

ADMINISTRATIVE COMMITTEE

County Boards, Commissions and Committees

Findings – Agree/Disagree

Agree.

RECOMMENDATION

02-01. The roster of Boards, Commissions and Committees be consistent. Information about membership, purpose, meeting dates, and places and times, compensation, and point of contract should be completed. When an item does not apply or is not available for a particular Board, Commission or Committee, it should be recognized in a line note, e.g., Compensation: NONE or, Compensation: \$25.00 per meeting.

RESPONSE

The Clerk of the Board has implemented this recommendation. The Clerk's Office maintains records for more than 200 Boards, Committees and Commissions utilizing automated software designed specifically for tracking this information.

The information for Boards, Commissions and Committees was previously maintained on a mainframe computer program, which over time proved to be more laborious than helpful in obtaining reports and useful information in a timely manner. In 1999, the Clerk's Office searched for an alternative to the existing system and discovered that Orange County had an automated web-based system. San Bernardino County obtained and installed the PC-based program and subsequently began transitioning the information from the mainframe program to the new program.

In December 2000, the transfer and validation of information was substantially complete. At that time three phases to expedite the project's completion were identified:

Phase 1 – Update and Input Information into a New Computer Program – This phase involved making sure that the physical files matched what was listed in the computer, and accurate descriptions of the committee's creation, functions, sunset dates and members were complete. This phase has been completed for those Boards, Commissions and Committees whose members are appointed by the Board of Supervisors and a preliminary list of candidates for sunset review was created.

Phase 2 – Obtain Updated Information from Special Districts – Special Districts are those Boards created for specific purposes or to provide services to the community, such as fire, water, sewer, etc. This phase involved contacting the Special Districts in order to obtain updated information about district functions and membership. In September 2001 a questionnaire was developed for use in obtaining the information. The responses helped to complete our review of the records for discrepancies, outdated information, and additional sunset review candidates.

Phase 3 – Final Updates to System, Preparation of “Sunset Review” Board Agenda Item – The final phase involved “clean-up” edits to the system based upon the information received from the Special District questionnaires. A final list of sunset review candidates was prepared and liaison departments or agencies were contacted requesting their recommendations regarding the continuance or dissolution of the Board, Committee, or Commission. On April 9, 2002, the Clerk of the Board submitted the list of recommendations to continue and discontinue various Boards, Committees and Commissions as part of the 2001-02 Sunset Review to the Board of Supervisors. The Board of Supervisors took action to approve the recommendations as presented.

The Clerk’s Office completed an extensive review of the information contained in the database for accuracy, consistency and clarity in June 2002. As a result of the review process, the roster of Boards, Committees and Commissions has been updated and reflects current, accurate and consistent information.

RECOMMENDATION

- 02-02. All information on Boards, Commissions, and Committees be consistently available on the county website, including vacancies.

RESPONSE

This recommendation requires further analysis of the county’s ability to create a link to the Boards, Committees and Commissions database and the most cost-effective and efficient manner in which to present the information to the public via the county website.

The Clerk of the Board is currently working with the Information Services Department on maximizing the automated programs for the department. Preliminary discussions have been held as to the most effective way to provide access to information without compromising the integrity of the information contained in the existing automated systems. A resolution is expected within six months.

RECOMMENDATION

- 02-03. Appropriate solicitation for candidates for Boards, Commissions, and Committees be posted on the website listing of that body.

RESPONSE

This recommendation requires further analysis of the county’s ability to create a link to the Boards, Committees and Commissions database and the most cost-effective and efficient manner in which to present the information to the public via the county website. In the event the information is available on the county website, the public will be able to access a list of the Boards, Committees and Commissions, current membership and existing vacancies with instructions for submitting an application requesting consideration for appointment. The Clerk of the Board will continue the current practice of posting the information at libraries, in the Clerk’s Office, and through the issuance of press releases.

County Contracting

Findings – Agree/Disagree

Agree, with the exception of using the Computer Aided Facilities Management (CAFM) software system to accommodate contract data collection function activity for the Purchasing Department. CAFM is being developed for countywide use; but it is a database for county buildings only. It includes floor plans, square footages, building data and an on-line maintenance work order system for Facilities Management. CAFM will not accommodate a contract data collection function for the Purchasing Department.

RECOMMENDATION

- 02-04. Revise county code of procurement policies and practices to function for a period of time for effectiveness, based on thorough audit of procurement ledgers during normal department audits.

RESPONSE

Over the past 2-1/2 years the Board of Supervisors has adopted an entirely new set of county procurement policies and procedures to ensure greater competition, increased controls, and greater accountability in all county procurements. The County Procurement & Contracting Working Group, at the direction of the Board of Supervisors, has met on a regular basis to review procurement policies and develop recommendations for the Board’s consideration that have been adopted and further strengthen county procedures and improve efficiency. In addition, departmental procurement practices will be examined as the Auditor/Controller-Recorder’s office performs operational audits of the county departments.

RECOMMENDATION

- 02-05. The county Purchasing Department be designated as the county government contracting data center or gathering, maintaining, updating and providing basic information on all county contracts.

RESPONSE

In September of 2001, the Board of Supervisors approved the establishment of a Contracts Unit in the County Purchasing Department. This unit was created to provide countywide training on RFP and contract administration; develop consistent standards for RFP and contract development; provide technical assistance and advice to county departments as needed; and enhance contract monitoring and tracking capabilities in the county. It was created as a resource for county departments that do not have the expertise or staffing to perform this function on their own. Based on a survey performed in 2000-01, this support service meets the needs of departments who do not have a contract section within their departments.

Departments that currently have contract sections will continue to provide this service as they are best equipped to handle the gathering, maintaining, and updating of contracts within their departments. Maintaining this function within these departments allows for greater efficiency of operation and also allows the county to leverage state and federal dollars to pay the costs associated with this function.

**Risk Management Division of the
Human Resources Department
Fort Irwin Road**

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 02-06. Install proper street lighting on Fort Irwin Road.

RESPONSE

The department recently completed 10 miles of rehabilitation/overlay work on Fort Irwin Road. This project was the first of two planned contract projects geared towards satisfying recommendations outlined in a report prepared for the Department of Defense by Gannett Fleming (a consultant specializing in traffic safety issues) in February 2000. That report recommended passing lanes, pavement rehabilitation, improved signage and shoulder flattening as a means

to effectively improve safety along this route. Street lighting was not identified as a needed safety measure in the Gannett Fleming report. Current standard practice to meet nighttime sight distance needs on rural roads is to use reflective pavement markings and signage. During the last 10 years, more than two-thirds of the vehicle accidents on this road have occurred in the daytime. The improvements that are designed to increase daytime safety will benefit nighttime driving as well.

RECOMMENDATION

02-07 Install emergency telephone call boxes on Fort Irwin Road and Old Irwin Road.

RESPONSE

Approximately 10 operable call boxes currently exist along Fort Irwin Road and Old Irwin Road. These boxes are part of a hard-wired system. Due to physical conflicts, the existing call boxes will be removed during the proposed passing lane improvement project. The department has discussed the installation of new call boxes with SANBAG, which administers the Countywide Call Box Program. However, details of available funding to purchase, install, and maintain the call boxes will need to be resolved prior to completion of the Fort Irwin Road passing lane project.

RECOMMENDATION

02-08. Increase law enforcement patrol of Fort Irwin and Old Irwin Roads.

RESPONSE

The department has discussed concerns about excessive driver speeds on Fort Irwin and Old Irwin Roads with the California Highway Patrol (CHP). As a result of these discussions, patrols have been increased in the area. The department will continue to coordinate with the CHP in regards to keeping a high law enforcement profile in the region.

ECONOMIC DEVELOPMENT/PUBLIC SERVICES COMMITTEE

County Fire Department

Findings – Agree/Disagree

Agree. The department would like to qualify the statement in reference to county general fund contributions for the unfunded areas in the county. In addition to the basic \$500,000 annual general fund contribution, and \$200,000 for out of district reimbursement, \$300,000 has been appropriated for a new, fully staffed fire station facility to be jointly operated with the U. S. Army at the Barstow-Daggett County Airport to serve the unfunded traffic corridors.

RECOMMENDATION

- 02-20. All self-contained breathing apparatus used by County Fire Department personnel must be of the same design and manufacture.

