

**ADMINISTRATIVE AND AUDIT/FISCAL
COMMITTEE**

Assessor

Findings – Agree/Disagree

See attached response from the Assessor's Office.

RECOMMENDATION

00-01. Budget additional funds for the Assessor's Office to replace monies expected to be lost by the expiration of the Property Tax Administration Program (PTAP).

RESPONSE

See attached response from the Assessor's Office.

RECOMMENDATION

00-02. Aggressively update the Assessor's entire computer system to reduce delays in the assessment process.

RESPONSE

See attached response from the Assessor's Office.

RECOMMENDATION

00-03. Reduce the time it takes for the Assessment evaluation process.

RESPONSE

See attached response from the Assessor's Office.

RECOMMENDATION

00-04. Fund and implement a plan to promptly and accurately establish the assessed value of electric generating plants within the county.

RESPONSE

See attached response from the Assessor's Office.

County Fire Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 00-05. Mark or paint all county hydrants and standpipes with fluorescent reflective materials for easier identification.

RESPONSE

The County Fire department is unaware of any water systems directly owned or operated by the county. The Special Districts Department does manage and operate water systems that are district owned. County Fire will address the issue with the Special Districts Department and ascertain if there is available funding or grants to accomplish this recommendation. All of the fire hydrants in the Special Districts water systems are the above ground type hydrants.

It should be noted that water system standpipes typically require a valve located below ground to be activated for use of the standpipe. The valve cover is typically located in the street or dirt roadway somewhere adjacent to the standpipe, and, therefore, it would really be more practical to install an aboveground sign to designate the location of the street valve.

RECOMMENDATION

- 00-06. Develop a plan to assure all fire units responding to a fire have access to all non-standard fire suppression water sources.

RESPONSE

The existence of standpipe type fire hydrants is limited to just a few areas of San Bernardino County, therefore, the utilization of standpipe type valve keys is normally restricted to those fire departments within whose jurisdiction these type of hydrants are located. However, fire agencies from all over Southern California can be mobilized to respond to a local fire. Expecting every fire engine within these agencies to be equipped with a standpipe type of valve key is impractical. As such, the County Fire Department will work with both private and public water purveyors to develop a plan for distributing this type of valve key. The plan will address the need for a cache and methodology for distribution. This plan would ensure that all incoming mutual aid fire agencies would have access to a valve key at the time of an incident.

The Apple Valley Fire Protection District has taken this approach with the private water purveyor that still utilizes standpipe type hydrants located in the southern area of Apple Valley. County Fire's goal is to pursue this same type of approach with any water purveyor that utilizes standpipe type hydrants in areas served by the departments.

RECOMMENDATION

00-07. Strongly enforce compliance with the property abatement programs.

RESPONSE

The County Fire Department currently conducts inspections related to local ordinances and the Uniform Fire Code. The department also contracts with County Code Enforcement for weed abatement in some districts managed by County Fire. County Fire is coordinating with other agencies that also have jurisdictional responsibility for hazard abatement. This may include other local fire jurisdictions, the California Department of Forestry for state responsibility lands, the United States Forest Service for national forest lands, and the Bureau of Land Management for other federally owned lands.

It should be noted that in many of the wildland urban interface areas in San Bernardino County there are both overlapping jurisdictional responsibilities and contractual responsibilities that create a very complex system. The various agencies are addressing the issue and attempting to create a coordinated approach to hazard abatement. County Fire is working very closely with newly formed Fire Safe Councils that are addressing hazard abatement needs and other issues associated with the wildland urban interface areas.

RECOMMENDATION

00-08. Grade all county roads in high fire-risk areas prior to the fire hazard season.

RESPONSE

The county concurs that all roads in high risk areas should be graded prior to the fire hazard season. However, many of the roads in these areas are not part of the county maintained road system. A number of roads accessed by local emergency personnel responding to an incident are privately owned and maintained. In addition, several access roads are located on Bureau of Land Management or United States Forest Service lands, and, therefore, are the direct responsibility of those agencies. The county will work with private and federal landowners to determine if this recommendation can be fully implemented.

RECOMMENDATION

00-09. Install road signs at corners of county road intersections.

RESPONSE

The county recognizes the critical need to install road signs at the corners of county road intersections. This need for street name signs is not only important for County Fire Department personnel responding to emergency incidents, but also for mutual aid resources that are typically unfamiliar with the local area.

After the Willow Fire, the Public Works Department and the Apple Valley Fire District conducted a joint survey. This survey identified the need for 32 signs on county maintained roads. Public Works personnel subsequently installed these signs.

Public Works' current policy is to sign intersections where the county has responsibility for all four quadrants. The department will review this policy with the goal of installing road signs at intersections where the county has responsibility for less than all quadrants.

RECOMMENDATION

00-10. Budget for timely replacement of fire engines in excess of their useful operational life.

RESPONSE

The San Bernardino County Fire Department manages thirty-two separate legal fire districts and County Service Areas (CSA's) with fire powers. The tax rates for many of these districts/CSA's were established in the 1960's and require a two-thirds vote of the people to change. While the demand for services has increased significantly over the years, revenues to finance these services have not kept pace. Consequently, many of the districts/CSA's are simply unable to replace fire engines on a more timely basis.

The county concurs that budgeting for the timely replacement of fire apparatus is a very desirable policy. Whenever possible, the county allocates funds for the replacement of fire equipment. Unfortunately, most of the smaller districts and CSA's can only afford to purchase used or surplus apparatus from the larger fire districts.

Information Services Department

Findings – Agree/Disagree

The county agrees with the findings.

RECOMMENDATION

- 00-11. Establish an Information Technology Policy Board, composed of senior county managers and one representative from the Board of Supervisors to develop standards applicable to all departments, for the current and future use of the county government.

RESPONSE

An Executive Advisory Council (EAC) consisting of the Assistant County Administrative Officer, Arrowhead Regional Medical Center Director, Auditor-Controller/Recorder, District Attorney, Land Use Director, Human Services System Director, Sheriff, Treasurer-Tax Collector, and Chief Information Officer was established in April 2000, with the first meeting held in July 2000. The EAC is a policy level group chartered to provide direction to the Technology Advisory Council (TAC) through the Chief Information Officer and assist in setting priorities for information technology initiatives that have countywide impact. This group will also recommend policy level issues to the Board of Supervisors through the CIO.

RECOMMENDATION

- 00-12. Establish a Technical Policy Committee composed of senior technical members from the major departments and the Information Services Department. This committee will determine and recommend to the Technology Policy Board, the requirements regarding hardware and software acquisitions, systems development needs, and maintenance requirements and other related matters.

RESPONSE

The Technology Advisory Council (TAC) was formed in 1st quarter 2000 and consists of representatives from departments and ISD. This group is responsible for researching, recommending, and implementing initiatives as directed by the EAC through the Chief Information Officer.

RECOMMENDATION

- 00-13. Develop a three to five year information technology plan for equipment, software and personnel requirements to be used by the county government.

RESPONSE

In the 3rd quarter of each year, prior to budget, the Chief Information Officer will convene sessions with the EAC and TAC to develop a 12 to 18 month management plan. This management plan will be based on assumptions of future (3 to 5 years) county needs as well as the anticipated direction of technology. This plan will be published on the county Intranet and progress will be updated quarterly.

RECOMMENDATION

- 00-14. Establish a procurement policy for the acquisition of computer equipment hardware and software to enable the county's buying power to effect cost reductions.

RESPONSE

Recommendation has been implemented. Currently, departments must procure computer equipment and services from the eight vendors awarded on Proposal G-43. Purchasing issued an interoffice memo (IOM-475) dated February 26, 1998, to all departments. Attachment II-A of memo stated computer purchasing guidelines for departments to follow. Attachment II-B of memo stated acquisition alternatives for departments to follow.

An objective of the TAC is to minimize costs and improve delivery and support through volume purchases. A TAC subcommittee is in the process of evaluating single brands for desktop PCs, laptop PCs, and servers for recommendation to the CIO. Software standards are evolving and the benefits are being realized through lower prices to the county. This objective is targeted for completion by the end of 4th quarter 2000.

RECOMMENDATION

- 00-15. Establish a Request for Proposal (RFP) process for the use of outside vendors that provide computer systems development or maintenance.

RESPONSE

Recommendation has been implemented. Proposal G-43 for computer hardware, software, and services was awarded to eight vendors in August 1997. Purchasing issued a memo (IOM-475) dated February 26, 1998 to all County departments. The memo informed departments about the RFP process for computers, technical requirements, Purchasing's requirements, vendor information, computer purchasing guidelines, and acquisition alternatives.

The county has established purchasing guidelines and all departments and functions must adhere to them. The use of outside vendors is necessary to keep pace with changes in local government and emerging technologies. Some support requirements warrant long-term contracts, if a specific vendor is the only entity providing a specific service or such an agreement serves the county better in terms of cost and benefit.

RECOMMENDATION

- 00-16. Develop and implement a countywide data information access security plan.

RESPONSE

Although security and confidentiality have long been a concern to county departments, the approaches taken by them vary. It is an objective of the TAC to adopt standards and enforce them. When not possible to apply standard security measures, alternate measures will be evaluated to ensure that security of county information is not compromised. Multiple layers of security restrict access to the county information network by outsiders and ISD has taken action to protect the county from hacker and computer virus attack.

RECOMMENDATION

- 00-17. Establish a countywide training program for basic software and department-specific software programs.

RESPONSE

An objective of the TAC is to establish training standards for all technology users in the county as well as training for information technology employees. A series of classes will be developed to help county employees become more proficient in the use of products such as Microsoft Windows, Office (Word, Excel, PowerPoint, and Access). Departments will determine training needs for software that is specific to their employees and work with a training manager to develop classes that meet their needs.

RECOMMENDATION

- 00-18. Establish a working relationship between the Information Services Department and each department's technical personnel to provide ISD with the knowledge of department-specific programs.

RESPONSE

An objective of the TAC is to improve communications between departmental information technology staffs and ISD. Departmental information technology

staffs will assist ISD in becoming more familiar with the needs of their departments and work closely with ISD to accomplish countywide project initiatives.

RECOMMENATION

- 00-19. Incorporate all departments into the scope of the Policy Board and Technical Committee recommendations, regardless of funding source or specialized nature of their operations (i.e., Sheriff's Department, Arrowhead Regional Medical Center, and the Human Services System).

RESPONSE

An objective of the Chief Information Officer, the EAC, and TAC is to implement a hybrid information technology delivery model. The model moves responsibility for end-user application systems to departments and centralizes technology functions in ISD. Departments lacking the resources to assume this responsibility will continue to receive services from ISD.

