

COUNTY COMMITTEE



COUNTY COMMITTEE



Back row: Darrell Freeland, Rodney Desmeuchet, Ernesto Armenta, Louis Chavez

Front row: Roger Trussell, Floydia Wilson, Felix Diaz, Sandra Shahan (chair)

COUNTY COMMITTEE

Introduction

This committee is concerned with, among other things, the offices of County government. It reviews agendas and notices of public hearings. Whenever possible, random attendance at those meetings ensure that the interest of public citizens is represented and that Government Code sections regarding open meetings laws are followed. Committee members attended Board of Supervisors meetings and reported items of interest to the Grand Jury. Committee members also attended Audit Committee Meetings.

The following public officials and departments are within the purview of the County Committee:

- Assessor/Recorder
- Auditor/Controller/Treasurer/Tax Collector
- Board of Directors
- Board of Supervisors
- Central Collections
- County Administrative Office
- County Airports
- County Executive Officer
- General Services
 - Facilities Management
 - Fleet Services
 - Human Resources
 - Information Services Department
 - Mail Services/Printing/Purchasing
 - Public Works
 - Real Estate Services
 - Registrar of Voters
 - Risk Management

The following departments and agencies were visited and reviewed:

- Adult Protective Services
- Animal Control
- Board of Supervisors
- Charter Schools
- County Airports
- Fleet Services
- Grand Jury Work Environment

- Helendale Community Services District
- Inmate Integration
- Purchasing
- Registrar of Voters
- San Manuel Amphitheater

Final reports were issued on the following:

- Devore Animal Shelter
- Fleet Management Department
- Grand Jury Work Environment
- San Bernardino County Board of Supervisors

DEVORE ANIMAL SHELTER

BACKGROUND

The Grand Jury received a public complaint regarding the issue of potential animal cruelty and the acceptance of donations. Information regarding the complaint was also on the internet. The Grand Jury researched the internet to get a better picture of what was allegedly transpiring at the Devore Animal Shelter (Devore). The Grand Jury found additional information on the internet of alleged abuse at Devore.

In order to obtain impartial information from Devore, members of the Grand Jury visited Devore, posing as members of the public, interested in a possible adoption. The Grand Jury also investigated three additional animal shelters within the San Bernardino County for the purpose of comparison of facility conditions and animal care. An official Grand Jury follow-up visit to Devore focused on the facility and animal care.

FINDINGS

1. Devore is clean and the animals are well cared for and receive regular veterinarian care. The kennels were well-ventilated and food and water were readily available to all of the animals. Conditions were consistent with all inspected facilities.
2. Devore maintains sub-floor heating in all kennels at the facility, keeping the animals warm. There are resting platforms in each kennel and blankets are available for older or ill dogs.
3. Cats are housed separately in a clean-smelling room near the reception desk of the Administration Building.
4. The following chart contains data comparing Devore with animal shelters in Apple Valley, Hesperia and Rancho Cucamonga.

LOCATION	VETERINARIAN SERVICES	EUTHANASIA RATES	ADOPTION SITES	FUNDRAISING
Apple Valley	On-call daily; RVT* on site	54.86%	On-site and off-site	Public flyers; involve public
Hesperia	3 contracted vets; 1 RVT	69.28%	On-site and off-site at Petsmart	City funded and GOLF**
Rancho Cucamonga	Full-time vet; 1 contracted vet – 3 times per week; 2 part-time RVTs	12.59%	On-site and off-site	City funded; community fundraising programs
Devore	On site 3 days per week; on-call daily	45.15%	On-site and off-site at stores	AARF*** fund; annual donations

All shelters, including Devore, are found to be comparable in the areas listed above. They are also comparable and humane in their care of the animals. The animals are groomed, walked, provided playgrounds for exercise and trained to mitigate behavioral problems.

5. The Grand Jury was unable to verify the allegations contained in the public complaint.

- * RVT: Registered Veterinarian Technician
- **GOLF: Gift of Life – a fund for the benefits of animals
- ***AARF: Animals Are First fund

<u>Responding Agency</u>	<u>Recommendations</u>	<u>Due Date</u>
No response required		

FLEET MANAGEMENT DEPARTMENT

BACKGROUND

The 2005-2006 Grand Jury was informed of a consolidation study being done by an outside consultant. The Board of Supervisors (BOS) had authorized a study to consider the issue of consolidating the four County fleets into one. The study cost \$63,000 and was developed and produced in January 2005 by Fleet Counselor Services of Mesa, Arizona.¹ The 2005-2006 Grand Jury was not given the opportunity to view the consolidation study.

