



County of San Bernardino

Grand Jury Final Report

2004 - 2005



COUNTY OF SAN BERNARDINO

**GRAND JURY
FINAL REPORT**

2004-2005



EDITORIAL COMMITTEE



Left to right: Lem Leialoha (Chair), Betty Azores, Karen Page, Vic Edinburgh, Nick Costa, Al Alvaro

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 2004-2005 San Bernardino County Grand Jury.

Graphic Arts
Printing Services
Typing/Preparation

Silvia Schreiber, Layout & Composing Coordinator
County Printing Services Personnel
Susan Shuey, Grand Jury Assistant

The Grand Jury and the Editorial Committee extend a special thank you to Dexter K. Emoto, photographer for the Grand Jury and committee photographs. A special thank you goes to Jack Reilly, former Grand Juror, for allowing us to use his painting of the San Bernardino County Courthouse in our final report.



FOREMAN'S STATEMENT

The 2004-2005 San Bernardino County Grand Jury is pleased to present this final report to the Presiding Judge of the Superior Court, the San Bernardino County Board of Supervisors, and the citizens of San Bernardino County.

The Grand Jury is a uniquely independent body that investigates and reports on County government. It provides written reports that are confidential between the Grand Jury and the persons, departments or groups that are under investigation, until the final report is made public.

The task before this Grand Jury was daunting as the County is still trying to overcome the continued perception of wrongdoing by County officials in earlier years. It was found that this perception still exists throughout the County.

This Grand Jury appreciated the restoration of the operating funds that were removed from the 2004-2005 Grand Jury budget.

As this is my third term as a San Bernardino County Grand Juror, and the first as Foreman, this Grand Jury, as constituted, had to overcome many individual medical problems that resulted in one early resignation and many lost man-hours due to other major medical concerns and procedures throughout the remaining Grand Jurors. Even with these persistent problems, the members rose to the challenge and were able to overcome adversity and continued to function as a complete Grand Jury and finish their report well done and on time.

This work as submitted could not have been accomplished without the invaluable assistance of Clark A. Hansen, Jr., Deputy District Attorney/Legal Advisor and Susan Shuey, Grand Jury Assistant.

We are living during extraordinary times. One has only to read the newspaper each day to see the many problems facing our country today. One such item is illegal immigration. Because of the many news articles on this issue, an inquiry was made of the San Bernardino County Counsel as to immigration law issues that could affect the County. The San Bernardino County Counsel provided valuable information.

Illegal immigration causes the County of San Bernardino an unknown amount of funds to cover mandated requirements provided for in the County budget. Verification of a person's lawful immigration status is a mandatory eligibility requirement for most public benefit programs. The County Counsel has found no Federal or State laws, rules or memorandum that would prohibit or restrict an inquiry into a person's immigration status with regard to public benefit programs.

County departments currently do not attempt to quantify the amount of money expended for public benefit programs such as non-emergency medical treatment services at County hospitals and clinics and departments providing welfare, food stamps and medical services.

For the purposes of annual budget requirements, departments providing public benefit programs such as non-emergency medical treatment, welfare, food stamps and medical services to aliens should be instructed to collect data on the persons treated, cost of service, and the number of County workers involved in the performance of these benefits.

California law mirrors Federal law in that aliens shall be eligible for aid only to the extent permitted by Federal law and an alien shall only be eligible for aid if the alien has been lawfully admitted for permanent residence. No aid shall be paid unless evidence as to eligible alien status is presented.

An alien shall only be eligible for the full scope of Medi-Cal benefits if the alien has been lawfully admitted for permanent residence or is permanently residing in the United States. In order to be eligible for benefits, an alien applicant or beneficiary shall present alien registration documentation or other proof of satisfactory immigration status from the United State Immigration and Naturalization Service.

The majority of County employees were cooperative and truthful in discussing their operations with this panel. We extend our thanks and appreciation to these individuals, not only for the way we were treated but also for the way these employees perform on a day-to-day basis.

This Grand Jury was afforded an opportunity to function in the criminal indictment mode, for which we were most grateful to be given the chance to exercise our responsibilities in this process.

My sincere thanks to all members of the 2004-2005 Grand Jury for their wisdom, patience and search for the truth in fulfilling their requirement for publishing this final report.

A handwritten signature in black ink that reads "Robert E. Burkhardt". The signature is written in a cursive, flowing style.

ROBERT E. BURKHARDT, Foreman
2004-2005 County Grand Jury

**OFFICERS OF THE
2004-2005 GRAND JURY
SAN BERNARDINO COUNTY**



Left to right:

Connie O'Brien, Assistant Secretary
Jo Ann Miller, Secretary
Robert E. Burkhardt, Foreman
Victor G. Edinburgh, Foreman Pro Tem
Lorena Gragg, Sergeant-at-Arms
Ron Brooks, Assistant Sergeant-at-Arms

2004-2005 GRAND JURY SAN BERNARDINO COUNTY

Robert E. Burkhardt	◇	Foreman
Victor G. Edinburgh	◇	Foreman Pro Tem
JoAnn L. Miller	◇	Secretary
Connie J. O'Brien	◇	Assistant Secretary
Lorena A. Gragg	◇	Sergeant-at-Arms
Ron Brooks	◇	Assistant Sergeant-at-Arms

Alfred Alvaro	◇	Chino Hills
Betty Azores	◇	San Bernardino
Ron Brooks	◇	Pinon Hills
William J. Brundies	◇	San Bernardino
Robert E. Burkhardt	◇	Barstow
James R. Bryant	◇	Ontario
James W. Cook	◇	Chino Hills
Nicholas P. Costa	◇	Redlands
E. Jean Davis	◇	Chino Hills
Victor G. Edinburgh	◇	Rialto
Francis R. Fowler	◇	Highland
Lorena A. Gragg	◇	Hesperia
Lemuel K. Leialoha	◇	Bryn Mawr
Joseph C. Massaro	◇	Rancho Cucamonga
JoAnn L. Miller	◇	San Bernardino
Connie J. O'Brien	◇	Fontana
Karen L. Page	◇	Upland
William C. Sommers	◇	Victorville

RESIGNATIONS

Beverly G. Bowman (October 2004)	San Bernardino
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Presiding Judge	◇	Peter H. Norell
Legal Advisor	◇	Clark A. Hansen, Jr.
Grand Jury Assistant	◇	Susan L. Shuey

2004-2005 GRAND JURY SAN BERNARDINO COUNTY



Front row, left to right: Clark A. Hansen, Jr. (Legal Advisor), Lorena Gragg, Bob Burkhardt (Foreman), Vic Edinburgh, Jo Ann Miller, Susan Shuey (Grand Jury Assistant), Jim Cook

Middle row, left to right: Betty Azores, Connie O'Brien, Ron Brooks, Jean Davis, Karen Page

Back row, left to right: Al Alvaro, Fran Fowler, Nick Costa, Bill Sommers, Bill Brundies, Joe Massaro, Jim Bryant, Lem Leialoha

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ADMINISTRATIVE COMMITTEE



Left to right: Jo Ann Miller, Joe Massaro, Jean Davis, Fran Fowler, Karen Page, Lem Leialoha (Chair), Connie O'Brien, Jim Bryant, Vic Edinburgh

ADMINISTRATIVE COMMITTEE

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ADMINISTRATIVE COMMITTEE

The Administrative Committee was responsible for reviewing the following boards, departments and agencies:

- Board of Supervisors
- Boards, Committees and Commissions
- Clerk of the Board
- County Administrative Office
- County Counsel
- County Superintendent of Schools
- Human Resources Department
- Information Services Department
- Local Agency Formation Commission (LAFCo)

The chairman of the Administrative Committee attended all Board of Supervisors meetings and reported on the actions taken and the community interaction with the Board.

The Administrative Committee established seven subcommittees to investigate and review the functions and operations of selected departments. Department heads and key staff members were interviewed and visitation reports were completed. Not all investigations resulted in recommendations.

The subcommittee for the County Superintendent of Schools did visit with the Superintendent and some of his key personnel. The visitation report was completed, but is not included in this report because the funding of this department is through the State of California.

The Local Agency Formation Commission (LAFCo) was not visited. This was due to their direct control and funding by the State of California.

The committee also reviewed two complaints, which ended without cause for investigation.

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

BOARD OF SUPERVISORS

BACKGROUND

The Board of Supervisors adopted the 2004-2005 final budget of \$2.8 billion on June 22, 2004. The budget was established while facing the potential of significant State budget reductions. Each department was asked to consider *“its ability to satisfy its customers by providing service that promotes the health, safety, well being, and quality of life of its residents according to the County Charter, general laws, and will of the people it serves”*.

In addition, each department was asked to create *“a safe, clean, and healthy environment that appeals to families and individuals, and attracts the best in business and industry”*. While the Board of Supervisors asked its employees to support this vision and goals, they took the extra step to set aside \$67.8 million to address potential unfunded issues.

The Grand Jury took its oath and began investigations into all departments of County government. The Administrative Committee accepted the challenge and began its investigation of the Board of Supervisors.

FINDINGS

The Board of Supervisors (BOS) directed the County Administrative Officer to create a positive image for the County of San Bernardino. It is perceived that the Board is willing to provide a new atmosphere, but the task seems difficult to communicate and implement. Several department heads have been asked to resign or have been terminated in the past twelve months. Even with these changes, the prevalent perception is that the County is conducting “business as usual.”

In addition to this perception, another major concern has been with the responsibility of the Supervisors. During interviews with the Supervisors, it was determined by their statements that it is “difficult to run a campaign without special interest money”. Some Supervisors emphasized that their “friends are important to their campaign’s success”. The hiring of friends and family exists throughout the County. Currently there is no public oversight of the hiring practices by the individual members of the Board of Supervisors.

With the increase in computer use, e-mails, instant communications and a constant barrage from the media, it is difficult to keep local problems within the local environment. San Bernardino County now has the new challenge to provide a positive image to the

national community. Our investigations also found that the Board has no jurisdiction over who is hired by another elected official. Hiring individuals who are not qualified is only subject to the citizens' reactions and change can only occur from intense pressure by the public.

For a variety of reasons, San Bernardino County has a difficult time attracting talent to work in its governmental offices. One underlying reason is based on the past corruption that has occurred, along with the accompanying negative publicity.

One major interest of concern for the Administrative Committee in its interviews with the Supervisors was their assessment of the need for additional jail space. The current facilities are overcrowded and subject to prisoner early release. The Supervisors discussed this issue for a number of months and concluded that the County should purchase a private prison in the upper desert in the City of Adelanto for a cost of \$32 million. The purchase was completed, but the problem of overcrowded jails remains. This additional prison space does not completely solve the immediate problem and does not address the long-range concerns for space.

It is a known fact that County property has been set aside for a new jail in Apple Valley adjacent to the newly completed Juvenile detention facility. Most of the off-site infrastructure improvements have already been completed. The estimated cost to build a new jail facility in Apple Valley is over \$200 million and is a subject of discussions between the BOS and Sheriff's Department.

The Board is making a serious effort with the County's Law and Justice Group to curb the gang and drug problems in the Inland Empire. Initially, the increase in gang enforcement will increase the need for jail space. That, coupled with population growth, creates the continuing need for additional jail space.

The County of San Bernardino County has a gift policy for its elected officials and employees covered by the County's Conflict of Interest Code. Pursuant to Government Code Section 89503 the overall gift limit for a calendar year is \$360 from one source. This must be declared and filed as a Statement of Economic Interest (Form 700). Officials and employees required to file a Form 700 must also declare any receipt of gifts of \$50 or more.

In recent years there have been problems with County officials accepting gifts above the legal limit and not declaring the receipt of such gifts. In discussions about the current gift policy with members of the County government, it was stated that a "no gift" policy may be good for the image of the County but difficult to enforce. Receipt of gifts by public officials from those who do business with the County has the effect of eroding public confidence.

RECOMMENDATIONS

- 05-01 CREATE AN INDEPENDENT COMMITTEE TO REVIEW ALL HIRING PRACTICES BY THE MEMBERS OF THE BOARD OF SUPERVISORS.

- 05-02 CONSTRUCT A NEW JAIL FACILITY IN APPLE VALLEY WHILE THE CURRENT INTEREST RATES ARE AT A LOW LEVEL, TO ENSURE ADEQUATE JAIL SPACE.

- 05-03 ESTABLISH AND ENFORCE A “NO GIFT POLICY” FOR COUNTY ELECTED OFFICIALS AND EMPLOYEES.

COUNTY ADMINISTRATIVE OFFICER

BACKGROUND

The County Administrative Officer (CAO) is appointed by the Board of Supervisors to implement Board decisions and manage the business of County government. The CAO's job is to manage the day-to-day affairs of the County and implement the policies and decisions of the Board of Supervisors (BOS). Nearly 40 departments work under the supervision of the CAO, which provide approximately \$2.8 billion worth of services to the 1.7 million residents of San Bernardino County.

The CAO prepares budget and operational recommendations for the Board of Supervisors, monitors and controls Countywide expenditures, analyzes and advocates legislation, coordinates capital improvement projects and debts, assesses leasing and space management, performs demographic and geographic research, and monitors city redevelopment activities to ensure legal conformance and mitigate negative impact on County resources.

The CAO provides central coordination for the County's strategic planning and performance measurement efforts, coordinates emergency preparedness activities and cost recovery efforts following major emergencies and disasters, administers insurance management programs, addresses unincorporated area issues, collaborates with departments to deliver exceptional service to children and their families. The CAO coordinates centralized workplace programs and initiates and promotes activities which provide information about the County to the public.

The CAO makes such studies and investigations as the administrator believes necessary or desirable and makes any study or investigations the BOS requests. All County officers and departments assist in the preparation of such studies as directed by the CAO.

Before the Board makes any administrative appointment to a County office, department or institution, the CAO recommends one or more qualified persons for the position. The administrator may recommend that the BOS suspend or remove any person holding an administrative position in cases where the Board has powers to appoint and remove.

The CAO's responsibilities are enormous as they relate to the efficiency and effectiveness of its operations. After 15 years of unstable leadership and questionable management, the Board of Supervisors appointed the current CAO to take charge of its administrative offices, operations, budget (\$2.8 billion) and 18,000 employees.

FINDINGS

The frequent turnover in top administrators prompted the Grand Jury to review all new operational policies and procedures. The Grand Jury was interested in finding out what was being done to restore credibility to San Bernardino County.

Immediately, the Grand Jury found that the Coroner was unable to meet the challenges of the Labor Day weekend (September 2004), which resulted in overcrowding and stacking of bodies. The Coroner did not implement several recommendations of previous Grand Juries, which contributed to the merging of the Coroner's office with the Sheriff's Department. This was followed by the requested resignation of the directors of the Behavioral Health Department and the Architecture and Engineering Department. The CAO then requested and received the resignation of the Registrar of Voters.

The relationship between the Human Resources Director and the president of the Sheriff's Employees Benefit Association added to the continuing scandals of the County. The disclosure of having improper relations during negotiations of a new contract between the County and Sheriff's employees created the possibility of a conflict of interest. The Grand Jury believes that this may have had a major impact on the County's budget. The CAO asked for the resignation of the Director of Human Resources.

Later, the CAO requested the Public Defender resign. The term "error in judgment" is prevalent in the reasons given by the administration for all of these resignations.

The CAO is making every effort to change the image of the County. With the recent resignations of several major departmental personnel, it reflects the CAO's strong commitment to reflect a positive influence in the County. It will take a long time for everyone to begin to change and follow County policy and regulations. It is the perception of "business continues as usual" that must be eliminated in order to restore sound government. The CAO has proposed to implement a "customer service" workshop for all County employees.

RECOMMENDATIONS

- 05-04 THE COUNTY ADMINISTRATIVE OFFICER WORK TO RESTORE INTEGRITY AND CREDIBILITY TO THE COUNTY OF SAN BERNARDINO.
- 05-05 THE COUNTY ADMINISTRATIVE OFFICER PREPARE AN "ACCOUNTABILITY REPORT" TO BE PRESENTED TO THE BOARD OF SUPERVISORS REGARDING THIS ISSUE AT LEAST TWICE A YEAR.

05-06 MONITOR "CUSTOMER SERVICE" THROUGHOUT THE COUNTY BY SOME INSTRUMENT TO BE DETERMINED BY THE COUNTY ADMINISTRATIVE OFFICER.

PUBLIC INFORMATION OFFICER

BACKGROUND

The Public Information Officer (PIO) reports directly to the County Administrative Officer (CAO) and works closely with the Board of Supervisors (BOS) and County departments in the dissemination of County information. The job of the PIO is to promote public understanding of County goals, programs, policies and services. The PIO acts as a spokesperson for the County and arranges press conferences, tours and County dedications.

FINDINGS

The Public Information Officer provides journalistic services to the Board of Supervisors and the County Administrative Office. The PIO communicates with the media about matters of special concern to the Board and the CAO. If requested, the PIO will provide these same services to other County departments and special districts. Several County departments have their own Public Information divisions and do not require the assistance of the County PIO. There is no current coordination of these services and media contact at the County level. There are no formal scheduled meetings with the Board of Supervisors to discuss public information.

The Public Information Officer has no assigned staff. A secretary will occasionally assist in event planning and answers the telephone when the PIO is out of the office. Typing, newspaper clipping and Internet research are clerical tasks that are currently performed by the PIO. A majority of the work time is consumed with responding to media inquiries.

A goal of the office is to provide more direct communication with the public through mailings, newsletters, County brochures, radio and local cable television. There is a County newsletter, *The Straight Arrow*, which is offered on the County webpage; the last publication available online is May, 2004. Local newspapers are the primary source of getting the County message out. A second goal is to establish a toll free telephone number for citizen use. This number would be a link for the public to get timely and

accurate information on County services. This would be of particular help to those who reside a long distance from San Bernardino.

RECOMMENDATIONS

- 05-07 THE PUBLIC INFORMATION OFFICER WORK IN CONJUNCTION WITH THE PUBLIC INFORMATION OFFICERS IN OTHER COUNTY DEPARTMENTS TO COORDINATE THE COUNTY MESSAGE.
- 05-08 ASSIGN A PERMANENT FULL-TIME CLERK TO ASSIST IN THE PUBLIC INFORMATION OFFICE IN ORDER TO BETTER SERVE THE PUBLIC.
- 05-09 INCREASE EFFORTS TO COMMUNICATE DIRECTLY WITH ALL COUNTY CITIZENS REGARDING COUNTY ISSUES AND CONCERNS.

HUMAN RESOURCES DEPARTMENT

BACKGROUND

The Human Resources Department (HRD) has 209 employees of the more than 16,000 San Bernardino County employees. The HRD is engaged in adjusting and updating its personnel hiring practices with classified staffing, and rebuilding its leadership teams. HRD is developing avenues to reestablish employee trust, refine hiring procedures and working with the union to finalize the collective bargaining agreements.

The recent changes in leadership at the Human Resources Department initiated the Grand Jury's review of the department. Discussion with the new leadership of HRD included inquiry relating to ongoing competitive hiring practices, vacancy rates and also who the ultimate decision makers were in the hiring and release of County personnel.

FINDINGS

The Human Resources Department indicated a big improvement was made in the competitive processes in hiring individuals. Standard procedural rules govern the hiring of classified service employees. Non-classified employees are governed by department requirements. It was stated that the Board of Supervisors (BOS) is the ultimate decision maker in the hiring and release of County employees. The HRD can make recommendations on discipline of employees, but those decisions can be challenged and/or taken to a higher level. The HRD provides a modified process for those individual's slated for employment in the BOS office because Board staff is considered unclassified, pursuant to the County Personnel Rules. Those particular employees have to qualify for the job, but are not required to go through the entire HRD hiring processes. The Fair Labor Standards Act is applied to all personnel hired, with the exception of exempt employees. Exempt employees are those hired by the BOS and other elected officials of the County.

Each department develops a background protocol based upon the scope of work assigned to their employees. Some classifications require a more thorough background assessment than others. The Sheriff's Department, for example, has staff dedicated to conducting rigorous checks of all applicants for safety positions and a less rigorous check of civilian employees. Arrowhead Regional Medical Center (ARMC) employees have different background check procedures that meet hospital mandates on employee accreditation. Other departments have different levels of checks dependent upon whether the employee handles legal documents, cash, or highly confidential information.

In the area of employee reclassification, a clear policy on procedures is adhered to. In case of significant changes in an individuals or job classifications duties and responsibilities, the change must receive approval from the BOS.

The process or procedure for soliciting persons for employment in a particular department warrants that the department provides HRD with the minimum qualifications candidates must possess. HRD starts the application process and proceeds to post the job, take applications, determine qualifications, test applicants and establish eligibility lists. The exam or tests applicants are administered help establish a list of the 10 top candidates. The candidates' names are then listed in alphabetical order and sent to the requesting department for interview and final selection. According to Federal and State Civil Service procedures, five candidates are referred in the hiring process.

Rules regarding the examination processes used by HRD are included in the County Personnel Rules. Periodic changes to the rules are negotiated with the recognized employee associations, reviewed by the County's Civil Service Commission, and approved by the Board of Supervisors.

Depending on classification, employees have a probationary period of six to nine months, with most benefits becoming effective after two weeks of employment. Sick leave and vacation leave accrual begin immediately upon hiring, but cannot be used until probation is completed.

All County employee benefits are negotiated by collective bargaining agreements. HRD believes giving employee benefits up front is a good recruitment tool. When an employee leaves or retires from County employment, unused vacation and sick leave hours are paid. The sick leave hours are determined on a pro-rated basis depending on years of service.

