grant, and Fairview Aves., and Taber, and Sixth Sts., Williams, 97001603, LISTED, 1/08/98

ARIZONA, YAVAPAI COUNTY, Clarkdale Historic District, Roughly along Main St., roughly bounded by Verde R. including industrial smelter site., Clarkdale, 97001586, LISTED, 1/08/98

CALIFORNIA, SAN BERNARDINO COUNTY, San Bernardino County Court House, 351 N. Arrowhead Ave., San Bernardino, 97001632, LISTED, 1/12/98

CALIFORNIA, SANTA CRUZ COUNTY, Robinson, Elias H., House, 363 Ocean St., Santa Cruz, 97001634, LISTED, 1/09/98

COLORADO, FREMONT COUNTY, Mount Saint Scholastica Academy, East Building, 615 Pike Ave., Canon City, 97001646, LISTED, 1/15/98

IDAHO, BOUNDARY COUNTY, Soderling, Russell and Pearl, House, 217 W. Madison St., Bonners Ferry, 97001650, LISTED, 1/15/98

REPORTS REVIEWED BY THE GRAND JURY AD HOC COMMITTEE

YEAR	TITLE	CONSULTANT
JULY 1978	MASTER PLAN COUNTY GOVERNMENT CENTER	KURT MEYER JOHNSON/NIELSEN STRUCTURAL ENGINEERS
JULY 1986	HISTORIC STRUCTURES REPORT	MELVIN GREEN AND ASSOCIATES
JANUARY 1990	SEISMIC ISOLATION RETROFIT STUDY	FORELL/ELSESSER ENGINEERS, SAN FRANCISCO
APRIL 1996	SEISMIC PERFORMANCE STUDY	FORELL/ELESSER ENGINEERS, SAN FRANCISCO
NOVEMBER 1998	SAN BERNARDINO COUNTY COURTS MASTER PLAN – FINAL DRAFT REPORT	ROSSER/ CARTER GOBLE
FEBRUARY 1999	SAN BERNARDINO COUNTY COURT SYSTEM FINAL REPORT	ROSSER/ CARTER GOBLE

OTHERS:

- ▶ Portions of State Historical Building Code
- ▶ Portions of State Task Force Court Facilities Study
- ▶ U.S. Secretary of Interior – Standards for Rehabilitation
- ▶ Portions of California Public Resources Code



Administrative Headquarters Elevation

107C

Site ID: Facility/Site Name and Location:

A **Central Courthouse**
351 North Arrowhead Ave
San Bernardino, CA 92415

Site Owner: San Bernardino County

This building is owned by the County.

Bldg. No. Building Name:

1 Central Courthouse

Building Construction Date: 1926

Major Renovation/Expansion Projects, If Any:

1957 Annex addition.

General Building Description:

Maintaining its original shape and function the San Bernardino Central Courthouse presents itself as a monumental structure with lavish cornices and delicate detailing all in the medium of a concrete frame structure. The exterior is still in its original condition, except for the addition of an annex in 1958. The court administrators have also discussed the possibility of registering the courthouse as a historic preservation building. The building currently is experiencing a significant amount of neglect and is in need of restoration. The exterior fenestration is falling apart and off the building making the surrounding exterior a dangerous area for the public to walk. If properly restored the building may be an excellent representation of a civic/justice facility.

Current Courts Utilization:

The County Courthouse acts as the main courthouse in the central region. Surrounding courthouses therefore send cases when existing facilities are inadequate. The courthouse is also a full service courthouse.

Building Area:

Table #7 - 4
Fee Distribution

CODE SECTION	VIOLATION/SITUATION	DISTRIBUTION	APPLICABLE FUND	FUND USE
GC 26826.1 — Surcharge in Riverside County for seismic rehabilitation of courthouse	Surcharge not to exceed \$50 on various filing fees in Riverside County Collection shall terminate upon repayment of amortized costs incurred	Riverside County	Not specified	To cover costs of seismic stabilization, construction, and rehabilitation of the Riverside County Courthouse and Indio Branch courthouse
GC 26826.2 — Surcharge in Riverside County for cost of conciliation court	Surcharge not to exceed \$50 on various filing fees concerning marriage dissolution or child custody in Riverside County	Riverside County	Not specified	To cover costs of constructing, maintaining, and operating a conciliation court
GC 26826.3 — Surcharge Children's Waiting Room	Surcharge of not less than \$2 or more than \$5 for filing in superior court of (1) complaint, petition, or other first paper in a civil or probate action or special proceeding (2) first paper on behalf of any defendant, respondent, intervenor, or adverse party (3) a change of venue motion (4) first paper in a proceeding under LC 98.2	County	Children's Waiting Room Fund	To cover any cost, excluding capital outlay, related to the establishment and maintenance of courthouse children's waiting room including personnel, heat, light, telephone, security, rental of space, furnishings, toys, books, or any other item in connection with operation of a children's waiting room.
GC 26826.4 — Surcharge in San Bernardino County for Courthouse Construction Fund	Surcharge not to exceed \$35 on various filing fees other than in a limited civil case in San Bernardino County	San Bernardino County	Courthouse Construction Fund	To assist the County in the acquisition, rehabilitation, construction, and financing of courtrooms or buildings for operation of the justice system
GC 26827 — Probate, Guardianship, Conservatorship Filings	\$182 for filing papers in probate proceedings	See GC 26820.4 of this Table	See GC 26820.4 of this Table	See GC 26820.4 of this Table
GC 26827.4 — Subsequent Paper Probate Court	\$23 filing fee in Probate except for papers or proceedings: Probate Code 10501 Chapter 4, Part 5, Division 9, of Probate Code - Accountings of Testamentary trusts Division 4 Probate	\$14 to the County Remainder (\$9) to the State (GC 68085)	County General Fund Trial Court Trust Fund	County General Fund revenue To fund trial court operations
GC 26830 — Motion Fee	\$23 Motion fee with specific exceptions	\$14 to the County Remainder (\$9) to the State (GC 68085)	County General Fund Trial Court Trust Fund	County General Fund revenue To fund trial court operations
	\$14 Motion fee — small claims	100% to the County	County General Fund	County General Fund revenue

107D