The Board of Supervisors commissioned an additional study by Mercury Associates, Inc., a fleet management consulting firm based in the Washington D.C. area at a cost of \$140,875.²

On August 18, 2011, the Grand Jury visited Fleet Management (FLTM) where they were given a full tour of the facility. The technology was demonstrated for its efficiency for control of fuel, general service and vehicle history. FLTM provides vehicles, equipment, and services to officials and employees of the County of San Bernardino. FLTM operates six maintenance and repair facilities and 60 fuel sites throughout the County. FLTM has 18 service trucks that are equipped with cranes and welders that provide emergency and regular maintenance to vehicles in the field. The Grand Jury was provided with a copy of the Fleet Counselor Report.

Currently, FLTM provides maintenance service for all County vehicles except for vehicles operated by the San Bernardino County Sheriff's Department (SBSD) and County Fire Department (CFD). The SBSBD has objected to the consolidation of vehicle maintenance under the FLTM operations. These SBSBD objections were based on a past history of not getting priority service on public safety vehicles and time wasted by deputies waiting for service. The CFD and FLTM are working together to reduce costs and obtain operational efficiencies. In January 2011, the Chief Executive Officer for the County of San Bernardino established an ongoing County Vehicle Policy Committee that meets periodically to maintain adherence to operating rules and policies and is chaired by the Deputy Executive Officer.

A. County Policies Regarding Services by an Internal Service Department

1. County of San Bernardino Policy Statement 11-03 effective date 07/01/2000

¹ Final Report and Recommendations, Vehicle Management Operations Review San Bernardino County, Fleet Counselor Services Inc., January 2005.

² Report on Countywide Fleet Operations Review for the County of San Bernardino, Mercury Associates, Inc., July 14, 2010.

This policy states: *Any County Agency, Department, Office or Special District, requiring a product or service provided by an Internal Service Department shall obtain these services through the respective County service department.*

The Board of Supervisors has established a number of Internal Service Departments and Divisions that perform central support services within the County. These organizations have skilled personnel, special equipment, materials and supplies for technical and logistics support of County operations that can be performed more economically by a central service within the County. They include:

*Auditor/Controller
 County Counsel
 Human Services
 Information Services
 Architecture & Engineering
 Facilities Management
 Purchasing
 Real Estate Services
 Vehicle Services
 Community & Cultural Services Grounds – Maintenance
 Library – Records Management & Archives*

In order to provide economical services and maintain prudent cost controls, it is important that the Internal Service Departments be utilized by all departments who require such services. Exceptions to this Department and the County Administrative Office policy may be authorized on a case-by-case or temporary basis upon approval of the respective Internal Service.

2. County of San Bernardino Policy 12 – 04 effective 2/3/92

This policy states: *The County Administrative Officer is the responsible authority for appointing a Vehicle Services Committee which shall establish the operating rules and procedures for County Motor Pool vehicles.*

B. Consultants Recommendations

The two studies commissioned by the BOS are in agreement on the broad issues of fleet consolidation under the management of FLTM:

- Transfer responsibility for the maintenance and repair of Fire Department cars and light-duty trucks, and general support vehicles to FLTM.

- Retain responsibility for maintenance and repair of fire apparatus and other specialty emergency response equipment with the Fire Department to be periodically reviewed.
- Transfer maintenance and repair of all Sheriff-Coroner Department vehicles to FLTM.
- Mandate that all departments use the existing enterprise Fleet Management Information System (also known as CCG-FASTER).