HRD stated it posts an average of 275 eligibility lists per month in a 12-month period. Each list is used to fill a vacant position(s). The number of vacancies for the 12-month period March 2003 to March 2004 was approximately 3,300 positions. Vacancies occur for several reasons such as employee promotions, lateral transfers and terminations. The actual total cost for lateral changes, transfers and new employment is unknown. According to the U.S. Bureau of Labor Statistics, 1.6 percent of the American work force left their jobs in 2004. The most recent figure in January 2005 indicates the number has risen to 1.9 percent. Recent studies from the Angott Search Group estimate turnover costs range from a conservative 30 percent of annual salary plus benefits, to as much as 150 percent of a worker's yearly pay.

Vacancies are advertised on an as needed basis. Specialized positions require more targeted advertising in professional websites and publications. Other positions can be readily filled through County website postings. Departments are billed for advertising for positions in their departments. As employees leave a particular department, each

individual department, at its discretion, conducts an exit interview with those employees. Recent studies show that retaining workers is going to get tougher for employers. Employees are looking for better opportunities and better working conditions. Employees are also interested in child care and other workplace perks.

RECOMMENDATIONS

- 05-10 ALL EMPLOYEES HIRED BY THE COUNTY, WHETHER THE POSITION IS UNDER A COLLECTIVE BARGAINING AGREEMENT OR AN EXEMPT POSITION, SHOULD GO THROUGH THE HUMAN RESOURCES DEPARTMENT'S REGULAR HIRING PROCESS.

- 05-11 THE HUMAN RESOURCES DEPARTMENT REVIEW THE PRESENT SYSTEM OF REFERRING TEN (10) INDIVIDUALS TO DEPARTMENTS FOR EACH JOB INTERVIEW, AS IT RELATES TO TIME AND COST.

- 05-12 THE HUMAN RESOURCES DEPARTMENT REVIEW AND DETERMINE THE REASONS FOR SUCH A HIGH TURNOVER RATE AND THE ACTUAL COST TO PROCESS AND HIRE NEW EMPLOYEES.

INFORMATION SERVICES DEPARTMENT

GRAND JURY WEBPAGE

www.sbcounty.gov/grandjury

BACKGROUND

The Information Services Department (ISD) provides various communication and information technology services to all County departments and special districts. The department maintains a 24 hour a day, 7 days a week computer operations and systems support help desk. The department is on the cutting edge of introduction and implementation of new technologies including: Voiceover Internet Protocol (VoIP), Geographic Information Systems (GIS), Storage Area Network, Asynchronous Transfer Mode (ATM) and fiber optics.

ISD is responsible for the administration of the WAN/LAN for the County and the maintenance of the County's website. Upon request, the ISD will create a webpage to be included on the County website.

FINDINGS

In the past, citizens had to call the Grand Jury office to request Grand Jury volunteer applications, complaint forms, copies of the Grand Jury report, courthouse location and any other information concerning the Grand Jury. The 2004-2005 Grand Jury requested ISD create a webpage to be incorporated into the County website to provide better and immediate communication with the public. The ISD worked with the Grand Jury and the Grand Jury Assistant to ensure all requested details of the page were included. Content was directed by the Grand Jury and the graphic design and layout were developed by ISD. The coordinated effort produced an effective webpage for the Grand Jury.

COMMENDATION

THE 2004-2005 GRAND JURY COMMENDS THE COOPERATION AND PROFESSIONALISM OF THE INFORMATION SERVICES DEPARTMENT. THE CREATION AND IMPLEMENTATION OF THE GRAND JURY WEBPAGE EXCEEDED THE GRAND JURY'S REQUESTS.

AUDIT/FISCAL COMMITTEE



Left to right: Nick Costa, Betty Azores, Lorena Gragg (Chair),
Karen Page, Lem Leialoha

AUDIT/FISCAL COMMITTEE

Assessor page 14

Auditor/Controller-Recorder & County Clerk page 17

AUDIT/FISCAL COMMITTEE

The Audit/Fiscal Committee reviewed the operations and functions of the following County departments:

Assessor
Auditor/Controller-Recorder
Treasurer-Tax Collector

The Audit/Fiscal Committee appointed one subcommittee for the Assessor. The full committee was used on reviews and investigations of other departments.

No contract audit was requested.

There were no significant findings or recommendations for the office of the Treasurer-Tax Collector. Included in this report are the findings and recommendations of the Audit/Fiscal Committee.

ASSESSOR

BACKGROUND

The Assessor determines the current assessed value of vacant land, improved real estate, business property and certain manufactured homes, boats and aircraft for property tax purposes.

The Assessor has nine (9) district offices for the convenience of the citizens of San Bernardino County. Offices are located in Barstow, Big Bear, Fontana, Needles, Ontario, San Bernardino, Twin Peaks, Victorville and Yucca Valley. At the present time the Assessor is interested in adding a tenth district office in Rancho Cucamonga. The Assessor is committed to providing various services that help provide information and good will, including a website on the Internet. The department also uses newspapers, seminars, tours, help week and speeches to schools, service organizations and local businesses to promote the department. Assessor personnel provide assistance in tax exemptions, exclusion relief and reappraisals. The department uses the Assistant Assessor as the information services/public information person.

Grand Jurors met with the Assessor and his key staff to review current assessment processes and inquire into the integration of new computers and state-of-the-art software appraisal/assessment activities.

FINDINGS

Based upon Proposition 13 passed by the voters in June 1978, the Assessor is required to appraise real property as of the date of the change in ownership or as of the date of completion of any new construction. The property will be assessed on the basis of the new valuation. The assessed value then may only be increased each year by an inflationary rate not to exceed two percent (2%) per year unless there has been new construction or a change in ownership.

The maximum amount of property tax cannot exceed one percent (1%) of the property's appraised value, plus any bonded indebtedness or fees as approved by the voters, and special assessments fees approved by governing bodies.

When a change in ownership occurs, the Assessor receives a copy of the deed and determines if an appraisal is required under State law. If it is required, an appraisal is made to determine the current assessed value of the property. The property owner is then notified of the new assessment and has the right to discuss the new value with the Assessor and/or appeal the value through the appeals process.

Proposition 60 was a constitutional amendment approved by California voters in 1986. It allows the transfer of an existing Proposition 13 base year value from a former residence to a replacement residence. This benefit is open to homeowners who are at least 55 years old and meet the requirements outlined in the conditions below. If either spouse is over age 55 or disabled, Proposition 60 allows replacement of a primary residence with a new home of equal or lesser value within the same county and transfer of the Prop. 13 assessed valuation from the old home to the new property.

Proposition 90 is a State law which allows anyone over age 55 to transfer the value of their property between counties if Prop. 90 is approved by that county's Board of Supervisors. Only eight counties in the State have opted to adhere to the provisions of Prop. 90. San Bernardino County's Board of Supervisors has not approved the provisions of Prop. 90.

New equipment and software has been acquired by the Assessor's office that will improve efficiency, accuracy and cost effectiveness of daily operations in the office. The hardware includes 120 new desktop computers, all of which have been deployed and are currently in use. The remainder of the computers are in the process of being distributed and set up.

Along with the hardware, the Assessor has purchased a new program, called AES, which deals with comparable sales. This program deals only with the sale of residences, not new construction. Presently, all of the research dealing with comparison values of property must be done manually. The new faster, more accurate program will provide the comparisons automatically. An added benefit is that the same number of workers will be able to handle the growing workload, thus reducing the need to hire more appraisers.

The Assessor's office regularly receives data used for appraisals and assessments from the Recorder's office. This information must be downloaded and placed into the Assessor's database. This information includes copies of deeds, ownership records, etc. The establishment of an online, real-time system of sharing this information with these other agencies has been in development and is expected to be completed in the next fiscal year. This would expedite the Assessor's operations. Such a system would move the department toward its goal of becoming a "paperless" department.

The office utilizes the Geographical Information System (GIS) to create Assessor's parcel maps used in the appraisals and assessments. Overhead high definition imagery from aircraft and satellites would give the department the ability to assess homes throughout the County.

An analysis of the workload generated by required audits mandated by State law has shown a requirement for an additional six (6) positions in the Business Division of the Assessor's office. The plan is to hire lower level staff that can do the routine daily tasks and take the pressure off those State certified auditors qualified to conduct the audits.

RECOMMENDATIONS

- 05-13 PROPOSE TO THE BOARD OF SUPERVISORS THE ADOPTION AND IMPLEMENTATION OF PROPOSITION 90 INTO THE COUNTY OF SAN BERNARDINO.
- 05-14 THE ASSESSOR EMPLOY THE REQUIRED PERSONNEL IN ORDER TO IMPLEMENT THE REQUIRED AUDITS MANDATED BY STATE LAW.

AUDITOR/CONTROLLER-RECORDER AND COUNTY CLERK

INTRODUCTION

The Auditor/Controller-Recorder and County Clerk is an elected office. The mission of the Auditor/Controller-Recorder (ACR) is to provide superior accounting, auditing and recording services in accordance with legal requirements and professional standards. The Audit/Fiscal Committee looked at four areas within the ACR responsibility and each is addressed separately.

CONTROLLER DIVISION ACCOUNTS PAYABLE

BACKGROUND

The Accounts Payable division audits claims then issues and mails warrants (payments) for legal and valid claims, cancels all outdated (stale) warrants and reissues on request, issues stop payments and verifies reported forgeries on County warrants. The Audit/Fiscal Committee investigated this to determine the length of time for payments to be made.

FINDINGS

The standard for processing payments is ten business days. Standards are not always met. Staff estimates the standards are met 90 percent of the time. Timeline starts when a form comes in and is time-stamped. When it is paid in the Fiscal Accounting System (FAS), it is again date stamped with an ending date. Each desk does not prioritize work by date stamp to meet timelines. An Electronic Fund Transfer (EFT) to an individual's bank is processed 2 to 3 days after the final date on the documents.

The method for assessing the volume of work on an employee's desk is to use a ruler and measure the width of documents in trays. Attention is paid if the measurement becomes too large. Each desk has a different norm based on the type of work/function performed at that desk. These measurements are included in the Weekly Workload Status Report which is used by the supervisor to give assistance in problem areas. Under the present procedure, it is impossible for a supervisor to come up with a percentage of on-time work using the Weekly Status Report.

A complaints log is not maintained in the Accounts Payable Department. Most complaints come in e-mail form, which the supervisor flags. The problem is immediately corrected by the supervisor or directed to the appropriate individual. If the flagged e-mail is not sent back with the corrective action, the supervisor will follow-up at that time to ensure the problem gets resolved. There is no record other than incoming e-mail and subsequent e-mail showing correction. E-mails are not saved. First-line supervision takes all incoming complaints and corrects them.

Overtime reports for fiscal years 2003-04, 2002-03 and 2001-02 were not readily available. Overtime is not the first option when Accounts Payable or Data Entry falls behind schedule, as far as processing and posting of payment documents are concerned.

At the beginning of the investigation, we were advised that a new accounting system was scheduled for implementation in July 2005. The new system is an on-line system that allows departments to electronically transmit payment requests. The new system will check for errors, thus diminishing, but not eliminating, auditing. However, current information is that the system will not be fully developed until July 2006.

RECOMMENDATIONS

- 05-15 USE DATE STAMPS TO DETERMINE THE PERCENTAGE OF ON-TIME WORK FOR EACH EMPLOYEE TO BETTER IDENTIFY THOSE EMPLOYEES WHO ARE NOT MEETING STANDARDS AND NEED ASSISTANCE.
- 05-16 RECORD THE NUMBER OF DOCUMENTS BEING DATE STAMPED TO ASCERTAIN THE VOLUME OF WORK RECEIVED ON A GIVEN DAY. RECORD THE NUMBER OF DOCUMENTS GIVEN TO EACH DESK TO PROCESS.
- 05-17 AT THE END OF EACH WORK DAY, MOVE DOCUMENTS NOT PROCESSED WITHIN TIMELINES TO A FIRST-TO-BE-PROCESSED AREA FOR THE NEXT DAY'S WORK.
- 05-18 MAINTAIN A LOG OF CUSTOMER COMPLAINTS WHICH WOULD INCLUDE RESOLUTIONS AND PERTINENT INFORMATION TO IDENTIFY REPEAT PROBLEM AREAS.
- 05-19 MAINTAIN ACCURATE, TIMELY REPORTS ON THE USE OF OVERTIME IN ORDER TO BUDGET CORRECTLY FOR KNOWN PERIODS OF HIGH VOLUME.

DATA ENTRY

BACKGROUND

Data Entry keypunches all transactions and transmits all keyed batches to Information Services. The Audit/Fiscal Committee reviewed this unit after discovering ties to timelines for Accounts Payable.

FINDINGS

There are five Data Entry employees. Each employee processes 30 to 40 batches per day; each batch contains ten (10) documents. Employees' type input from the first page of documents, saving them from searching through a packet. At the beginning of the day each employee takes five (5) batches from the bins for input. When completed, those batches are returned and the employee takes five (5) batches to verify. This is done by actually inputting all data as if it had not been input previously. This is how mistakes are caught. No employee inputs and verifies the same batch, allowing for double-checking. A log of batches is maintained.

The speed of data entry is based on key strokes which are counted by the computer software. A report is generated once a month which shows key strokes and errors. In March 2004 employees began using a Windows based program. This has reduced the speed of data entry; prior speed levels have not yet been attained. The speed measurements are frozen at this time until learning the new program is completed. Employees earn higher compensation for being above the minimum key strokes expected.

Completed batches are transmitted into FAS (Fiscal Accounting System) overnight, between 6:00 and 11:00 p.m. Occasionally a payment will reject due to discrepancies during the FAS nightly run. The documents will be pulled and the discrepancy corrected and reprocessed. When the daily batches are complete and transmitted, they are date stamped and stored in appropriate boxes and kept in Data Entry for two months. Then the boxes are taken to a downstairs storage area and remain there for up to three years. The boxes are then taken offsite to be stored until destruction, which is normally another two years.

"A new accounting system is in the building", with a revised implementation goal of mid-2006. The new on-line system allows departments to access the system and electronically transmit payment requests. There are some departments, such as small special districts, that may not have the computers/technology to access the system and will continue submitting the payment requests the old way.

Power outages in the ACR building are an ongoing problem, especially in the summer. When a lengthy outage occurs, batteries can no longer sustain the building's needs. The ACR is looking into having generators installed for back-up.

RECOMMENDATIONS

- 05-20 EVALUATE PERFORMANCE STANDARDS FOR EMPLOYEES ONCE THE NEW ACCOUNTING SYSTEM IS IMPLEMENTED.
- 05-21 ALLOCATE FUNDS FOR BACK-UP GENERATORS.

AUDITOR DIVISION INTERNAL AUDITS

BACKGROUND

The Internal Audits Division of the ACR performs operational and financial audits of departments, offices, agencies and special districts. It provides management with objective appraisals as to the status of operations of the audited organizations. It evaluates internal controls and assesses business risks.

FINDINGS

A list of audits completed by the Internal Audits Division and external auditors for fiscal years 2001-02, 2002-03 and 2003-04 was provided to the Grand Jury. These lists are based on the issue dates of the reports and not the audit period. An example is the audit reports issued by the external auditors on December 15, 2003 are for the fiscal year ended June 30, 2003. The reports for school district audits started in fiscal year 2003-2004 will not be issued until fiscal year 2004-2005.

The Risk-Based Internal Audit Plan was submitted to the Board of Supervisors in February of 2003. The plan had performance audits projected to start in fiscal year 2002-2003. Needed startup procedures, staff turnover and mandated audits caused performance audits to not fully begin until fiscal year 2003-2004. Six performance audits were started during July, 2003-June, 2004. As of November 4, 2005, the reports had not yet been issued. The Auditor will continue to increase the number of performance audits over time to meet the goals set in the Risk-Based Internal Audit Plan, as resources allow. The plan has not been fully implemented. The significant number of mandated audits impacts the ability to conduct periodic performance audits.

RECOMMENDATION

05-22 IMPLEMENT THE RISK-BASED INTERNAL AUDIT PLAN IN A MORE
TIMELY AND EFFICIENT MANNER

RECORDER DIVISION RECORDS MANAGEMENT

BACKGROUND

The ACR was given responsibility for the Records Management Program on July 1, 2001.

In 2001 the County Administrative Office (CAO) did a survey of 33 departments on document retention and found there are 57 different off-site storage areas, with no particular safety or security measures. Each individual department negotiates their own storage contract; therefore the ACR office does not know the location of these facilities.

The locations where ACR stores records are: Hall of Records, 222 West Hospitality Lane, San Bernardino; Records Management Center and Central Stores, 777 East Rialto Avenue, San Bernardino; Iron Mountain, 13379 Jurupa Avenue, Fontana.

FINDINGS

A consultant was contracted at a cost of \$74,000 to help ACR employees develop a retention schedule and records management policy for all County departments. The ACR retention schedule is complete. The Treasurer/Tax Collector and the District Attorney have begun to develop their retention schedules. The next two departments to develop their retention schedules will be Human Resources and Information Services. Each department has to determine how long, for what reason and to what extent documents are to be retained. Documents prior to 1992 are now scheduled to be shredded.

The County maintains documents and records from as far back as 1853. Original documents from the formation of the County are maintained. Documents that relate to legal obligations and/or custodial issues are required to be maintained. There is no current electronic technology that produces records of archival quality. There are boxes of stored documents in a warehouse on Rialto Avenue. There are plans to move the Archives to a more secure location. Approval from the CAO is needed to move Archives to a different area/building. This will open up approximately 5,000 square feet in the warehouse.

The consultant is knowledgeable of all requirements for retention and/or destruction. After the consultant makes recommendations, software systems can be studied. The CAO is requiring each department designate a lead person for records management. The consultant, along with two designated ACR employees, will assist departments with training on records management responsibilities. The two ACR employees have been assigned this project in addition to their regular job duties and are not dedicated to only records management.

A new records retention center is needed for the ACR, but a site for that facility has not been selected. The ACR is conducting an assessment of the existing Records Management storage facilities. This will determine if the space requires remodeling or if new construction will be required.

The Auditor stated the department is in the initial stages of a lengthy project. To fully implement the project, a building, software, personnel and funding are required. Each County department requires training in records management. The task of Records Management has been a low priority for departments, so it is a challenge for the ACR to change the mind-set of each department. This low priority has caused delays in implementation.

RECOMMENDATIONS

- 05-23 THE AUDITOR/CONTROLLER-RECORDER APPOINT TWO FULL-TIME STAFF DEDICATED TO IMPLEMENTING THE COUNTY RECORDS MANAGEMENT PROGRAM.
- 05-24 EXPEDITE A DECISION ON A CENTRAL RECORDS RETENTION CENTER.
- 05-25 ACCELERATE IMPLEMENTATION OF THE RECORDS MANAGEMENT SYSTEM IN ALL COUNTY DEPARTMENTS.

COMPLAINTS COMMITTEE



Left to Right: Jim Cook (Chair), Lorena Gragg, Vic Edinburgh,
Bill Brundies, Ron Brooks

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, 2004 to June 15, 2005 the Grand Jury received 17 complaints. One complaint was referred to the Administrative Committee, three were assigned to the Law and Justice Committee and 13 resulted in no action being taken by the Complaints Committee. Each complainant was informed of the action taken on their complaint.

ECONOMIC DEVELOPMENT/PUBLIC SERVICES COMMITTEE



Left to right: Nick Costa, Bill Sommers, Lorena Gragg, Connie O'Brien, Al Alvaro (Chair), Jim Bryant, Betty Azores, Fran Fowler, Lem Leialoha

ECONOMIC DEVELOPMENT/ PUBLIC SERVICES COMMITTEE

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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 departments:

- Agriculture/Weights & Measures
- Airports
- County Fire
- County Library
- County Museum
- Economic and Community Development
- Jobs and Employment Services
- Land Use Services
- Public Works
 - Flood Control
 - Geographic Information Management System
 - Solid Waste Management
 - Surveyor
 - Transportation
- Redevelopment Agency
- Regional Parks
- Registrar of Voters
- Special Districts

The ED/PS Committee established subcommittee teams to review the operation and function of each department. Visitations were made to all departments of the subcommittees responsibilities.

Findings and recommendations from investigations are detailed in this final report for the following departments:

- Airports
- County Fire
- Public Works Department – Flood Control District
- Registrar of Voters

AIRPORTS DEPARTMENT

BACKGROUND

Grand Jurors interviewed the Director of Airports for the six County airports which are located in Apple Valley, Baker, Barstow-Daggett, Chino, Needles and Twentynine Palms. All are general aviation airports. The department has 27 employees: one director with six administrative and fiscal employees and the remainder are maintenance personnel. Funding for the Airports Department comes from user fees, tie-down fees, parking fees, fuel fees and leases. The total operational budget for 2003-2004 totaled \$1.9 million. In addition, Jurors made onsite visits to the Chino and Apple Valley airports to observe first-hand the operations and facilities.

An overview of each of the six airports and the main reasons they are valuable to the County was provided by the Director.

- **Apple Valley Airport** serves the high desert and provides year-round flying services, which include Airport Wings Cafe', tie-downs, hangars, maintenance, charters, rentals and flight training.
- **Baker Airport** is an emergency airfield and a strategic location for flying in parts for broken down trucks. The airport is unattended and offers no services.
- **Barstow-Daggett** is located near the city of Barstow. It was built in 1933 as a CAA beacon site. Besides general aviation, the airport is used by the military for landing and parking of military aircraft. Tie-down services, hangars and fuel are the main sources of revenue.
- **Chino Airport** is the largest airport operated by the Airports Department. The FAA has designated the 1,100-acre facility a Level II control tower operation. FAA has also selected it as a "reliever airport" for Ontario and John Wayne Airports. It has more than 400 leases and houses more than 1,000 aircraft, with 24-hour fuel service, hangars and tie-down services.
- **Needles Airport** is located at the most eastern end of San Bernardino County. The airport offers maintenance, fuel and pilot supplies through its Fixed Base Operator (FBO). It is also a full service airport.
- **Twentynine Palms Airport** is located near Joshua Tree National Park. It provides tie-down, fuel and FBO service.