RESPONSE

To meet this objective, the department developed Self-Contained Breathing Apparatus (SCBA) Specifications in 2001-02. These specifications were developed in anticipation of the need to fully replace all existing outdated and varying types (design and manufacturer) of SCBA's. The conversion to the new SCBA's will bring the department into full compliance with the Federal Respiratory Protection Policy.

RECOMMENDATION

- 02-21. Allocate funds to the County Fire Department for the purchase of breathing apparatus with communications equipment.

RESPONSE

The County Fire Department allocated district funds for the purchase of new Self-Contained Breathing Apparatus (SCBA) for all board-governed fire districts and county service areas in the 2002-03 budgets. The SCBA vendor selected through a competitive bid process was Draeger Safety, Inc., and these replacement SCBA units have been ordered. All personnel are currently being trained on the use of the new SCBA's, which includes each member being facemask tested (as required by law) by the manufacturer. County Fire estimates the new SCBA's to be fully integrated into fire and rescue operations in 60 to 90 days.

The Grand Jury recommendation calls for outfitting each SCBA with a radio communication device. The department has ordered 520 SCBA's, 125 with radio communication capability and 395 without radio communication capability. The cost to upgrade the remaining 395 SCBA units with radio communication capability is \$490 per unit, for a total cost of approximately \$200,000.

The County Fire Department agrees with the need to have the radio communication capability in every SCBA as this feature would provide a uniform standard for optimal firefighter safety. Unfortunately, local district fiscal resources are not sufficient to fund this enhancement for all the new SCBA's. It should be noted that the new SCBA's do allow for the communications feature to be added at a later date as funds become available. However, the County Fire Department is facing a long-term structural revenue problem, which is being addressed by a consultant study commissioned by the Board of Supervisors.

RECOMMENDATION

- 02-22. Increase funding levels for the following emergency service items: (A) basic services to the non-funded areas; (B) County Service Areas providing service outside of their legal boundary on a regular basis; (C) replacement of specialized equipment.

RESPONSE

An increased funding allocation for the unfunded fire protection areas is a discretionary policy decision for financing from the county's general fund. The County Fire Department has submitted budget policy items requesting additional county funding for the unfunded fire protection area. However, the County Fire Department is facing a long-term structural revenue problem, which is being addressed by a consultant study commissioned by the Board of Supervisors.

RECOMMENDATION

- 02-23. Create a contribution account to be earmarked for the replacement of firefighter equipment.

RESPONSE

The County Fire Department has established equipment reserve funds specifically for the purpose of replacing fire apparatus and equipment. Fire districts and county service areas that are financially capable of transferring funds to the Capital Reserve Equipment Fund do allocate such fund transfers on an annual basis as part of the budget process. Districts that are unable to allocate funds to apparatus and equipment reserves must address these needs within their respective annual operating budgets, through grants, and/or lease-purchase arrangements.

RECOMMENDATION

- 02-24. All county firefighters receive necessary training in handling an incident involving radioactive waste.

RESPONSE

The County Fire Department is attempting to address the critical need of adequate training for first responder firefighters who would handle incidents related to the transportation of hazardous radioactive waste on federal and state highways in San Bernardino County. Currently, the primary first responders to these areas are Paid Call Firefighters (PCF). The PCF group is generally comprised of community members who attend minor suppression training, and provide service on a temporary basis. Many PCF members maintain full-time

jobs in other professions and provide this valuable community service within their personal schedule limitations. Due to the part-time nature of the PCF group, the department is unable to adequately train them beyond an “isolate and deny entry” approach. Career firefighters are the optimal suppression group to provide with pertinent training for victim rescue, containment, and incident management. Efforts to address these issues using career employees are being explored with the County Administrative Office.

Jobs and Employment Services Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 02-25. Implement a process in Jobs and Employment Services for documenting its’ networking with the employment community, high schools, continuation schools, community colleges and unions.

RESPONSE

This recommendation may be satisfied by creating a report using data from JESD’s computer systems and other data gathered from the district offices and JESD Administration.

The Director will confer with JESD’s Administration staff and the regional managers to establish the guidelines for this report. The data will be compiled and the first report published by January 1, 2003. Thereafter, the report will be published annually at the end of the fiscal year.

RECOMMENDATION

- 02-26. Jobs and Employment Services publicize its successes through the media and through contacts with service clubs and the general public.

RESPONSE

The Director recently met with the ED/PSG Marketing Manager to discuss this recommendation. An agreement was reached to increase advertising of JESD’s services in the media and to develop materials for marketing to service organizations and the general public. The Director’s office will maintain a file of all press releases, articles, brochures, and other marketing materials to demonstrate fulfillment of this recommendation.

Museum

Findings – Agree/Disagree

Partially agree. The Museum administration has communicated with the City of Redlands Fire Marshal (the County Fire Chief/Warden does not have jurisdiction over the Museum) regarding installation of a fire suppression system for the Anthropology, Archaeology, and Education document storage area.

RECOMMENDATION

02-27. Enforce all monetary accountability procedures in admissions and in the Museum Store.

RESPONSE

The department is enforcing all monetary accountability procedures in admissions and in the Museum Store. These procedures include a new security and accountability matrix that was installed to combat possible misappropriation of Museum property and to fulfill the recommendations of a recent county Auditor/Controller-Recorder audit.

RECOMMENDATION

02-28. Review all operational procedures for the Museum on an annual basis.

RESPONSE

Department staff has been reviewing all Museum operational procedures on an annual basis. As a result of this process, new and/or revised procedures and policies have been established and followed to enhance the performance of the Museum.

RECOMMENDATION

02-29. Install a computer retrieval system to improve efficiency in providing documents to researchers.

RESPONSE

For about 10 years, each of the Museum divisions that care for collections have utilized separate databases for retrieval of documents for researchers. However, the department has been working to standardize this process with the ARGUS Collection Database System. ARGUS would consolidate the individual databases into one system that would improve efficiency in retrieving documents. Implementation of ARGUS was originally estimated by 2004, but may be delayed by funding constraints

RECOMMENDATION

- 02-30. Communicate with Museums and other sources to bring exhibits to San Bernardino County.

RESPONSE

The department researches potential exhibits before agreeing to display them at the County Museum. This research includes communicating with other Museums to help determine an exhibit's financial viability. The department also performs marketing surveys to measure the public's interest in specific topics. Finally, the department has established a committee to meet regularly to review possible exhibits and subject matters. One of the committee's responsibilities is to collaborate with sponsoring Museum divisions regarding programming for upcoming exhibits.

RECOMMENDATION

- 02-31. Meet with the San Bernardino County Fire Chief/Warden to seek resolution to the problem of inadequate fire protection of the document storage area.

RESPONSE

In 2001-02 departmental staff met with the City of Redlands Fire Marshal regarding inadequate fire protection at the building adjacent to the main Museum. This facility, which houses the Anthropology, Archaeology and Education divisions, stores a combination of artifacts, paper collections, and live animals. After conferring with the Fire Marshal, the department submitted a Capital Improvement Program (CIP) funded request for the installation of a fire suppression system at this facility.

All documents and collections that reside in the main Museum are presently protected by a fire suppression system.

Registrar of Voters

Findings – Agree/Disagree

Agree. The department would like to qualify the finding related to "Salaries of top Registrar of Voters personnel are at least \$10,000 below the salaries of their counterparts in comparable counties". The department believes that this finding refers to only one position, that of the Elections Technician classification of employees.

RECOMMENDATION

02-32. Increase training classes for high school students and other poll workers.

RESPONSE

This recommendation suggests that the number of training classes offered to high school students and other poll workers is inadequate. In preparation for the March 2002 Primary Election, the Registrar of Voters department conducted 92 scheduled training classes, numerous unscheduled classes, and telephone training classes for poll workers in remote locations. These training sessions coupled with procedure notebooks and a training video, provide all poll workers with adequate information needed to prepare them for service. In terms of student poll workers, the department has not received any training deficiency complaints, neither from the students nor the teachers associated with the program.

RECOMMENDATION

02-33. Fund the renovations at the Registrar of Voters facilities.

RESPONSE

The county recognized the need for office expansion several years ago and budgeted \$100,000 for capital improvements on January 29, 2002. The Registrar of Voters is currently working with an approved vendor to develop a cost estimate for office renovations. To date, the department has hired and interacted with a planning consultant who is creating an overall plan for our office, with priority being given to the Absentee Voting Section. The time frame and implementation will depend upon the cost estimates.