FINDINGS

1. FLTM has the highest level of fleet management expertise within the County and a high quality of service. The FLTM Director has approximately forty-five years in the field of fleet management and has been at San Bernardino County Fleet Management for 11 years. He is certified by American Public Works Association, National Association of Fleet Administrators, and University of California at Berkeley. Also, in 2011, FLTM was ranked second out of 100 best fleets in the public sector according to Government Fleet Magazine.
2. FLTM utilizes the enterprise Fleet Management Information System (CCG-FASTER). The CCG-FASTER system is a computer database that contains all records and transactions and is used for cost accounting and analysis. CCG-FASTER is also used for analytical information such as, vehicle's cost, utilization, and vendor's cost, performance and warranty tracking.
3. The SBSB has no long-term experienced fleet administrator to oversee the Sheriff's fleet. Currently, SBSB fleet is managed by a Captain, who has limited experience in fleet management.
4. The SBSB does not utilize a central computerized fleet management tracking system and does not utilize CCG-FASTER.
5. Contract cities handle billing for maintenance of the Sheriff's vehicles differently with no uniform cost tracking. Some cities pay the quarterly invoices for maintenance without any cost validation, while others track every dollar spent.
6. The Counties of Riverside and Orange Fleet Management Departments administer and service all county vehicles, including the Sheriff's Department. In these counties, law enforcement vehicles are given priority service due to public safety concerns. In those

counties, the Sheriff’s Department and Fleet Management work together to ensure that the vehicles are serviced safely and in a timely manner.

7. FLTM is working with the CFD to evaluate the organizational structure and operations of its fleet division to determine if cost savings and/or operational efficiencies can be obtained. A committee consisting of both Fleet Management and County Fire personnel meet bi-monthly to determine best practices and cost savings while maintaining public safety.

RECOMMENDATIONS

- 12-11 The County of San Bernardino consolidates the oversight of the San Bernardino County Sheriff-Coroner vehicles with San Bernardino County Fleet Management. (Findings 1, 2, 6)
- 12-12 The San Bernardino County Fire Department and San Bernardino County Fleet Management Services continue to work together to reduce costs and increase operational efficiencies. (Finding 7)

Responding Agency	Recommendations	Due Date
Board of Supervisors	12-11 through 12-12	September 29, 2012

GRAND JURY WORK ENVIRONMENT

BACKGROUND

The Grand Jury reviewed the recommendations and responses made by the Grand Jury of 2002-2003 and determined that all recommendations made previously have been followed and there was nothing further to amend. Therefore, the Grand Jury budget of 2011-2012 is solvent and correct as it now stands. On a related note, the security and space requirements were discussed.

The Grand Jury is comprised of four or more committees with at least three subcommittees per committee that meet independently of each other. The current space occupied by the Grand Jury is insufficient for the capacity of work being done. Also, there is no security for the Grand Jury Assistant, Legal Advisor or grand jurors other than a lock on the entrance door.

In the space the Grand Jury currently occupies, there are two rooms available for everyone to accomplish their charge: one room for the full Grand Jury and one small conference room. There is only one bathroom that is utilized by male and female grand jurors. Walking space is limited because of the many file cabinets in use for Grand Jury business. Also, the Grand Jury does not have a safe in which to lock and store confidential material. Some court employees and outside agencies are allowed access to the Grand Jury room and there is information that needs to be secured.

Currently, the doorbell is located inside the Family Court Services door. Sometimes when the doorbell rings there may be no one there, there may be a disgruntled person on the other side of the door or it may be a restless child ringing the bell. Oftentimes, the Grand Jury Assistant works alone on Fridays and Mondays. When the buzzer sounds, the Grand Jury Assistant has no way of knowing what or who is on the other side of the door and must leave his/her respective work area to answer the bell.

The current Grand Jury had an incident when a fellow grand juror became ill and the paramedics had to be called. The hallway was too narrow for the gurney to maneuver through the door and he was too ill to walk and had to be rolled in a chair with wheels to the door so that paramedics could get him on the gurney and administer medical attention.

There are several options that address the needs of the Grand Jury, the Grand Jury Assistant and Legal Advisor. First, is a move to an off-site vacant building owned by the County. This building would have to be large enough to facilitate the Grand Jury's work and house confidential materials securely. This option has the potential to save the County money in the long run barring any modifications needed to accommodate the Grand Jury, the Grand Jury Assistant and Legal Advisor.

It is the understanding of the Grand Jury that when the new court house is built it will house Family Court Services which is now connected but separated by a door to the Grand Jury Suite.

Second, the current Family Court Services area is 9,300 square feet. If the Grand Jury area was expanded into the Family Court Services area, there would be sufficient space for all committees and subcommittees to meet comfortably with a built-in vault for evidence and confidential files. Also, in the event of an emergency, the proper agencies i.e., Fire Department, Police or Ambulance, will have room to maneuver their equipment and access grand jurors, the Grand Jury Assistant and Legal Advisor.