The airports are able to produce enough income to cover their budget. It is from this account that improvements to the airports are funded. All excess funds are mandated by law to remain with the Airports and become part of their contingency fund.

FINDINGS

The Airports Department is able to generate operating funds, and is frugal in its spending. The maintenance staff does the majority of capital improvements, thereby cutting costs tremendously. The budget is watched very carefully. One "line item" in the budget stands out, and that is insurance premiums. When questioned about the high cost of insurance, it was explained that the airport insurance rates are based upon the square footage of hangars and nose docks, as well as other buildings. The County Risk Management Department calculates the charges using the same formula that is used for all other County facilities, including the County Government Center. The methods used are unequal and unfairly calculated. The replacement cost per square foot for hangars and nose docks is less than the cost to rebuild the Government Center building, yet the insurance rate is the same.

An example is the nose dock at Barstow-Daggett Airport. It is nothing more than a pole barn used to keep aircraft out of the sun while maintenance is being performed. It would cost much less to replace such a structure if destroyed, compared to replacing one of the County executive offices. This inequity must be addressed for two reasons: the budget is totally funded by the airport-generated income, and it is an unfair practice.

RECOMMENDATION

05-26 THE COUNTY RISK MANAGEMENT DEPARTMENT REVIEW THE METHOD CURRENTLY BEING USED TO DETERMINE INSURANCE COSTS TO THE AIRPORTS. ADJUST THE RATE AND CHARGE THE AIRPORT A FAIR PREMIUM BASED ON ACTUAL REPLACEMENT COSTS.

APPLE VALLEY AIRPORT (APV)

Apple Valley Airport is owned by County Service Area 60. CSA 60 provides a tax base for the airport's operations and contributes in excess of \$500,000 annually for capital improvements. CSA 60 is an area approximately the size of the state of Rhode Island and includes the towns of Apple Valley, Adelanto, Hesperia and Victorville as well as portions of the unincorporated desert area. While CSA 60 owns the airport, it is located within the town limits of Apple Valley and is governed by the Board of Supervisors.

Regarding the Town of Apple Valley and its desire to acquire the airport for its own use, it has not been clearly shown that some of the approved economic development is in the best interest of the airport. The transfer of the airport's ownership from the CSA to the Town would create financial burdens for the airport and create major changes in the operations of the airport. It will cause serious employment changes to the current staff because the funding is now done with the CSA 60 funds that will be lost. This also means that the employees would not be able to continue as County employees, thus causing major benefit deficits. There is evidence of great pride in the present "airport team" organization. The on-again/off-again negotiations to acquire the airport only promote instability in the daily lives of the employees and hinder the filling of the vacant airport manager position. This uncertainty has the potential to affect employee morale as well as career status.

There have been some serious flaws in the ability to understand how to develop the properties adjacent to the airport. For example, the Apple Valley Town Council approved a heavy lift helicopter facility just a few miles off the north end of the main runway. This facility is directly in the path of the only FAA approved instrument approach to the airport. The Airports Department was not consulted nor advised or notified when the Council held its meeting to approve the location of this facility.

The airport has two usable runways. The main north-south runway is 6,500 feet in length and can easily handle large corporate jets. The crosswind runway (4,100') runs east-west at the base of the main runway and is primarily used when light aircraft are unable to use the main runway due to high crosswinds. The only instrument approach to the airport is at the north end of the main runway.

The airport has a large amount of recreational and sports aviation activity. The Experimental Aircraft Association (EAA) is very active and has many home-built aircraft based at the airport as well as many "on-site" aircraft being built. Aerobatic flying is a major recreational activity and nearby there is a designated area that is FAA-certified specifically for aerobatics. The area is west of and not a part of the airport.

There are several tenants that are part of the economic development of the airport. One of the major tenants is Midfield Aviation Company (MAC). MAC leases property and in turn provides services to the flying public. MAC also leases/rents hangar space and has tie-down spaces available for rent. MAC does maintenance on aircraft and has a training program to teach flying.

The County leases space to other flying services in competition with Midfield Aviation. The County also has its own portable hangars and tie-downs as well as permanent structures for lease. In addition, the County has full-hangars for lease or rent for executive jets. The County has a fuel island that provides both aviation gas and jet fuel. Aztec Aviation manages the gas sales. The County's operations provide competition for Midfield Aviation.

The north-south runway is in need of a “run up area” to allow aircraft to get off the taxiway as soon as possible. With the increase in business in the surrounding cities, more corporate jets are bringing more company executives to the area. Therefore, an area for the parking of corporate jets is needed, which would allow jet blast to be diverted away from the smaller aircraft parked in the area.

At the present time the County is building a facility that will house CHP offices, helicopters and fixed aircraft hangars. The County Sheriff helicopters will also use this facility.

With regard to plans for further development at the airport, parcels of land were observed adjacent to the ramp area and taxiways that are ideal for new hangars, executive aircraft facilities and potential aircraft maintenance operations. There has been more interest shown lately in APV because of the increased development in the area and congestion at other airports in the San Bernardino Valley. If Rialto Airport closes, APV may benefit from some of its displaced aviation related businesses, activities and tenants.

RECOMMENDATIONS

- 05-27 IMMEDIATELY HIRE AN AIRPORT MANAGER AT APPLE VALLEY AIRPORT RATHER THAN WAITING FOR THE FINAL OUTCOME OF THE TOWN OF APPLE VALLEY’S EFFORTS TO GAIN CONTROL OF THE AIRPORT.
- 05-28 APPLE VALLEY AIRPORT WORK WITH THE FAA AND THE TOWN OF APPLE VALLEY TO RELOCATE THE HEAVY LIFT HELICOPTER FACILITY TO ELIMINATE THE SERIOUS HAZARD IN THE ONLY INSTRUMENT APPROACH TO THE AIRPORT.
- 05-29 IMPROVE COMMUNICATIONS WITH THE TOWN OF APPLE VALLEY AND ITS LAND USE DEPARTMENT IN ORDER TO PREVENT CONSTRUCTION OF HAZARDOUS CONDITIONS AND STRUCTURES IN THE LANDING APPROACH TO THE AIRPORT.
- 05-30 APPLE VALLEY AIRPORT FUND A “RUN-UP AREA” TO THEIR MAIN RUNWAY IN ORDER TO EXPEDITE AIRCRAFT MOVEMENT AND KEEP TAXIWAYS AND RUNWAYS CLEAR.
- 05-31 APPLE VALLEY AIRPORT PROVIDE AN AREA WHERE CORPORATE JETS WOULD BE ABLE TO PARK AND LEAVE WITHOUT CAUSING PROBLEMS DUE TO THEIR “JET BLAST”.

CHINO AIRPORT (CNO)

Chino Airport is owned by San Bernardino County. Its revenue is generated by its leases, rentals, and percentages of sales by some tenants. All income made at the airport is spent on the County Airports system. Any profit goes back into the Airports system and no money is budgeted from the General Fund of San Bernardino County. If the whole process of running the County airports just breaks even, then this is considered a successful support of the transportation system.

Chino Airport was formerly a base run by Cal Aero Academy to train pilots during WWII. It consists of 1,100 acres and is now located within the city limits of Chino. Many of the buildings are World War II vintage, but are serviceable. The airport has more than 400 leases and is home to more than 1,000 aircraft.

There is constant construction at the airport. Tenants sign long-term leases with the County and build hangars and offices to meet their needs. Once the lease is concluded, the building and the property revert to the County. The skills and experience of six maintenance personnel are used to make renovations that meet requirements of new tenants.

The airport houses the "Planes of Fame" and "Yanks Air" museums. Flo's Café is a flourishing business, but has been shut down on occasion due to maintenance and safety problems. The Airports Department collects a percentage of their total business operations.

The Federal Aviation Administration (FAA) has designated the Chino Airport Tower as a Level II FAA facility whose daily operations are from 7:00 a.m. to 9:00 p.m. It is also designated as a "reliever airport" for Orange County's John Wayne Airport. That relieves this commercial airport of having a large amount of general aviation traffic that conflicts with commercial flights. The airport's 7,000-foot runway is able to accommodate the latest aircraft. It is important that Chino Airport operate its facilities with the understanding that the economic development on airport property be related to aviation related industries.

Several executive and corporate hangars are being developed as part of a master-planned operation at Chino Airport. Increasing economic and housing developments have encouraged companies to be highly interested in Chino. As capacity at other LA area airports fills, a greater demand for facilities is expected at Chino Airport. Turboprops and mid-sized jets will fit in its flexible hangars floor plans and one of its runways is sufficient to accommodate jets of any size. Optional features may include bathrooms, crew quarters, loft areas, office space, air conditioning and security. Hangars can be as large as 80'x 120' in size.

The airport is secured by fence around the entire facility. Electronic gates require special access cards and are limited to tenants and official personnel. A new asphalt perimeter road has been completed to eliminate vehicle traffic crossing aircraft "taxi"

and/or landing areas. The Chino Police Department has an office at the airport and provides additional security and service. The Chino Valley Fire Department provides the necessary fire protection and also has a fire station at the airport.

Chino Airport is a busy airport with more than 165,000 annual operations (an operation is a takeoff or landing of an aircraft). To clarify, there were 82,500 aircraft landings and 82,500 take-offs at Chino Airport. The field has instrument approaches and its runway lights remain on even after the tower is shut down at 9:00 p.m.

Corporate leases for housing of corporate jets are increasing due to the economic development within the area, and several housing and commercial contractors are developing the surrounding area. This will attract more businesses to the airport. Long-range plans call for private companies to use the airport as a base of operations for their corporate aircraft. More condo type hangars are anticipated. This will create the potential of significant increases in the number of passengers using the airport facilities. There is no passenger terminal building at this airport. Housing development is expected to increase by more than 40,000 homes within the next 15 to 20 years.

Economic development at Chino Airport is vital to its operations. More important is that these developments be aviation related. At the present time there are more than 395 jobs that have been created by 60 employers on the airport site, of which 46 employers are aviation related. The other 14 employers who lease space at the airport, lease at the will of the airport manager and can be terminated as new aviation tenants become available.

RECOMMENDATIONS

- 05-32 THE AIRPORTS DEPARTMENT REPAIR AND REMODEL FLO'S CAFE' AT CHINO AIRPORT TO CURRENT FOOD SERVICE AND CONSTRUCTION STANDARDS.
- 05-33 CONSTRUCT A TERMINAL AT CHINO AIRPORT TO PROVIDE A SAFE PLACE FOR PASSENGERS TO WAIT AND A BETTER PLACE FOR AIRCRAFT TO PICK-UP AND DE-PLANE PASSENGERS.
- 05-34 THE AIRPORTS DEPARTMENT CONTINUE ECONOMIC DEVELOPMENT AT CHINO AIRPORT BASED UPON AIRCRAFT RELATED BUSINESSES.

COUNTY FIRE DEPARTMENT

BACKGROUND

The County Fire Department (CFD) provides fire suppression and emergency medical/rescue services to County unincorporated areas and contract cities. The Fire Department is a special district fire department. Employees are not County employees but Special District employees. One of the main reasons for the special district structure is to limit the liability to the County of San Bernardino.

The department's responsibility covers 65 communities over 16,225 square miles and consists of 67 fire stations, 35 fire districts, 469 employees, 421 paid-call firefighters, with more than 500 vehicles. The current CFD operating budget is \$86 million. The department is funded by ad valorem property taxes, Federal and State grants, money from Homeland Security, and \$2.6 million from the County General Fund. Fiscal year 2005-2006 funding will be critical as some of the grants will end and are not renegotiable or renewable.

County Fire is divided into four (4) divisions: North Desert, South Desert, Mountain, and Valley Divisions. The North and South Divisions cover vast territory where growth is not occurring, except along the freeway corridors. The cost to provide service is a serious challenge. In addition, nearby cities and adjoining states of Arizona and Nevada are paid to provide needed additional service. Growth in the Valley and Mountain Divisions continues and revenue for fire and emergency service are maintained. Several proposals to consolidate the divisions into one fire district have been reviewed and presented to the Board of Supervisors.

FINDINGS

San Bernardino County is so large that in some areas emergency services are seriously limited. Because fire departments are generally the first to respond to emergencies, two areas of the County are in desperate need of immediate attention: Interstate 15 and Interstate 40.

Due to the long distances and the high traffic volume of these corridors, there is extreme concern about the length of time it takes for medical services to reach accident victims. No other state (in the lower 48 states) has this amount of "uncovered mileage" along Federal and/or state highways.

According to the California Highway Patrol Department (CHP), vehicles traveling on Interstate 15 totaled more than 4,700 per hour and on Interstate 40, 1,500 per hour. As of July 2004 traffic volume has increased, which is directly responsible for nearly 2,100 collisions on Interstate 15 and 300 on Interstate 40 (See Tables 1 & 2). As a result, 2,075

people were injured and 122 people were killed in this two-year period. CHP reports that the first hour after an injury occurs, known as the “golden hour”, is the most critical time. Emergency services on these highways are more than that “golden hour” away.

County Fire Department is always the first called on all emergency problems in the desert. Whether dealing with fire, accidents or other emergencies, these two interstate highways are seriously limited in coverage. Interstate 15 from Baker to the Nevada State line is served by one captain and two paid-call firefighters out of Baker. The County must pay the motel costs for the accommodations of these two firefighters. The equipment is left out in the elements. CFD has a working agreement with a nearby prison to use inmates to help with fire and emergency services. This sometimes can cause serious challenges due to turn-over and emergency “lockdowns”.

Interstate 40 must depend on service out of Barstow, Newberry Springs or Needles. Service is limited due to personnel coverage. Should an emergency occur “halfway” between cities, the response time is at least one hour. Service may come from Essex or Amboy, but it is another one hour south of Interstate 40, and service may be subject to availability.

Previous Grand Juries reviewed and investigated various proposals regarding new emergency services in Baker. It was learned that at the present time the County has property available for the purpose of building an emergency facility. The County must execute an agreement with the Bureau of Land Management (BLM) or will lose the property. The design for the facility has been completed and is ready for bids and construction. The estimated cost to build is \$2 million and operation of the station would be \$1.4 million annually. It currently costs \$700,000 annually to provide this limited emergency service out of Baker.

The Telephone Emergency Notification System (TENS) is the new name for what is known as the “Reverse 9-1-1 System”. The one-year project is in place but there are several concerns that relate to design of the system. The telephone “grids” have been set up but when the call is made to a specific “grid” the coverage may not be sufficient. And, should additional “grids” be called, the total area may not be in jeopardy, causing unnecessary notifications and/or evacuations. The “grids” are based upon local telephone company systems, therefore, making changes to the “grids” difficult and costly. TENS calls will be used only in extreme emergencies when evacuations may be required.

The system may be operational, but the funding presents a major problem. Using taxpayer dollars to provide a system to a particular area has some challenges. In addition to the operational cost, the County is charged \$.25 cents for each completed call.

The County Fire Department currently shares its Communications Center at the Rialto Airport with the County Sheriff’s Department and the Emergency 9-1-1 System. The temporary center has been home for many years. The facilities are old and cannot accommodate modern and new equipment. The increasing growth and development in the County causes these facilities severe challenges. The decentralization of this facility is

another major challenge. At the present time the Communications Center, administration and the training center are located at three separate locations. Communications is located at Rialto Airport, Administration in downtown San Bernardino, and training at the San Bernardino International Airport (SBIA) facilities.

RECOMMENDATIONS

- 05-35 THE COUNTY IMMEDIATELY CONSTRUCT AND STAFF A FIRE FACILITY IN BAKER.
- 05-36 THE COUNTY CONSTRUCT AND STAFF A FIRE/RESCUE FACILITY MID-WAY BETWEEN NEWBERRY SPRINGS AND NEEDLES.
- 05-37 A SURTAX BE INITIATED WITHIN THE TELEPHONE EMERGENCY NOTIFICATION SYSTEM (TENS) AREA.
- 05-38 IMMEDIATELY DEVELOP AND IMPLEMENT PLANS TO RELOCATE THE COUNTY FIRE DEPARTMENT COMMUNICATIONS CENTER TO SAN BERNARDINO INTERNATIONAL AIRPORT.

Provided by Department of California Highway Patrol

Table 1

Traffic Collisions - Interstate 15
North Barstow to Nevada State Line
7-1-2002 to 7-1-2004

Beat	Total T/C	Reportable T/C	Fatal T/C	Killed #	Injury T/C	Injury #	PDO T/C	DUI/PCF
72	174	72	5	9	67	138	102	13
73	324	158	15	18	143	298	166	23
74	347	172	18	25	154	347	175	25
75	715	237	16	21	221	574	478	27
76	242	106	10	12	96	199	136	21
77	290	129	13	16	116	267	161	10
	2092	874	77	101	797	1823	1218	119

Table 2

Traffic Collisions - Interstate 40
I15 Split - MPH
7-1-2002 to 7-1-2004

Beat	Total T/C	Reportable T/C	Fatal T/C	Killed #	Injury T/C	Injury #	PDO T/C	DUI/PCF
41	27	10	3	4	7	15	17	2
43	102	50	7	10	43	81	52	1
45	56	28	2	2	26	42	28	2
47	123	62	5	5	27	114	61	6
	308	150	17	21	103	252	158	11

DEPARTMENT OF PUBLIC WORKS FLOOD CONTROL

BACKGROUND

The Department of Public Works was established in the year 2000 during a Board of Supervisors restructuring of the County's organization. The functions of the department include: Flood Control and related services; maintaining roads and administration of special transportation projects in the unincorporated areas of the County; Surveyor functions; oversight for management and operation of the County's Solid Waste System; maintaining Regional Parks and provide recreational activities for the public.

This year has been the second wettest year in the history of record keeping in the Inland Empire. By the end of the rainy season the County will likely have reached record rainfall. The Department of Public Works' Flood Control and Transportation Divisions have been in the spotlight of County activity throughout the year dealing with flooding, mudslides and road deterioration.

FINDINGS

The Grand Jury reviewed in detail with the Public Works Director, all aspects of the Flood Control operations and found that the necessary organizational structure, policies and procedures are in place to deal with emergency operations as they arise.

One area in which the department could be more effective is in the disseminating of relevant information to the public in a timely manner. There is no dedicated public information officer for the Public Works Department or the Economic Development /Public Services Group. During the recent storms the department had to rely solely on the CAO's Public Information Officer to act as media spokesperson for emergency events, closures and contingency plan activation. The use of a dedicated public information officer or media spokesperson who is experienced in all public services functions, would allow the department to be proactive, rather than reactive, in the case of emergency operations.

A second area of concern deals with the timely repair of Institution Road. Institution Road is the only artery connecting the County's Glen Helen Rehabilitation Center (GHRC) with the outside world. A major portion of the road belongs to the City of San Bernardino. During major rainstorms which cause flooding, the road becomes impassable to normal vehicles and isolates GHRC. Options are the use of heavy military-type trucks and Humvees, but their use is limited by the depth and speed of the current. The Sheriff has resorted to the use of his patrol and rescue helicopters to provide routine transportation of staff during periods of road closure. Road closure also prevents the entrance of emergency fire and paramedic vehicles.

Since June 2004, Institution Road has been closed to traffic 16 times. Of this number, Sheriff's helicopters were used approximately ten of those days to shuttle essential personnel into and out of the facility. Each day multiple trips were required, primarily at 7:00 a.m. and 7:00 p.m. The use of the Sheriff's Aviation Division to shuttle County staff is quite costly, depending on the number of sorties flown and duration of use. Another concern is the danger of flying County personnel during inclement weather. While this is a contingency operation using existing assets and ingenuity, the frequency with which this has occurred in the past year is cause for concern.

The Department of Public Works has prepared and submitted a grant application to the Federal Emergency Management Agency (FEMA) to improve Institution Road into an all-weather access road. The \$3 million request for a "pre-disaster mitigation grant" is competitive with other applications nationwide. There is no guarantee of approval.

RECOMMENDATIONS

- 05-39 CREATE A PUBLIC SERVICES/ECONOMIC DEVELOPMENT GROUP
PUBLIC INFORMATION OFFICER POSITION TO DEAL DIRECTLY AND
KNOWLEDGEABLY WITH THE PUBLIC AND MEDIA ON ALL GROUP
ISSUES.

- 05-40 PURSUE WITH THE CITY OF SAN BERNARDINO JOINT RESOLUTION
OF THE PROBLEM WITH INSTITUTION ROAD.

REGISTRAR OF VOTERS

BACKGROUND

The Registrar of Voters (ROV) is under the jurisdiction of the California Secretary of State and the County Board of Supervisors. The ROV is responsible to conduct voter registration and voting processes with the highest level of professional election standards, accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

In 2003 San Bernardino County complied with Federal and State mandates and ordered 4,000 optical touch-screen voting units and related equipment, software, technical and professional services from Sequoia Voting System. The County also hired a Registrar of Voters (ROV) who had previous experience in using the touch-screen voting equipment manufactured by Sequoia Voting Systems.

The new equipment was first used in January 2004 in a recall election in the City of Highland. The election produced results that showed the touch-screen voting equipment was accurate and voter and poll-worker friendly. The Primary Election of March 2, 2004 was the first large-scale use of the equipment. In that election the ROV programmed the equipment for over 20,000 ballot variations in 818 precincts at 408 polling places located in over 20,000 square miles of San Bernardino County. As a result, there were a few minor problems encountered, but they were identified and plans were implemented to correct the problems.

There were more than 4,000 test ballots run without the loss of one single vote. The machines went through a rigorous test and passed the pre-Election Day safeguards. Each machine was sealed with two serial-numbered seals. If the two seals don't match, then the machines cannot start up and are taken out of service. The "on and off" switch can only be used once; therefore, no pre-use of the machine is possible. When the machine is ready for use an installation program is used to validate the "zero votes" count. Most important is that all machines are "stand alone" equipment, which means that it is impossible for "hackers" to gain access to the machines at any time.