**Inland Valley Development Agency
San Bernardino International Airport Authority**

Findings – Agree/Disagree

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

- 00-20. Analyze past financial plans to identify activities that were not successful. Establish a long-range realistic financial and operational plan, consistent with the availability of capital.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

- 00-21. Analyze past performance of the incubator program to determine if it meets the original concept. Review their long-range plans to maximize economic potential for the Inland Valley Development Agency.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

- 00-22. Establish an aggressive marketing plan, which includes hiring a qualified marketing director or contracting with a professional marketing firm. This position would be responsible for marketing both Inland Valley Development Agency and San Bernardino International Airport Authority properties.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

- 00-23. Actively solicit the tenancy of more established small and medium businesses to better utilize unoccupied space that would ensure a more dependable cash flow, minimizing reliance on a single tenant.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

- 00-24. Develop a defined program to analyze any potential lessees as to their economic ability to perform long-term under the lease terms.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

- 00-25. Develop an objective plan to establish freight and/or passenger service at the San Bernardino International Airport.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

00-26. Develop a plan to set aside adequate funding to retire the bond indebtedness.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

RECOMMENDATION

00-27. Eliminate the position of lobbyist for the Inland Valley Development Agency (IVDA) and the San Bernardino International Airport Authority (SBIAA) in Washington, D.C.

RESPONSE

See attached response from Sabo & Green, Attorneys At Law, on behalf of SBIAA and IVDA.

Suggestion Awards Program

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-28. Commit adequate manpower, funding, encouragement, and oversight to the suggestion awards program so that it is managed in the manner intended.

RESPONSE

The county sees great value in the Suggestion Awards Program as a tool for boosting employee morale but more importantly, as a way to develop better ways to serve the public. The program has improved during the past two years through the automation of some clerical functions, establishment of an intranet site and the publishing of suggestion forms in the county phone directory. The county will examine ways to further improve the program with existing resources. If this is not possible, the county will thoroughly weigh allocating

additional resources to the Suggestion Awards Program against other important budgetary demands.

RECOMMENDATION

- 00-29. Place renewed program emphasis on all department heads so that they encourage participation and endorse and support the program through timely responses to requests for evaluation of any suggestion submitted.

RESPONSE

The Board of Supervisors and the County Administrative Office will emphasize the importance of the program and timely responses to suggestions to all department heads through statements at public meetings and during private meetings and through items to be published in the soon-to-be-revived county newsletter.

RECOMMENDATION

- 00-30. Revamp the Suggestion Awards Committee with new, fresh faces that will be unhindered by past habits and practices, and establish a maximum number of two-year terms that a person can serve.

RESPONSE

Some restructuring of the Suggestion Awards Committee membership is warranted due to organizational changes within the county. Such changes are under active consideration by the Suggestion Award Committee and will be brought to the Board of Supervisors for consideration. A stipulation in the bylaws that members must be officially appointed or re-appointed at the end of each two-year term will be proposed, along with staggered terms.

RECOMMENDATION

- 00-31. Provide sufficient manpower for the staff support so that suggestors receive a timely response to their suggestions.

RESPONSE

The County also sees the value in timely responses to suggestions. The county will examine ways to make more resources available to the program.

RECOMMENDATION

- 00-32. Encourage expanded employee participation through a new countywide publicity effort, professional administration by all parties to the program, timely decisions

based on the merits of the suggestions, and a more liberal interpretation of the tangible savings to be gained.

RESPONSE

The county agrees that an effective publicity effort would increase the number of valuable employee suggestions. The county will work with its available resources to develop a promotional effort that could include flyers, payroll inserts and promotional items such as memo pads and pens. The county will also study what changes are feasible to the method for determining savings.

Treasurer-Tax Collector

Findings – Agree/Disagree

See attached response from the Treasurer-Tax Collector.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-33. Mail a notification of tax delinquency within 30 days of missing the December 10 installment, in addition to mailing the notification of tax delinquency in May.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

00-34. Reduce the approximately \$50 million in delinquent taxes by developing more aggressive collection and tax sale practices.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

00-35. Enlarge, color, make bold and prominently display the notice "THERE ARE PRIOR YEAR TAXES DUE" on any tax bill where there is a delinquent tax owing.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

- 00-36. Continue with the required computer program development and Board of Supervisors' approval that would permit the county to accept partial payments for taxes due.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

- 00-37. Implement the Code of Ethics as recommended in the 1999 outside audit conducted as a result of the embezzlement of funds.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

- 00-38. Develop and implement a new set of department policies and procedures to insure a system of internal controls are in place to achieve consistent and professional performance of the department responsibilities.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

- 00-39. Require the County Auditor/Controller, or an outside audit firm, to conduct a full-scale performance and fiscal audit of the entire Treasurer-Tax Collector department once a year, as a routine business practice.

RESPONSE

See attached response from the Treasurer-Tax Collector.

See attached response from the Auditor/Controller-Recorder.

RECOMMENDATION

- 00-40. Change the practice of having tax payment checks made payable to “Dick Larsen, Treasurer-Tax Collector”, and have them made payable to “Treasurer-Tax Collector”.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

- 00-41. Develop a more detailed and sophisticated reporting system, using dollar criteria to justify the decision, to be used whenever major debts owing the county are to be charged off.

RESPONSE

See attached response from the Treasurer-Tax Collector.

See attached response from the Auditor/Controller-Recorder’s Office.

RECOMMENDATION

- 00-42. Establish a follow-up system to assure that any audit report from the State Controller’s Office be received in a timely manner so that preventative or corrective action can be taken.

RESPONSE

See attached response from the Treasurer-Tax Collector.

Unclaimed Property Tax Refund Program

Findings – Agree/Disagree

See attached response from the Auditor/Controller-Recorder’s Office.

RECOMMENDATION

- 00-43. Include a separate sheet when the Assessor mails the Notice of Reduction in Assessed Value that clearly and simply states in large, “eye-catching” print “THIS IS A REDUCTION IN ASSESSED VALUE AND YOU MAY BE ELIGIBLE FOR A REFUND OF TAXES PAID. THE TAXPAYER WILL RECEIVE A FORM IN THE NEAR FUTURE FROM THE COUNTY PROPERTY TAX DIVISION”.

RESPONSE

See attached response from the Assessor's Office.

RECOMMENDATION

- 00-44. Include a separate sheet when the Property Tax Division mails the claim for refund form, that clearly and simply states in large, "eye-catching" print "THIS IS A FORM TO FILE FOR A REFUND OF TAXES ALREADY PAID. NO REFUND WILL BE PAID UNTIL THIS FORM IS COMPLETED, SIGNED, AND RETURNED TO THE PROPERTY TAX DIVISION.

RESPONSE

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

- 00-45. Add wording to the tax bill that is mailed annually by the Treasurer-Tax Collector stating that an unclaimed tax refund is due under this parcel number.

RESPONSE

See attached response from the Treasurer-Tax Collector.

RECOMMENDATION

- 00-46. Make a conscientious search by the Property Tax Division of businesses and individuals owed tax refunds and make a second mailing to notify those taxpayers they are eligible for an unclaimed tax refund.

RESPONSE

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

- 00-47. Place a notice in all of the major county newspapers by the Property Tax Division alerting the public that there are only 30 days remaining to claim their tax refund, prior to requesting transfer to the general fund.

RESPONSE

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

- 00-48. Request the Auditor annually submit to the Board of Supervisors for approval the timely transfer of the eligible unclaimed tax refunds to the general fund.

RESPONSE

See attached response from the Auditor/Controller-Recorder's Office.

HEALTH CARE SERVICES
COMMITTEE

Arrowhead Regional Medical Center
Physical Plant

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 00-49. Provide water softening equipment to eliminate or reduce corrosive problems with piping and plumbing equipment.

RESPONSE

The well water supply to the hospital is extremely hard and causes scaling (calcium build-up) on Arrowhead Regional Medical Center's plumbing fixtures and some minor equipment. Bids for a water-softening system are presently being compiled. Current water softening treatment (JSI contract) treats plant systems only (chillers, boilers, humidifiers, etc.) and not the hospital building water. This item is included in the existing complaint/litigation.

RECOMMENDATION

- 00-50. Update engineering specifications regarding the corrosive effects of untreated water and the need to replace piping ahead of schedule.

RESPONSE

As the county understands it, this item refers to the humidifier system condensation return line. A 55% humidity level is optimal. Presently, Arrowhead Regional Medical Center has this system shut down. Without this humidifier system Arrowhead Regional Medical Center's humidity level is 45-52%. The fix is to chemically coat the piping to eliminate the corrosiveness.

There are no effects to hospital operations with this system on shutdown. This item is included in the complaint/litigation.

RECOMMENDATION

- 00-51. Review equipment in heat-prone areas for relocation, improve ventilation, or provide cooling systems for each piece of equipment to eliminate fire sprinkler systems being activated.

RESPONSE

The medical air compressor and condenser pump rooms require enclosing and air conditioning. These measures will increase the life of the equipment and reduce repairs and downtime. This item is included in the existing complaint/litigation.

RECOMMENDATION

- 00-52. Contact appropriate county safety agency for proper type/kind of fire extinguisher and eyewash station signs.

RESPONSE

We currently do not comply with National Fire Protection Association (NFPA) requirements regarding signage for our eye wash stations and fire extinguishers. Additional location signs will be installed when they arrive and are presently on order.

ARMC Cash Collections

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 00-53. Continue to closely monitor ARMC collection policies and procedures, especially in the area of cash receipts. Remain constantly alert for improvement in internal controls to prevent any possibility of embezzlement.

RESPONSE

Because of the significant number of transactions and the size of the organization, this is a key focus for the Chief Financial Officer.

RECOMMENDATION

- 00-54. Conduct a study and, if feasible, implement a system to accept credit card payments at the Arrowhead Regional Medical Center and its affiliated clinics.

RESPONSE

ARMC will solicit bids and investigate a mechanism for addition of this program.

Public Health Department

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

Findings – Agree/Disagree

The county agrees with the findings.

RECOMMENDATION

- 00-55. Establish a public notification display placard that certifies a facility has been inspected and meets county Health and Safety Codes. Show the date of inspection, expiration date and signature of the inspector. Placards should only be issued to facilities that are in compliance. This recommendation is a modification of the recommendation by the 1997-98 Grand Jury which, to date, has not been implemented.

RESPONSE

The recommendation will be implemented between July and October 2001. To implement this recommendation the placard must be developed and posted in the approximately 10,000 food facilities currently under permit. The majority of permits expire June 30 of each year so implementation would be best accomplished by coinciding with the fiscal year. Additionally, since the placard must be generated yearly, the main-frame computer will have to be modified by Information Services Department to include the recommended language. The date anticipated to accomplish all of these changes is June 2001 with roll out of the placard to begin July 2001.

Inspectors enforce the California Health and Safety Code, which requires posting of a current valid permit issued by the inspecting agency in a conspicuous location visible to the public. The Public Health Department will include the recommended language on this required posted permit certifying inspection, date of inspection, expiration date and signature of the health officer with office locations and phone numbers should the public want further

information. When a food establishment does not pass inspection, the permit is suspended and removed from the premises and the business cannot operate until a re-inspection is performed verifying that violations have been corrected.