Facilities Management is currently paying the Court/Administrative Offices of the Court (AOC) for their share of the County-exclusive space to total usable space in the Courthouse including the Grand Jury area, times the actual costs of maintenance and utilities for a total of approximately \$10,500 annually. The total share is about 4% of the total cost of the building which is included in the Grand Jury budget.

With construction of the new court house, the Court Executive Office (CEO) will be housed in the new court building. If that is indeed the case, the Grand Jury could be moved to 303 West 3rd Street.

This location is ideal for the Grand Jury as the Second Floor is 13,200 sq. ft. There is adequate space for all committees, subcommittees, Grand Jury Assistant and Legal Advisor. There is also sufficient space for storage of confidential material.

Another amenity of the Second Floor is the built-in court rooms. Currently, to get a court room for a special Grand Jury, the Grand Jury Assistant and/or the Legal Advisor has to search for an available court room which could take weeks. With this move, the Grand Jury always has access to a court room and there will be enough room for a special Grand Jury to meet when the Grand Jury is in session, with no distraction.

In addition, there is a need to purchase audio/visual equipment to maintain a visual of persons entering from the elevators and stairwell.

A move of the Grand Jury to 303 West 3rd Street would save the County money on rent as the County already owns this building and would not have to pay rent. The County would have to pay Facilities Management maintenance, custodial and grounds charges. Utilities costs are captured in County-Wide Cost Allocation Plan (COWCAP) for those departments that pay COWCAP fees. The cost saving would more than offset the cost of audio/visual security equipment.

FINDINGS

1. There is a need for security to monitor the doors for safety and work efficiency. When the doorbell rings there may be no one there, there may be a disgruntled person on the

other side of the door or it may be a restless child ringing the bell. Oftentimes, the Grand Jury Assistant works alone on Fridays and Mondays. When the buzzer sounds, the Grand Jury Assistant has no way of knowing what or who is on the other side of the door and must leave his/her respective work area to answer the bell.

2. The current Grand Jury space is insufficient to accommodate the activities of 19 grand jurors, Grand Jury Assistant and Legal Advisor. If the Grand Jury Suite was expanded, there would be more filing and storage space, sufficient space to accommodate all interviews, committees, subcommittees, Grand Jury Assistant and Legal Advisor.
3. The current Grand Jury space is insufficient to accommodate emergency personnel in the event of a crisis. The hallway is too narrow for a gurney to maneuver.
4. The Grand Jury does not have a designated courtroom for Special Hearings and/or Special Grand Juries. The Grand Jury Assistant and/or the Legal Advisor has to search for an available court room, which takes valuable time.

RECOMMENDATIONS

- 12-13 Purchase an audio/visual security camera to monitor the door so that the Grand Jury Assistant can see, speak and open the door from his/her desk. (Finding 1)
- 12-14 Enlarge Grand Jury work environment to be conducive to the operations of the Grand Jury, Grand Jury Assistant and Legal Advisor. (Findings 2, 3)
- 12-15 Relocate to 303 West 3rd Street, a County-owned facility. (Findings 2, 3)
- 12-16 Relocate to a secure County-owned facility. (Findings 2, 3)
- 12-17 Enlarge current space by acquiring Family Court Services area. (Findings 2, 3)
- 12-18 Designate a court room to the Grand Jury to be used when needed for Special Hearings and Special Grand Juries. (Finding 4)

Responding Agency	Recommendations	Due Date
Board of Supervisors	12-13 through 12-18	September 29, 2012

SAN BERNARDINO COUNTY BOARD OF SUPERVISORS

BACKGROUND

The San Bernardino County Elected Officials Pay Reduction Act has been placed on the November 2012 ballot. The initiative would reduce the Board of Supervisors \$150,000 annual salary to a total compensation package of \$60,000 annually. Also, this initiative would make the supervisor's position part-time while maintaining existing responsibilities and workloads.

The Grand Jury compared the Board of Supervisor salaries in San Bernardino County with salaries in counties with similar-sized populations and budgets. (Fig. 1) The Grand Jury also compared counties with smaller population sizes and budgets. (Fig. 2)

San Bernardino County (SBCO) is the largest geographical County in the United States, 12th largest in population and is home to approximately 2,073,149 residents.