RECOMMENDATION

02-34. Publicize the county website and the election information

RESPONSE

The Registrar of Voters will focus on promoting the website and election information through the departments' outreach services. The department currently participates in a number of job fairs and the Registrar of Voters frequently appears at speaking engagements to a wide variety of community service groups and organizations. The website address is always provided at these events. The department has already placed the website address on all new orders for election information, including sample ballots, in all media releases, training materials, newsletters, letterhead, and voter facts pamphlets.

RECOMMENDATION

- 02-35. The Registrar of Voters inform the Board of Supervisors on what would be required to install and implement tamper proof touch screen voting.

RESPONSE

The Registrar of Voters has been working on this project for the past two years, with a focus on the highest levels of security. At the Board of Supervisors' request, the department is also looking into the possibility of a printed receipt. On July 2, 2002, the Board of Supervisors approved the Registrar of Voters Election Management System Development Plan. This plan outlined in detail the schedule for researching, implementing, funding, and installing touch screen voting for the November 4, 2003 election. Additionally, the department is diligently researching all possibilities for state and federal funding to help defray the costs of this major project.

HEALTH AND HUMAN SERVICES COMMITTEE

Arrowhead Regional Medical Center

Findings – Agree/Disagree

The county does not agree with the findings regarding the main lobby. The main lobby was not intended for use as a waiting area. For this reason noise reduction and new chairs are not necessary in this location.

The county partially agrees with the finding regarding the waiting time in the emergency room and the size of the emergency waiting area. It occasionally takes 8 to 10 hours to be seen in the emergency department. To address this issue the county released a request for proposal for emergency services in July 2002 and planned to award a new contract before the end of September 2002. However, the size of the emergency waiting area is appropriate for the volume and flow of the area.

The county does not agree with the finding regarding the increase in funds for cyberonic devices. Every county department is required to get Board of Supervisors approval for sole source supplies in excess of \$25,000. The request approved by the Board of Supervisors to increase the purchase order amount from \$24,000 to \$144,000 for the purchase of cyberonic devices was necessary because the Medical Center had performed two procedures in 2000-01 and performed six procedures in 2001-02. The devices cost approximately \$12,000 each. The increase to the purchase order amount does not grant additional funds to the medical center, it only authorizes it to purchase these devices from the specified vendor.

The county does not believe that the Jail Ward exposes patients and staff to risk. There are adequate policies for routes traveled by law enforcement staff and prisoners. These policies provide all necessary and adequate safeguards.

The county agrees with the remaining findings.

RECOMMENDATION

02-36. Require a policy and procedures manual to be available in the cash receipts area.

RESPONSE

The Internal Controls and Cash Manual is current and has been available in all relevant areas (including Billing Office) since May 2002.

RECOMMENDATION

02-37. Hire licensed vocational nurses in the acute care hospital.

RESPONSE

ARMC is presently recruiting LVNs to augment its total skills mix. We have several on board and are in continuous recruitment mode. This action will be ongoing.

RECOMMENDATION

02-38. Provide a team nursing system on the medical-surgical floor.

RESPONSE

ARMC is in the process of completing a team nursing approach and will be able to have full implementation as new LVNs are recruited.

RECOMMENDATION

02-39. Post bilingual signs throughout the ARMC.

RESPONSE

ARMC has partially implemented this recommendation, having identified this need prior to the Grand Jury review. Other additional appropriate signage is being proposed as well and was to be implemented by September 1, 2002.

RECOMMENDATION

02-40. Re-position directional signage on the second floor that shows the location of patient accounts department.

RESPONSE

This sign is being fabricated and was to be installed by July 31, 2002.

RECOMMENDATION

02-41. Provide all visitors with identification badges.

RESPONSE

ARMC has established a Visitor Control Task Force that is planning a full-spectrum procedure, operation and remodeling/renovation project to address this item. Implementation is projected by April 2003.

RECOMMENDATION

02-42. Provide an area for visitors in the main ARMC lobby that is comfortable.

RESPONSE

The main lobby was not designed as a waiting area. ARMC has more than a dozen de-centralized waiting areas proximate to points of service. In fact, visitors are discouraged from waiting in the main lobby.

RECOMMENDATION

02-43. Reduce noise level in the ARMC lobby.

RESPONSE

As noted in response to Recommendation 02-42, the main lobby is not a waiting area, therefore, it is not necessary to reduce the noise level.

RECOMMENDATION

02-44. Provide visible security in the emergency room and lobby.

RESPONSE

Security officers have been posted in both areas 24 hours a day, seven days a week since November 1993.

RECOMMENDATION

02-45. Provide additional shade on the patios in the Behavioral Health hospital.

RESPONSE

A purchase order will be generated by Behavioral Health Management to ARMC procurement in order to obtain adequate shade items and/or other items to address this need.

RECOMMENDATION

02-46. Activate the cameras in the Behavioral Health seclusion rooms.

RESPONSE

All cameras, monitors and recording devices in the Behavioral Health Unit's seclusion and restraint rooms on all units have been fully functional since March 2002. Staff had to be trained via ARMC's Educational Development Department in-service sessions. This was accomplished in May 2002. Full operations began in June 2002.

RECOMMENDATION

02-47. Review the advisability of a labor-delivery-recovery-post partum (LDRP) unit.

RESPONSE

ARMC Nursing Management has reviewed this suggestion and has determined that it is not required, appropriate or cost effective to implement at this time due to operational inefficiency and major cost for unit re-designing and remodeling.

RECOMMENDATION

02-48. Provide a ward for prisoners that avoids traversing patient areas.

RESPONSE

ARMC was initially designed to place the detention health ward in this location with planning and forethought. Adequate policies for routes traveled by law enforcement staff and prisoners are in place and are followed in order to provide all necessary and adequate safeguards.

RECOMMENDATION

02-49. Expand the emergency room waiting area.

RESPONSE

The waiting area is sized appropriately for the volume and flow for this area. Triage patients to the Emergency Department Extension and Pharmacy “refill only” window will alleviate any potential issues. Seats in this area for our clients have never arisen as an issue of concern.

RECOMMENDATION

02-50. Provide and identify a public information person in the emergency room waiting area.

RESPONSE

This was implemented in July 2002.

RECOMMENDATION

02-51. Provide additional parking for outpatients and visitors.

RESPONSE

An additional 78 parking spaces were added in April 2002 to accommodate the parking requirements for ARMC’s clients. This has addressed our immediate needs and parking complaints have significantly decreased as a result of this implementation.

RECOMMENDATION

02-52. Request funds from the Board of Supervisors when a specific need is current and put the funds in a designated account that relates to the request.

RESPONSE

When expenditures are expected to exceed \$25,000, the department requests approval from the Board to issue a purchase order or service contract for the amount needed. Once approval is granted, the funds are encumbered or set aside for that specific need or request.

RECOMMENDATION

02-53. Provide x-ray equipment and labs to family health center clinics.

RESPONSE

With the advent of the new location for Arrowhead McKee Family Health Center, an X-ray and lab draw area will be a reality. Other locations are presently constrained by space. As leases expire and new locations are identified in the future, provisions will be made to acquire space for these services.

Department of Aging and Adult Services (DAAS)

Findings – Agree/Disagree

Partially agree. The Department of Aging and Adult Services recognizes the value and dedication of transportation providers throughout the county. The county does not view existing services as “non-existent” but rather limited, especially in rural areas due to fiscal constraints. The department has limited funds for client transportation needs and assistance usually is in cases of emergencies. Further, the department does not have any plans for the Long-Term Care Integration Pilot Project to be reconsidered or included in the next area plan, as previous projected costs appeared prohibitive. They will continue to pursue service delivery on a continuum of care basis.

RECOMMENDATION

02-54. Establish affordable transportation service for senior citizens.

RESPONSE

While the department can provide advocacy services via the Senior Affairs Commission, it must be noted the main responsibility for public transportation services for elderly and disabled remains the purview of the transportation planners and experts such as Omnitrans, Metrolink, SANBAG, and the FAA.

Aging and Adult Services receives federal funds for transportation services as a part of the Title IIIB Older Americans grant. The total grant is \$1.2 million of which \$85,857 is allocated to transportation. Increasing the transportation portion would reduce the funding available to support the Adult Day Care, Personal Care, Home Repair, Medical Alert, Health Screening, Personal Emergency Response and Friendly Visit programs. Insufficient funding is received to fully meet all of these needs.