RECOMMENDATION

- 00-56. Monitor facilities with a history of repeated violations more frequently. Establishments that are consistently in compliance may require an annual inspection only.

RESPONSE

The recommendation has been partially implemented. In Fiscal Year 1999-00, the county approved a fee increase sufficient to augment surveillance at food establishments to provide more frequent inspections and target re-inspections at non-compliant establishments. The increased revenue funded four new positions. Three of the four positions were filled in March of this year and the new hires are currently in the training cycle of employment, therefore, have not begun inspection activities. Training will be completed by September 2000 at which time these new inspectors will be deployed. The fourth position is currently being recruited and is anticipated to be filled by October 2000.

The food protection program has conducted at least two inspections per year at restaurants since 1963, which is fewer than the three recommended by the State of California Department of Health Services. The reason for at least two inspections is to ensure public safety and to prevent food-borne illness. The fee increase received in Fiscal Year 1999-00 was in part requested to increase inspections at retail markets to at least two per year from the previous one per year. This increase was imposed partially because of a new, higher frequency of violations found at markets. Trends in food sales include more ready-to-eat foods at markets that traditionally sold packaged foods only. This increases the likelihood of food-handling violations and food-borne illness. The industry supported this increase in. The food retailers recognized that food facilities that are in compliance on one particular inspection may not be in compliance on the next inspection.

RECOMMENDATION

- 00-57. Require food handler cards for on-site food establishment owners and managers, as well as workers and servers. Verify names on food handler cards against current payroll records.

RESPONSE

This recommendation has been in effect since 1978, the year the requirement for food handler certification began. San Bernardino County ordinance requires

that all food handlers attend a 3½-hour food handler class and pass a test on basic food protection concepts. The California Health and Safety Code requires that managers of food facilities take an 8-hour course on food protection. The manger must then pass a stringent test on food microbiology, proper food handling and food protection concepts. The inspection report form currently being used by inspectors in the food protection program includes verifying that “worker certification/permits” are posted. The standard practice for using the inspection report requires that inspectors check for food handler cards for each food worker and also that a current valid health permit is posted.

RECOMMENDATION

- 00-58. Make available bilingual inspectors, or interpreters, at all facilities where English is not the primary language or cannot be spoken and clearly understood. Full compliance with Health Codes cannot be obtained without complete comprehension in their language.

RESPONSE

When hiring new inspectors every effort is made to hire the most competent and appropriate staff for the work assignment, including bilingual inspectors for areas of the county with bilingual needs. The program hired a bilingual inspector during the latest recruitment. Bilingual inspectors are a desired commodity for all inspection agencies so extra efforts are made to recruit qualified bilingual inspectors when possible. Recognizing the need for bilingual services, the county has offered extra compensation to bilingual employees. The department also encourages inspectors to utilize MOU training funds to take foreign language classes. When English-speaking inspectors are conducting inspections in areas where bilingual services are needed, they are aware of employees who may provide translation services in an emergency. In addition to the bilingual professional staff, there is clerical staff fluent in languages such as Spanish who receive extra compensation for bilingual services and provide translation services by phone.

The department makes every effort to provide bilingual services and information in various languages (English, Spanish and Chinese). The food worker training class and materials are offered in all three languages and also in a verbal format for those with learning disabilities.

The county will determine if additional efforts can be made to increase the size of its bilingual staff.

Medical Care Availability

Findings – Agree/Disagree

Agree. Arrowhead Regional Medical Center will work together with the other clinical departments in the county to find alternative methods and collaborative ways to minimize redundancy.

RECOMMENDATION

00-59. Bring all departments delivering health care services under one administration and leadership, for a total package of health care delivery.

RESPONSE

On March 21, 2000, the Board of Supervisors adopted the reorganization plan that is now in place that created the Human Services System. This placed all of the Social Services departments, Public Health Department and the Department of Behavioral Health under the Assistant County Administrator for Human Services. An integration effort is in place that will consolidate the various activities that are carried out by these previously separate departments. The intent of the integration is to create a seamless continuation of service to clients, as well as improve efficiency and take advantage of economies of scale to decrease cost of service to the public.

RECOMMENDATION

00-60. Centralize clinic locations where possible, with the sharing of clinic facilities, nursing staff, patient appointment staff, equipment, labs, x-ray, and pharmacy services.

RESPONSE

The goal of the Human Service Systems integration is to consolidate activities such as those above where possible in order to improve services to the public as well as to decrease the costs of providing those services to the county.

RECOMMENDATION

00-61. Open additional outpatient clinics to provide services for patients with “Walk-In”, “Urgent”, or “Immediate” need, especially in more remote areas of the county.

RESPONSE

The addition of new clinics in Barstow and the Morongo Basin are being evaluated. Service to the areas outlined is necessary to provide care to the medically indigent adult populations that the county is required to manage.

RECOMMENDATION

- 00-62. Provide walk-in “Short Appointments” to focus on the patients’ chief medical complaint, reserving full evaluations for pre-scheduled exam appointments.

RESPONSE

Patients often come in for evaluation with a minor complaint that requires entire systemic work-up. This again delays other patients. The county system for health delivery in the clinic environment attempts to mirror that of the primary care physician office.

RECOMMENDATION

- 00-63. Utilize existing clinic facilities for “After Hours” services.

RESPONSE

Many of the clinics already are operational after normal hours. McKee Family Health Center will be combined on the old hospital campus and an after-hours program with diagnostic services is being planned.

RECOMMENDATION

- 00-64. Develop public information packets, newspaper articles, and advertisements to alert the public to the availability of services other than the more costly emergency room for walk-in services, including clinic locations and hours available.

RESPONSE

Marketing and educational brochures have been developed and will be disseminated to the community in the coming months. In conjunction with Inland Empire Health Plan (IEHP), the Medical Center will work to educate and direct care as appropriate to the community.

Mental Health Services

Findings – Agree/Disagree

The county agrees with most of the Grand Jury's findings. However, the Rialto Behavioral Health Resource Center's requests for repair, purchase, and/or installation of products and/or services are handled in the same manner as all other Department of Behavioral Health facilities and/or units.

The County Medical Center (CMC) Site Re-use Committee recommended that (1) many of the structures on the site had no present or foreseeable use and should be demolished and (2) useable structures on the site should be reallocated to specific county and non-county uses. Keyser Marston Associates, a consultant firm specializing in property re-use, reviewed these recommendations. Its report concluded that the committee's recommendations represented the best alternatives for re-use.

RECOMMENDATION

- 00-65. Open a mental health crisis stabilization unit (walk-in clinic) at the Arrowhead Regional Medical Center to provide immediate prescription renewals and other emergency services necessary to maintain and/or stabilize a client's condition.

RESPONSE

As mentioned in the Grand Jury's Report, the Department of Behavioral Health opened a crisis walk-in clinic on April 3 at the Behavioral Health Resource Center two miles north of Arrowhead Regional Medical Center (ARMC). The operation of a crisis stabilization unit at ARMC is a proposal that might have merit, but it will require careful review before a decision can be made. ARMC's 24-hour emergency treatment room has professionals on staff to diagnose and treat patients with behavioral health disorders. However, operating a unit with the express purpose of medicating and releasing patients may not pose the best alternative for these patients, and state-licensing authorities may have concerns about such a unit. ARMC and Behavioral Health will work together to determine whether such a unit is feasible and report their findings to the Board of Supervisors.

RECOMMENDATION

- 00-66. Upgrade or rebuild the Gilbert Street Department of Behavioral Health facilities to provide a safer, more worker-friendly environment.

RESPONSE

Department of Behavioral Health staff is meeting with County Architecture and Engineering to prepare a Request for Proposal to build two offices on county

land at Gilbert Street. These will be outpatient treatment buildings to relocate the outpatient units in Buildings 2 and 4 and an Administrative Building to relocate staff in Buildings 3 and 5. The existing Buildings, 2-5, will then be renovated for use by other work units currently occupying leased units.

Proposed timelines are:

Outpatient Office	
Design	August 2000 through April 2001
Bidding Period	May 2001 through June 2001
Award Construction Contract	July 2001
Construction	July 2001 through March 2002
Administrative Building	2005

RECOMMENDATION

- 00-67. Continue supporting the Prenatal Substance Abuse Treatment Program, placing greater emphasis in reducing the percentage of women failing to remain substance-free and returning to the program.

RESPONSE

Research tells us that successful treatment of addiction for women with children requires integration of social support systems into the treatment process; supports such as housing, child care, and employment services. In addition, support agencies, such as the courts and child protective services, can be critical in supporting ongoing recovery.

The continuing direction for perinatal services in San Bernardino County focuses on the above-mentioned integration. There will be continuing work at developing enhanced childcare programs, safe and sober housing, and CalWORKs funded employment services. The work with Children's Services (ongoing task force for two years) will continue with plans for the development of a drug court model dependency court.

RECOMMENDATION

- 00-68. Continue to allow the Department of Behavioral Health to control its trust funds. These funds should be held in reserve to provide needed services for which no other funding source is available.

RESPONSE

The county agrees with the recommendation to allow the Department of Behavioral Health to continue to control the use of the trust funds. However, the

county is in the process of integrating the various health services programs in a cohesive health system to better meet the needs of the consumers of these services. When integration is complete, trust funds in the various health services will be under the control of Human Services System administration and the County Administrative Office to meet the county's goal of providing comprehensive quality medical services of all types to the county's citizens. With the coordination of the County Administrative Office, Human Services System administration and the Auditor/Controller-Recorder, the best utilization of those funds will continue in conjunction with the budget priorities and needs in the areas of health and social services programs in the county.

RECOMMENDATION

- 00-69. Implement more cost-effective and efficient procedures to facilitate repair, purchase, and installation of needed items at the Rialto Behavioral Health Resource Center (BHRC).

RESPONSE

The Department of Behavioral Health (DBH) follows the County of San Bernardino's procurement policies, rules, regulations, and procedures. In addition, all procurement must be done within a department's budgetary authority. In order for DBH to maintain control and compliance with the county's procurement policies and manage within its budget, there are a number of internal DBH processes that have to be followed in order to procure goods and services. DBH coordinates, monitors, and controls all of its procurements through a centralized administrative support unit, known as Property Management.

Also, because the Behavioral Health Resource Center (BHRC) is a leased facility, any procurement request that would cause a modification to the premise must be coordinated through the county's Real Estate Services (RES) Department. RES then makes a determination as to whether or not the request affects the terms and conditions of the lease agreement. RES is very responsive to DBH's BHRC related requests and gives appropriate recommendations, referrals, or advice about how to proceed with the procurement.

DBH recognizes that its centralized procurement unit, Property Management, experiences peak work periods that affect responsiveness. DBH will provide technical assistance, training, and support to BHRC staff responsible for coordinating facility requests and procurements of goods and services.