The County is governed by the San Bernardino County Board of Supervisors (BOS) which consists of five elected members; each supervisorial district has approximately 400,000 residents. The annual budget for SBCO is approximately \$4.2 billion. The salary for each Supervisor is \$150,000 annually and they are limited to three four-year terms. Salary and term limits were established in 2007 by Charter amendments approved by the voters. The Grand Jury conducted a comparative salary study of counties Boards of Supervisors. (Fig. 1)

The Grand Jury also conducted a comparative study of Boards of Supervisors of smaller counties. (Fig. 2)

Duties of the BOS include participating as voting members on committees and boards throughout the County. Supervisors also serve on boards within their districts. The number of committees each Supervisor serves ranges from 19 to 32. Following is a partial list of the committees and boards:

- Mojave Desert Air Quality Management District
- Local Agency Formation Commission (LAFCO)
- San Bernardino Associated Government (SANBAG)
- Omnitrans Board of Directors
- Inland Empire Economic Partnership (IEEP)
- Inland Empire Health Plan (IEHP)
- Arrowhead Regional Medical Center Joint Conference Committee
- California Association of Counties (CSAC)
- County of San Bernardino Economic and Community Development Corporation

- Disaster Council
- Governing Body of all Board Governed Special Districts
- San Bernardino County Flood Control District
- San Bernardino County Industrial Development Authority
- Solid Waste Advisory Task Force

The time involved serving on these boards is not limited to attending committee meetings, which have an impact on citizens within the Southern California region, but also involved is preparation and travel. There is also time involved preparing for the bi-monthly BOS meetings which includes reading, staff reports, and other meetings which are necessary for informed decisions.

For citizens residing in unincorporated areas, the BOS serves as their only local representation, much the same as the City Councils do within incorporated areas. SBCO has large geographical unincorporated areas with an approximate total of 291,776 residents.

Comparison of County Operations/Board of Supervisors (Fig. 1)

County	Population	Size	Budget	Salary	Status
San Bernardino	2.03 Million	20,105 Sq. Mi.	\$4.2 Billion	\$150,000	Full Time
Orange	3.01 Million	948 Sq. Mi.	\$5.6 Billion	\$143,000	Full Time
Riverside	2.2 Million	7,208 Sq. Mi.	\$4.5 Billion	\$143,000	Full Time
Ventura	823,318	1,856 Sq. Mi.	\$1.6 Billion	\$130,000	Full Time

Comparison of County Operations/Board of Supervisors (Fig. 2)

County	Population	Size	Budget	Salary	Status
Plumas	20,007	2,554 Sq. Mi.	\$86,725,515	\$37,000	Full Time
Alpine	1175	738 Sq. Mi.	\$38,273,791	\$26,000	Full Time
Shasta	177,223	3,775 Sq. Mi.	\$377,638,261	\$53,500	Full Time
Humboldt	134,623	3,568 Sq. Mi.	\$263,683,663	\$81,576	Full Time
Calaveras	45,578	1,020 Sq. Mi.	\$153,176,625	\$24.77 per hr.	Full Time

Note: While Calaveras County Supervisor's salary is \$24.77 per hour, they at time work as much as 60 hours per week.

The BOS establishes vision and policy for County Government and dependent special districts. The Chief Executive Officer (CEO) manages the day-to-day functions of the County and dependent special districts and is directly accountable to the BOS.

In its legislative duties, the BOS adopts ordinances, resolutions, and minute orders within the limits prescribed by State law.

As an executive body, the BOS:

- Establishes policy
- Approves the annual budget
- Appoints a Chief Executive Officer, County Council, Clerk of the Board, Public Defender and Public Guardian
- Approves contracts for projects and services
- Conducts public hearings on land-use and other matters
- Makes appointments to boards, committees and commissions

San Bernardino County functions with a Chief Executive Officer (CEO), as do Orange, Riverside and Ventura Counties. The CEO is directed by the BOS to administrate the functions of the various departments within the County. The CEO manages the day to day functions of the County and dependent special districts and is directly accountable to the BOS.

FINDINGS

1. The Grand Jury finds that the current BOS salary is comparable to other counties of similar population size and budgets. (Fig. 1)
2. The Grand Jury finds that if the Elected Official’s Pay Reduction Act passes that the BOS will be compensated at a level with counties that have smaller population sizes and budgets. (Fig. 2)

RECOMMENDATION

12-19 The BOS conduct a detailed statewide study of County Supervisors’ salaries and duties.

Responding Agency	Recommendations	Due Date
Board of Supervisors	12-19	September 29, 2012