RECOMMENDATION

02-55. Re-establish the proposal to develop a formal “aging and adult network”, patterned after the Children’s Network.

RESPONSE

The funding for the Senior Network positions originally came from the allocation for the In-Home Supportive Services and Adult Protective Services programs. Reductions in funding and growth in IHSS have absorbed all available funding. The department has moved the creation of a Senior Network to a more informal structure that does not require developing a separate structure. Numerous network activities have been implemented to meet existing needs.

RECOMMENDATION

- 02-56. One member of the Board of Supervisors serve on the Aging and Adult Network Board.

RESPONSE

Please note response to Recommendation No. 02-55. While there is no Aging and Adult Network Board, the Board of Supervisors is the appointing authority for some positions on the Senior Affairs Commission, as well as the In-Home Supportive Services Advisory Committee.

RECOMMENDATION

- 02-57. Provide additional funding for Section 8 for affordable housing for seniors and adults with disabilities.

RESPONSE

Section 8 is a federally funded program over which the Department of Aging and Adult Services has no jurisdiction. Section 8 funding is managed by the Housing Authority. The department would be happy to coordinate with the Housing Authority to identify qualified seniors and distribute information on Section 8 programs.

RECOMMENDATION

- 02-58. Provide funding for training and certification for more volunteers in the Ombudsman Program.

RESPONSE

Funding for the Ombudsman program has increased by \$4,576 for 2002-03. This will allow the department to increase paid staff by one part-time position. This increase is insufficient to warrant an increase in staff to recruit and train volunteers at this time. When additional funding becomes available, the department will increase volunteer recruitment and training.

RECOMMENDATION

- 02-59. Submit public service announcements on the Ombudsman Program to local newspapers and radio and television stations.

RESPONSE

The department will add the above recommendation to the list of publicity materials it is presently requesting from the Human Services System's Public Relations Officer. Implementation of the recommendation will depend on the outcome of 2002-03 budget. Public service announcements for television cost \$2,275 per video, and for radio cost \$350 per tape.

RECOMMENDATION

- 02-60. Develop public information packets to alert seniors about jobs and job training.

RESPONSE

The Older Workers Coalition will be contacted by December 31, 2002 for development of an information packet. If agreeable, an information packet will be developed by June 30, 2003. A total of \$787 was spent in printing services for the Title V Senior Employment Program.

**Department of Children's Services
Children's Assessment Center**

Findings – Agree/Disagree

Partially agree. While the present facility is near capacity, it is adequate to meet current needs. The department intends to partner with the Children's Fund Board to develop an expansion plan if it becomes necessary. Expansion to the High Desert is not an option based upon available personnel resources of participating agencies of the Center, in particular, the medical staff.

RECOMMENDATION

- 02-61. Develop a plan to expand the Children's Assessment Center through the Children's Fund and private benefactors.

RESPONSE

This recommendation will not be implemented at this time but may be implemented in the future. The issue of expanding the existing location of the Children's Assessment Center has been discussed at both the Children's

Assessment Center Advisory Board and at the Children's Fund Board meetings. While the present facility is nearing capacity, it meets the current need for services.

A system will be developed for continuous assessment and planning to address expansion and service capability of the Assessment Center along with a partnership with the Children's Fund Board to develop a strategic plan for a local expansion of the current facility.

Transportation services for those clients in remote areas will be emphasized.

RECOMMENDATION

- 02-62. The County of San Bernardino develop and implement a plan for the High Desert and other areas to have easy access to the Children's Assessment Center services.

RESPONSE

This recommendation will not be implemented at this time. Accessibility from all areas of the county was one important goal of the planning and development process that resulted in the current Assessment Center. It is located within one mile of Interstate 10.

Although there have been discussions of the option of opening a "satellite" or second center in the High Desert, this option is not viable for several reasons:

- Medical Coverage Accessibility – One of the unique and successful qualities of this program is the public/private partnership between the county agencies involved and Loma Linda Children's Hospital. The Medical Director of the Center, Clare Sheridan, M.D., Chief of Pediatric Forensics at Loma Linda Children's Hospital, is a recognized national expert on child abuse. The Assessment Center is highly recognized and valued by the community because of the quality of the forensic assessment provided by Dr. Sheridan. Although Dr. Sheridan has been committed to expanding the knowledge base in this field there are only a few forensic pediatricians recognized as experts within the court system who currently work closely with Dr. Sheridan. As Dr. Sheridan and these other pediatricians are also treating child abuse victims in Loma Linda Children's Hospital, proximity to that medical facility continues to be a priority.
- Medical center Admissions/Treatment – When children are brought to the Assessment Center, there are often "hidden" additional injuries requiring admission to the medical facility. The location of this facility within a mile and a half of the medical center provides a continuity of care through easy accessibility for inpatient care as well as any outpatient tests that may be

warranted such as skeletal surveys, MRIs or CAT scans. The child can be easily referred for these tests and results are forwarded to the physicians at the Center.

- Multidisciplinary Team Interaction – Another unique quality of the Children's Assessment Center is the collaborative networking of detectives, social workers, deputy district attorneys, county counsel, public defender and family court mediators who are from different areas and jurisdictions. They interact on a regular basis, sharing information, knowledge and resources that may otherwise not be available. With this county being the largest in the country, it is easy for different jurisdictions to become "cut-off" from their peers in other areas. This multidisciplinary setting provides an opportunity for professionals who would otherwise not have an opportunity to work together to share successes as well as critical information which is very beneficial to all involved.
- Experience From Other Programs – The concept of satellite centers has been tried by both Orange County (CAST) and San Diego Children's Hospital and both programs have since discontinued those operations, returning to focus on expanding their one primary center. It is believed this is largely due to the profound need for team interaction as noted above. Resources become stretched and the quality of the program suffers. Fragmenting services through these "satellite" centers has not been successful for those programs due to the loss of quality control and team networking.

**Department of Public Health
Division of Environmental Health Services
Food Protection Program**

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 02-63. Obtain the authority to test restaurant workers periodically for tuberculosis, hepatitis or other communicable disease.
- 02-64. Require all restaurant and food handlers to possess a valid health certificate.

RESPONSE

Local, state and federal health officials have considered this issue in the past and have determined not to recommend this approach. This approach of testing for all communicable diseases and certifying all restaurant workers would use

scarce resources, and there are more effective methods to protect public health with prevention approaches. There are current requirements for food handler training and food manager training that educate the food industry regarding the best ways to prevent food borne illnesses, including the risk that may be present with infected food handlers. The practicality of this requirement is questionable in that the public health protection that may be provided is not supported by science. The Department of Public Health will continue to monitor all training requirements for food handlers and food managers. There are current California State laws and San Bernardino County Code requirements for food worker training:

California Health and Safety Code Section 113716 – Minimum Standards of Knowledge in Food Safety

On or before January 1, 2000, each food facility shall have an owner or employee who has successfully passed an approved and accredited food safety certification examination.

San Bernardino County Code Section 33.0410 – Food Worker or Manager Training – Certification Required

All food workers and food service managers within this jurisdiction must meet a uniform minimum standard of training regarding food protection laws of the state, Division 3, Title 3, of the San Bernardino County Code. Testing is required to certify that the food workers and food service managers are knowledgeable of the laws and standards.

INTERNAL SERVICES COMMITTEE

Architecture and Engineering Department

Findings – Agree/Disagree

The county agrees with the findings with the following comments. The 2003 State Legislative Platform will be drafted to include a proposal to seek legislative authority enabling the County of San Bernardino to have the option of using the design-build method of construction.

The county is currently provided with regular monthly updates on the status of all legislation of interest to the Board of Supervisors and county departments. No additional process is needed to track legislation pertaining to this particular concept. Should the Board of Supervisors ultimately adopt this proposal as part of the 2003 Platform, status of pending legislation will be included in regular updates.

The county disagrees with the finding that by using the design-build method of contracting the design and construction phases could be reduced by as much as 40 percent. At this time, the estimated cost savings cannot be determined, however, if the legislation is amended and the county is allowed to use the design-build as a contracting option, then the Architecture and Engineering Department will strongly consider using design-build on

the appropriate projects as per the guidelines set forth in the legislation. By having the option to use design-build on the appropriate projects, it is agreed that the county could realize cost savings.