HUMAN SERVICES
COMMITTEE

Department of Aging and Adult Services
In-Home Supportive Services Program

Findings – Agree/Disagree

The Department of Aging & Adult Services agrees with the Grand Jury's findings. The statements provided are correct and factual. The department is taking action under new state legislation that should provide for the increased health and welfare of IHSS recipients.

RECOMMENDATION

00-70. Provide local public records checks of all prospective care providers at county expense.

RESPONSE

The county will do everything within its authority and possible resources to ensure that our residents receive the best care from the best people. The Department of Aging and Adult Services will work with County Counsel to determine what constitutes a "local public records check" and identify the resources to conduct this service.

AB 1682 added Section 12302.25 to the Welfare and Institution Code requiring each county to act as, or establish, an employer of record for care providers. One of the specified duties of the agency designated as the employer of record is to investigate the background *and* qualifications of potential providers. The interpretation of the county is that the county may require the agency designated as the employer of record for the In Home Support Services (IHSS) Providers to conduct extensive background checks on potential and existing care providers. The county is actively exploring the possibility of imposing stringent requirements for background checks as a part of AB 1682 implementation. The state and the county would then share the cost of conducting the background checks.

RECOMMENDATION

00-71. Sponsor a legislative change/amendment to the California Welfare and Institutions Code requiring Department of Justice background checks be conducted on all prospective care providers. The right to hire, fire, and supervise the care provider would remain with the recipient. The expense of the background check would be borne by the state and county.

RESPONSE

Described in our response to Recommendation 00-70, in light of the newly enacted legislation no need exists for a legislative amendment requiring Department of Justice background checks to be conducted on all prospective care providers. The designated employer of record will be responsible for investigating the background of potential providers. The requirement of AB 1682 is to establish an employer of record by January 1, 2003. The San Bernardino County Board of Supervisors has directed the department to establish the employer of record by January 1, 2002. The state and the county share the cost of implementation. The right to hire, fire, and supervise the care provider remains with the IHSS recipient.

RECOMMENDATION

- 00-72. Inform recipients of their right to request a Department of Justice background check on any potential or existing care provider. If recipients decline this opportunity to be informed as to whom they are entrusting their future well being, require recipients to sign a disclaimer. If the recipient elects to order this background check, he/she must sign a statement to that effect.

RESPONSE

The recommendation to require IHSS Program staff to inform recipients of their right to request a background check on any potential or existing IHSS Provider will be implemented within the next three months. A policy will be adopted and procedures developed whereby IHSS staff will inform recipients of this right at the time of the initial assessment, annual reassessments, and when there is a change in providers. A statement indicating the recipient has the right to request the background check will be added to the *SOC 332 Recipient/Employer Responsibilities Checklist*. The SOC 332 requires the recipient, the provider and the social worker to sign that the IHSS recipient was informed of the information contained therein. All staff will be trained on this policy.

The right to request a background check on any potential or existing IHSS Provider will also be added to the existing DAAS brochure entitled *Hiring Your IHSS Individual Provider*.

Preschool Services Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 00-73. Create a standard procedure for Head Start site supervisors to use when requesting personnel, to include documentation of when the request is made, to whom, and the date the vacancy is filled.

RESPONSE

A procedure has been put in place for the site supervisors to follow when requesting personnel. Site supervisors and the program manager have been trained in the procedures.

RECOMMENDATION

- 00-74. Educate all site supervisors in the need to follow the procedure for requesting personnel, and to document their requests.

RESPONSE

Site supervisors and program managers are being trained in the procedures to follow when requesting personnel. They are working closely with HSS personnel to fill personnel requests. HSS personnel documents the personnel requests.

RECOMMENDATION

- 00-75. Begin recruiting new personnel during the summer months in order to create a pool from which to fill vacancies that will occur when the new school year begins and throughout the year.

RESPONSE

An analysis of hiring and turnover was conducted and a report was completed. Using the report as a tool for the hiring of staff will occur prior to the program year.

RECOMMENDATION

- 00-76. Establish a pool of available substitute employees for all positions.

RESPONSE

As a result of the analysis and report on hiring and turnover, eight floater teacher positions will be created. These floater teachers will be assigned to geographical areas and available to the various preschool sites as needed.

RECOMMENDATION

00-77. Fill vacancies at Head Start sites as soon as they occur.

RESPONSE

Preschool Services Department is aggressively recruiting for all vacant positions. A report has been developed which details which classifications have the most turnover and at what times of the year. This report will be used as an aid to plan recruitment.

RECOMMENDATION

00-78. Conduct testing and interviewing at sites close to the local communities where the jobs will be performed.

RESPONSE

All testing is conducted by the Human Resources Department in San Bernardino. Currently interviews for positions occur in the area of the job site.

Transitional Assistance

Findings – Agree/Disagree

The county does not agree with all of the Grand Jury's findings. We do not believe additional investigators are necessary because caseloads are decreasing.

RECOMMENDATION

00-79. Develop a strategy for retaining entry-level eligibility workers within the Transitional Assistance Department through retention incentives to reduce turnover and loss of training costs.

RESPONSE

The county does not consider the turnover rate among entry-level staff to be unusually high, and it is attributable to some employees simply not being suited to this type of work. The county will, however, review the situation to determine if changes can be made to reduce the turnover rate.

RECOMMENDATION

00-80. Develop and implement an interim system to assure timely processing of pertinent information from eligibility workers into recipients' files for use by fraud investigators.

RESPONSE

The county does not believe that an interim system is necessary. Developing such systems is a lengthy and expensive process. The county will, however, continue to monitor eligibility workflow in an effort to process information as quickly as possible.

RECOMMENDATION

00-81. Implement an aggressive and timely recruitment process to fill current and anticipated vacancies of fraud investigators in the Fraud Prevention Bureau's Special Investigations Unit.

RESPONSE

There is no need to fill current and anticipated vacancies due to the significantly reduced caseload resulting from welfare reform efforts. Also state funding changes have had the effect of reducing and modifying the need and role of welfare fraud investigators. A complete management analysis of the fraud investigator position has recently been completed by a management consultant firm in conjunction with county management. Hiring of fraud investigators has been temporarily suspended pending the review of that study. As a result of the study, workload standards have been established for fraud investigators and related staff. It is also planned to realign duties and staffing levels within the Fraud Prevention Bureau so that more work will be accomplished at a more economic level.

INTERNAL SERVICES
COMMITTEE

Personnel Policies

Findings – Agree/Disagree

The county agrees with findings concerning the use of administrative leave generally, but disagrees with the Grand Jury's general conclusion that training in Standards of Conduct expected of county employees has not been a priority item. In addition to the training in standards of conduct received by all employees at hire and during the training/orientation period in many departments, several county departments (particularly in the Human

Services System) regularly review standards of conduct with all employees. Further, the County's Code of Ethics was distributed to staff in all departments last year.

The county also disagrees with the Grand Jury's finding that appointing authorities have unlimited authority to handle personnel actions "even if the appointing authority and the employee are personal friends." Rule I, Section 4 of the Personnel Rules, Non-Discrimination, provides that no employee be discriminated against or favored for reasons that include family or social relationships. If an appointing authority has a strong friendship with an employee who is subject to disciplinary action, the appointing authority can and should delegate the decision to someone else.

RECOMMENDATION

- 00-82. Implement a special payroll coding system that will identify and track all instances of paid administrative leave for disciplinary reasons, medical evaluations, etc., to include start date, date ended, direct cost, and reason for being placed on paid leave. Re-categorize travel and conference time to reflect its proper use as work time.

RESPONSE

In April 2000 a separate payroll code (ERL) was established for administrative leave. Departments have been notified of this change. The payroll system can track all of the recommended areas except the reason an employee was placed on administrative leave, which is considered highly confidential. The county will develop a separate report for human resources officers to the Employee Relations Division to keep track of employees and the reasons for administrative leave.

RECOMMENDATION

- 00-83. Develop countywide, written procedures for use by the appointing authority whenever consideration is being given to using paid administrative leave.

RESPONSE

In a memo to departments on April 10, 2000, the Human Resources Director encouraged departments to obtain advice from their Human Resources Officers prior to placing an employee on administrative leave. Further, said memo provided examples of situations in which it would be appropriate to place an employee on administrative leave. It would be difficult to provide more specific written guidance, as each situation has unique circumstances that are more appropriately evaluated on a case-by-case basis.

RECOMMENDATION

- 00-84. Develop a consolidated, monthly reporting system by all departments for the County Administrative Officer, Human Resources, County Counsel, and the Auditor/Controller-Recorder that would list all employees (or positions) on paid administrative leave, start date, date ended, cumulative direct cost, and reasons for being placed on administrative leave.

RESPONSE

The payroll system can be programmed to generate reports of administrative leave usage. Reports to the County Administrative Officer, Human Resources and County Counsel will be provided on a quarterly basis. To safeguard employee confidentiality, such reporting will only include the employee identification number, start and end dates of administrative leave, and cost. The reasons employees were placed on administrative leave would not be included, as this would be reported separately to Human Resources/Employee Relations.

RECOMMENDATION

- 00-85. Provide a quarterly and an annual consolidated summary report by department to the Board of Supervisors showing the number of employee hours on paid administrative leave and the total departmental direct cost.

RESPONSE

Quarterly and annual reporting to the Board of Supervisors indicating the number of employee hours and total direct cost, by department, will be implemented.

RECOMMENDATION

- 00-86. Establish an oversight process consisting of representatives from Human Resources, County Counsel, and Auditor/Controller departments when granting paid administrative leave and any disciplinary action by the appointing authority.

RESPONSE

Human Resources has the responsibility to consult with departments on all personnel issues, including decisions to place employees on administrative leave and to impose disciplinary action. Where necessary, County Counsel is also consulted. While there is awareness of the direct cost of placing staff on administrative leave, the particular circumstances of a case dictate whether it is necessary or appropriate to place an individual on such leave; accordingly, involvement of the Auditor-Controller in this process would not be appropriate.

RECOMMENDATION

- 00-87. Assign a definite responsibility to the appointing authority to pursue prompt completion of any necessary investigation so as to quickly resolve the matter that created the need for paid administrative leave, thereby shortening the length of paid administrative leave.

RESPONSE

The Director of Human Resources will issue a memo to departments indicating the desire of Human Resources to assist in the prompt resolution of personnel matters.

RECOMMENDATION

- 00-88. Require appointing authorities to freely select another person to act in their behalf after considering whether their relationship with the employee under consideration for paid administrative leave can be handled without a real or perceived bias.

RESPONSE

The Director of Human Resources will issue a memo to departments indicating the following: If an appointing authority has a family, social, or other relationship with an employee who is under consideration for disciplinary action, the appointing authority should ask their own appointing authority to review/participate in any disciplinary decision making regarding that employee.

RECOMMENDATION

- 00-89. Require written justification and documentation to become part of the employee's permanent personnel file, whenever paid administrative leave is granted and an employee is given any disciplinary action.