Problems prior to the Election Day concerned the Grand Jury and resulted in an investigation of the ROV. There were errors in printing, problems mailing ballots, and difficulty to register to vote. In addition, the party affiliation of some candidates was missing on the absentee ballots. The ROV failed to take competitive bids on the printing of the ballots. There were concerns when the ROV/Director announced in October that he would be leaving after the elections were completed. After the elections, there were serious allegations that the ROV seemingly had a difficult time handling the voting process. There were also claims of disorganization, inappropriate planning and improper training of poll workers. The ROV/Director also blamed the "seniors" for the problem, which triggered the firing of the ROV by the County Administrative Officer.

The 2004 General Election attracted more than 175,000 new voters in San Bernardino County. In the summer of 2004 there were 690,000 registered voters, of which 110,000 voted absentee ballot. Anticipating a large turnout, the electronic machines underwent a severe test, which resulted in a successful test run one week prior to the elections.

The comparison between San Bernardino County and all counties with 500,000 or more registered voters is done to show the percentage of actual voters responding to the Registrar of Voters call to vote. (See Table I)

FINDINGS

The San Bernardino County Registrar of Voters recruited more than 4,600 volunteers. Approximately 2,600 poll workers were 65 years of age or older, 1,400 under 65 years, and over 600 high school students. Volunteers must be at least 18 years of age and a registered voter in San Bernardino County. They must read and write English and be able to work on Election Day from 6:00 a.m. until all duties are completed. They must also have transportation to the polling place.

The County provides “rovers” and “assistants” that have equipment and additional supplies and provisional ballots. They are also trained in solving any problems that might occur. They have knowledge on equipment setups and process. They also have immediate access to the Registrar of Voters should a need arise.

All poll workers are considered “volunteers” and everyone must go through training classes each year. Training is mandatory and includes classes on policies and procedures, poll organization and voter processing. A special mandatory session is held for inspectors and assistants (sometimes called rovers). In an attempt to locate poll workers, a serious effort is made by the ROV to contact civic organizations, the League of Women Voters, Partners in Democracy, the political parties, senior citizen groups, and the Student Poll Worker Program. Sometimes members of the Grand Jury are called, as well as city clerks.

There are several programs that have been implemented in some counties in order to increase the recruitment of volunteers. Some counties are participating in a new “adopt a poll” program whereby private corporations make their businesses available as a poll location and provide their employees as poll workers.

Recently, a major push in some counties has required Spanish-speaking poll workers to be available. Generally this is not a problem because Federal law requires ballots in Spanish to be available.

The County participates in a Student Poll worker Program (SPP). State law (Election Code Section 12302b) allows high school seniors to serve as “Student Poll workers” on Election Day. The SPP began in 1998 and is a great way to introduce young

people to democracy in action and at the same time provide a valuable community service. To this date, there have been over 3,090 students from 30 different schools in the County who served on Election Day. Students serve as regular members of a precinct board on Election Day and receive the \$75 poll worker stipend. They must be high school seniors with a grade point average of 2.5, a U.S. citizen and at least 16 years of age. Any high school in San Bernardino County for which school district approval has been obtained can participate in the program.

Students bring new energy and enthusiasm to the precinct. They are in “learning mode” so they easily pick up complex election procedures covered in training. They are “tech savvy” to the County’s transition to touch-screen voting. For the students, they earn community service points toward graduation and earn extra credit in class. Thirty (30) high schools currently are participating in SSP.

A voter may vote a provisional ballot at the polls for one of the following reasons:

1. The voter’s name is not on the official roster of voters and the voting official cannot verify eligibility.
2. A voter has moved within the County, but did not re-register to vote.
3. Records indicate that the voter requested an absentee ballot and the voter fails to turn in the absentee ballot at the polls.
4. The voter is a first time Federal Election voter in the County and was unable to provide the required proof of identification.

The ROV will count all provisional ballots prior to the declaration of the final and official count of the election. Each polling place in the County had provisional ballots for immediate use. It was reported that various polling places experienced long lines and slow voting due to the large number of voters requiring a provisional ballot. Some voters were at the wrong polling places and were unable to locate their official polling places because of changes of policies by the ROV. Precinct maps were not available at polling places.

A large number of new registrations came in at the end of October and keying them into the system was not a priority of the ROV. Over 20,000 new registrations had not been keyed into the system by Election Day. The ROV determined that those voters not registered could go to the polls and vote using the provisional ballot. As a result, each provisional ballot had to be individually opened by hand and researched for authenticity. Checks had to be made on each ballot for duplications of registration, correct address and whether or not the ballot was correctly filled out. Signatures had to be verified and precinct numbers had to be placed on the ballots, which was time consuming.

In the 2004 elections there were 44,888 provisional ballots compared to the normal 10,000 ballots. This was due to the priority set by the ROV. Because of the large number of ballots, additional staff was required to process the ballots.

Each polling place had only one voter list available, which caused long lines. Voters were unable to determine whether their names appeared on the list without waiting in line to do so. When it was learned that they were at the wrong precinct they were then required to find their actual precinct. The poll workers did not have maps to help the voters locate their proper voting place, or they had to stand in the provisional ballot line to vote.

RECOMMENDATIONS

- 05-41 THE REGISTRAR OF VOTERS DEVELOP A "SPEAKERS BUREAU" TO INFORM COMMUNITY SERVICE GROUPS OF THE VOTING PROCESS AND TO SOLICIT VOLUNTEERS FOR POLL WORKERS.
- 05-42 ESTABLISH A PART-TIME POSITION FOR A RECRUITER OF POLL WORKERS WHOSE RESPONSIBILITY WOULD BE TO RECRUIT POLL WORKERS/VOLUNTEERS.
- 05-43 INSTITUTE AN "ADOPT A POLL" PROGRAM WHERE CORPORATIONS DONATE THEIR EMPLOYEES AND FACILITIES, AND THE MONEY EARNED BY THE POLL WORKERS IS DONATED TO A CHARITY OF THEIR CHOICE.
- 05-44 REVIEW THE VARIOUS INCENTIVES USED IN OTHER COUNTIES TO RECRUIT POLL WORKERS AND OTHER VOLUNTEERS AND ADOPT THOSE APPLICABLE TO SAN BERNARDINO COUNTY.
- 05-45 DEVELOP AN INCENTIVE PROGRAM FOR TEACHERS WHO WOULD ORGANIZE GROUPS OF STUDENTS IN THEIR SENIOR GOVERNMENT CLASSES TO PARTICIPATE IN THE ELECTION PROCESS.
- 05-46 THE REGISTRAR OF VOTERS WORK WITH SCHOOL DISTRICTS TO CONSIDER PLANS TO PROVIDE EXTRA CREDIT FOR ANY STUDENT THAT PARTICIPATES IN THE ELECTION PROCESS.
- 05-47 ESTABLISH AWARDS FOR SCHOOLS WITH THE MOST STUDENTS PARTICIPATING IN THE ELECTION PROCESS.
- 05-48 DEVELOP AN INCENTIVE PROGRAM TO RECRUIT STUDENTS WHO SPEAK SPANISH.
- 05-49 HIRE ADDITIONAL STAFF TO PROCESS THE REGISTRATION APPLICATIONS PRIOR TO THE ELECTIONS. THIS WILL REDUCE THE NUMBER OF PROVISIONAL BALLOTS THAT MUST BE COUNTED MANUALLY AND THUS SPEED UP THE PROCESS.

- 05-50 REINSTATE PRECINCT MAPS AT EVERY POLLING PLACE.
- 05-51 THE REGISTRAR OF VOTERS PROVIDE AN EXTRA REGISTRATION LIST THAT CAN BE POSTED AT EACH POLLING PLACE SO THAT THE VOTERS CAN DETERMINE IF THEY ARE AT THE CORRECT PRECINCT INSTEAD OF WAITING IN LINE AND FINDING OUT THAT THEY ARE NOT REGISTERED AND MUST THEN GO AND STAND IN THE PROVISIONAL BALLOT LINE.

COMMENDATION

IN LIGHT OF ALL OF THE DIFFICULTIES, PUBLICITY AND PRESSURES, THE 2004-2005 GRAND JURY COMMENDS THE INTERIM REGISTRAR OF VOTERS FOR HER ABILITY TO COUNT THE 44,888 PROVISIONAL BALLOTS BY HAND, REORGANIZE THE REGISTRAR OF VOTERS, AND CERTIFY THE NOVEMBER 2004 ELECTION.

Table I
Comparison of San Bernardino County to Large California Counties
Registered Voters vs. Actual Voters

Counties	Registered Voters	Actual Voters	Percentage Registered Voters
Contra Costa	504,505	418,335	82.92%
Los Angeles	3,972,738	3,085,582	77.67%
Alameda	742,258	567,915	76.51%
San Diego	1,513,300	1,145,035	75.66%
San Francisco	486,822	361,822	74.32%
Sacramento	650,701	482,012	74.08%
Orange	1,495,824	1,094,405	73.16%
Riverside	769,328	562,498	73.12%
San Bernardino	727,138	528,387	72.67%
Fresno	352,197	249,905	70.96%
Santa Clara	865,271	610,145	70.51%

HEALTH AND HUMAN SERVICES COMMITTEE



Left to Right: Connie O'Brien, Jean Davis, Vic Edinburgh, Al Alvaro, Ron Brooks, Karen Page (Chair), Bill Sommers, Betty Azores

HEALTH AND HUMAN SERVICES COMMITTEE

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Performance, Education and Resource Center. page 55

Public Health Department

 Animal Care and Control page 57

 Vector Control page 63

Transitional Assistance Department page 66

Veterans Affairs Department page 68

HEALTH AND HUMAN SERVICES COMMITTEE

The Health and Human Services Committee was given the responsibility of investigating all departments within the Human Services System, as well as the Arrowhead Regional Medical Center and the Departments of Behavioral Health and Public Health. These various departments incorporate a large portion of the County's services and employees.

Due to the extent of the workload of some of these departments, the committee selected the following specific areas for its review and research:

- Arrowhead Regional Medical Center
 - Facility Security Assessment
- Department of Behavioral Health
- Department of Public Health
 - Division of Environmental Health Services
 - Animal Care and Control
 - Vector Control
- Performance, Education and Resource Center (PERC)
- Transitional Assistance Department (TAD)
- Veterans Affairs

While conducting investigations, the committee encountered department heads and staff who were professional and cooperative.

The Health and Human Services Committee submits the following findings and recommendations.

ARROWHEAD REGIONAL MEDICAL CENTER Facility Security Assessment

BACKGROUND

The San Bernardino County Arrowhead Regional Medical Center (ARMC) is a state-of-the-art medical facility located in the city of Colton, California. This medical facility offers a full range of services including emergency, primary and specialty care. ARMC's Regional Burn Center is only one of a few such facilities.

During a tour of the facility the Grand Jury noted some security deficiencies, which prompted a second tour of the hospital, conducted on October 28, 2004, with security as the Jury's focus.

FINDINGS

The security force at ARMC is comprised of County employees and outside contracted personnel. Security personnel working outdoors and within the Behavioral Health Department are employed by AKAL, a contract company. Inside personnel are County employees.

At the time of the Grand Jury's visit, the 11:00 p.m. shift had six inside (County) employees in the main building. There are 10 outside (AKAL employees), with five fixed posts in the Behavioral Health Unit. Two of the inside guards are at fixed posts, leaving four personnel to cover the entire building.

The County Human Resources Department provides initial background checks, with the Sheriff's Department doing follow-up checks for the County employees.

Security personnel have no personal defense equipment such as Mace ©, pepper spray or impact weapons, such as batons. Thirteen (13) inside personnel have handcuffs. All personnel take a four-hour handcuff class. No personnel are trained in the use of personal defense items, personal relations or "Verbal Judo".

Personnel employed as security guards fall under Penal Code §830.7 which confers powers of arrest to certain people (see Exhibit 1). The Penal Code mandates the completion of POST training (Peace Officer Standards and Training, P.C. 832) in order to exercise the powers of arrest (see Exhibit 2). ARMC doesn't require these persons to successfully complete the course as described in the Code. Supervisory personnel estimated that five people, of all the persons working security, have completed the PC 832 course.

Six ARMC security officers and eight AKAL officers have International Association of Hospital Safety & Security (IAHSS) training, a self-paced class for healthcare workers. No workers have been trained in the handling of work-place violence, except for supervisors, where it is mandatory. Security supervision was unaware of the mandated training of employees as per the San Bernardino Illness/Injury Prevention Program, Policy #09-07, dated July, 1991.

No supervisory personnel have any law enforcement experience, nor have they completed any course work in law and justice or law and justice supervisory training. None has ever held a police supervisory position at either the field or command level. Only one of the security officers has any former law enforcement experience, and one officer, upon whom supervision relies for guidance, has former experience from a Las Vegas casino. Workers receive in-service training from the police or Sheriff only on an "as needed" basis.

Security personnel regularly patrol the parking lots. There is a program in place for female employees and clients to be escorted to their vehicles anytime such an escort is requested. Since the Security Department has received no complaints, their opinion is that parking lot lighting is adequate. Employee parking is now segregated from public parking by fencing. This has resulted in a reduction of auto thefts and vehicle burglaries.

The ARMC main door, Emergency Room doors and side doors have card-key access. There are no x-ray machines, nor are there plans for the installation of x-ray machines, at the entrances to the facility. There is no way to screen for explosive or biological weapons or devices. As of December 15, 2004 metal detectors were purchased for the three main entrances, but were not yet in use.

Other than by telephone, the security personnel have no way to talk to responding police or fire services in the event they should need to direct the responding units to an area or away from a dangerous area. Even though the County has a very good 800 MHz trunked radio system that fire, Sheriff, city police, Roads and Animal Control personnel utilize, ARMC does not use it. ARMC has an old VHF system that is entirely in-house. The Jury was told that, when necessary, they will borrow a scanner from the Colton Police Department, but none is assigned to the facility. ARMC has received a quote from County Communications for a Request for Purchase of an 800 MHz trunked radio system to replace the Nextel system currently in use.

Telephone threats are sent in sequence to Security, communications, administration and finally to the police. No taping of calls is done and potential evidence is, thus, lost.

The Security Department has a small, cramped room dedicated to its use. Camera system monitors are stacked in two vertical rows five monitors high, making the view of the upper monitors' difficult and uncomfortable if watched for a long time. The monitors are poor quality black and white units with small screens. There was no person dedicated to monitor the camera system on the day of the Jury's visit. The system work-desk personnel

use is oriented 90 degrees to the stack of monitors and requires the viewer to turn away from other duties to watch the monitors.

The facility has 97 cameras connected to 10 monitors. Some images were on screen for only three seconds. Three of the cameras are fixed and, as such, cannot be panned, tilted or zoomed. The cameras are black and white and produce a poor quality analog image. License plate numbers could not be read and on some of the images seen, gender and race were not reliably shown due to “fuzzy” pictures. The zoom abilities were deficient and distant parts of the parking areas were not well covered.

The camera system has a digital back-up. If an incident occurs and the personnel don't see it during the three seconds it is on screen, the investigating personnel have 60 days to use the saved data, providing it can be seen satisfactorily, and then it is erased.

Loss prevention does not appear to be an overriding facet of the operation, because thefts are usually not discovered until there is an inventory audit. The marginal cameras are relied upon, and employee access card data is preserved for eight months. Housekeeping supplies and linens can be carried out and are not discovered until an inventory audit is completed. No pro-active effort at deterring employee or client theft was noted.

There are two poorly placed call boxes in the public parking lot for use by patrons of the facility. There are no lights or flags to advise of their location and responding outside personnel such as fire or police, cannot see the locations as they arrive at the hospital. ARMC has begun evaluating the need for and gathering information on a possible replacement of emergency intercom boxes equipped with tall masted flashing blue lights and more identifiable markings.

Overgrown landscaping tends to block portions of the facility from security cameras and personnel view. Groundskeepers were instructed to trim back shrubs and trees that were blocking cameras.

There are no portable defibrillators on the campus. There are none on the scooters the personnel use, and there are no requirements for security personnel to be trained on the devices. All security personnel are trained in CPR and must carry their certification cards at all times. Training updates are mandatory every two years.

Since the hospital operates an emergency room, gang members who are victims of violence are often brought into the facility. Frequently, members of rival gangs are brought in at the same time and violent confrontations are possible. Security is notified if such people are brought into the Emergency Room; this is called a “Heightened Alert Status”. A security guard is always located in the ambulance bay and the Emergency Room lobby. Other guards will respond to increase the visibility of the security force. The guards carry only handcuffs.

In the event persons must be segregated because of the potential for violence, there are two waiting rooms with posted security. If any sign of trouble emerges, the visitors causing the disturbance are escorted from the building or arrested. These arresting security personnel have no personal protection as they escort the visitors from the area or make an arrest, and are equipped with nothing but handcuffs.

The security force has received no information about Homeland Security, but indicated that it has a good relationship with the Sheriff's Office of County Safety and Security. In 2001, the Sheriff's Office prepared a very complete and detailed assessment regarding the facility which was submitted to the hospital in March, 2002. ARMC Security supervision had never seen the report, which identified serious needs and recommended changes.

Signs for emergency evacuation are posted at elevators and stairwells and are written in the English language only. There are two mandated evacuation drills per year. An actual evacuation was conducted in 2004 when a suspicious package was found. Each department designates certain personnel to act as floor wardens on each floor.

After 8:00 p.m. closing time, Security personnel check all areas of the hospital to ensure that all visitors have left the premises. Visitors with special permission to remain are issued an aqua-colored wrist band. The color is not changed from day-to-day and the bands are not collected when the visit is terminated. Security officers are taught the proper way to apply the wrist band so that after removal they are no longer usable.

When evacuation is necessary, nurses will decide when to move the non-ambulatory patients, depending upon the risks and nature of the patient's condition.

The facility has a very extensive infection control policy. The hospital has a storage area outside the Emergency Room that has all of the needed equipment. They can protect about 20 persons with Haz-Mat suits. There is also a tent, masks and other needed supplies. There is no dedicated full contagion room, but there is a room with filtered air (both in and out).

Six of the Security personnel have hazardous materials training. Tech II personnel are Haz-Mat trained. There have been talks in the past about the possibility of training all Security personnel. EVS and Facilities personnel are trained as Haz-Mat first responders. There is no written preparedness plan as it pertains to bio-terrorist threats and there is no coordination with other County agencies for bio-terrorism threats or planning.

The ARMC Bio-Terrorism policy deals with the procedures outlined to deal with cases presented to the facility, how and whom to cooperate with, and identifying the terrorist event. The policy doesn't address what to do when the hospital itself is the targeted victim and how to defend against an attack.

The facility draws its domestic water from its own water well. Currently the well water is contaminated with perchlorates. Temporarily, the hospital is using the City of Colton's water supply. Special filters will soon be used to eliminate the perchlorate from the well water so that the in-house system can be used. At present, the ARMC has no back-up for the water system. After the well becomes serviceable again, in six months to a year, the City of Colton system will become the back-up system.

The ARMC water well is located in the facility parking lot. The only protection offered for the well is a chain link fence. There are no cameras or alarms to monitor the safety of the well. Per a Sheriff's report requested by the Jury, it was learned that the well is only tested once a week for bacteria and not for intentionally inserted contaminants. If a contaminant were to be injected into the water system by a bio-terrorist, it wouldn't be known for a week, and then only if the test just happened to reveal the specific contaminant put in place.

The hospital has a generator back-up for its electrical system. There are seven diesel powered generators. If there should be a generator failure, a company is standing by to deliver portable large scale generators. There would be some delay until the generators arrive on campus. There are no alarms or cameras mounted to survey the generator doors, they are just locked. The only personnel with access to the generators are Facilities Management. The generator fuel system is checked for algae contamination annually.

The parking lot has no visible guard shanties. There is no portable guard tower that could be moved about the parking lot area. ARMC has undertaken a study as to the cost and feasibility of placing such a security device on the premises.

The hospital would be an important part of the care and treatment of terrorist victims and is, therefore, an important terrorist target itself. The main entrance is very vulnerable to an invasive terrorist attack. The front of the building has large planters weighing about 1,000 pounds placed in front of the main entrance. A large auto or rental truck could easily push these devices out of the way and allow for vehicular entrance through the door. An on-board explosive device would extract a heavy toll at this point.

RECOMMENDATIONS

- 05-52 ARMC SECURITY PERSONNEL RECEIVE PROPER TRAINING IN ARREST AND SEARCH AND SEIZURE, AND BE ISSUED AND RECEIVE TRAINING IN THE USE OF PERSONAL DEFENSE ITEMS.
- 05-53 THE ARMC HEAD OF SECURITY HAVE LAW ENFORCEMENT SUPERVISORY EXPERIENCE AT THE DIVISION LEVEL (LIEUTENANT), AND SUPERVISORS IN FIELD OPERATIONS WILL HAVE EXPERIENCE IN POLICE SUPERVISION AT THE SHIFT LEVEL (SERGEANT).