RECOMMENDATION

- 02-65. Urge action by the County Administrative Office to gain the ability to use the design-build method in its construction management options.

RESPONSE

The County Administrative Office's Legislative Coordinator contacted the county's state Legislative Advocate on May 31, 2002 to discuss inclusion of the design-build method in the county's State Legislative Platform for 2003. This concept will be included as an item in the Platform.

RECOMMENDATION

- 02-66. Coordinate with the County Administrative Office a regular schedule (no less than monthly) for reporting and assessing the status of the design-build subject activity with local state elected officials and in Sacramento.

RESPONSE

The design-build concept will be pursued in the county's 2003 State Platform. The County of San Bernardino receives regular monthly updates from the county's Legislative Advocate in Sacramento on the status of State Platform legislative items and various legislative items also of interest to the Board of Supervisors and county departments.

RECOMMENDATION

- 02-67. Bring the design-build versus design-bid-build concept matter to the attention of the Board of Supervisors at frequent intervals.

RESPONSE

If the legislation is amended and the county is allowed to use design-build as a contracting option, then the Architecture and Engineering Department will strongly consider using design-build on the appropriate projects as per the guidelines set forth in the legislation.

Facilities Management

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 02-68. Install non-slip tape to each step on all stairways, ramps and entrances of the Central Courthouse, and replace them where needed.

RESPONSE

Facilities Management staff will remove all non-slip tape from the Central Courthouse stairways and replace with new non-slip safety tread adhesive. This item will be completed in 2002-03.

RECOMMENDATION

- 02-69. Install handrails on the stairs leading to the north and south entrances into the Courthouse.

RESPONSE

Facilities Management will install 35 linear feet of railing on the stairs leading to the north and south entrance into the Courthouse. This item will be completed in 2002-03.

RECOMMENDATION

- 02-70. Install a cooling system in the security check area at the jurors' entrance to the Courthouse Annex building.

RESPONSE

The original plans for the weapons screening vestibule at the jurors entrance included a cooling system. Due to cost constraints the Superior Courts, who funded the project, decided to eliminate the cooling system from the scope of work. During the next budget cycle county staff will develop a Capital Improvement Program request, with consultation with the Superior Courts, for the installation of the appropriate climate control system.

RECOMMENDATION

- 02-71. Install signs in English and Spanish to better inform the public that the security area at the northeast corner parking lot of the Courthouse is restricted.

RESPONSE

Facilities Management will remove existing sign and install new signs with English and Spanish language. This item will be completed in 2002-03.

RECOMMENDATION

02-72. Upgrade lighting in the northeast Courthouse parking lot.

RESPONSE

We will take this recommendation under consideration. We will explore the possibility of adding additional lighting as part of the overall plan to improve this parking lot, or as an addition to the proposed courthouse renovations.

Meanwhile, Facilities Management will check existing roof top flood lamp and: (1) replace if necessary; (2) tilt the flood lamp for appropriate directional lighting; and (3) check stand alone light post throughout the parking area and replace if necessary. This item will be completed in 2002-03.

RECOMMENDATION

02-73. Restrict parking in the northeast Courthouse parking lot to permit buses to always have easy access with their right exit doors close to the prisoner entrance to the Courthouse.

RESPONSE

A comprehensive review of the downtown San Bernardino County "Superblock" area was undertaken in the Spring of 2002. As a result of this review, additional security measures, including new fencing, three gates, and restricted parking and access to the Northeast Courthouse parking lot, will be implemented.

This parking lot is scheduled to be gated in February 2003. Once gated, the lot will only be accessible by cardkey. Distribution of the cardkeys will be limited which will restrict parking in this lot.

RECOMMENDATION

02-74. Clean and maintain, on a regular basis, all floors of the Courthouse.

RESPONSE

All floors of the Courthouse are cleaned and maintained on a regular basis. Custodial staff will closely monitor the cleanliness of the flooring and take the appropriate measures to clean, as necessary.

RECOMMENDATION

- 02-75. Clean the dining facility in the County Government Center, including the windows and outside eating area, on a regular basis.

RESPONSE

The Real Estate Services Department sent a letter dated August 12, 2002 to the vendor, "Joel Vasquez dba La Copa Express". Attached to the letter was a copy of Amendment No. 3 to Contract No. 95-232, which delineates the contractor's responsibilities regarding the routine cleaning of cafeteria tables and chairs including those on the outside patio. Staff has reported that the cleanliness of the dining facility has improved to an acceptable level since the Grand Jury's report was issued.

Fleet Management Department

Findings – Agree/Disagree

REFUELING STATIONS/GARAGE/FABRICATION SHOP/MOTOR POOL

Agree.

TIRE SHOP

Disagree. A system already exists. It is a mainframe system designed by ISD, which is being replaced by a commercially developed client/server system. Both are effective in tracking tires purchased and used.

WELD SHOP

Disagree. There are weld screens available for use. The use of the weld screens is determined by the welder or the weld shop supervisor on a job-by-job basis dependant on potential exposure. They are also used whenever non-weld shop personnel are present.

PARTS DEPARTMENT

Partially agree. All parts are tracked in an automated system. This system tracks when, where, and from who parts are purchased. It also tracks which county department the part was used for or transferred to.

With respect to the internal audit of June 2000, all issues regarding petty cash have been resolved. The petty cash boxes are now handled in accordance with county Standard Practice Cash Manual procedures. The old cash boxes have been replaced with lock boxes. The boxes are now located in a secure location and all receipts are cancelled and logged to prevent duplicate payments of invoices and receipts.

SAFETY CONCERNS

Partially agree. Mandatory safety meetings are held monthly. Minutes are available in the director's office. Employees are required to sign-in to validate their attendance.

Safety signs and posters are posted in every work area. Signs and posters are rotated regularly.

RECOMMENDATION

02-76. Locate and label all containers that store inflammable materials.

RESPONSE

The county's "Employee Safety and Health Manual" is very explicit in requiring labeling of containers of hazardous substances (page 20). Fleet Management accepts and agrees with county policy regarding the labeling of chemical containers.

The containers that were found/observed by the Grand Jury members were "secondary containers" for individual use/single use of chemicals that are purchased/stored in larger volumes. All containers should have been and will be labeled.

RECOMMENDATION

02-77. Adopt truck painting apparatus.

RESPONSE

The Fleet Management Department adopts the county designed/built "striper truck" as the acceptable "benchmark" for future replacements of equipment of this type. All future requirements for road striping vehicles will be compared and replacement decisions will be made based on this design.

RECOMMENDATION

02-78. Adopt decontamination devices.

RESPONSE

The Fleet Management Department adopts the county designed/built "decontamination device" as the acceptable "benchmark" for future replacements of equipment of this type. The basic concept of this equipment will provide the foundation for future replacement of equipment of this kind.

RECOMMENDATION

02-79. Replace all vehicles that have had excessive repairs.

RESPONSE

In July 2002, concurrent with publication of the final Grand Jury Report, Fleet Management presented a new motor pool vehicle replacement policy to the Board. The new policy establishes a replacement of motor pool vehicles based on a total "life cycle cost" analysis. The new replacement point is six years for sedans and seven years for all other vehicles in the pool.

The replacement of motor pool vehicles has been inconsistent over the last several years. The replacements were also based on analysis and findings that are not sound business practices. For example, the replacement of a vehicle that records indicate repair/maintenance costs have exceeded replacement costs MAY NOT be a good decision. A vehicle that has recently had large expenses may be the best vehicle to keep in the fleet. The repairs could have made this a very good and reliable vehicle. The traditional argument is that once you spend the money on a vehicle, it is the best time to keep it, not get rid of it. However, an alternative approach is to predict the maintenance/repair costs over the life expectancy of a class or group of vehicles, then plan replacement in a systematic and planned fashion.

Secondarily, replacement of the motor pool vehicles as called for by the Grand Jury would be prohibited due to amount of money that would be required. To accomplish the recommendation, Fleet Management would need approximately \$12 million in the current fiscal year, when the budget only has about \$5 million for this purpose. The county has calculated and planned the replacement of all motor pool vehicles over the next six to seven years. This means that not all vehicles that should be replaced in 2002-03 will be replaced. However, the county's long-range plan will accomplish a balance between vehicle replacement and fund availability. Traditionally (over the past several years), about 100 replacement vehicles were purchased annually; in 2002-03 there will be approximately 300 new vehicles purchased (actual need about 500). By the end of 2004-05 the motor pool replacements will be "on track" with a balanced replacement plan based on the current policy of replacement of sedans after six years and all others after seven years.