RESPONSE

In disciplinary matters, employees may be placed on administrative leave so that the county can gather all of the facts in a matter and determine the appropriate course of action. Typically, if an employee is placed on administrative leave, the terms of said leave are put in writing to the employee, and a copy is placed in the employee's file. Generally, only a brief reason or explanation is included in such memos. It would be inappropriate to include any further explanation or justification for administrative leave in the employee's file, as it could potentially harm the employee's reputation, which could possibly create liability for the county. Whenever an employee is disciplined, the notice of proposed disciplinary action (and all documents upon which that decision was

based) and the order of disciplinary action are included in the employee's permanent personnel file.

RECOMMENDATION

- 00-90. Publish additional written explanation regarding Rule X of the personnel rules that describes the reasons why an employee may be subject to disciplinary action.

RESPONSE

The Personnel Rules are negotiated with the employees associations and are designed to cover a wide range of potential disciplinary actions and not merely cite specific instances of misconduct. They are intentionally written so that they can be applied to a variety of circumstances. Reasons for disciplinary action under the Personnel Rules are interpreted by Human Resources with the assistance of County Counsel as they may apply to potential discipline on a case-by-case basis. Any additional written explanation could limit the County's ability to apply the personnel rules to the unique circumstances of each situation.

RECOMMENDATION

- 00-91. Require standards of conduct training be provided for all employees once each year covering topics in Rule I of the personnel rules.

RESPONSE

Several departments (most notably Human Services System, Arrowhead Regional Medical Center, Behavioral Health, Jobs & Employment Services) already conduct periodic training on standards of conduct. Human Resources will develop a package of training information for departments to review with employees on an at least annual basis.

RECOMMENDATION

- 00-92. Prohibit paid administrative leave after any employee is convicted for any breach of county employment rules.

RESPONSE

When an employee is charged with a crime, the county must conduct its own independent investigation. During such an investigation it is appropriate to place the employee on administrative leave pending completion of the investigation. For the county to take disciplinary action against the employee there must be a job-related connection between the alleged crime and the

employee's job. The county would evaluate the evidence and would consider the appropriateness of continued employment.

For employees who have a job-related criminal conviction that would lead to dismissal, the county would have to place the employee on administrative leave until the county has completed its own administrative investigation, issued appropriate notice of intended disciplinary action to the employee, and allowed the employee an opportunity to respond.

The county agrees that employees should not receive administrative leave while in jail. However, if they are available to work and we have not resolved the disciplinary matter we are forced to keep the employee on administrative leave until we can resolve it, as we cannot violate the due process rights of the employees. (In the case alluded to by the Grand Jury, the employee had been convicted and sentenced to jail time. However, the employee served his sentence on weekends. Accordingly, pending the department's administrative due process, the employee was kept off work and paid administrative leave.)

Real Estate Services Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-93. Develop a countywide 2 to 4-year long-range plan to identify and assess the most likely space needs by departmental and geographical location.

RESPONSE

In February 2000, the County Administrative Office distributed a memorandum to all county departments and Board-governed special districts requesting that department heads and district managers identify long-term space needs defined as space needed within the next five-years. The departments and districts have responded to that request for information and the County Administrative Office is now conducting a review and analysis of the long-term space needs identified.

RECOMMENDATION

00-94. Assign Real Estate Services Department to be the focal point for all requests for leased and owned space and also to be responsible for handling all phases of negotiations for leasing out property that is owned by the county.

RESPONSE

In December of 1999, the County Administrative Officer established the county's Real Estate Working Group to conduct a comprehensive review of the county's real estate related policies and procedures and to develop recommendations to strengthen these policies and procedures for consideration by the Board of Supervisors. As part of this effort, the working group will also be reviewing the roles and responsibilities of the Real Estate Services Division, the County Administrative Office, and county departments in real estate transactions, and will be making recommendations as to the roles and responsibilities for each in the future.

RECOMMENDATION

- 99-95. Remove the Board of Supervisors and their staffs from all management facets in the real estate leasing, purchasing or maintenance process, but continue the requirement for final approval by the Board of Supervisors.

RESPONSE

The members of the Board of Supervisors are the elected representatives of the residents of the County of San Bernardino entrusted by the electorate to make important policy and program decisions relative to all county activities including the management of real estate activities. Should a member of the Board, or the Board collectively, identify real estate activities or transactions as an area of concern, it is an obligation, as elected officials representing the interests of county residents, to play a role in determining how the county manages real estate practices on both a program and case by case basis.

RECOMMENDATION

- 99-96. Combine all related real estate functions, including CAO Administrative Analyst oversight, into a reorganized Real Estate Services Department. This department would cover new leased buildings, space planning, owned building administration, facilities management, grounds and maintenance, and leasing of county-owned property. The current facilities management home improvement program should be transferred to a more appropriate department.

RESPONSE

In July of 2000, as part of the county reorganization, the Board of Supervisors and the County Administrative Office consolidated the grounds function, formerly part of the Community and Cultural Resources Department, under the Facilities Management Department, in order to more closely link those facility related functions. In addition, the County Administrative Officer in December of 1999 established the county's Real Estate Working Group to conduct a

comprehensive review of the county's facility related policies and procedures and develop recommendations regarding many of these facility related functions. Further changes in these areas are anticipated pending the completion of the Working Group's effort.

RECOMMENDATION

- 99-97. Insure that Real Estate Services is involved in all lease arrangements from inception to avoid paying above-market lease rates and/or unfavorable lease terms. Transactions must be carefully and completely handled by persons who are qualified real estate professionals.

RESPONSE

The County Administrative Office has directed that all county departments utilize Real Estate Services for all lease activities to insure that real estate professionals are conducting negotiations and are securing the very best deal for the county.

RECOMMENDATION

- 99-98. Assign sole responsibility for maintaining an accurate list of county-owned and leased properties to the Real Estate Services Department through its "Bids" and "Lids" computer programs.

RESPONSE

The Real Estate Working Group will consider this recommendation. As a ministerial activity that has limited policy or program implications, it may be appropriate for Real Estate Services to manage the "BIDS" and "LIDS" databases.

RECOMMENDATION

- 99-99. Develop an addendum and an exhibit (similar to child support compliance) to the standard lease agreement to require landlords to disclose all relationships and conflicts of interest (both individual owner and corporate) with the Board of Supervisors, county managerial staff, and county employees. Failure of landlords to fully disclose shall constitute a default or warrant a monetary penalty at the discretion of the county.

RESPONSE

The county's Real Estate Working Group, which consists of staff representatives from the County Administrative Office, County Counsel, Real Estate Services, County Fire, and Human Services System Administration, has been assigned to

review this recommendation. The Working Group will consider the legal, practical, and enforcement implications of this recommendation and advise the Board accordingly. It should be noted that, if the intent of this recommendation is to identify potential financial conflicts of interest between prospective landlords and members of the Board and certain county employees to report financial interests or gifts, this reporting occurs either through campaign contribution reporting requirements for members of the Board or annual Conflict of Interest Statements completed by both Board Members and certain county employees.

RECOMMENDATION

99-100. Develop a countywide standard for a simplified Request for Proposal (RFP) process for intermediate size or duration leases that reduces the amount of time and effort needed to achieve a functioning lease. Also, develop a countywide standard for a structured Request for Quotes (RFQ) process for those lease requests that are of a small size or short duration. These steps would shorten the time required to complete a lease and thereby reduce the likelihood of departments seeking shortcuts or bypassing county policy.

RESPONSE

The county's Real Estate Working Group is currently reviewing the county's competitive process for securing leases. In the spring of 1999, the Board adopted Policy 8-17 requiring that Real Estate Services coordinate a request for proposal process for any lease that is anticipated to have a term of five or more years or exceeds 5,000 square feet. The Real Estate Working Group is using the results of one year of history of Policy 8-17 to make recommendations to the Board on possible refinements to the policy. The group will specifically review and address intermediate size and term leases and the use of a simplified request for quotes process for lease requests of a smaller size or shorter duration as is suggested in the Grand Jury recommendations.

RECOMMENDATION

99-101. Require all departments to adhere to the county's lease procedures regardless of the funding source, i.e., state or federal funding.

RESPONSE

All county departments and Board-governed special districts are required to adhere to all county real estate policies and procedures, regardless of funding source.

**Vehicle Services Department
Central Stores**

Findings – Agree/Disagree

Agree.

RECOMMENDATION

99-102. Eliminate duplication of office supplies available in the Central Stores Warehouse and from the contract vendor. Obtain all office supplies from the contract vendor.

RESPONSE

Recommendation is in the process of being implemented.

RECOMMENDATION

99-103. Develop a computer program to order office supplies using the same format as the contract vendor requisition. Provide computerized order forms to all departments on the county intranet.

RESPONSE

Central Stores will work with ISD to determine if this can be done, and if so, if it would be economically feasible.

RECOMMENDATION

99-104. Provide a copy of the Central Stores catalog on the county intranet, to include current prices and better descriptive information.

RESPONSE

Central Stores will work with ISD to determine if this can be done, and if so, if it would be economically feasible.

RECOMMENDATION

99-105. Expand the surplus storage area to the west of the existing area. Use this area to store electronic equipment indoors.

RESPONSE

This recommendation has been implemented. Surplus Storage was able to acquire 3,600 sq. ft. of storage space (west of existing area) to relieve congestion in the outside storage area.

RECOMMENDATION

- 99-106. Repair or replace the existing evaporative coolers to provide a healthier and more comfortable work area for employees and visitors.

RESPONSE

This recommendation has been implemented. Evaporative coolers were installed throughout the entire complex. Final inspection and acceptance by the county was conducted June 26, 2000.

RECOMMENDATION

- 99-107. Establish a site on the county intranet for the posting of available surplus property.

RESPONSE

Central Stores will be working with ISD to clarify if this can be done, and if so, if it can be done within an economical cost to the county.

RECOMMENDATION

- 99-108. Establish written detailed instructions to cover surplus property disposal. County departments should have first opportunity to acquire this property, followed by sales to the general public. Then, community-based organizations may acquire property in line with their established purpose of existence.

RESPONSE

This recommendation has been implemented. County Policies 11-09 and 11-09 SP – Surplus Personal Property was updated with an effective date of July 1, 2000. The policy now contains detailed instructions on the handling and disposal of surplus property.

RECOMMENDATION

- 99-109. Transfer Surplus and Central Stores to the Purchasing Department.

RESPONSE

This recommendation has been implemented. Effective for fiscal year 2000/01, the Board of Supervisors approved the transfer of Central Stores and Surplus Property from Vehicle Services to Purchasing.

RECOMMENDATION

99-110. Empower stores personnel to refuse shipment of surplus property without the appropriate documentation.

RESPONSE

The Central Stores catalog provides instructions and documentation requirements for the turn in of accountable and non-accountable surplus. The Surplus Storage Supervisor has authority through the County Purchasing Agent to refuse any shipments lacking appropriate documentation. The county will remind departments not to simply leave surplus property on Central Stores property.