- 05-54 ALL ARMC PERSONNEL RECEIVE CONTINUING EDUCATION IN ALL ASPECTS OF SECURITY RESPONSIBILITY INCLUDING ADVANCED FIRST-AID, IN ADDITION TO COMPLYING WITH THE COUNTY MANDATED TRAINING AS PER POLICY NO. 09-07 DATED JULY, 1991, ILLNESS/INJURY PREVENTION PROGRAM.
- 05-55 CONDUCT STUDIES OF THE EFFICIENCY OF THE ARMC PARKING AREA LIGHTING. DO NOT WAIT UNTIL THERE IS A COMPLAINT, AS IS CURRENT POLICY.
- 05-56 METAL DETECTORS SHOULD BE INSTALLED AND USED ANYWHERE THE PUBLIC CAN GAIN ENTRANCE TO THE ARROWHEAD REGIONAL MEDICAL CENTER.
- 05-57 MAKE SURE THE LIGHTING SYSTEM IS ADEQUATE TO ENSURE THAT THE SECURITY CAMERA SYSTEM CAN PROPERLY COVER ALL OF THE ARMC PARKING AREAS.
- 05-58 THE 800 MHZ RADIO SYSTEM CURRENTLY IN PLACE THROUGHOUT THE REST OF THE COUNTY BE IMMEDIATELY PLACED INTO SERVICE AT ARMC.
- 05-59 INSTITUTE A PRO-ACTIVE LOSS PREVENTION PROGRAM THAT DOES NOT SIMPLY RELY UPON REGULARLY SCHEDULED INVENTORIES OF ARMC PROPERTY.
- 05-60 REPLACE THE CALL BOXES CURRENTLY IN USE AT ARMC WITH MORE UNITS EQUIPPED WITH TALL MAST-MOUNTED LIGHTS, PLACING THEM THROUGHOUT THE CAMPUS. THESE CALL BOXES SHOULD BE EASILY IDENTIFIABLE.
- 05-61 PLACE PORTABLE HEART DEFIBRILLATORS THROUGHOUT THE ARMC CAMPUS, OR AT LEAST MOUNT THEM ON THE SECURITY PATROL CARTS. TRAIN SECURITY PERSONNEL IN THE PROPER USE OF THESE DEVICES.
- 05-62 SECURITY PERSONNEL ASSIGNED TO DETER GANG VIOLENCE IN THE EMERGENCY ROOM OR OTHER PLACES AT ARMC BE PROPERLY TRAINED AND EQUIPPED IN PERSONAL DEFENSE AND IN THE HANDLING OF DIFFICULT PEOPLE.
- 05-63 ARMC ADMINISTRATION IMMEDIATELY EXAMINE AND ADOPT THE RECOMMENDATIONS CONTAINED IN THE SHERIFF'S FACILITY SECURITY ASSESSMENT DATED MARCH 18, 2002.

- 05-64 POST EMERGENCY EVACUATION SIGNS AT ARMC IN OTHER LANGUAGES BESIDES ENGLISH.
- 05-65 CHANGE THE COLOR-CODED WRIST BANDS USED BY VISITORS AT ARMD WHO NEED TO BE ON CAMPUS AT OTHER THAN REGULAR BUSINESS HOURS TO A DIFFERENT COLOR EACH DAY, AND CONFISCATE THE BANDS AS THE VISITOR LEAVES THE FACILITY SO AS TO DETER IMPROPER OR UNAUTHORIZED USE.
- 05-66 SUFFICIENT NUMBERS OF HAZ-MAT SUITS AND PROTECTIVE GEAR SHOULD BE IN PLACE FOR BOTH SECURITY AND MEDICAL PERSONNEL AT ARMC.
- 05-67 A FULLY DEDICATED CONTAGION ROOM CAPABLE OF CARING FOR MORE THAN A SMALL NUMBER OF PERSONS BE PLACED INTO SERVICE.
- 05-68 EXPAND HAZ-MAT TRAINING FOR ARMC SECURITY PERSONNEL FROM THE PRESENT SIX EMPLOYEES TO ALL SECURITY PERSONNEL, WITH CONTINUOUS UPDATES.
- 05-69 SINCE ARMC PRESENTLY HAS NO BACK-UP FOR ITS DOMESTIC WATER SYSTEM, A PLAN TO SAFELY TRUCK NEEDED ADEQUATE SUPPLIES OF WATER TO THE FACILITY BE IMPLEMENTED FOR THOSE TIMES WHEN THE WATER DELIVERY SYSTEM CURRENTLY IN USE IS INTERFERED WITH.
- 05-70 TEST ARMC'S DOMESTIC WATER WELLS FOR MORE THAN JUST NORMAL BACTERIAL INFESTATION.
- 05-71 THE WATER WELL SERVING THE ARMC FACILITY BE HARDENED AGAINST TERRORIST ATTACK BEYOND THE CURRENT CHAIN LINK FENCE, AND THE SYSTEM IS ALSO TO BE PROTECTED AGAINST ATTEMPTS TO INTRODUCE CONTAMINANTS INTO THE WATER SYSTEM.
- 05-72 THE HOSPITAL GENERATOR SYSTEM SHOULD BE HARDENED AGAINST ANY INTRUSION. ACCESS TO THE GENERATOR SYSTEM SHOULD BE AVAILABLE TO FIRE SERVICES.
- 05-73 VISIBLE GUARD SHANTIES BE PLACED THROUGHOUT THE PARKING LOT AT ARMC TO CONVEY A GOOD SENSE OF SECURITY.
- 05-74 REINFORCE PRESENT DECORATIVE PLANTERS AT THE MAIN ARMC ENTRANCE, OR REPLACE WITH SOLIDLY PLACED BOLLARDS.

Exhibit 1

PC § 830.7 Non-Peace Officer with Power of Arrest

The following persons are not peace officers but may exercise the powers of arrest of a peace officer as specified in Section 836 during the course and within the scope of their employment, if they successfully complete a course in the exercise of those powers pursuant to Section 832:

- (a) Persons designated by a cemetery authority pursuant to Section 8325 of the Health and Safety Code.
- (b) Persons regularly employed as security officers for independent institutions of higher education, recognized under subdivision (b) of Section 66010 of the Education Code, if the institution has concluded a memorandum of understanding, permitting the exercise of that authority, with the sheriff or the chief of police within whose jurisdiction the institution lies.
- (c) Persons regularly employed as security officers for health facilities, as defined in Section 1250 of the Health and Safety Code, that are owned and operated by cities, counties, and cities and counties, if the facility has concluded a memorandum of understanding, permitting the exercise of that authority, with the sheriff or the chief of police within whose jurisdiction the facility lies.
- (d) Employees or classes of employees of the California Department of Forestry and Fire Protection designated by the Director of Forestry and Fire Protection, provided that the primary duty of the employee shall be the enforcement of the law as that duty is set forth in Section 4156 of the Public Resources Code.
- (e) Persons regularly employed as inspectors, supervisors, or security officers for transit districts, as defined in Section 99213 of the Public Utilities Code, if the district has concluded a memorandum of understanding permitting the exercise of that authority, with, as applicable, the sheriff, the chief of police, or the Department of the California Highway Patrol within whose jurisdiction the district lies. For the purposes of this subdivision, the exercise of peace officer authority may include the authority to remove a vehicle from a railroad right-of-way as set forth in Section 22656 of the Vehicle Code.
- (f) Non-peace officers regularly employed as county parole officers pursuant to Section 3089.
- (g) Persons appointed by the Executive Director of the California Science Center pursuant to Section 4108 of the Food and Agricultural Code.
- (h) Persons regularly employed as investigators by the Department of Transportation for the City of Los Angeles and designated by local ordinance as public officers, to the extent necessary to enforce laws related to public transportation, and authorized by a memorandum of understanding with the chief of police, permitting the exercise of that authority. For the purposes of this subdivision, “investigator” means an employee defined in Section 35075.61 of the Government Code authorized by local ordinance to enforce laws related to public transportation. Transportation investigators authorized by this section shall not be deemed “peace officers” for purposes of Sections 241 and 243.

Exhibit 2**PC§ 832. POST Training**

(a) Every person described in this chapter as a peace officer shall satisfactorily complete an introductory course of training prescribed by the Commission on Peace Officer Standards and Training. On or after July 1, 1989, satisfactory completion of the course shall be demonstrated by passage of an appropriate examination developed or approved by the commission. Training in the carrying and use of firearms shall not be required of any peace officer whose employing agency prohibits the use of firearms.

(b) (1) Every peace officer described in this chapter, prior to the exercise of the powers of a peace officer, shall have satisfactorily completed the course of training described in subdivision (a).

(2) Every peace officer described in Section 13510 or in subdivision (a) of Section 830.2 may satisfactorily complete the training required by this section as part of the training prescribed pursuant to Section 13510.

(c) Persons described in this chapter as peace officers who have not satisfactorily completed the course described in subdivision (a), as specified in subdivision (b), shall not have the powers of a peace officer until they satisfactorily complete the course.

(d) Any peace officer who, on March 4, 1972, possesses or is qualified to possess the basic certificate as awarded by the Commission on Peace Officer Standards and Training shall be exempted from this section.

(e) (1) Any person completing the training described in subdivision (a) who does not become employed as a peace officer within three years from the date of passing the examination described in subdivision (a), or who has a three-year or longer break in service as a peace officer, shall pass the examination described in subdivision (a) prior to the exercise of the powers of a peace officer, except for any person described in paragraph (2).

(2) The requirement in paragraph (1) does not apply to any person who meets any of the following requirements:

- (A) Is returning to a management position that is at the second level of supervision or higher.
- (B) Has successfully requalified for a basic course through the Commission on Peace Officer Standards and Training.
- (C) Has maintained proficiency through teaching the course described in subdivision (a).
- (D) During the break in California service, was continuously employed as a peace officer in another state or at the federal level.

(f) The commission may charge appropriate fees for the examination required by subdivision (e), not to exceed actual costs.

(g) Notwithstanding any other provision of law, the commission may charge appropriate fees for the examination required by subdivision (a) to each applicant who is not sponsored by a local or other law enforcement agency, or is not a peace officer employed by, or under consideration for employment by, a state or local agency, department, or district, or is not a custodial officer as defined in Sections 831 and 831.5. The fees shall not exceed actual costs.

DEPARTMENT OF BEHAVIORAL HEALTH

BACKGROUND

The County Department of Behavioral Health (DBH) provides mental health and substance abuse treatment services to adults over 18 years of age. DBH oversees County programs, residential treatment services and contract services. The clinic is staffed by clinicians, nurses, social workers and outreach individuals. All personnel are hired through the County Human Resources Department. Most employees are equipped to communicate with diverse cultures and languages. All newly hired personnel go through Cultural Diversity classes. If a language barrier becomes apparent, an AT&T line is available to assist patients and staff with someone that has the required communicative skills.

The Arrowhead Behavioral Health Center located at Arrowhead Regional Medical Center (ARMC) includes a specialized inpatient behavioral health facility. It houses four inpatient units that are completely independent of each other. County DBH serves the needs of clients through 25 walk-in clinics and outpatient programs located throughout the County.

The Inpatient and Outpatient Departments of Behavioral Health separated five years ago. Funding and resources are handled separately.

FINDINGS

The County Administrative Office advocates close coordination between both the Inpatient and Outpatient Behavioral Health departments. There is no Outpatient clinic located with the Inpatient clinic at ARMC. The goal of DBH is to bring an Outpatient clinic to the grounds of ARMC. The department has indicated a desire to convert one of the four Inpatient units into an Outpatient clinic. This unit would be based on the Cedar House program, which is an alcohol and drug treatment facility located in Bloomington. The County has a contract for 50 beds at Cedar House and their program is considered a treatment model. Cedar House has a high recovery rate, with only a two percent (2%) recidivism rate.

A coordinated effort by both Inpatient and Outpatient Behavioral Health Services is to develop the new unit as an Outpatient treatment program. The goal of this unit will be to treat patients and help them to function in their daily lives. It is estimated that approximately 3,000 patients would utilize this facility annually.

The Arrowhead Behavioral Health Center is used for "... admission and detention of mentally disordered persons for evaluation and treatment ..." under Welfare & Institutions Code Section 5150. Protocol with these patients begins with voluntary or involuntary admission to one of the four Inpatient units. Efforts are made to calm patients down from a crisis and evaluate their needs. When the crises have abated, patients are then assigned to an Outpatient clinical program. Usual length of stay in the Inpatient Unit is five (5) days.

DBH stated that released patients from the Inpatient units in need of Outpatient treatment as advised by the psychiatrist, could obtain mental health, substance abuse and other services within the Arrowhead Behavioral Health Center. They would best be served in a new Outpatient clinic.

According to the department, funding solutions for the establishment of an Outpatient Clinic within the existing Inpatient Units at ARMC can be found.

RECOMMENDATION

05-75 DEVELOP PLANS TO INTEGRATE AN OUTPATIENT CLINIC WITHIN THE INPATIENT UNITS OF THE ARROWHEAD BEHAVIORAL HEALTH CENTER.

PERFORMANCE, EDUCATION AND RESOURCE CENTERS (PERC)

BACKGROUND

The Performance, Education and Resource Center (PERC) was formed in July of 1999 through the merger of the Department of Public Social Services (DPSS) and Human Resources Department training units. The department offers a wide range of training and development services to public and private sector organizations. On an annual basis, 80 percent of PERC's training schedule supports Human Services System (HSS) programs, with the Transitional Assistance Department (TAD) as the largest client. The other 20 percent of activities support countywide programs and services determined by the County Administrative Officer and the Human Resources Department.

PERC offers more than 600 training classes annually. The classes are developed by the Training and Development supervisor or other training staff. If a County department has a specialized need not covered by PERC, a consultant may be brought in for expert instruction. The decision to use a consultant is made only after a cost benefit analysis is done.

In June 2002 the Ethics Resource Office was established. The creation of this office was part of a comprehensive effort to change the ethical climate of the County, and as a direct response to ongoing political scandals. The purpose of the Ethics Resource Office is to provide clear articulation of the laws, rules, regulations and codes of conduct and ethics that govern County employees. The Ethics Resource Officer serves as consultant on ethical issues and dilemmas. The position offers oversight and gives recommendations on policies, procedures, practices and codes that promote or improve the County's ethical climate.

FINDINGS

PERC utilizes several methods to check a student's comprehension of course curriculum, which includes cumulative testing at the end. New employees can be terminated for not mastering required skills for their assigned positions. There is no formal evaluation of the students once they return to their job assignment. If an employee has a problem with job skills, the supervisor will refer them back to PERC for re-training. The Leadership Development Advisory Board, that provides feedback about employee performance, meets once a quarter. No survey or questionnaire is sent to the employees' supervisors for feedback on performance and training effectiveness.

Every new employee at orientation is asked to adopt and make a commitment to standards of behavior. The Code of Ethics (County Personnel Rule #1) is reviewed. There is no mandatory yearly review of the County's Code of Ethics for current employees. No employee is required to sign the Code of Ethics as an acknowledgement of the review. Department supervisors have mandatory supervision and management classes that include the County Personnel Rules.

The Gift Decision Reflection Process was created by the department to provide guidance to County employees in the acceptance of gifts from outside vendors, citizens or co-workers. This process is available to all County employees on the County's intranet. The Ethics Resource Officer developed a list of 15 questions to guide an employee's decision to accept a gift. This process is voluntary and the department agrees it is cumbersome.

RECOMMENDATIONS

- 05-76 PROVIDE AN EVALUATION FORM FOR SUPERVISORS TO COMPLETE AFTER EMPLOYEES RETURN TO THEIR JOBS FROM TRAINING. UTILIZE EVALUATIONS TO TRACK JOB PERFORMANCE AND SKILL PROFICIENCY AFTER TRAINING.

- 05-77 A MANDATORY YEARLY REVIEW OF THE CODE OF ETHICS BE CONDUCTED FOR EVERY EMPLOYEE BY THE EMPLOYEE'S SUPERVISOR. EACH EMPLOYEE SIGN AND DATE THE CODE OF ETHICS AT THE TIME OF REVIEW.

- 05-78 STREAMLINE THE GIFT DECISION REFLECTION PROCESS. CONSIDER ADVISING THE COUNTY ON A "NO GIFT" POLICY.

DEPARTMENT OF PUBLIC HEALTH

DIVISION OF ENVIRONMENTAL HEALTH SERVICES AND ANIMAL CARE

ANIMAL CARE AND CONTROL

BACKGROUND

San Bernardino County Animal Care and Control is a program within the Environmental Health Services Division of the Public Health Department. The mission of Animal Care and Control includes prevention of the occurrence of rabies in both humans and domesticated animals, to minimize animal nuisances and hazards, to enforce all State codes and County ordinances, and to enhance public awareness through education. The County operates three shelters: Big Bear, Devore and Rancho Cucamonga.

The administrative office, located in San Bernardino, answers all calls from the public, sells dog licenses, rents nuisance animal traps, receives and sends out all mailings for spay and neuter vouchers, and relays all necessary calls to dispatch.

The Devore Animal Shelter is a facility operated by the County for the care and boarding of animals. The facility is located on a dead-end roadway that is just west of Cajon Boulevard (Old Route 66) and north of Institution Road.

Members of the Grand Jury visited the Animal Care and Control administrative offices and the Devore Animal Shelter.

FINDINGS

The Animal Care and Control administrative offices located at 606 East Mill Street in San Bernardino, serving the public as well as employees, are inadequate. The waiting area for the public can accommodate only 3-4 chairs. The offices are cluttered and small. The conference room attached to the Program Manager's office also stores boxes. The outside sign to direct the public to the office is on a single letter-sized paper taped to the front window. This large office building is shared by other tenants.

Spay and neutering programs are facilitated by Animal Care and Control. The Board of Supervisors approved \$180,000 in the year 2000 to expand spay and neutering operations. Of this, \$150,000 is used for vouchers for the public and \$30,000 is earmarked for a contract with the Humane Society for mobile spay and neuter clinics.

Public awareness for clinics and vouchers is provided through fliers, public service announcements, newspapers, radio, local cable networks and a billboard on Interstate 10.

Euthanasia of animals is a high stress job. The employees are allowed flexible scheduling of hours for euthanasia work and are able to ask for relief at any time. An Employee Assistance Program (EAP) is available, but no on-site counseling is offered. Before any animal is euthanized, a double check for microchips, tattoos and physical description is done. Software is used by the County to track animals from field to adoption. In 2003 there were 12,341 animals euthanized at the three County operated shelters. In 2004 there were 12,126 animals euthanized in the same three shelters. Employees who are troubled by the euthanasia process have no stress assistance or counsel available and, therefore, must rely on other employees for help.

Citizen complaints regarding Animal Care and Control employees are directed through the main dispatch number. Supervisors handle the complaints. A complaint form is completed and when the complaint has been resolved, the form is filed. No complaints log is maintained for further review with management or employees.

RECOMMENDATIONS

- 05-79 REMOVE BOXES AND CLUTTER FROM THE ANIMAL CARE AND CONTROL ADMINISTRATIVE OFFICE SPACE. CONSIDER RELOCATING TO LARGER OFFICE SPACE.
- 05-80 PLACE PERMANENT AND OBVIOUS SIGNS FOR THE ANIMAL CARE AND CONTROL ADMINISTRATIVE OFFICE TO FACILITATE PUBLIC ACCESS.
- 05-81 PROVIDE ON-SITE COUNSELING OR EMPLOYEE ASSISTANCE PROGRAMS (EAP) FOR STRESS, AS NEEDED.
- 05-82 CREATE AND MAINTAIN A COMPLAINTS LOG FOR PERIODIC REVIEW WITH MANAGEMENT AND EMPLOYEES.

DEVORE ANIMAL SHELTER

This animal shelter is a very busy place, with as many as 200 animals to be cared for on premises, at any time. While some animals are treated by technicians, others require treatment by a veterinarian. There is no on-premises veterinarian, so animals are required to be transported for treatment. Sick animals are segregated from the rest of the animal population, and seriously ill animals are taken to a local contracted veterinarian. The animals were in clean cages, and plenty of food and water was observed.

The shelter has a written policy for animal euthanasia and, while this procedure is done at the facility, it is done after hours. Dead animals are removed from the premises by a commercial disposal firm.

Complaint forms, should the public need them, are kept at the facility, but are not on display and must be requested. The office spaces were clean, but somewhat cluttered. The work space was confined.

The employees rate security at the Devore Shelter as "poor". The facility has no security cameras, either where the animals are kept or where people work and equipment is stored. When the shelter is closed, all but the "cat" room and lunch room are locked.

The shelter protects areas not open to the public with signage and simple spring-type key locks. There is little or no deterrence to a person with intent to attack. There are no intruder alarms on the premises. Several years ago, on the shelter's first day of business, a man armed with a knife injured several employees. As a result of that attack, a "panic alarm" was installed that sounds an audible device outside the building. It is not connected to any phone line or to any law enforcement agency. The device can only be heard by someone who may be passing on the dead-end roadway. Relying on a passerby to hear the alarm and recognize its significance and then call police, is ineffective and dangerous.

A chain-link perimeter fence is poorly maintained, with several large man-sized holes cut into it. It was stated that there is no razor wire, as the shelter doesn't wish to make a bad impression to the public. There was a request for repairs to be made to the fence, but employees indicated the fence is breached over and over. The perimeter fence has many crates and boxes stacked against it, allowing for a make-shift step ladder to go over the fence. There is no plan to move these items as the staff feels they are cramped for room. Gates are secured with chains and padlocks. There are no key pads or electronic surveillance to any of the gates or outer doors.

The drugs used to treat the animals are stored in a large heavy locked safe. The door to the room is not particularly secure, but the safe within the room is secure. Drugs must be signed for, not so much for drug abuse, but for inventory tracking.

Employees do not wear conspicuous name tags, as "everybody knows each other." The public cannot distinguish an employee from others at the shelter. Sheriff's work release persons are used at the facility and they, too, are not required to be identified. Visitors' passes or I.D. tags for visiting persons are not used.

Employees park in the general public parking area. A 2004 Sheriff's Security Assessment found that this is undesirable for employee safety. The public parking area is not adequately lit at night, but electricians were observed in the animal compound installing additional lighting. The parking lots are to be done after the animal areas are done. There are no plans to install protective bollards in front of the facility to deter physical intrusion by a vehicle.

There is a protective film placed on the surface of the west facing windows (parking lot). While this protective film is useful in reducing the radiant heat admitted to the building during hot, summer days, it reflects the light back into the building at night, and the employees cannot see into the parking lot. An intruder, or someone wishing to do harm to a person in the parking lot, can see quite well into the building, but people within cannot see out, and are thus at a serious disadvantage.

At present, there is no key card system to access the facility, as is being done at other County buildings, but is under consideration.