RECOMMENDATION

- 02-80. Develop a tracking system for inventorying tires.

RESPONSE

Fleet Management has an inventory system in-place that is approved and audited annually by the Auditor/Controller-Recorder's Office. This system tracks tires purchased and tires in inventory and the annual audit results support the accuracy and effectiveness of this system; variance is less than one-percent.

Additionally, the Fleet Management “work order system” tracks when a tire is taken out of inventory and placed onto a vehicle. The same “work order system” documents when a tire is taken off of a vehicle; therefore, the Grand Jury’s observation to this point in the process does not reflect the actual processes that occur. However, the last portion of the Grand Jury’s comment regarding the tracking of tires being sent to scrap does have an element of precision or concern to it. Fleet Management does not currently correlate the number of tires going to scrap with the number of tires having been purchased into the fleet. To track every tire purchased until it reaches scrap and to ensure that a used tire is not lost or stolen, would require resources (cost) that would greatly exceed any benefit that the county might gain from such an effort.

RECOMMENDATION

- 02-81. Follow the directives stated in the county standard practice manual regarding controls and cash.

RESPONSE

The department will adhere to all policies in the county’s “cash manual”.

RECOMMENDATION

- 02-82. Review all vouchers paid through petty cash. Determine which vouchers have been paid more than once and regain lost funds.

RESPONSE

New procedures have been written/adopted and are being used that follow the policies of the county’s “cash manual”. All receipts are now “cancelled” and logs are kept that track when a cash expense has been reimbursed. Further research has validated that no vouchers have been paid more than once; accordingly, there are no funds to be regained.

RECOMMENDATION

- 02-83. Ensure an active safety program is implemented for all areas of the Fleet Management Departments.

RESPONSE

The Fleet Management Department is very safety conscious, encourages an environment of safety awareness, holds regular safety meetings and includes safety observations in employee’s work performance evaluations. These efforts include identification and removal of all safety concerns and regular rotation of safety posters and signs. We also have regular safety inspections of all work areas by the county’s Safety Officer.

RECOMMENDATION

02-84. Require use of safety protection equipment in all shops.

RESPONSE

The dust build up as observed could have been the result of one day's work. The face shields that had not been cleaned in several months according to the Grand Jury are placed near the grinding equipment as an additional precaution for immediate access if any employee does not use their personal face shield. The dusty condition of the face shields by the equipment is not a valid indication of lack of use of face shields. It is indicative of the employees using their personal face shields, not the extra precaution face shields.

Eye protection is required to be worn by all employees when performing hazardous work operations.

Some yellow caution lines were partially missing or worn but have since been restored.

All equipment blocking fire extinguisher access has been removed.

RECOMMENDATION

02-85. Request the County Fire Department conduct an inspection of all shops and offices, for proper fire prevention equipment.

RESPONSE

An inspection was conducted by County Fire and a County Safety Officer on August 6, 2002. Action plans were implemented and/or are being developed for all items identified by the inspection.

RECOMMENDATION

02-86. Install weld shop area ARC screens.

RESPONSE

Screens are available and were shown to the Grand Jury. The issue for the jurors was that the screens were not "in-place" around the weld areas when the jurors made their inspection. The reason the screens were not in place was because there was no welding being done at that time.

When welding is being done and there are non-weld shop personnel present, the screens are used.

RECOMMENDATION

02-87. All areas used be cleaned after each job.

RESPONSE

Cleanliness of the shops is a high priority for the Fleet Management department. We will continue, as recommended by the Grand Jury, to uphold this standard. All areas in all shops will be cleaned after each use, except when there is a legitimate reason to postpone cleaning, until after the next job/service, which happens very infrequently.

Purchasing Department

Findings – Agree/Disagree

The county agrees with all of the findings of the 2001-02 Grand Jury with the exception of the following:

The county disagrees with the finding that a new warehouse for Central Stores and Surplus Property should be constructed (see response to Recommendation 02-93).

The county disagrees with the finding that the Purchasing Department should have a higher final approval authority for procurements and contracts above \$25,000. The Board, per Recommendation 02-88, approved changes to current County Policies 11-04 and 11-05. The Board has requested Purchasing return to the Board in December 2002 to recommend any additional changes to expand Purchasing approval authority beyond the \$25,000 limit for services.

RECOMMENDATION

02-88. Authorize the Purchasing Department to have approval authority from \$50,000 to \$75,000 on commodities; from \$75,000 to \$100,000 on services; on commodities under \$500 without securing competitive bids; and on competitive service contracts from \$75,000 to \$100,000.

RESPONSE

On April 30, 2002, the Board of Supervisors approved the following recommendations submitted by the Procurement and Contracting Working Group:

- Modified the Purchasing Ordinance, maintaining the \$25,000 level for service contracts, and applying it per scope of services per vendor, per department, per budget fiscal year, ensuring that the competitive process is followed.

- Amended Policy 11-04, Procurement of Goods, Supplies and Equipment, maintaining the current competitive requirements and levels, and adding that if a fixed asset exceeds the previously approved amount by no more than 10 percent, the Purchasing Agent shall be authorized to approve the expenditure with the approval of the user department director.
- Amended Policy 11-05, Procurement of Services, to be consistent with the changes outlined above.

In addition, the following administrative changes were implemented to further respond to the needs of departments:

- Accept non-written responses from vendors and affirmative “no bids” as part of the competitive process.
- Issue the \$75,000 report, specified in Section 14.0115(f) of the Purchasing Ordinance, quarterly.
- Exempt some difficult-to-bid commodities from competitive requirements, e.g., newspaper advertising and airline tickets.
- Exempt competitive procurements of less than \$1,000 in remote locations, emergency situations, or when purchasing perishable supplies for a client. The Purchasing Agent would define the appropriate use of this provision.

The Board of Supervisors also requested that the Purchasing Department return to the Board in December 2002 with a recommendation whether to expand the single purchase limit of \$25,000 for services. At that time, the Purchasing Department will return to the Board, if the recommendation is to expand the single purchase limit of \$25,000 for services.

RECOMMENDATION

- 02-89. Initiate four sales of surplus property per year, instead of the current two sales and acquire temporary personnel to assist in the sales. This quarterly action would greatly reduce the volume of surplus equipment that is currently managed, without taxing the present personnel.

RESPONSE

Currently, Surplus Property has two donation events of surplus property per year for community-based organizations. This is mainly due to time constraints. It takes Surplus Property between 30 to 60 days to accumulate property, then another 30 to 60 days to get the property ready for sale. Departments then have 30 to 60 days to view the property and decide which furniture or equipment they want to purchase. This whole process takes three to six months on average, depending on the volume of property that Surplus has at any given time.

According to Policy 11-09, all surplus personal property must first be made available for issue to all county departments and Board-governed districts. The

property that is left over after the departments have had their change to view it is then made available to the community-based organizations twice a year. After the surplus property donations, any property left over is auctioned off to the public.

The main benefit of having two surplus property donations twice per year for community-based organizations is that it gives departments the needed time (30 to 60 days) to obtain equipment for their offices. Many departments utilize Surplus Property as their main venue for purchasing equipment. Having four sales of surplus property per year for community-based organizations would deplete surplus property equipment, thus forcing many departments to purchase the equipment or furniture on their own through their department budgets.

RECOMMENDATION

- 02-90. Create and conduct an annual review of all storage space rented out to county departments. This would remind departments of property currently being stored to determine if continued storage is required, and to discuss future solutions.

RESPONSE

Surplus Property conducts a quarterly inspection of all items in storage. Purchasing will develop a standard letter that will be mailed out to all departments on a quarterly basis to inform departments of their items that are being stored and fees they are being billed for. This recommendation will be implemented starting October 1, 2002.

RECOMMENDATION

- 02-91. The Surplus Property Division, upon removal of the IMAX Theater System, alert the Auditor that this extra space is available.