LAW AND JUSTICE
COMMITTEE

Conservatorships

Findings – Agree/Disagree

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

99-111. Require the County Clerk's Office to notify conservators and guardians, in writing, at least 30 days in advance of the expiration date of their filings.

RESPONSE

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

99-112. Require the County Clerk's Office to provide the Courts with a monthly listing of conservators and guardians who have valid filings and fees paid.

RESPONSE

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

99-113. Require the County Clerk's Office to bring all delinquent files up-to-date and drop from the listing all those conservators and guardians whose status is not current.

RESPONSE

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

See attached response from the Auditor/Controller-Recorder's Office.

Probation Department

Findings – Agree/Disagree

The county essentially agrees with the findings, however, two points should be clarified.

Approximately 45 percent of adult probationers have their probation revoked during the probation period. Many are revoked primarily for new crimes committed, while others are revoked for violations of their court-ordered conditions not involving new crimes, e.g., positive drug tests, absconding, failure to pay court ordered fees, etc.

A second point of clarification needs to be made regarding the Adult Probation Program providing the opportunity for probationer educational programs. The program described is the award-winning **Probation to Work Program**. To be eligible for this program, a probationer must be eligible for some type of welfare service and not be on probation for a violent crime. Currently, only 37 percent of those on probation qualify for this program. This program is currently available only in San Bernardino, but expansion to the desert and West Valley is being planned.

RECOMMENDATION

- 99-114. Submit an immediate request to the Board of Supervisors for the funding and hiring of a minimum of 75 probation officers dedicated to the adult probation program.

RESPONSE

The county agrees that there is a need for enhanced services in adult protection; however, during the development of the fiscal year 2000-01 budget, the California Board of Corrections issued a suitability notice regarding the conditions at Central Juvenile Hall. In response to this urgent matter, the Board of Supervisors allocated \$6.5 million for staff and facility improvements in the fiscal year 2000-01 budget. This commitment of funding helped address this urgent, high priority need of the Probation Department. After the Probation Department implements all necessary measures to address the suitability concerns, the department and the county will be able to address other departmental needs, including enhancement to the Adult Division.

RECOMMENDATION

- 99-115. Research all sources of funding to determine if grant funds are available for adult probation programs.

RESPONSE

Grant opportunities for adult programs are very rare. Both the state and federal government focus on juveniles when they make grant money available. However, the county continues to seek out opportunities to fund adult programs.

RECOMMENDATION

- 99-116. Undertake an aggressive program through professional organization affiliates and political channels, at the state and federal levels, to develop grants for adult probation programs.

RESPONSE

Chief Probation Officers have been very active at the state level to have money set aside for programs and services for adult offenders. This year they lobbied for the passage of AB 1255, which would have designated money for adult programs, but the bill died in committee. Our legislative agenda calls for us to continue working in Sacramento to make more grant funds available for adult programs.

RECOMMENDATION

00-117. Establish a monthly reporting procedure for all adult probationers to keep better track of their activities.

RESPONSE

The county favors accountability and oversight at all levels. The county will examine whether resources are available to carry out the degree of reporting recommended by the grand jury.

RECOMMENDATION

00-118. Encourage greater participation in probationers to enroll in the adult educational programs that qualify them for jobs.

RESPONSE

The program referenced here is the **Probation to Work** Program, which, according to Human Services System, has become the most successful job placement program operated by the county. To qualify for this program, probationers must be residents of the Central Valley and be eligible for some type of welfare service. Only 37 percent of probationers are eligible for such services. However, the Probation Department recently approached the Human Services System requesting additional funding for this program to expand it to the High Desert and West Valley. The Human Services System is going to fund this expansion. Programs for the desert and West Valley are in the planning stages.

Public Administrator/Coroner

Findings – Agree/Disagree

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

RECOMMENDATION

00-119. Require two signatures on all inventory sheets to insure total accountability of decedent's property.

RESPONSE

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

RECOMMENDATION

00-120. Seek additional space to hold personal property to ensure the separation of each lot.

RESPONSE

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

RECOMMENDATION

00-121. Develop a computer program to link personal effects by lot numbers for easier identification.

RESPONSE

See attached response from Public Administrator/Coroner/Public Guardian/Conservator.

Public Defender/Indigent Defense

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-122. Develop a written policy that outlines the conflict of interest process and the situations that would require withdrawing from a case.

RESPONSE

A policy regarding conflict of interest was implemented by the Public Defender's office on May 12, 2000.

RECOMMENDATION

00-123. Develop a computer-based program for compiling data on cost information and caseload facts that encompasses both the Public Defender's Office and the County Indigent Defense Program.

RESPONSE

The Law Offices of the Public Defender has in the past fiscal year implemented a case management and tracking system with the use of proprietary software

known as F.A.C.T.S. This software program was adapted from the case management and tracking system of the District Attorney's office known as S.T.A.R.

The software tracks Public Defender appointments, internal case assignments, types of court appearances, appearance results and case dispositions. It provides calendar management. Equally importantly, it permits *data inquiry for the preparation of reports* such as open and closed cases, conflicts, trials, and numerous other variables office and division wide over defined time periods. It is currently undergoing a second phase of development which will permit tracking the use of investigative resources, motion work on given cases, and record keeping for billing on state mandated cases.

The Indigent Defense Program uses Microsoft Access database software to track cases handled by Court appointed contract or ad hoc defense attorneys. The database is based upon information reported on attorney billings. Although such claims must be submitted within sixty days of case disposition (closure), this often occurs months or more after appointment resulting in a delay between ad hoc appointments and reporting. Indigent Defense does not currently have the capability of being informed at the time an *ad hoc* defense attorney is appointed by the Court.

While the Public Defender and Indigent Defense Program do use two different computer programs, consistent and meaningful reports could still be generated if the *definitions* used by the two departments were consistent. The Public Defender and Indigent Defense will be coordinating on the definitions used to report case dispositions, and we anticipate that reports beginning Fiscal Year 2001-02 will use common definitions. Linking expenditure information to the common definition case information will allow the county to analyze cost efficiencies and program changes for effectiveness.

The Office of the Public Defender and the Indigent Defense Program have been coordinating over the last three years in compiling and analyzing data on appointments and expenditures for the Court appointed contract and ad hoc (non-contract) private attorneys. As a result of the collaborative effort, the County Administrative Office supported a budget transfer from the Indigent Defense Program to the Public Defender for the purpose of hiring additional Deputy Public Defenders at specific locations.

The Superior Court of California, County of San Bernardino criminal case database (Offense Tracking System – O.T.S.) does not currently have the ability to report appointments or trials differentiated by Public Defender or Court-appointed private counsel (contract or ad hoc). The software program would have to be re-written to generate reports of appointments and case dispositions by Public Defender or Indigent Defense attorney, but could not report expenditures.

The county will examine whether resources are available to re-write the O.T.S. software and to refund the Superior Court for the part time services of a Court Technology Services staff person who would be responsible for reports generated by O.T.S.

RECOMMENDATION

- 00-124. Provide the courts with a written financial background check on the client's ability to pay prior to their court appearance.

RESPONSE

It would be a conflict of interest as information provided would be privileged material. See People v. Caulfield, 12 C3d 699.

RECOMMENDATION

- 00-125. Establish semi-annual reports to the Board of Supervisors that document the productivity of the Public Defender's Office. The reports are to include total number of cases brought to trial (misdemeanor and felony), number handled by the Public Defender's Office, number handled by private attorneys, and the total cost of these trials by both the Public Defender's Office and the Indigent Defense Office.

RESPONSE

The county agrees that productivity **and quality of representation** of its own attorneys, and those of the conflict panel as well as attorneys appointed ad hoc by the courts be monitored periodically. The county will examine whether resources are available to produce productivity reports that include:

- The number of **open criminal cases** in a given period
- The number of **closed criminal cases** in a given period
- The number of **open and closed specialty cases** such as Mentally Disordered Offenders, Developmentally Disabled, and Sexually Violent Predators
- The number of **substantive motions**, supported by research by the reporting entity, filed
- The number of **investigative hours** spent
- The number of **criminal and specialty case trials**.
- The number of **post conviction proceedings** including violations of probation, modifications, and other miscellaneous proceedings
- The number of cases in which **expert witnesses** have been engaged

These reports would be presented on either a six month or annual basis.

RECOMMENDATION

00-126. Establish a staff position that has the responsibility to coordinate and evaluate services and costs between the Public Defender's Office and the Indigent Defense Program.

RESPONSE

The county is considering an administrative position that would perform these duties.

Sheriff's Department

Findings – Agree/Disagree

See attached response from the Sheriff's Department.

RECOMMENDATION

00-127. Avoid any transaction between a county employee and a vendor that conflicts with county policy or any other circumstance causing a breach of confidence in the acquisition process.

RESPONSE

See attached response from the Sheriff's Department.

RECOMMENDATION

00-128. Develop defined guidelines for the purchase of used vehicles at auctions, avoiding possible implications of conflict of interest.

RESPONSE

The Purchasing Department is in the process of developing an RFP for used vehicles that may be procured at public auctions in compliance with the new Purchasing Procurement Manual. In addition, the new vehicle RFP to be let in fiscal year 2000/01 will include various new vehicles that can be used by the Sheriff's Department for undercover personnel.

See attached response from the Sheriff's Department.

RECOMMENDATION

00-129. Establish a relationship between vendors and the county Purchasing Department, which acts independently of the Sheriff's Department personnel when purchasing used vehicles.

RESPONSE

This recommendation has been implemented. A primary duty of Purchasing is to establish relationships with vendors which are independent of the Sheriff's Department and all other county departments. In June 2000, Purchasing conducted in-depth training on the new Purchasing Procurement Manual to over 300 county employees. Training and discussion of the manual included relationships with vendors, procurement code of ethics, and unethical behavior. Sheriff's staff attended the meeting.

See attached response from the Sheriff's Department.

RECOMMENDATION

00-130. Provide a written contract between the county and vendors that covers the responsibilities of purchasing used vehicles.

RESPONSE

If vendors are selected for used-car purchases based on a competitive bid, the terms and conditions of purchases will be included in purchase order.

See attached response from the Sheriff's Department.

PUBLIC SERVICES
COMMITTEE

Agriculture/Weights and Measures Department
Weights and Measures Division

Findings – Agree/Disagree

The county does not agree with the findings regarding the database system.

The department's system does allow inspection and assignment data to be input as well as annual and incidental billings to be generated, and inspectors maintain their own record-keeping system only in addition to the information kept by the department.

The county also disagrees with the Grand Jury finding that suggests information stored on inspectors' personal computers is the only source for information storage.

RECOMMENDATION

99-130A. Consult with the Information Services Department on a database program that could be used for Agriculture/Weights and Measures, along with the administrative process of annual billings. Merge and compare existing files for review by management for appropriate staffing levels, work assignments, and work locations.