There is one 8" x 11" piece of paper posted on a wall behind the front counter advising of an emergency escape route. There are none in other places within the facility, even though some people on site may not be regular visitors or employees knowing the physical layout of the campus.

During a one week period in 2003, 200 animals, including 80 goats, were stolen. Following are the numbers of animals stolen from the shelter since July 1, 2003:

<u>7/1/03 – 6/30/04</u>	<u>7/1/04 – 3/31/05</u>
15 – Dogs	11 - Dogs
1 - Horse	1 – Pot Belly Pig
1 - Duck	1 - Pigeon
	3 – Game cocks
	1 - Goat

Shelter personnel stated that people simply cut the fence and walk in. The only action taken by the shelter to deter these thefts has been to lock the kennel doors.

While the building is not equipped with sprinklers for fire protection, the kennels are cooled with a water mist and heated with buried radiant heat coils.

Only \$200 is ever kept on premises. Any sum over that is dropped in a safe and an armored courier truck makes a pick-up.

The shelter has one vehicle available for employee use. Work release persons are not permitted to drive the vehicle and the keys to the vehicle are secured.

A fire hydrant is located on the premises next to the public parking lot. The size of the water main or the hydrant capacity is not known by the employees.

There are no portable defibrillators on the premises. It is not a requirement to be Cardiopulmonary Resuscitation (CPR) trained, although some of the employees are trained in CPR.

The property to the south is County-owned property and staff would expand there if they were allowed to do so.

The facility has no back-up generator system. If power fails, the facility is essentially shut down until the electricity is restored. There are no records kept on power outages but, historically, they occur during heavy winter storms. The facility is not serviced by natural gas, but instead has two large propane tanks to the rear of the property. The tanks are vulnerable to attack or product theft.

In the room used by the veterinarian there were four hypodermic needles lying out and unattended. Some of the work release persons are in custody for drug or drug related paraphernalia charges. These unattended needles could have been picked up by anyone, especially the work release persons as they are unsupervised.

RECOMMENDATIONS

- 05-83 INSTALL GOOD QUALITY SECURITY CAMERAS TO DETER UNLAWFUL ACTIVITY AND TO ASSIST IN IDENTIFYING THOSE WHO DO COMMIT AN UNLAWFUL ACT AT THE DEVORE ANIMAL SHELTER.

- 05-84 INSTALL KEY-PAD OR KEY-CARD LOCKS, IN ADDITION TO THE SIGNAGE, TO ENSURE THAT UNAUTHORIZED PERSONS CANNOT GET TO THE STAFF OR OTHERS ON SITE.

- 05-85 CHANGE THE "PANIC", AUDIBLE ONLY ALARM, TO ONE MONITORED BY A DISPATCH CENTER, EITHER PRIVATE OR LAW ENFORCEMENT.

- 05-86 INSTALL INTRUDER ALARMS AT THE FENCE LINE SO THAT LAW ENFORCEMENT WOULD KNOW THAT THERE IS AN UNAUTHORIZED ENTRY ONTO THE PROPERTY.

- 05-87 PLACE ALARMS ON THE CAGES, STALLS AND MAIN BUILDING SO THAT POLICE WILL KNOW WHERE THE INTRUDERS ARE WHEN THEY ARRIVE ON SCENE.

- 05-88 INSTALL A MORE SECURE PERIMETER FENCE. CHAIN LINK CAN BE QUICKLY CUT, AND WITHOUT RAZOR WIRE IS EASILY BREACHED.

- 05-89 EMPLOYEES WEAR CLEARLY VISIBLE IDENTIFYING OFFICIAL NAME TAGS AS IS DONE IN NEARLY ALL OTHER COUNTY BUILDINGS.

- 05-90 IDENTIFICATION TAGS ARE TO BE WORN BY WORK RELEASE PERSONS, IDENTIFYING THEM AS SUCH.
- 05-91 FOR ANY VISITOR WHO GOES PAST THE FRONT COUNTER, A VISITOR'S TAG IS TO BE WORN WHILE THE PERSON IS ON PREMISES AT THE DEVORE ANIMAL SHELTER.
- 05-92 SEGREGATE EMPLOYEE PARKING FROM THE PUBLIC PARKING.
- 05-93 ENSURE THAT THE PARKING LOT(S) BE WELL LIGHTED, WITH NO PLACES FOR AN INTRUDER TO HIDE.
- 05-94 RESOLVE THE VISION PROBLEM CAUSED BY THE PROTECTIVE FILM PLACED ON THE WINDOWS OF THE MAIN BUILDING.
- 05-95 CLEARLY POST THROUGHOUT THE FACILITY AN EMERGENCY EVACUATION PLAN WITH PERTINENT TELEPHONE NUMBERS SO THAT TRAPPED, INJURED OR ILL PERSONS CAN CALL FOR HELP.
- 05-96 ALL EMPLOYEES BE CPR TRAINED AND POSSESS THE ADVANCED FIRST AID CARD AS ISSUED BY THE AMERICAN RED CROSS.
- 05-97 ENLARGE THE SIZE OF THE DEVORE ANIMAL SHELTER BY USING THE COUNTY-OWNED PROPERTY LYING TO THE SOUTH SO THAT THE FENCE LINE CAN BE CLEARED OF STACKED MATERIALS AND CAGES.
- 05-98 PUT IN PLACE A BACK-UP ELECTRIC GENERATOR SO THAT EMPLOYEES AND VISITORS WOULD NOT BE LEFT TO TRY TO FIND THEIR WAY OUT OF THE BUILDING IN THE EVENT OF A POWER LOSS.
- 05-99 MAKE THE PROPANE GAS SYSTEM LESS VULNERABLE TO ATTACK AND PRODUCT THEFT.
- 05-100 SUPERVISE WORK RELEASE PERSONNEL, AND KEEP HYPODERMIC SYRINGES LOCKED UNTIL THE ACTUAL TIME THEY ARE TO BE USED.
- 05-101 PUT INTO EFFECT A PLAN TO REDUCE OR ELIMINATE THE THEFT OF ANIMALS FROM THE DEVORE ANIMAL SHELTER.

VECTOR CONTROL

BACKGROUND

West Nile Virus (WNV) has returned and it is early. The record rains and warm weather could accelerate the spread of the West Nile Virus throughout the County, even into areas that largely escaped the disease last year. The virus has already been detected in December 2004 along the Mojave Narrows in the high desert, and in Ontario in January 2005 in sentinel chickens.

Environmental Management and Vector Control are functions under Environmental Health Services, a division of the Department of Public Health. Vector Control is responsible for all citizen complaints and requests regarding community control of vectors. Vector-borne diseases are consistently monitored for their presence, including encephalitis, Hantavirus, plague, Lyme disease and West Nile Virus, among others. Inspections and abatement programs are utilized to control vectors that are a nuisance or transmit disease.

FINDINGS

County Vector Control serves all unincorporated areas, cities with contracts, and cities with emergency contracts. The West Valley Mosquito and Vector Control District that covers Chino, Chino Hills, Ontario, Montclair and Rancho Cucamonga is part of County Vector Control. It is also a member of the Mosquito and Vector Control Association of California.

Those areas of the County not covered by Vector Control do not receive services. The County monitors the areas around the non-covered cities and may notify them when a problem is discovered. Emergency contracts have been offered by the County to non-contract cities. These are supported with a detailed Vector Control presentation only when requested by the city. Since the funding of Vector Control is derived from a property tax assessment, cities not currently covered would have to initiate a mail-out ballot for the city's citizens to approve an assessment. In the event of a major vector borne disease outbreak, all County residents are covered by the Public Health Department.

West Nile Virus (WNV) is a mosquito-borne virus that can cause illness and death in humans and horses. San Bernardino County Vector Control has been tracking the westward migration of the disease since 1999, through Arbonet, a program provided by the Center for Disease Control (CDC). The virus was first identified in the County in the fall of 2003. According to the State of California's website on the West Nile Virus, San Bernardino County was second in the State in 2004 in the number of human infections. There were a total of 197 cases, resulting in five deaths.

As of January 2005, the West Nile Virus will enter the third year of a three-year cycle in the County. As of March 1, 2005, news reports indicate West Nile Virus is arriving two months early.

Public service announcements (PSAs), newspapers, and the County website are the predominant methods used to alert the public about the transmittal and prevention of this and other vector-borne diseases. West Nile Virus information was added four years ago to the Environmental Health Services fifth grade education program. In September 2004, fliers were distributed to one grocery chain to be included in their shopping bags. There are limited mechanisms in place for the County Public Health Department to disseminate important and timely public health information directly to cities, hospitals, and physicians, including vector control problems. There is no uniform policy to inform contract cities of procedures to respond to reports of dead birds, the disposal of dead birds or precautions to avoid exposure to the virus. Formal exchange of information is lacking between the County and most non-contract cities. Information is provided only upon request.

The key to West Nile Virus eradication is individual participation since there is no aerial spraying done in the County. Ninety percent (90%) of the breeding areas for carrying West Nile Virus is in backyard locations such as birdbaths, old tires, children's toys, animal water dishes and other points of water accumulation.

The most vulnerable persons to contract WNV are senior citizens and those with chronic medical conditions. There is no immunization for WNV, but there are behavior modifications that can decrease the exposure of risk. These may include the use of DEET, staying indoors at dusk, wearing long sleeves, and eliminating backyard water sources.

RECOMMENDATIONS

- 05-102 MAKE AVAILABLE CURRENT LISTINGS OF COUNTY VECTOR CONTROL SERVICES TO NON-CONTRACT CITIES.
- 05-103 BETTER UTILIZE THE CENTER FOR DISEASE CONTROL'S ARBONET TRACKING SYSTEM AS A PRE-EMPTIVE TOOL TO CREATE A PLAN TO DIMINISH ANY EFFECTS OF A VECTOR-BORNE DISEASE BEFORE IT REACHES THE COUNTY. PROVIDE PREVENTION AND CONTROL INFORMATION TO THE PUBLIC, AND AGGRESSIVELY TREAT BREEDING AREAS.
- 05-104 CREATE A PUBLIC HEALTH E-MAIL DISTRIBUTION LIST TO BROADCAST CURRENT INFORMATION AND ALERTS TO VECTOR CONTROL PERSONNEL IN ALL CITIES.

- 05-105 IMMEDIATELY INFORM EVERY RESIDENT OF THEIR INDIVIDUAL RESPONSIBILITY FOR THE ERADICATION OF VECTOR PROBLEMS.
- 05-106 MAKE INFORMATIONAL FACT SHEETS CONCERNING WEST NILE VIRUS AVAILABLE TO RESIDENTS OF ALL CITIES TO BE INCLUDED AS UTILITY BILL INSERTS.

TRANSITIONAL ASSISTANCE DEPARTMENT

BACKGROUND

The Transitional Assistance Department (TAD) is responsible for administering the financial support programs to persons in need of financial, nutritional and/or medical assistance. The department also provides welfare-to-work services to CalWORKS recipients. The department's goal is to meet the basic needs of families and individuals, while working with them to attain self-sufficiency and to promote work and personal responsibility.

FINDINGS

In September of 2004 the Consortium IV (C-IV) automation system was installed to replace Legacy System, the antiquated computer system used by San Bernardino and other California counties. Several other County departments have access to the C-IV system, namely Arrowhead Regional Medical Center, Behavioral Health, Children's Services, Aging and Adult Services and Public Health. The departments primarily use the system for Medi-Cal screening.

The 1,400 Eligibility Workers (EW) with TAD use the C-IV system to input the information from the client during the interview to complete the application for various benefits offered by the County. The C-IV program has the ability to determine eligibility for one or more programs and calculates benefits for the clients.

Every EW was given up to two weeks of classes to provide basic navigational instruction for the C-IV program. Because of the varied computer experiences of each EW, many of them are having a difficult time with the program. The Consortium C-IV is in a fine-tuning period. TAD expects the program should be totally trouble free within 12 months from installation.

Because of the different learning curve of individuals, the ones that were familiar with computers caught on without much difficulty. However, the ones without basic computer skills were slow in learning the system. They had to quickly learn computer basics and learn how to navigate the new computer system at the same time. During the two-week training period, the EW's stated they were not given time for hands-on training. TAD provided instructional coaches in all the offices.

It was apparent that the EW's who did not have any basic computer skills before the installation of the C-IV had the most difficult time learning the new computer system.

The Eligibility Worker series job requirements before the installation of C-IV suited the job, but with the new C-IV system, having basic computer skills enhances the EW's proficiency stature.

Nearly eight months after the installation of the C-IV, the EW's who became proficient on the C-IV had some suggestions on how the system could be enhanced by revising the procedures. There is a system called Committee on Problem Evaluation (COPE) comprised of EW's, to look at issues and suggestions of workers. Some EW's were unaware that suggestions to modify or change the program could be submitted.

In some TAD offices, some work stations were configured so that the client would be sitting near the EW who is inputting the answers on the computer monitor. The client can view the information on the monitor quite easily, and this could violate the confidentiality of the client.

RECOMMENDATIONS

- 05-107 RE-EVALUATE THE ELIGIBILITY WORKER JOB REQUIREMENTS TO INCLUDE, BUT NOT LIMITED TO, BASIC COMPUTER KNOWLEDGE.
- 05-108 MAKE ALL ELIGIBILITY WORKERS AWARE OF THE COMMITTEE ON PROBLEM EVALUATION (COPE) SUGGESTION PROGRAM.
- 05-109 EVALUATE ELIGIBILITY WORKER WORK STATION LOCATIONS TO REDUCE VISIBILITY OF CONFIDENTIAL INFORMATION ON THE COMPUTER MONITOR WHILE PROCESSING THE CLIENTS' APPLICATION.

VETERANS AFFAIRS DEPARTMENT

BACKGROUND

The County Veterans Affairs Department serves as an advocate for former members of the U.S. Armed Services, their families and survivors residing in the County of San Bernardino. Established in 1926, the department is the oldest county veterans' service office in the state.

The agency works with veteran's organizations, community groups, local, state and federal governments to identify and secure all eligible benefits for veterans. The staff of the department works as a liaison between the veteran and the United States Department of Veterans Affairs.

In fiscal year 2003/2004 the Department of Veterans Affairs was ranked fifth in the State in veteran population, third in the state for number of claims filed, and first in the State in the number of Medi-Cal Workload Units generated. Over 50 percent of the office workload is claims. The claims filed include survivor benefits, burial claims, appeals, and compensation. The Veterans Affairs staff served over 16,600 veterans during calendar year 2003.

FINDINGS

When a veteran comes to the department for a request, a full assessment is completed. On this initial visit the veteran is made aware of all eligible benefits and is given assistance in applying for these benefits. All veteran's claim information is verified for accuracy and monitored as it is processed. A supervisory review of all open cases is done weekly. The State requires that Federal VA claims be processed within ten (10) calendar days. Processing of claims for County veterans has been reduced to less than a day, surpassing the department goal of three days.

The New England Journal of Medicine (July 1, 2004) in a study, found that over 15 percent of returning veterans from Iraq suffered from Post Traumatic Stress Disorder. The study also found there were "important barriers" to the veterans receiving treatment. The County Veterans Affairs refers veterans in need of treatment to the VA Medical Center in Loma Linda. At no County cost, there is a contract with the San Bernardino Vet-Center to provide individual and group counseling sessions in the County Department of Veterans Affairs Victorville office in exchange for office space. Counseling services have been proposed for the Chino office in a similar effort to reach more veterans.

The Director of Veterans Affairs meets with all Human Services Systems department heads once a month. Currently there is no County database of veterans being served by the various County departments. Preliminary discussions have been held for the creation of a database to better serve veterans who require assistance from other

County departments. As the veteran population increases and ages, other County departments will be essential in the overall management of services provided to the veterans. County departments may include, but not be limited to the Department of Aging and Adult Services, Jobs and Employment Services Department, and Behavioral Health. The Director of Veterans Affairs indicated this database would facilitate the pursuit of benefits for veterans and reduce redundant action by other departments.

The San Bernardino office has an informational bulletin board and a computer available for use by the veteran. Copies of any information posted on the bulletin board are only made by the office staff if requested by the public.

RECOMMENDATIONS

- 05-110 CREATE A DATABASE OF THE CLIENTS OF VETERANS AFFAIRS THAT CAN BE UTILIZED ACROSS COUNTY AGENCIES.

- 05-111 EXPAND EFFORTS TO PROVIDE COUNTY VETERANS AFFAIRS OFFICE SPACE TO THE SAN BERNARDINO VET CENTER IN EXCHANGE FOR COUNSELING SESSIONS, TO REACH AS MANY COUNTY VETERANS AS POSSIBLE.

- 05-112 PROVIDE A RACK IN THE SAN BERNARDINO OFFICE WITH PERTINENT BROCHURES AND PAMPHLETS FOR INTERESTED VETERANS.

INTERNAL SERVICES COMMITTEE



INTERNAL SERVICES
COMMITTEE

Front row, left to right: Jim Cook, Al Alvaro, Jo Ann Miller, Jean Davis,
Joe Massaro (Chair)

Back row, left to right: Bill Brundies, Jim Bryant, Ron Brooks, Bill Sommers

INTERNAL SERVICES COMMITTEE

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Real Estate Services Department	page 78

INTERNAL SERVICES COMMITTEE

The Internal Services Committee reviewed the operations and functions of the departments within the County's Internal Services Group. We would like to thank each of the following departments for their cooperation:

- Architecture and Engineering
- Facilities Management
- Fleet Management
- Purchasing
- Real Estate Services

Subcommittees were formed and each of the above-mentioned departments was investigated by the committee. Final reports for all departments are included in this report.

ARCHITECTURE AND ENGINEERING DEPARTMENT

BACKGROUND

The Architecture & Engineering Department (A&E) is responsible for the planning, design and administration of the County's Capital Improvement Program. A&E is required to implement, manage and refine the County's delivery process to preserve its resources and maintain the quality of construction established by the standards of State and local government. The staff prepares bid packages and advertises for bids, negotiates and administers contracts for design and construction, and provides inspection and construction project management services to final completion.

FINDINGS

To carry out its responsibilities, the department has 23 employees, including ten (10) Project Managers. A project manager is assigned to each project and monitors the project from inception to completion. Each project manager monitors approximately 12-13 projects at the same time.

The former director informed the Board of Supervisors that A&E would manage about 260 projects for the 2004-2005 fiscal year. Of these, 150 projects would be carryovers from last year. To reduce the workload, the former director had requested additional staff to do the work.

In November 2004 the Board of Supervisors hired a new Director of Architecture and Engineering. He was a project manager from Kaiser Permanente Hospital. He brought with him a management style that suits A&E. Since his hiring, he has modified and prioritized all of the projects in the office, assigned projects to each staff to streamline the work process and has reduced the number of Capital Projects to a minimal number where it was manageable.

The Architecture and Engineering Department has no official policy and procedures manual at this time.

COMMENDATION

THE CURRENT DIRECTOR OF ARCHITECTURE AND ENGINEERING IS COMMENDED FOR REORGANIZING THE DEPARTMENT AND MODIFYING THE WORK PROCEDURES TO REDUCE THE BACKLOG OF CAPITAL IMPROVEMENT PROJECTS TO A MINIMUM.

RECOMMENDATION

05-113 DEVELOP A POLICY AND PROCEDURES MANUAL TO PROTECT THE ARCHITECTURE AND ENGINEERING DEPARTMENT AND THE COUNTY AGAINST QUESTIONABLE POLICIES AND PROCEDURES.

FACILITIES MANAGEMENT DEPARTMENT

BACKGROUND

The Facilities Management Department is responsible for the cleaning and maintenance of County buildings, as well as the payment of over 9,000 utility bills.

FINDINGS

The department has lost four Custodian and four Groundskeeper positions as a result of last year's budget cuts. To its credit, the department has found creative ways to make up for losses by using "volunteers". Jail inmates and personnel serving time with the County Probation Department are used to perform work such as lawn care and clean-up. The department no longer provides evening janitorial services for County buildings.

The department has installed a software program to track the status of accounts and bill monitoring. This software was recommended in an audit conducted by Macias Consulting Group. The department has recruited an analyst to monitor and analyze incoming utility bills.

Grand Jurors observed unauthorized individuals rummaging through the dumpster adjacent to the courthouse almost daily. This poses a potential safety risk for personnel and others walking in the courthouse parking lot. The department was advised of this activity and concern by the Grand Jury. The department responded that changes would be implemented and the dumpster site would be secured and locked daily. This new procedure is not being followed and rummaging through the courthouse dumpster by unauthorized personnel is continuing.

The department has a small warehouse to store custodial supplies. Supervisors currently deliver supplies to custodians or have them go to the warehouse themselves. This takes time away from the job for the custodians as well as use of supervision.

RECOMMENDATIONS

- 05-114 THE FACILITIES MANAGEMENT DEPARTMENT DEVISE A FOOLPROOF PROCEDURE TO PREVENT SCAVENGING OF MATERIAL FROM COURTHOUSE DUMPSTERS.

- 05-115 THE FACILITIES MANAGEMENT DEPARTMENT STUDY PURCHASING CARGO CONTAINERS THAT COULD BE PLACED THROUGHOUT COUNTY FACILITIES TO STORE CUSTODIAL SUPPLIES.

FLEET MANAGEMENT DEPARTMENT

BACKGROUND

The Fleet Management Department is responsible for the maintenance of all County vehicles and supplying related parts and items needed for maintenance and repair. This includes maintenance on all heavy equipment and supplying fuel for County operations.

FINDINGS

This department has about 100 employees. The customer base consists of approximately 4,000 people. Nearly 3,000 vehicles are maintained, with the vehicles traveling about two million miles per month. The fleet also includes 20 hybrid vehicles, which are all still in service. These hybrid vehicles are performing better than the department expected. Drivers/users of the vehicles have reported the hybrids have very good fuel economy, exhibit good power and have few problems with operation.