RESPONSE

In July 2002, the IWERKS Theater equipment was purchased by an outside vendor, thus freeing up the space located adjacent to the Coroner. While Purchasing has notified the Auditor/Controller-Recorder of the vacated space, a request will be submitted formally requesting use of the vacated space. The empty space would be used to store surplus equipment and furniture that is currently housed outside of the warehouse.

RECOMMENDATION

- 02-92. Originate a surplus property disposal plan that would ultimately designate when the Surplus Property Division could finally dispose of stored surplus property.

RESPONSE

All disposal of surplus personal property is governed by Policies 11-09 and 11-09SP, which serve as the surplus property disposal plan for the county. To begin, all county property that has been classified as a “fixed asset”, whether tangible or intangible, must be deemed surplus if it meets one of the following conditions below:

- Property classified as excess by a department.
- Property that is damaged, cannot be maintained or repaired, or no longer performs functions required by the department.

Purchasing then determines the estimated dollar value of the surplus property. Once the value has been determined, the surplus property is housed in the Surplus Property Warehouse until it is issued to another department, transferred to a community-based organization, or sold through public auction.

RECOMMENDATION

- 02-93. Tear down the outside covered 10,000 square foot storage area behind the Central Stores Warehouse, and construct a new structure of similar 45,000 square foot warehouse. This action would not only create additional storage space, it would prevent damage of outside surplus property. Additionally, it would allow mail services to expand without the added expense of procuring a 2,800 square foot portable module.

RESPONSE

Purchasing requests that the Coroner submit a Capital Improvement Project (CIP) next fiscal year (2003-04) to store its personal property and evidence. If the Coroner vacates the present space it is occupying at the 777 E. Rialto Avenue warehouse, 15,000 square feet of space would become available for use by the Purchasing Department. This vacated space would be used by Surplus Property to store additional overflow equipment and furniture that is currently stored on the outside of the warehouse.

It would not be feasible or cost-effective at this time to relocate a portion of Central Mail Services to the Surplus Property warehouse. At the present time, the Purchasing Department has a pending CIP for the expansion of Central Mail Services.

LAW AND JUSTICE COMMITTEE

**District Attorney
Hate Crimes Suppression Unit**

RECOMMENDATION

- 02-94. Encourage the state and federal legislators to write specific laws to reduce conflicting interpretive areas of hate crimes or hate incidents.

RESPONSE

On July 22, 2002, the county's Legislative Coordinator distributed a list of hate crimes legislation introduced in 2001-02 at the state level to the District Attorney's Office. The legislative items demonstrated that state legislators are actively engaged in efforts to address this area of criminal activity.

Recognizing that this issue pertains to law enforcement matters, the Administrative Office will await recommendations from the District Attorney on whether to include hate crime legislation in the proposed 2003 Legislative Platform which will ultimately be forwarded for consideration by the Board of Supervisors.

**Probation Department
Central Juvenile Hall**

Findings – Agree/Disagree

Agree. Funding for facilities maintenance at Central Juvenile Hall remains in the Facilities Management budget. Facilities Management has always worked with the department to prioritize their budget to assist in maintaining the aging Central Juvenile Hall facility. Similarly, funding for county capital improvements for facilities is in the department of Architecture and Engineering budget. The capital improvement project (CIP) budget identifies and prioritizes projects based largely on health and safety issues. The CIP budget is controlled by funds available once other county general funding requirements are budgeted.

RECOMMENDATION

- 02-102. Institute a new structured plan covering population projections and needs assessment for 10, 15 and 20-year intervals.

RESPONSE

Since 1990, the county has had three consultant juvenile justice system studies and needs assessments. Each of these studies provided projections through the year 2020 and is on file with the Clerk of the Board of Supervisors.

RECOMMENDATION

02-103. Encourage the Board of Supervisors to provide sufficient funding to meet the housing needs of the detainees.

RESPONSE

The Board of Supervisors is familiar with the housing needs for the county's juvenile population and has taken steps to correct deficiencies in housing at Central Juvenile Hall. The Board has secured funding for a 160-detention bed expansion of West Valley Juvenile Hall and a new 200-bed juvenile detention facility in Apple Valley.

RECOMMENDATION

02-104. Remodel the dining facility at Central Juvenile Hall.

RESPONSE

Renovation of the kitchen facilities at Central Juvenile Hall would provide for efficiencies and economies in food orders, food storage and food preparations and service. The benefits in a renovation plan, estimated to cost approximately \$2 million must be weighed with other county priorities and the projected savings in operations.

RECOMMENDATION

02-105. Create a program for the detainees to become involved in the upkeep of the grounds.

RESPONSE

Extremely crowded conditions have interrupted the industrial skills program at Central Juvenile Hall. The opening of the West Valley Juvenile Hall as projected in December 2002 will bring the Central Juvenile Hall into compliance with population standards and allow a more consistent program.

RECOMMENDATION

02-106. Locate detainees housed outside the county and state to return to San Bernardino County.

RESPONSE

There are no detainees placed outside the county or state. All of the county's detainees are in either West Valley or Central Juvenile Hall. There are many wards of the court placed in long-term care facilities outside of the county, but these differ from detainees in that they are all placed post adjudication. They are placed in facilities that can best meet their treatment needs, and some of them are outside of the county.

RECOMMENDATION

02-107. Establish a section within the Probation Department to seek out all available grant monies.

RESPONSE

Probation has a committee of directors that reviews all new grant opportunities. The department has a soon-to-be-filled analyst's position whose responsibility it will be to seek out and write grant proposals.

RECOMMENDATION

02-108. Consult the county Architecture and Engineering Department regarding the design of probation facilities.

RESPONSE

All Probation design, remodel and construction projects are facilitated through the county's Architecture and Engineering department. Architecture and Engineering is currently active on a countywide committee that is reviewing the long-term use of Central Juvenile Hall.

Public Defender

Findings – Agree-Disagree

Agree. Internal and external reviews of the staffing needs within the Public Defender's Office point to the need for additional resources at the management, supervisory and support levels. Due to funding constraints, all of these critical needs cannot be addressed fully at this time. The challenge posed to the Public Defender is how to make the most of limited funding levels. Historically, the office functioned as a loosely knit group of individual attorneys, providing high-level indigent representation with little or no supervision. As demands on indigent services increased due to the establishment of additional courts and increases in criminal filings from the District Attorney, the Public

Defender was increasingly pulled in new directions and could not function without organizational structure and additional attorney staff.

To address these issues, the Board approved an audit of the Public Defender's Office to help flesh out the necessary changes which would allow the Public Defender to provide high quality legal representation to the county's indigent citizens. Recommendations include adding management and supervisory staff to assist the Public Defender with fiscal personnel and professional policy implementation, where no support previously existed. Additionally, staffing recommendations based upon caseload standards were pointed out in the audit, and staff is currently reviewing factors including judicial proceedings, filing statistics and attorney performance, to determine a workable caseload factor to use in addressing staffing needs.

Further issues including overcrowding and lack of storage space at existing facilities is being addressed during each funding cycle, to provide much needed relief. The Public Defender works closely with the County Administrative Office and the Department of Real Estate Services to explore remodel and expansion options, and has also obtained privately leased space in proximity to the county courthouses. File storage is critical in that our clients' legal files cannot be destroyed. The county is presently evaluating electronic file storage as a viable means of reducing the need for storage facilities.

RECOMMENDATION

02-122. Develop and implement a detailed policies and procedures manual to include job descriptions and duties for every position within the Public Defender's Department.

RESPONSE

The Public Defender's Office is in the process of developing a detailed policies and procedures manual. The manual is not designed to describe individual job descriptions, which are already included in the county definitions, but to govern the interaction between clerical, investigative, administrative and professional with one another and also with external agencies such as the courts and District Attorney's Office. Two out of seven chapters have been published and implemented. The third is being drafted. The final manual is anticipated to be completed in July 2003.

RECOMMENDATION

02-123. Have an annual review of the policy and procedures manual.

RESPONSE

The policy and procedures manual will be reviewed on a yearly basis.

RECOMMENDATION

02-124. Create an Assistant Public Defender position to oversee fiscal matters, human resources, training and clerical staff.

RESPONSE

An Assistant Public Defender position has been implemented.

RECOMMENDATION

02-125. Provide investigators in the central office with car dispatch radios or cell phones.

RESPONSE

All investigators in the central office have been provided cell phones with radio dispatch capabilities.

RECOMMENDATION

02-126. Replace the worn carpeting in the central office.