RESPONSE

The department's current database system for business registrations and billings is quite comprehensive. It is already linked to an inspection database. Any new business entered causes the other database to be updated. Inspections performed on businesses not in the registration database are noted and entered so that they may become registered. The inspection portion of the database is used for verifying workload completion and can be used for determining appropriate staffing levels. The department is still in the process of assigning businesses to specific inspectors. When this process is completed, computer-generated lists will replace the current department lists utilized by the inspectors.

RECOMMENDATION

99-131. Initiate a program with all agencies that issue business licenses or final permits to notify the county Agriculture/Weights and Measures Department before final permits or approvals to open a new business are given.

RESPONSE

The department currently utilizes a variety of sources to locate new businesses operating in the county. The two most important sources are notifications from device repairmen installing weighing and measuring devices and department inspectors observing new businesses as they go about their inspection stops in commercial areas. The notification by device repairmen is required by law. Other sources are fictitious business name notices and grand opening advertisements.

Some businesses have no business license or final approval requirement. However, the county will explore expanding its options for locating new businesses.

RECOMMENDATION

99-132. Prohibit county files and data from being placed only on personal home computers.

RESPONSE

There are no county files or data which are only on personal home computers. Inspectors only use their personal computers as a means to improve their own record keeping and efficiency.

Pesticide Regulatory Division

Findings – Agree/Disagree

The department agrees with most of the Grand Jury's overall findings regarding the preparation, pricing and sale of rodent baits. However:

- Sales in excess of 100 pounds are not restricted to agricultural businesses.
- The number of baits made is three and additional products are sold.
- The \$0.50/pound fee does not pay for the use of the state seal and product quality testing. Rather, it funds research on rodent control and pesticide formulations.

RECOMMENDATION

00-133. Increase pricing to cover all costs, including amounts paid to the State Franchise Tax Board, for all items being sold below cost.

RESPONSE

The method the department uses to set prices for rodent control materials has been examined by the Auditor/Controller and found to be appropriate. Prices are rounded up or down to the nearest quarter for the convenience of the public and to keep from running out of change. Prices are adjusted when input costs change. The current administrative overhead (63%) includes a number of costs including the amount paid to the Franchise Tax Board.

RECOMMENDATION

00-134. Install clear plastic sheeting at the mixing machine, for greater visibility and for control over dust and fumes in the work area.

RESPONSE

The department has used plastic sheeting for dust and fume control at the mixing machine and found it unsatisfactory because it rapidly accumulated dust due to static electricity. The cardboard currently used sheds the dust back into the mixer when given a light tap, thereby eliminating a potential source of hazardous waste.

RECOMMENDATION

00-135. Post bilingual signs on all exterior and interior doors announcing the presence of poisons and explosives for the safety of all employees, especially emergency response personnel.

RESPONSE

Bilingual pesticide storage warning signs and an explosives placard are on the most applicable exterior doors of the mixing building. On the interior doors, a sign will be placed on the herbicide storage room. Since this building is key restricted, the only employees entering it are already knowledgeable about the materials stored within. Risk Management and the Fire Department have inspected this building in the past and the department has complied with their recommendations. The signs will be inspected periodically to ensure their readability and presence. Missing or faded signs will be replaced promptly.

RECOMMENDATION

00-136. Assure requirements for the storage of explosives are followed.

RESPONSE

The department has previously verified the requirements for storing this type of explosive and is in compliance with the requirements. In addition, the Risk Management Division has been contacted to ascertain if the requirements have changed.

**Chino Airport
Waste Management Bond**

Findings – Agree/Disagree

Generally agree. As to when representatives of the County Administrative Office became aware of the Federal Assurances which restrict placing a lien on airport properties is not clear. Due to a turnover of County Administrative Office staff involved in the original bond issuance, we are unable to comment on this finding other than to agree that the Airports Director should have been consulted and that the issue of the Federal Assurances should have been known. The finding concerning collateral is addressed in the Board comments on Recommendation 00-139.

RECOMMENDATION

00-137. Require County Counsel to have greater accountability for the terms, conditions, collateral and documentation of any future bond offerings.

RESPONSE

While County Counsel is a key member of the financing team, they share responsibility with bond and underwriter counsel for answering the myriad legal aspects of transactions, and with all team members for the overall transaction itself.

The County Administrative Officer is exploring the creation of a debt advisory committee that would provide high level review and oversight of debt transactions. This could help address the concerns raised by the Grand Jury relative to greater accountability for the terms and conditions of financings.

RECOMMENDATION

- 00-138. Record a document wherein the federal assurances, which place restrictions on each county airport property, are acknowledged as a matter of public record.

RESPONSE

Federal assurances have always been a matter of public record. The county will explore this further with the Department of Airports. In addition, the county will take steps to improve coordination among the county departments impacted by any future county financings.

RECOMMENDATION

- 00-139. Require that collateral pledged for future bond issues be directly related to the uses of those borrowed funds.

RESPONSE

In all cases possible, collateral pledged will be related to the use of the borrowed funds. Should market conditions require additional, or different, collateral not directly related to the borrowing, this would be brought to the Board of Supervisors for policy consideration and direction.

RECOMMENDATION

- 00-140. Research whether any of the parties involved in the initial bond issue have a responsibility under their professional liability insurance to reimburse the county for the costs of refinancing.

RESPONSE

The county will evaluate this further. However, as indicated in the Grand Jury's findings, the county realized significant savings from refinancing this issue in

1999. Initial analysis indicates that the costs of refinancing were more than offset by the savings realized in the refunding.

RECOMMENDATION

00-141. Identify the property being pledged as security for all bond issues when documentation is sent to the Board of Supervisors for their approval.

RESPONSE

The county concurs with this recommendation.

**Community and Cultural Resources Department
Glen Helen Blockbuster Pavilion**

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-142. Evaluate periodically whether the three certificates of participation can be refinanced at terms more favorable so as to reduce the interest rate and annual cash outlay.

RESPONSE

This is done on an ongoing basis, within the constraints of the law relating to government debt issues. On September 20, 2000, the Board approved the hiring of a financial advisor to assist in evaluating all outstanding bond issuances of the county and whether or not refinancing any of those issuances is appropriate to help reduce the county's financing costs.

RECOMMENDATION

00-143. Notify the lessee that past performance has not met the reasonable expectations of the county and the lessee shall take reasonable action to remedy such shortfalls and to increase the use of the facility.

RESPONSE

The county has met with and continues to meet with authorized representatives of SFX Entertainment, the lessee, with the purpose of increasing both the number and quality of entertainment acts appearing at the facility. The dialogue

with SFX has dramatically increased the number and quality of acts in the 1999 and 2000 seasons, with a related increase in paid attendance at the Pavilion.

RECOMMENDATION

00-144. Remain alert to any reasonable offer to sell the facility so the county could rid itself of involvement in a specialized entrepreneurial business.

RESPONSE

The county has reviewed this option in the past and will continue to consider all reasonable offers for sale of the facility.

RECOMMENDATION

00-145. Determine what value, if any, the county received for the \$15,000 spent on the AC Consulting LLC contract and whether any of this money should be returned to the county.

RESPONSE

The \$15,000 paid to AC Consulting LLC was prepayment of estimated business expenses as provided in the contract. The County Administrative Office has reviewed an accounting of these expenses and is pursuing reimbursement for expenses determined to be disallowable.

**Economic and Community Development Department
Renaissance Village Project**

Findings – Agree/Disagree

The county agrees that our participation in the Home Investment Partnership Program has been successful.

RECOMMENDATION

00-146. Maintain regular county contact with Southern California Housing Development Corporation and conduct periodic on-site inspections at the Renaissance Village complex to insure the apartments are appropriately maintained.

RESPONSE

The Grand Jury findings revealed no deficiencies in the maintenance of this property, nor any registered complaints that would warrant the need for ECD's

independent review and inspections. Moreover, other public agencies have the legal responsibility to issue occupancy permits and carry out these inspections.

RECOMMENDATION

00-147. Continue this program when other opportunities become available to the county through the home investments partnerships (HOME) program.

RESPONSE

The county will continue to participate in the Home Investment Partnership Program, carefully analyzing new projects as they arise.

Senior Home Repair Program

Findings – Agree/Disagree

Agree.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-148. Improve communication with program clients. Provide a better explanation of the one-time grant program.

RESPONSE

This is an ongoing objective of the program. ECD will continue to monitor clients' understanding of the program and adjust the outreach effort accordingly.

RECOMMENDATION

00-149. Provide a detailed estimated cost of each requested item so client could make choices on which repairs would be performed.

RESPONSE

Federal regulations require ECD to address health and safety items first before addressing other repair needs. However, the client does prioritize the remaining repair needs to be taken care of with the remaining funds. The funds are grants and do not constitute an obligation for repayment by the client.

RECOMMENDATION

00-150. Review with each client the timing from program application to the start of the project. Provide client with information on project start date and make them aware of any project delays.

RESPONSE

ECD will continue to review with clients an approximate timeframe of work completion at the time of enrollment. Additionally, work crews will continue to advise clients when there will be a delay in the completion of their job as a result of weather, special materials/order or other factors.

RECOMMENDATION

00-151. Establish a building fund for the County Library System.

RESPONSE

The County is currently undertaking a facility assessment of its library buildings, which will identify current and future facility needs and examine and evaluate financing options.

RECOMMENDATION

00-152. Move the archives function from the County Library to the County Recorder's control, as previously recommended by prior grand juries and the Historical Records Commission.

RESPONSE

The county will examine the feasibility of this recommendation.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-153. Establish an advisory board for the Library.

RESPONSE

The Library will investigate the feasibility and issue a report for Board's review.

Registrar of Voters

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-154. Continue the use of student and volunteer workers. Improve volunteer training to make student participation in the voting process more efficient.

RESPONSE

The Registrar's office is continually updating and improving training of Election Day workers – including student volunteers. For the upcoming November Presidential General Election it is the department's intent to produce a short training video that can be sent to each participating high school. The video can be shown during school hours and be a lesson for all students. Students already receive written procedures upon arrival at a tally center, which act as a reminder to the verbal demonstrations they receive before ballots start to arrive.

RECOMMENDATION

00-155. Discontinue the use of public school locations as polling sites, where unknown persons have full access to school grounds during school hours.

RESPONSE

To eliminate the use of schools all together would have a devastating effect on the department's ability to provide voting opportunities in the community. Schools make up approximately 20% of all polling places and are 100% free of charge. Election law requires schools to be available as polling places and they are normally the best choice for the following reasons:

1. They are readily identified locations.
2. Accessible to the elderly and disabled.
3. Located in populated areas.
4. Have adequate space and lighting.

It is extremely difficult to find up to 800 polling places that meet legal requirements and many areas in the county have no other appropriate sites available.