In order to lessen the costs to the County, the department actively attracts business by selling its services to other entities such as cities, Indian reservations and fire districts. This reduces overhead and helps keep the department self-sufficient.

The department operates five service centers. They are located in Barstow, Twentynine Palms, Needles, Apple Valley, Rancho Cucamonga and the main yard in San Bernardino.

COMMENDATIONS

THE FLEET MANAGEMENT DEPARTMENT IS COMMENDED FOR ITS EFFORTS AT REDUCING COSTS TO THE TAXPAYER BY SOLICITING THEIR SERVICES TO NEIGHBORING CITIES, MUNICIPALITIES, FIRE DISTRICTS AND INDIAN RESERVATIONS.

FLEET MANAGEMENT IS COMMENDED FOR ITS EFFORTS AT COST REDUCTIONS AND ENVIRONMENTAL PRESERVATION BY THE USE OF HYBRID VEHICLES.

PURCHASING DEPARTMENT

BACKGROUND

The Purchasing Department is responsible for the acquisition of equipment, supplies and services for County departments. It includes Printing and Central Mail Services, as well as Central Stores.

FINDINGS

The Purchasing Department has been honored with the "Excellence in Procurement" award four years in a row. The award was established in 1995 by the National Purchasing Institute and recognizes the achievement of organizational excellence in public procurement.

The 2003-2004 Grand Jury identified during their investigation that outside companies were paid by the County for the removal of old computers. Based on a Grand Jury recommendation, this practice has since been changed and now surplus companies pay the County for these items.

The department currently has authority to purchase up to \$25,000 in the following areas:

- Services
- Consultants
- Public Works
- Sole Source Contracts

State code allows the county purchasing department's approval authority up to \$100,000 with Board of Supervisors approval. A chart comparing three other counties is attached (Exhibit A).

The department indicated passing increased authority in these areas should be deferred until after November 2005. Since this would be a major policy change, it would be more prudent to allow the two new members of the Board of Supervisors to become more acquainted with the operation of County government. In addition, an upgrade to the Financial Accounting System (FAS), which included a Purchasing Module, was approved by the Board on September 14, 2004 and will require intensive department training to transition from a character-based system to a web-based system with an estimated go-live date of November 14, 2005.

When the new FAS is implemented, the procurement process should require less time from department requests to final buy. Then evaluation will be conducted to determine whether higher limits are needed based on the enhanced productivity of the new system.

COMMENDATION

THE PURCHASING DEPARTMENT IS COMMENDED FOR BEING HONORED FOUR CONSECUTIVE YEARS WITH THE "EXCELLENCE IN PROCUREMENT" AWARD BY THE NATIONAL PURCHASING INSTITUTE.

RECOMMENDATION

05-116 THE PURCHASING DEPARTMENT FOLLOW THROUGH ON EVALUATING THE NEED FOR INCREASED PURCHASING AUTHORITY IN THE FOLLOWING AREAS: SERVICES, FROM \$25,000 UP TO \$100,000; CONSULTANTS, FROM \$25,000 UP TO \$100,000; PUBLIC WORKS, FROM \$25,000 UP TO \$75,000; SOLE SOURCE CONTRACTS, FROM \$25,000 UP TO \$50,000. THESE AMOUNTS WOULD BRING SAN BERNARDINO COUNTY MORE IN LINE WITH OTHER SURROUNDING COUNTIES.

EXHIBIT A

REVIEW OF PURCHASING DEPARTMENT'S LEVEL OF PURCHASING AUTHORITY

	SAN BERNARDINO	RIVERSIDE	SAN DIEGO	ORANGE
COMMODITIES	UL when approved by BOS or in annual budget	UL if competitive and award is to lowest qualified bidder or highest ranking in a best value evaluation	UL if competed	Unlimited
SERVICES	\$25,000	\$100,000 if competitive and award is to lowest bidder	UL if competed	\$50,000
CONSULTANTS	\$25,000	Same as above	UL if competed	\$25,000
PUBLIC WORKS	\$25,000	\$100,000 if competitive and award is to lowest bidder	\$50,000	\$25,000
SOLE SOURCE CONTRACTS	\$25,000	\$25,000	\$100,000	Based on type of contract as noted below; no additional requirements for BOS approval
FIXED ASSETS	UL when approved by BOS or in annual budget	Provided the fixed asset has been approved by BOS in the budget, UL authority if purchase is competitive and awarded to the lowest qualified bidder or highest ranking in a best value evaluation	UL if competed	Unbudgeted: \$10,000; Budgeted: \$25,000 and when the cost of the fixed asset is w/in the budgeted amt.
	Info provided by dept. memo dated 11/19/04	Info in letter from County dated 2/24/05	Info in letter from County dated 2/28/05	Info in letter from County dated 03/1/05

UL = Unlimited (with Board of Supervisors' approval)

REAL ESTATE SERVICES DEPARTMENT

BACKGROUND

The Real Estate Services Department is responsible to provide comprehensive appraisals, acquisition, relocation assistance, surplus property sales, lease negotiations and property management. The department is organized into two divisions. The Right-of-Way Division is responsible for all acquisition, appraisal, relocation and surplus property sales. The Property Management Division is responsible for lease negotiations and the general management of all non-County owned office space utilized by County tenants.

FINDINGS

Under their Memorandum of Understanding (MOU) contracts, each Real Property Agent receives \$500 per year allotment to be used toward their continuing education or to pay for license renewal. The department encourages cross training for the property agents. This leads to a well-trained staff that can be assigned to either the Right-of-Way or Real Property division without loss of experience.

A policy and procedures manual has been in use and is maintained by the Real Estate Services Department. However, the manual is dated 1998.

COMMENDATION

THE REAL ESTATE SERVICES DEPARTMENT IS COMMENDED FOR ITS INITIATIVE IN ITS CROSS-TRAINING PROGRAM FOR PROPERTY AGENTS AND ALLOTMENT OF BUDGETED MONIES FOR CONTINUING EDUCATION.

RECOMMENDATION

05-117 REAL ESTATE SERVICES REVISE THE CURRENT POLICY AND PROCEDURES MANUAL TO REFLECT THE CURRENT STANDARDS AND PROTECT THE DEPARTMENT AND THE COUNTY OF SAN BERNARDINO AGAINST QUESTIONABLE POLICIES AND PROCEDURES.

LAW AND JUSTICE COMMITTEE



Left to right: Bill Brundies, Lorena Gragg, Jo Ann Miller, Nick Costa (Chair), Jim Cook, Karen Page, Fran Fowler (missing: Joe Massaro)

LAW AND JUSTICE COMMITTEE

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Public Guardian and Public Administrator Custody of Firearms.	page 87
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Sheriff	
Coroner Division.	page 92
Detention/Corrections Facilities	page 95
Scientific Investigations Division	page 97

LAW AND JUSTICE COMMITTEE

The Law and Justice Committee was responsible for oversight and investigation, where necessary, of the following San Bernardino County departments:

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

The committee began its term on July 1, 2004 and, at that time, the County organization included the above-named departments. On January 8, 2005 the Board of Supervisors directed reorganization of the Coroner/Public Administrator/Public Guardian Department. The elected Coroner position was dissolved and the Coroner function was assigned directly to the Sheriff, establishing for the first time the position of Sheriff-Coroner. At the same time, the Public Administrator function was assigned to the elected Treasurer-Tax Collector and the Public Guardian-Conservator functions went to the Department of Aging and Adult Services.

For the purpose of continuity through the end of its term, the Law and Justice Committee retained the responsibility of inquiry and investigations of all of those functions.

While all Law and Justice areas were reviewed by the committee, the following reports of findings and recommendations do not include the Probation Department and the Law Office of the Public Defender.

DISTRICT ATTORNEY

GANG UNIT INITIATIVE

BACKGROUND

The District Attorney's Office (DA) represents the interests of the people of San Bernardino County in the criminal justice system, as mandated by State law. Area wise, the County is the largest county in the lower 48 states resulting in the requirement for the DA to be organized into several branch offices to meet the needs of the County's residents.

The District Attorney maintains an organizational structure that includes specialized units to help in protecting the public's safety. These units currently include: Major Crimes, Career Criminal, Special Fraud, Elder Abuse, Truancy, Grand Theft Auto Prosecution, Check Restitution, Public Integrity, Lifer Parole, and Victim Services. Most recently the DA has added a Family Violence Unit.

FINDINGS

Gang violence and gang-related homicides are the #1 crime problem in the County. San Bernardino County has the third largest gang population in California, behind Los Angeles and Orange counties.

The District Attorney has found that the method of "vertical" prosecution by the use of specialized units has yielded the highest conviction rates. Vertical prosecution handles the specialized crimes from start to finish. He has determined a need to develop a unit especially trained to deal with the increasing rate of gang activity and homicides within the County.

There are 287 identified gangs in San Bernardino County as of 2003. These have a total membership of 11,639 members. This number may not be exact as different law enforcement agencies track gang members differently. No standard method exists for counting gang members. Some officials believe that the total is closer to 16,000.

Seventy-five percent (75%) of all gang members are located in the Central Valley region of the County. This region includes the San Bernardino, Colton and Redlands areas. In the City of San Bernardino alone law enforcement has identified 14 Hispanic gangs, 10 Black gangs, four (4) Asian gangs and five (5) White gangs.

The barometer used in measuring levels of gang activity is gang-related homicides. Gang-related homicides in California have increased for the third consecutive year. In 2003, 42 percent of the total San Bernardino County homicides were gang related. San Bernardino County gang-related homicides exceed the State average. Reasons for the increase can be attributed to the following:

- Increase in overall gang population
- Deterioration of gang truces and rising cross-cultural hatred
- Expansion of drug territory
- Arrest of gang leaders, creating power struggles

At the West Valley Detention Center, 21 percent of inmates are gang members awaiting trial or sentencing. Fifty percent (50%) of the inmates at Juvenile Hall are gang members. At the California Youth Authority (CYA), 65 percent are there for gang-related offenses.

The California **S**treet **T**errorism, **E**nforcement and **P**revention Act (**STEP**) of 1988 is located in California Penal Code Section 186.22. STEP is an effective tool used by prosecutors to combat gang violence and gang criminal activity in getting longer sentences for gang members. Through the STEP process a gang is identified, along with its activities, by law enforcement officials. The information is presented to the Court during trial. The gang and its members can be subject to prosecution under the STEP Act. Members of a STEP-qualifying gang can receive enhanced penalties for subsequent criminal gang offenses.

In using STEP enhancement procedures there is an additional burden on the prosecutor in cases where there may be 2-4 defendants. Proving gang enhancements adds several days to an otherwise straightforward trial.

As Deputy DAs become more knowledgeable in using STEP procedures, the more frequently these procedures will be applied to these trials. To date the DA's office has processed approximately 50 County gangs identified under the STEP Act, and had 242 STEP Act criminal filings in 2003.

Presently, a lead Deputy District Attorney (DDA) has been appointed to head the proposed Gang Unit in the central San Bernardino County area. The lead DDA has three prosecutors assigned. There are also three Deputy DAs in Fontana, two Deputy DAs in Rancho Cucamonga and one Deputy DA in Victorville working exclusively on gang-related crime. Gang prosecutors are not supervised by the Central office, but by their present supervision structure.

These Deputy DAs are assigned to prosecute the various levels of gang violence, with the most experienced assigned to prosecute gang-related homicides. The various levels may include, but are not limited to:

- Lower Level: Graffiti, beer runs, injunction violations
- Mid-Level: Auto theft, burglaries, petty theft, carjacking, robberies
- High Level: Murders

The DA needs one additional gang prosecutor at Victorville, along with appropriate staff. Two more prosecutors are needed for the Central and Rancho Cucamonga offices to handle gang-related crimes exclusively.

Additional staff needs to be trained in gang crime prosecution. There has been no formal gang training syllabus available for gang prosecutors. Until recently, all training that was received has been on-the-job training and reading books about gangs. Occasionally, when funds became available, a course offered by the California District Attorney Association's legal training program was attended.

The new lead DDA for Gangs has established an in-house training program. The DDA developed the course material based on years of gang prosecution experience, and instructs the courses. The training is for prosecutors as well as other law enforcement officers. Instruction includes: how to be an expert witness, to write reports, to communicate with victims and their families, to utilize gang enhancement policies, and all things that effect a successful gang prosecution. To successfully prosecute these crimes all law enforcement agencies must be using the same protocol. Training funds are from the department's operational budget.

There is only one gang crime investigator in the Central office and the investigator is shared with the Career Criminal Division. Four more gang investigators are needed. The investigator must identify witnesses or family members that are willing to testify in court or provide information on gang activity. Potential witnesses are frightened and are generally not friendly toward law enforcement. Following the commission of a gang-related incident, police are inundated by calls of activity but can't follow-up on leads and witnesses. The investigator and the gang prosecutor need witnesses in order to prosecute the offenders.

The prosecutor indicated that while gang members might plea bargain non-homicide crimes, they rarely do so when a homicide is the charge. Gang members depend on the intimidation of the witnesses by their gang associates. The District Attorney's proposal for four full-time investigators would mitigate this problem.

Victim Witness Advocates (VWA) have proven to be a valuable tool in prosecution of gang crimes in other counties. They have been successful in working with victims and victims' families in developing confidence to get these witnesses to court. They accompany witnesses to court and perform an essential service in working with those needed to prosecute the case. The introduction of four VWAs to the Gang Unit would enhance successful prosecution.

RECOMMENDATIONS

- 05-118 TAKE IMMEDIATE ACTION TO COMPLETE FORMATION OF A DISTRICT ATTORNEY GANG UNIT.
- 05-119 FUND AND SCHEDULE PROSECUTORS TO ATTEND GANG-RELATED COURSES OFFERED BY THE CALIFORNIA DISTRICT ATTORNEY ASSOCIATION'S LEGAL TRAINING PROGRAM.
- 05-120 ADD OR REASSIGN SUFFICIENT PROSECUTORS, INVESTIGATORS, VICTIM WITNESS ADVOCATES AND CLERICAL/ADMINISTRATIVE STAFF TO THE GANG UNIT.
- 05-121 RECOMMEND THAT ALL GANG PROSECUTORS BE TRAINED IN THE USE OF STEP ACT PROCEDURES.
- 05-122 SCHEDULE ALL DEPUTY DISTRICT ATTORNEYS TO ATTEND MANDATORY IN-HOUSE GANG-RELATED LEGAL TRAINING.

SAN BERNARDINO COUNTYWIDE GANGS AND DRUGS TASK FORCE STRATEGIC PLAN

BACKGROUND

Gangs and gang related activity are the number one crime problem in San Bernardino County. In order to address this issue, the County has organized the San Bernardino Countywide Gangs and Drugs Task Force (GDTF). The membership of the GDTF includes the highest levels of law enforcement agencies, District Attorney's office, State and County community corrections agencies (probation and parole), all levels of education, business, health and welfare, and community based organizations. In 2004, the GDTF completed a two year research study of the County's gang problem and among the conclusions was the development of a Strategic Plan to unify the efforts of all County assets in dealing with the gang issue.

Members of the Grand Jury conducted an inquiry into the status and planned activation of the Strategic Plan by attending GDTF meetings and interviewing the coordinator of the Strategic Plan.

FINDINGS

Prior to formation of the Task Force there were efforts by individual organizations throughout the County to combat gang violence but there was little coordination. There has been a 70 percent increase in gang homicides and no uniform countywide policy to deal with the problem. It was also found that there are numerous community-based services for high-risk children, but none (underlined for emphasis) developed for "gang kids". These children are witnesses to violent gang crime and there is no intervention for this trauma. This is a major loophole.

The Strategic Plan is a work in progress whose goal is "*to reduce the level of gang violence in San Bernardino County*". Officials of the GDTF have expressed optimism that county agencies and everyone involved in the GDTF will use the Strategic Plan and implement the recommendations. If this plan is accepted and implemented, gang crime will go down.

The Plan addresses each of the three divisions of the County: High Desert, West Valley, and Central Valley, where the highest level of gang activity exists. There are six operational factors that are the focus in each of the geographical areas: suppression, intervention, prevention, performance measures, resources and media campaign.

The Strategic Plan will be a non-binding operational agreement for the County departments. Although the Strategic Plan is not considered to be binding on the Board of Supervisors (BOS), the Board is in a position to champion the cause of the Strategic Plan and encourage County agencies to adopt it.

A draft of the completed Strategic Plan is expected soon. The plan will be presented to the executive committee of the GDTF. With approval, the plan will then be presented to the Advisory Committee; then a presentation can be made to the Steering Committee. If the Strategic Plan is approved at this level, the Board of Supervisors will then be in a position to embrace it and offer support and funds.

The Countywide Gangs and Drugs Task Force took the lead in the development of the Strategic Plan. A member of the Probation Department has been the principal author and coordinator of the preliminary draft. This has been accomplished as an additional duty to the officer's normal job responsibilities. Following the anticipated approval of the Strategic Plan, permanent positions will be needed to focus on plan implementation. It has been suggested that the Probation Department support a coordinator position and the Sheriff's Department supply an analyst.

On May 3, 2005, the Board of Supervisors officially declared war on the gangs by approving more than \$4.8 million to the County's Law and Justice Group. This is a welcomed asset to the suppression and prosecution efforts already begun by the Sheriff, District Attorney and Public Defender. Further, the Probation Department will now have the assets to work with partner agencies throughout the County to carry out the intervention and prevention factors that are proposed in the Strategic Plan. This balanced approach of prevention, intervention, suppression is essential to the success of the Strategic Plan.

This acknowledgement of the seriousness of the County's gang problem by the Board of Supervisors at this time is a first step to winning this declared war on gangs. This is not a short-term effort, as one battle or major assault seldom wins wars. Permanent annual budget funding earmarked to these agencies, is needed to sustain a drive that will reduce and ultimately rid the County of this street terrorism that has plagued our communities. The Strategic Plan is the blueprint for that to occur.

COMMENDATION

THE GRAND JURY COMMENDS THE BOARD OF SUPERVISORS ON THEIR ACKNOWLEDGEMENT OF THE SERIOUSNESS AND SUPPORT IN FIGHTING THE GANG PROBLEM IN SAN BERNARDINO COUNTY. THIS IS A POSITIVE STEP TOWARD REDUCING THE COUNTY'S NUMBER ONE CRIMINAL ACTIVITY AND SIMULTANEOUSLY IMPROVING THE IMAGE OF SAN BERNARDINO COUNTY.

RECOMMENDATION

05-123 THE BOARD OF SUPERVISORS ACKNOWLEDGE AND SUPPORT THE STRATEGIC PLAN OF THE SAN BERNARDINO COUNTYWIDE GANGS AND DRUGS TASK FORCE WITH THE FULL WEIGHT OF THEIR POSITIONS.

PUBLIC GUARDIAN AND PUBLIC ADMINISTRATOR

CUSTODY OF FIREARMS

BACKGROUND

The Public Administrator and the Public Guardian/Conservator take possession of estate properties under the direction of the California Probate Code and/or by order of the Superior Court. The Public Guardian is granted conservatorship of those individuals unable to care for their personal needs or who are severely impaired by a mental disorder. The Public Administrator provides administration of the estates of decedents who were residents of San Bernardino County.

Prior to January 8, 2005 the method for taking possession of an estate's firearms, when found, was the same for both Public Guardian and Public Administrator. There was no written policy on handling, securing or storing firearms. Since January 8, 2005 each department has developed a new policy in this regard.

FINDINGS

The Public Administrator has established a policy that no firearms be reintroduced into the community, whenever possible. It is also the policy of the PA that no staff member is to touch or move any firearm found during the estate inventory. Local law enforcement is called to the site to unload and take custody of the firearm. Law enforcement provides a receipt and, in most instances, the firearm will be destroyed within 30 days. If there is an occasion when the ownership of the firearm requires transfer or must be sold as an asset of the estate, the Public Administrator will retain custody of the firearm. The unloaded firearm is then secured in a safe at the Public Administrator's office.

The policy for the Public Guardian includes firearms, ammunition and explosives. The staff is not certified to handle these items when found during a property search. First, the Deputy Public Guardian must determine if the item is in a safe position. If the position is deemed unstable, the item is removed and positioned in a safe manner, pointing away from anyone in the vicinity. Law enforcement is called to confirm the safety of the gun and unload if necessary. Law enforcement then removes ammunition and explosives found at the site. Law enforcement provides receipts for any items removed from the property. Photographs are taken of any items removed by law enforcement and firearms secured by the Public Guardian staff members.

The Public Guardian secures the trigger of the unloaded firearm with a guard and places it in the trunk of the department vehicle. The firearm is then transported to the Public Guardian warehouse for storage in the gun safe. The warehouse has no security cameras and is not connected to any alarm system. The ownership of the firearm is then determined and an appraisal form is sent to the Probate Referee for appraisal. Any firearm with an appraised value under \$300 is destroyed by law enforcement, with approval from the Court. Disposition of firearms valued over \$300 is discussed with the Public Guardian supervisor.

Firearms can pose a public safety threat. It is the opinion of law enforcement that only personnel trained in the handling of firearms should take custody. Every measure should be taken to safeguard the retrieval and retention of firearms to ensure that no firearm is mishandled. All weapons retrieved from an estate should be secured in the property room of the law enforcement agency that has jurisdiction. The importance of safekeeping any type weapon should be paramount.

RECOMMENDATIONS

- 05-124 REQUIRE THAT ONLY LAW ENFORCEMENT PERSONNEL HANDLE AND TAKE CUSTODY OF ALL FIREARMS, AMMUNITION AND EXPLOSIVES FOUND AT ESTATES BY PUBLIC GUARDIAN AND PUBLIC ADMINISTRATOR PERSONNEL.