RESPONSE

The central office was re-carpeted in June 2002.

RECOMMENDATION

02-127. Approve and proceed with the acquisition of the old law library space at the Rancho Cucamonga Courthouse.

RESPONSE

The county has been engaged in a study to determine whether the Public Defender will be assigned some of the space in the Foothill Communities Law & Justice Center formerly occupied by the Law Library. After the Law Library notified the County Administrative Office that it was relocating and that the space it occupied would be available, a request was sent to all county departments asking for information regarding needs that could be met by this space. Responses were received from the District Attorney, Public Defender, Superior Court, and Human Resources. CAO staff reviewed each request, toured the existing space occupied by these departments, and toured the former Law Library space. Staff is currently in the process of evaluating the costs and benefits of the space requests from each of the responding departments in order to determine the solution that best fits the county's needs. The Public Defender may receive some additional space as a result of this analysis.

RECOMMENDATION

02-128. Provide a new photocopying machine for the Rancho Cucamonga Office.

RESPONSE

Should be implemented by January 2003. Due to budget constraints, salary savings have been identified to fund this item.

RECOMMENDATION

02-129. Provide foreign language interpreting at the Rancho Cucamonga Office.

RESPONSE

We do not currently have foreign language interpreters in the Rancho Cucamonga Office; however, there are interpreters available from the courts. The responsibility for translation services for our clients lies with the courts.

RECOMMENDATION

02-130. Expand office space at the Barstow Public Defender's Office.

RESPONSE

A remodel project for the Barstow Courthouse includes additional space for the Public Defender, which addresses these issues.

RECOMMENDATION

02-131. Install a door in the storage space that is currently being used by one attorney as an office to provide for privacy.

RESPONSE

A remodel project for the Barstow office that will correct this situation is currently in progress.

RECOMMENDATION

02-132. Relocate the telephone at the front reception area in the Barstow Public Defender's Office.

RESPONSE

Will be implemented by January 2003. A temporary extension cord will be provided immediately to move the phone. A permanent phone line will be placed during the remodel project anticipated to be completed by January 2003.

RECOMMENDATION

02-133. Increase the number of attorneys within the office of the Public Defender.

RESPONSE

Three new attorneys were approved for the Public Defender to address new judge appointments during 2001-02. Additional attorney positions are anticipated as funding becomes available.

**AD HOC COMMITTEE ON
LONG-RANGE PLANNING**

Findings – Agree/Disagree

ECONOMICS/INFRASTRUCTURE – Agree.

LAW AND JUSTICE – Partially agree with the exception of the following statements:

1. The majority of the county budget (65-70%) does not represent public safety. The 2001-02 county budget had total appropriations excluding enterprise funds of \$2.2 billion. The Law & Justice Group appropriation was \$0.4 billion or 19% of the county budget. The majority of the county budget is financed from state and federal aid, therefore, almost half of the budget finances Human Services programs.
2. Approximately 27-28% not 60% of the Sheriff's Department budget is funded by contracts through which the department provides law enforcement services to cities and the court.

FIRE SAFETY/HEALTH CARE – Agree.

LIBRARY AND MUSEUM – Partially agree with the exception of the statement on the Adobe Monument in Rancho Cucamonga. There is no adobe in Rancho Cucamonga. There is, however, the Chino Yorba Slaughter Adobe that houses the former winery building.

HEALTH AND HUMAN SERVICES – Agree.

FACILITIES AND PLANNING - The county agrees with the findings stated on pages 91-94 as they relate to the need for capital improvement and space planning, with the exception of the statement on page 91 that says, "Most planning in the County has been for maintenance projects". This statement appears in a paragraph that appears to be discussing the County General Plan, and its meaning is unclear.

RECOMMENDATION

02-147. Develop a long-term master plan of five to ten years for all departments.

RESPONSE

The county will implement the recommendation to develop a long-term master plan of five to ten years for all departments, and has, in fact, already begun the process. On June 4, 2002, the Board of Supervisors approved a \$350,000 contract with Genster Associates to prepare a master space plan for departments located in the City of San Bernardino. The scope of work for this project includes:

- Prepare 5 and 10-year growth projections and space needs tailored to each department.
- Recommend which departments should be grouped together and define criteria to acquire needed space.
- Analyze and make recommendations regarding the condition and future use of existing county-owned buildings.
- Compare alternatives ranging from remodeling to leasing to building new facilities.
- Prepare cost estimates and model various financing approaches.

Work on this planning effort is expected to take 5 to 6 months and should be complete before the end of 2002.

In addition, the county conducted organizational planning workshops, beginning in the fall of 2001. All Board members and over 100 county management personnel attended the workshops. The workshop participants identified seven areas of focus, and work groups were formed around the focus areas. One of the focus areas was long-range planning. While all work groups have made progress, the long-range planning work group is well along in drafting the county mission and value statement. In addition, the long-range planning work group is assisting in establishing procedures for both short and long-range goals that tie to the overall goals established by the Board of Supervisors.

RECOMMENDATION

02-148. Develop short-term plans and goals for all departments.

RESPONSE

The county agrees with the recommendation to develop short-term plans and goals for all departments. A significant step toward implementing this recommendation will be accomplished by work on the master space plan discussed in our response to Recommendation No. 02-147. The County Administrative Office will coordinate with departments that already have well-developed strategic plans (e.g., Regional Parks, Solid Waste

Management) and with those that do effective facility planning (e.g., Human Services System) to insure that those plans are properly maintained and periodically updated. Additionally, a rolling five-year capital improvement plan will be prepared by 2003-04 using information and data created by the master space plan.

RECOMMENDATION

02-149. Develop alternate plans to support departments in the event of economic downturns.

RESPONSE

There are already procedures in place to support departments in the event of economic downturns.

Beginning in 1999-00, 10% of the locally funded appropriation has been set aside as a general purpose reserve per county policy. In 2001-02, the amount of this reserve was \$30.2 million. This reserve has been set up and maintained to help protect the county from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the county.

In addition, at least 1.5% of the locally funded appropriation is set aside in contingencies each year to accommodate unanticipated operational charges, legislative impacts or other economic events affecting the county's operations. This amount in 2001-02 was \$4.5 million.

RECOMMENDATION

02-150. Develop performance measures for all departments to ensure that the county is utilizing all monies available.

RESPONSE

Currently each department provides workload indicators with their budget submittals. These workload indicators demonstrate which activity is increasing or decreasing and where the money should be shifted to meet the demands.

The County Administrative Office will be working with all departments to elaborate on these workload indicators to establish departmental performance measures. The county's goal is to shift the focus from how many were served to how well did the county serve them. These performance measures will be in line with the county's mission and vision statement that is currently being developed. These statements will be setting countywide goals and objectives for all county services. Once these goals and objectives are in place and

departmental performance measures are established, the county would like to implement performance-based budgeting.

Performance-based budgeting can provide the county with the following benefits: (1) demonstrate the value of existing programs, (2) justify budget decisions more effectively, and (3) provide the basis for better accountability.

Also tied to the departmental performance measures will be annual goals for each department head. By January 1, 2003, the County Administrative Officer will present for the Board's consideration a Pay for Performance program that would link the attainment of the goals and performance measures to department head's pay.

RECOMMENDATION

02-151. Coordinate all plans for the county to ensure that all departments of the county have adequate resources to meet goals and planning objectives.

RESPONSE

During the budget process the County Administrative Office receives requests from all departments that require additional resources to meet their goals and objectives. Unfortunately, all these requests are significantly higher than the resources available to be distributed. Since the county has limited means of increasing the county's revenue stream, priorities must be made to which requests are financed.

During the budget hearings each department has the opportunity to discuss their requests. After all the departments are heard, a Board action is made on what requests should be funded.

RECOMMENDATION

02-152. Study other counties such as Maricopa in Arizona (Exhibit C) and Fairfax in Virginia (Exhibit D), and model the turnaround of San Bernardino County after these successful counties.

RESPONSE

The county is receptive to improving our processes in all areas and has already studied and visited other counties that have been successful such as Maricopa County in Arizona and Fairfax County in Virginia. The County Administrative Office has asked these counties to send a copy of their budget documents and any other documents that portray what best practices have proven to be successful.

The performance measurement system that is used in Fairfax County is one of the models being used to design the proposed Pay for Performance referred to in the response to 02-150.