- 05-125 FORMULATE A POLICY THAT WOULD SECURE ALL FIREARMS, AMMUNITION AND EXPLOSIVES FOUND BY PUBLIC GUARDIAN AND PUBLIC ADMINISTRATOR PERSONNEL, IN THE PROPERTY ROOM OF LOCAL LAW ENFORCEMENT AGENCY.

PUBLIC GUARDIAN-CONSERVATOR

BACKGROUND

The Public Guardian-Conservator is a County position appointed by the Board of Supervisors. The Public Guardian is then authorized by the Superior Court to act as a conservator for those persons who are not able to manage their own affairs (conservatee).

The Public Guardian takes possession of personal properties as part of the fiduciary responsibilities. These responsibilities are regulated and detailed in the California Probate Code and Welfare and Institutions Code as well as the Superior Court. The Public Guardian is entrusted with the personal and real property of the conservatee until such time these properties are transferred or sold at the behest of the Superior Court. Personal property is stored in the departmental warehouse in San Bernardino.

In January 2005 the Director of the Department of Aging and Adult Services (DAAS) was appointed the Public Guardian-Conservator. DAAS will maintain all properties currently stored in the warehouse. This warehouse is shared by the estate properties under the jurisdiction of the Public Guardian as well as the Public Administrator.

Members of the Grand Jury visited the warehouse in September of 2004 and again in March of 2005.

FINDINGS

When an individual is placed on conservatorship, the residence of the individual is entered and reviewed. Any valuables that can be transported easily such as cash, deeds of trust and jewelry, are inventoried and taken to the Public Guardian's department and placed in one of two safes. There are always two Deputy Public Guardians present to ensure double custody. The rest of the possessions are also inventoried and photographed. The warehouse attendants are then sent to the residence to photograph, pack and transport the remaining property to the warehouse. There are no digital cameras available in the warehouse and the attendants must borrow one from a Deputy Sheriff each time it is needed. The use of the camera is limited to when it is available from the Deputy Sheriff.

The warehouse has no security cameras or County alarm system in use. Upon entering, a bell rings. All guests are required to sign an entry log.

There is no division in the warehouse separating the Public Guardian and the Public Administrator properties. The estates are stored in "lots". The personal property in these "lots" is stacked on the concrete floor. No uniform boxes are used. The property "lots" are divided by clear plastic sheets, cardboard or Masonite, with no standard size.

The personal estate items are stacked higher than the dividers. The department has recognized that these properties could become commingled as property lots are moved or during an earthquake.

Property lots are now identified only with the conservatee's identification number taped on the various items in the lot. The Public Guardian indicated a bar code system would be more efficient to identify and track the individual items in each "lot", but this plan has not been implemented.

The inventory sheets are kept in the warehouse office. There is no software program used to track the conservatee's property. Policy requires inventory sheets must always have two signatures (initials) to follow the double custody rule. A random check of inventory sheets during both warehouse visits by the Grand Jury showed only one signature instead of the required two.

Personal documents and papers with sentimental value are retained in the warehouse indefinitely. These papers are kept in boxes. Paintings are placed in plastic bags. Personal and sentimental items will eventually be sent to the Archive Room of the Feldheim Library in San Bernardino. There is no archival storage of items in the warehouse such as photos, documents, cards or paintings. There are no archival quality storage containers in use.

There are no restroom facilities or sink available in the warehouse. The attendant or visitors must use the portable toilet outside in the back or walk to the other end of the warehouse complex. When an attendant is working alone, the warehouse must be locked up at every break.

The Public Guardian stores estate vehicles in a parking lot across the street from the Coroner's office. The lot is enclosed with a chain link fence and locked gates. There is no other security and there have been reports of vandalism and theft. Not all the vehicles are operable. The Public Guardian indicated a water spigot in the parking lot would allow the vehicles to be washed before auction.

In November of 2003 a Capital Improvement Program request was written by the Coroner/Public Administrator/Public Guardian Department and approved by the department head. The request would address the current storage problems in the warehouse and provide for better protection of properties entrusted to the department. The request has been approved, but no funding has been provided. The problems in the warehouse have been addressed by prior Grand Juries, with little change.

RECOMMENDATIONS

05-126 PROVIDE A DIGITAL CAMERA(S) FOR USE BY THE PUBLIC GUARDIAN WAREHOUSE ATTENDANTS.

- 05-127 DIVIDE THE WAREHOUSE TO CREATE TWO DISTINCT AREAS; ONE FOR PUBLIC GUARDIAN AND ONE FOR PUBLIC ADMINISTRATOR.
- 05-128 ACQUIRE COMPUTER TRACKING SOFTWARE FOR WAREHOUSE INVENTORY MANAGEMENT.
- 05-129 UTILIZE A BAR CODE SYSTEM TO ENSURE TRACKING OF ESTATE PROPERTY.
- 05-130 STORE PROPERTY LOTS ON PALLETS, IN UNIFORM SIZE CONTAINERS. UTILIZE STANDARD SIZE PORTABLE PARTITIONS TO DIVIDE PROPERTY "LOTS".
- 05-131 ENFORCE THE POLICY OF TWO SIGNATURES ON EVERY INVENTORY AND LOG SHEET.
- 05-132 STORE PRINTED MATERIALS, PHOTOS AND PAINTINGS IN ARCHIVAL QUALITY BOXES.
- 05-133 INSTALL RESTROOM FACILITIES IN THE PUBLIC GUARDIAN WAREHOUSE FACILITY.
- 05-134 INSTALL A WATER SPIGOT FOR USE AT THE VEHICLE PARKING LOT.

SHERIFF

CORONER DIVISION

BACKGROUND

The Coroner investigates the cause and manner of circumstances pertaining to deaths within the jurisdiction of the Coroner's office. The Coroner oversees the Medical Examiners who determine the medical cause of death. This department also identifies the deceased, secures personal properties and notifies next of kin. The central Coroner department complex in San Bernardino was built in 1988.

The Grand Jury conducted interviews and visited the Morgue in the fall of 2004, prior to the merger of the Coroner's Office with the Sheriff's Department. An additional investigation was also conducted after the January 2005 merger.

FINDINGS

The office is authorized ten (10) Deputy Coroner Investigator positions; nine are filled. There are actually only seven investigators working cases, since one of the ten positions is a training officer and the other is a new hire. Consequently, supervisors are doing the work of investigators and upper management is filling-in for supervision. In 1986, with a caseload of 5,600, there were 18-21 Deputy Coroner Investigators, each handling an average of 250-300 cases per year. In 2004 there were 9,400 cases, with an average caseload of 940. According to the Coroner's department, death investigations are increasing at a rate of three and one-half to four percent (3-1/2-4%) per year. In March 2005 the request for four more Deputy Coroner Investigators, one Medical Transcriber and one Medical Examiner was approved by the Board of Supervisors. This will bring staffing of Deputy Coroner Investigators to 1986 levels, but the average caseload will be higher at 670 cases per investigator.

The capacity of the main Coroner's facility when built was 64 bodies. The bodies are kept on gurneys in moveable trays in the refrigeration room. The gurneys are designed for one body. Due to space limitations, two bodies often share one gurney. The Desert Division is used as an overflow holding area that has a capacity of 10 bodies. Victims of homicide, trauma and suicide are all brought to the main facility.

The average number of bodies in the main facility is 75-85 bodies. This number can increase to over 100 on a holiday weekend. Body parts are also stored with the Coroner and count the same as a body. The average time for processing a body can take 72 hours, as in the case of a homicide. The length of stay is determined case by case.

The refrigeration room is kept at 38 degrees. All bodies are kept in this room before and after the autopsy. There are three sets of racks, each able to hold four trays. These are secured to the wall, are not portable and are difficult to clean. There is no method to secure remains on the trays, nor are there straps to secure the trays on the racks. All other trays are placed on gurneys with wheels. On the day of the Grand Jury's visit most trays held two bodies. The empty trays were stored in the parking lot. The bodies are placed two to a tray in anticipation of the weekend when more trays are needed. During very busy times occupied gurneys are temporarily placed in the hallway as an overflow area.

The refrigeration room often has to keep remains for weeks or months and there is visible decomposition. There is no freezer unit. There is a significant odor in this room. The negative airflow system is charcoal-based and has not been retrofitted since it was first installed more than 15 years ago. It is inadequate for the space and amount of cases handled in the Morgue. The air conditioning system in the medical examiner/autopsy area of the Morgue is unreliable and ineffective. There are only two technicians in the area that have the expertise to service the equipment. Parts are difficult to replace and there are constant repairs. The area reaches temperatures of over 80 degrees. A recent assessment of the system determined the air conditioning unit should be replaced.

In October 2005 the office space now occupied by the staffs of the Public Guardian and the Public Administrator will be vacant. The Coroner's Department has determined that the office space will accommodate a refrigerator with the capacity of 89 bodies and a freezer unit that holds 25 bodies. In the event of a disaster, the Coroner depends on mutual aid agreements to provide space for medical examinations and bodies. The agreement with the former Norton Air Force Base provides space, but no refrigeration capability. The Coroner's office has plans to purchase a refrigeration truck with a capacity of 12 bodies and an examination area. The addition of a refrigerator, a freezer unit and a truck will satisfy current and future requirements for refrigerator space and mitigate the needs during a catastrophic event.

The X-ray room is used for dental as well as body x-rays. The bodies are brought in on gurneys and then transferred, still in the body bag, to the x-ray table. There is no drain in the room for cleaning purposes. Body fluid spills may occur during the transfer process. The body bags are stained with body fluids, and one was torn due to the size of the body. There is only one adult size body bag. There are also extra durable body bags used for recovery, but are much more costly. The drain in the refrigerator room has never worked as it is clogged with concrete that was placed there during construction.

Cleaning is done everyday. The cleaning is done by Coroner's office personnel, often the Supervising Deputy Coroner and an autopsy assistant. The area is cleaned all through the day and sanitized at the end of the shift. Work release inmates are used, only under supervision, to wash windows, walls and the office area. The use of the inmates is not on a regular basis due to security concerns. A County Facilities Management worker buffs the floors every morning.

The Coroner's office has an Indigent Burial Coordinator. This person works to contact family members to claim a body. There is no State or County mandate as to how long a body should be kept, but the Coroner has a policy of a 30-day holding period once notification of next-of-kin has been made. Since the merger with the Sheriff's Department in January, this policy is strictly enforced. The remains of identified but unclaimed bodies are cremated and stored in a County operated warehouse. After accumulation of cremated remains, they will be buried. No unidentified bodies are ever cremated. Jane and John Does are buried intact. These bodies must remain at the Morgue until identification or burial. This process can take up to two years.

The Coroner contracts out the body removal services. The contract was approved from July 2003 to July 2005. The December 2003 contract monitoring site visit report, filed by the Coroner's staff analyst, detailed several contract violations by the contracted service provider: no business license, no conditional use permit for the office space, no workman's compensation insurance, no auto insurance, unreasonable delay from dispatch to on-scene, a 75% deficiency in staffing, employees that had not been submitted for background checks and those who had failed the checks. In February 2004 an unauthorized (failed background check) contract employee was still transporting for San Bernardino County, in direct violation of the contract. In the March 2004 contract monitoring site visit report, the contractor had obtained all necessary insurance, but contracted staffing levels were at a "66% deficiency".

The body removal services contractor was visited again by the Coroner's office in August and November of 2004. There were deficiencies in staffing and vehicle requirements. The contractor indicated that San Bernardino County's background check and selection process was much too harsh and it was difficult to fill the vacant positions. The contractor dispatches out of Riverside, which makes the wait time for transport unacceptable.

The contract approved in July 2003 allowed the Coroner to bring back to the Board of Supervisors a plan for in-house body transport services at the end of the contract. The Coroner's office is conducting an analysis on the benefits of contract services, in-house service or a combination of both.

The Deputy Coroner Investigators are provided cars, digital cameras, cell phones and pagers. At the scene of an investigation, the investigator takes photos and makes a written report. The investigator must remain at the scene until transport arrives, which can often take hours. The report does not reach the Coroner's office until the investigator returns and manually inputs the report into a database. The pathologist needs the Deputy Coroner's report in order to make decisions on body assessment and cause of death.

RECOMMENDATIONS

05-135 INCREASE STAFFING LEVELS IN THE CORONER'S OFFICE TO REFLECT THE NEEDS OF THE COUNTY IN 2005.

- 05-136 INSTALL A NEW REFRIGERATOR UNIT WITH A CAPACITY OF 89 BODIES IN THE CORONER'S OFFICE SPACE VACATED BY THE STAFF OF THE PUBLIC GUARDIAN AND PUBLIC ADMINISTRATOR.
- 05-137 INSTALL A FREEZER UNIT WITH A CAPACITY OF 25 BODIES.
- 05-138 REPLACE THE RACKS IN THE EXISTING REFRIGERATOR ROOM WITH STAINLESS STEEL PORTABLE RACKS. THE RACKS MUST BE EASILY MOVED FOR CLEANING AND STACK FOUR TRAYS FOR OPTIMUM CAPACITY.
- 05-139 RETROFIT THE NEGATIVE AIR FLOW SYSTEM WITH A MORE EFFECTIVE UNIT TO HELP DIMINISH THE ODOR IN THE MORGUE.
- 05-140 REPLACE THE EXISTING AIR CONDITIONING UNIT IN THE MEDICAL EXAMINER/AUTOPSY AREA WITH A COST AND POWER EFFICIENT UNIT THAT MEETS THE REQUIREMENTS OF THE SPACE.
- 05-141 INSTALL A DRAIN IN THE X-RAY ROOM FOR BETTER CLEANING. REMOVE CONCRETE AND REPAIR THE EXISTING DRAIN IN THE REFRIGERATOR ROOM.
- 05-142 RETAIN A CLEANING SERVICE FOR THE MORGUE. TO FREE ON-SITE PERSONNEL FOR THEIR JOB DUTIES.
- 05-143 DEVELOP AN ALTERNATIVE TO THE EXISTING CONTRACTED BODY REMOVAL SERVICES, EITHER IN-HOUSE OR A COMBINATION, WITH LOCAL CONTRACTORS.
- 05-144 PROVIDE EACH DEPUTY CORONER INVESTIGATOR WITH A WIRELESS READY LAPTOP FOR IMMEDIATE ELECTRONIC TRANSMITTAL OF REPORTS BACK TO THE CORONER'S OFFICE.

DETENTION AND CORRECTIONS FACILITIES

BACKGROUND

Detention and corrections centers in San Bernardino County consist of the Central Detention Center housing about 600 Federal prisoners and 300 or more pre-sentenced inmates; the Glen Helen Rehabilitation Center which houses up to 1,450 sentenced and pre-sentenced inmates; and the West Valley Detention Center that can hold up to 3,200 inmates who are awaiting sentencing or on appeal.

Each detention/corrections center is unique in the type of inmates housed and length of time spent. The Central Detention Center (CDC) receives funding from the Federal government to house Federal inmates and the funding also helps to place the remaining 300 from overflow at that facility. Without this funding, this facility would not remain open.

The Glen Helen Rehabilitation Center (GHRC) houses pre-sentenced and sentenced inmates that stay no longer than one year. GHRC provides all the inmates that work throughout the County and at other detention centers.

All arrested persons are taken to the West Valley Detention Center (WVDC) where they are booked and evaluated. The average stay is 29 days, but those on appeal can remain there much longer.

FINDINGS

All three detention/corrections centers maintain their capacity to the limit allowed by law. At the time of the Grand Jury visits to these facilities, all were slightly under capacity. To keep occupancy to the legal level, WVDC releases most misdemeanor inmates on a site and release, and some light felons are also released on bail to keep the occupancy to the legal level. However, the Sheriff's daily population statistics indicate a trend of overcrowding, resulting in the need for additional jails. A snapshot picture of the jail population on Tuesday, March 29, 2005 showed the following:

	<u>Population</u>	<u>Capacity</u>	<u>Average Daily Population</u>
West Valley Detention Center	3,464	3,072	3,258
Glen Helen Rehabilitation Center	1,266	1,068	1,314
Central Detention Center	906	742	956

(Source of data: San Bernardino County Administrative Office and Sheriff's Department)

GHRC maintains its legal occupancy by allowing up to a three-day maximum early release or transferring inmates to another county on outstanding warrants. There are very strict requirements for these releases.

The access road into GHRC is Institution Road. During flooding conditions, this road is out of service to both Sheriff's personnel and the public. Since June 2004, Institution Road was closed to traffic due to flooding for 16 days. Ten of those days, three types of helicopters from the Sheriff's Aviation units were used to transport staff in and out of the facility. The costs incurred ranged from \$350 to \$1,000 per hour.

With input from the Sheriff's Department, the County Public Works Department has prepared and submitted plans to make Institution Road an all-weather access road. A pre-disaster mitigation grant application for \$3 million has been submitted to FEMA for this project. Since this grant is competitive with other requests nationwide, approval is not assured.

The Central Detention Center (CDC) houses overflow of regular population inmates from GHRC and WVDC. CDC keeps their occupancy limit at the amount allowed by law. There will also be approximately 300 Federal inmates housed at the newly purchased Adelanto prison facility, leaving about 200 to 250 empty spaces for additional inmates at Adelanto. Based on the Grand Jury visits and statistics provided by the Sheriff, more jail space is needed.

All facilities are impeccably maintained. All food is prepared by inmates in each facility. The bakery at the Glen Helen facility provides the baked goods for all of the facilities, including the juvenile detention centers.

All of the privileges accorded by law are met at each detention center.

RECOMMENDATIONS

- 05-145 CONTINUE TO PURSUE FUNDING AND RESOLUTION FOR THE REPAIR OF INSTITUTION ROAD, WHICH INCLUDES ACQUIRING EASEMENT OF THE PROPERTY INVOLVED WITH THE CITY OF SAN BERNARDINO.
- 05-146 EXPLORE MORE EFFECTIVE MODES OF TRANSPORTING PERSONNEL TO AND FROM GLEN HELEN REHABILITATION CENTER DURING INCLEMENT WEATHER, OTHER THAN SHERIFF'S HELICOPTER, I.E. AMPHIBIOUS VEHICLES OR SURPLUS MILITARY VEHICLES.

SCIENTIFIC INVESTIGATIONS DIVISION

BACKGROUND

Grand Jurors visited the Scientific Investigations Division in order to review the Sheriff's process for gathering, retaining, maintaining and disposing of evidence. This inquiry was conducted as a result of reported past irregularities in the handling and disposition of confiscated firearms and items of evidence. The Scientific Investigations Division consists of three units: Cal-ID, Evidence/Property, and Crime Lab. The Crime

Lab includes four sections: Crime Scene Investigations (CSI), Firearms/Trace, Forensic Biology Unit, and the Alcohol/Narcotics Unit.

In addition to the main Property/Evidence Unit on Lena Road in San Bernardino, there are 15 other Property/Evidence locations throughout the County. All these remote locations use the Property Evidence Tracking System (PETS) to control and maintain evidence. Indications are that the PETS is working well and meeting the current needs of the Sheriff's Department.

FINDINGS

The staff of the Scientific Investigations Division consists of approximately 100 employees, with 35 of those working in the Cal ID unit. The Property and Evidence units are now maintained by the Property Evidence Tracking System (PETS) and all of the property/evidence is tracked in the computer. The Property Evidence Tracking System has been in place since the antiquated card catalog system was in use. What is left of the card system is filed in a secure property room. The property and evidence held in remote areas has the same tracking system.

The property and evidence indoor storage areas are highly secured and are divided by areas: furniture, computers, automobiles, bicycles, weapons, money, drugs and others. There is also an evidence room where property remains indefinitely if related to a homicide. This room contains all types of property and evidence. Vehicles are housed in an open, semi-secure area. Access is very limited to a handful of people. While access to these vehicles is limited during the day, security of evidence in this type of storage can be compromised.

The following was found regarding property and evidence disposition:

1. All weapons are disposed of and melted down at a facility located in Rancho Cucamonga. The weapons are under the direct control of the Sheriff's Department through the entire process.
2. All monies are deposited in an interest bearing account unless held at the request of law enforcement. At the end of the fiscal year, these funds are returned to the General Fund if they cannot be returned to the lawful owner; a Court order is required.
3. All drugs, unless specifically held at the request of law enforcement, are destroyed after one year and one month after seizure.
4. Vehicles and other equipment, i.e., computers, bicycles, furniture, are turned over to an independent auction company to sell. The procedure, check and balances were observed by Grand Jury members and found to be a sound practice.

The Crime Lab is housed at the same facility. It is a very sophisticated state-of-the-art crime investigation unit. The unit performs all of the DNA tracking for both San Bernardino and Riverside counties. The increasing demands on the use of DNA in solving crimes have placed a tremendous burden on the DNA investigators. The Crime Lab must now prioritize which cases they will work on. A goal of the unit is to respond to all cases without restriction. Fingerprint comparisons, drug and alcohol testing, forensics and crime scene investigations are also conducted there. There is a definite need for expansion of workspace, equipment and investigators. There is only one garage in which to examine vehicles. The Forensics Department is housed in a portable trailer.

These divisions have employees working in very limited space. The CSI unit has been offered additional services and equipment, but cannot hire additional personnel due to the lack of space. The CSI unit is a model throughout the State, and is a very impressive unit.

RECOMMENDATIONS

- 05-147 EXPLORE EXISTING AND ADDITIONAL PROPERTIES TO PROVIDE PERMANENT AND EXPANDED HOUSING, UNDER ONE ROOF, FOR UNITS OF THE SHERIFF'S SCIENTIFIC INVESTIGATIONS DIVISION, ESPECIALLY STORAGE OF VEHICLES HELD FOR EVIDENCE RETRIEVAL, TO PREVENT TAMPERING WITH OR COMPROMISING OF EVIDENCE.
- 05-148 EXPAND THE OPERATION OF THE CRIME LAB TO INCLUDE ACQUISITION OF MORE WORKSPACE, LAB EQUIPMENT AND INVESTIGATORS.