However, the Registrar is working with elections' officials throughout the state in an attempt to introduce legislation that would call for closing of elementary schools on statewide election days. Schools could schedule these days as

in-service day. If passed, this legislation would eliminate the problem of unknown persons having access for voting while students are in school, and provide much needed parking space. In addition, it would allow the removal of polls from Junior High and Senior High Schools.

RECOMMENDATION

00-156. Increase compensation to individuals, churches, and businesses that provide adequate polling sites, to offset the loss of school polling sites.

RESPONSE

At this time approximately 60% of all polling places are donated free of charge. The amount paid is not a significant issue in recruitment and would not be enough to offset the loss of schools. The Registrar of Voters will focus on legislation to close elementary schools on statewide election days in order to ensure adequate polls while, at the same time, avoiding problems for Junior and Senior High Schools.

RECOMMENDATION

00-157. Purge duplicate names and names of deceased voters from the roster of voters prior to each election.

RESPONSE

Election law requires a purge to be completed 90-days prior to a primary election. In addition, it is unwise to conduct a general purge while conducting an election. Considering the increased number of elections (15 in the past 18 months) it would be difficult, if not impossible, to conduct additional purges without the potential of wrongfully disenfranchising voters by processing registration changes in the midst of an election.

**Waste System Division
Waste Management**

Findings – Agree/Disagree

The county agrees with the findings.

RECOMMENDATION

00-158. Encourage waste management companies to provide greater information to elementary schools on the advantages of recycling.

RESPONSE

WSD provides a variety of educational and public outreach programs, many designed specifically for school children. "Grants for Teachers" is a program that provides funding to teachers for developing school-based recycling programs or recycling education curriculums. Additionally, WSD schedules school visits, distributes educational materials and conducts lectures to students on the importance of participating in recycling. Also, WSD uses its landfill operations contractor to conduct audits of several schools' waste streams to identify the materials that could be recycled instead of disposed in landfills.

During Fiscal Year 2000-01, WSD will offer assistance for establishing a school-based beverage container-recycling program. Further, WSD will approach the waste haulers to determine how they can assist with providing information and resources, such as published materials and state and local agency contacts, to local elementary schools.

RECOMMENDATION

- 00-159. Provide advertising on public access television (cable providers) and radio to inform the public of current ways to recycle and encourage their participation.

RESPONSE

During Fiscal Year 1999-00, the county participated in the "Grasscycling" campaign sponsored by the California Integrated Waste Management Board (CIWMB). The campaign provided education on the benefits of grasscycling, leaving lawn clippings on the lawn instead of bagging them for disposal. "Grasscycling" was advertised via radio during the campaign.

Using grant funds, advertisements promoting "Grasscycling" will air this year on PBS in the high desert and east desert cable network, and on the radio throughout the county. In addition, WSD will investigate the costs to design and produce advertisements for additional recycling programs to be presented on television and radio broadcasts. Since the Fiscal Year 2000-01 budget does not provide for a greater media investment, implementation will depend on available funding. Review of television advertising, as well as all other media advertising, will be included in the Fiscal Year 2001-02 budget process.

RECOMMENDATION

- 00-160. Develop policies to encourage more companies in San Bernardino County to use recyclable materials.

RESPONSE

The county, in partnership with local cities, Riverside County and the California Integrated Waste Management Board (CIWMB), has established four Recycling Market Development Zones (RMDZ) located in the Mojave Desert, Chino Valley, the former Kaiser Steel plant in Fontana, and the Agua Mansa area south of Colton. These zones include unincorporated territories that have been designated for businesses that recycle or use recyclable materials in manufacturing new products. The program combines recycling with economic development to fuel new businesses and create jobs. The CIWMB offers recycling-based manufacturers located in the RMDZ opportunities for financial assistance, product marketing, and permitting assistance. Local government incentives include low interest loans, streamlined local permit processes, reduced taxes and licensing, and an increased and consistent secondary material feedstock supply. In addition, the county and cities developed the Business Recycling and Waste Reduction Guide. This guide was distributed to members of the business community.

WSD is applying for a CIWMD “CALMAX Partnership” mini-grant to promote efforts for local and statewide materials exchange. “CALMAX” is a free classified listing service to help reduce business waste. The objective of the grant is to promote the reuse of materials generated by the business community instead of landfill disposal. A link to “CALMAX” will be added to WSD’s web site to help promote waste diversion through reuse of materials that would otherwise be discarded and disposed in landfills. Published materials will be distributed to all businesses within the county explaining “CALMAX” benefits and how to obtain further information.

AD HOC COMMITTEE **ON GROUP HOMES**

Findings – Agree/Disagree

The county agrees with the majority of the findings of the Ad Hoc Committee on Group Homes.

Placement of minors in settings that truly serve their needs is very difficult because there is an insufficient range of treatment alternatives. The rating system that dictates what a placement can charge per minor per month rewards homes that emphasize the medical model. This model centers on psychological and psychiatric treatment when many of our minors simply need limit setting that can be accomplished without doctors and therapists. Additionally, there is virtually no care available for minors who possess low IQs and are developmentally disabled. Placement providers will admit that treating such minors is not cost effective; consequently, such programs are not developed.

The County of San Bernardino has in excess of 550 minors in placement at a cost exceeding \$24 million per year. This is an extremely costly undertaking and an area that is in need of revision if it is truly going to benefit the community and the offender. This effort requires state and federal participation.

RECOMMENDATION

- 00-162. Actively encourage the applications of additional Level 14 group home providers, and encourage existing providers to upgrade their programs to qualify for Level 14 status.

RESPONSE

The Interagency Placement Council's has completed a needs assessment and determined that additional Level 14 group home beds is one of our identified service needs. The Children's Policy Council will continue to evaluate the need for all levels of group home care, including Level 14. The request for proposal (RFP) will be used to elicit qualified providers.

Additional Level 14 group home options would provide competition that doesn't currently exist. At present, there is little incentive for our providers to change their program to our benefit since there is no competition for the behavioral health patch money.

RECOMMENDATION

- 00-163. Sponsor legislation that would control unrestricted growth of additional homes by existing providers at all levels.

RESPONSE

The Children's Policy Council of the Children's Network, in conjunction with Probation, the Departments of Children's Services and Behavioral Health, is developing policy language regarding the more-effective utilization of existing group home beds in the County of San Bernardino, therefore, eliminating some of the need for new group home programs. Also, a legislative proposal is in the discussion stages regarding the restriction of growth of additional homes by existing providers.

RECOMMENDATION

- 00-164. Develop educational materials directed toward parents and guardians that would alert them to inappropriate physical and sexual contact with their child by adults who are charged with their care or supervision.

RESPONSE

In an attempt to heed this recommendation, the county will weigh the benefits against the potential drawbacks, including unnecessarily alarming parents. It should be noted that placement workers are aware and monitor the placement situation for inappropriate physical and sexual contact.

RECOMMENDATION

- 00-165. Develop alternatives that would place clients in home settings away from regular close contact with other disturbed children. Use pilot programs to study alternatives.

RESPONSE

Placing disturbed minors in home settings away from other disturbed children is not practical. Disturbed minors require specialized care provided in multi-bed foster care settings and not in single-bed foster homes. The support staff needed for disturbed children (psychologists, psychiatrists, etc.) could not be supported in a small home setting. Furthermore, isolating minors is not conducive to their socialization, which is necessary for their eventual return to the community. Placements should be able to manage disturbed youth in an effective manner in a group setting.

RECOMMENDATION

- 00-166. Develop, fund, and implement family intervention strategies for high-risk children to avoid placement or to facilitate placement in lower levels.

RESPONSE

The following are the strategies that are currently in place:

- First, there is \$1.3 million a year for 11 contractors, public and non-profit organizations, to provide family preservation and support services through the Department of Children's Services to prevent out-of-home placements. The Department of Children's Services refers high-risk children and families to these agencies to receive a variety of family preservation services.
- The Probation Department has a number of community based programs in place, including the Success and Home Run Programs, that are designed to provide intensive case management through supervision, services and community resources to prevent the need for group home placement of high risk Juvenile Offenders.
- Finally, the Children's System of Care (CSOC) is an interagency strategy involving Probation, the Department of Children's Services, the Department of Behavioral Health (lead agency), and the County Superintendent of

Schools. The goal of CSOC is to prevent the placement of seriously emotionally disturbed children into group homes, and to stabilize SED children who are already in placement in lower levels of care.

RECOMMENDATION

00-167. Provide open door access for caseworkers to visit their clients.

RESPONSE

We agree that unannounced visits have a place in the supervision and monitoring of a child's placement. The caseworker has to balance the methods of monitoring the child's placement. Not all visits have to be unannounced. The placement facilities must be expected to provide prompt and regular access to the children. Regular contact with children can also be made with site visits arranged as needed, so as not to disrupt the activities of the home.

It should be noted that recent court rulings have further restricted a caseworker's authority to enter a home or facility without consent. This also applies to dependents of the juvenile court system.

RECOMMENDATION

00-168. Develop a software program that provides for tracking of children by name and by placement within the group home system, that identifies residents of particular homes, and which is available to all authorized users.

RESPONSE

This software is in place at Child Protective Services, however, some refinement may be necessary to provide the information suggested. Computer tracking of minors and the foster homes in which they reside would be effective in determining where placement development should be encouraged. It would also tell us how many out-of-county minors are in our area. The county will examine whether the software refinements are feasible.

RECOMMENDATION

00-169. Develop and maintain contingency plans for the mass emergency relocation of clients from all group home settings.

RESPONSE

The county currently has in place a structure that allows the caseworkers access to emergency resources and the placements that are available. Protocols are in place for a coordinated emergency response between the

Department of Behavioral Health, Department of Children's Services and Juvenile Probation in case of an emergency. Because of the varying needs of the children who are in placement, a single contingency plan cannot be developed that will meet the needs of every child. Updated listing of all types of placement openings are available to the caseworkers.

The Probation Department has a contingency plan available when minors have to be returned from placement. Serious offenders are returned to Juvenile Hall, while those close to graduation are allowed to return to their homes, if available. We also limit the number of minors we have with any provider so that we can absorb the impact of that number of minors should we have a crisis in one of our placements necessitating the removal of all of our minors.

AD HOC COMMITTEE
ON PUBLIC SAFETY

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-170. Perform the annual inspection of the elevators and post a copy of the approved safety certificate in each elevator car on a timely basis.

RESPONSE

As mandated by the State of California, elevators and tramways are inspected annually by state inspectors.

The original permit is kept at Facilities Management. A copy is posted in the elevators and replaced when unauthorized removal occurs.

Facilities Management has contacted the state office requesting our annual inspection be performed since its inspection is past due. The state informed us it would schedule an inspection. Facilities Management will follow-up with the state to insure the inspection is completed.

A copy of the new permit will be posted immediately upon receipt.

RECOMMENDATION

00-171. Construct a doorway into the stairwell in the Jury Assembly Room so jurors can use the stairs to access courtrooms on upper floors, and ease the burden on elevator traffic.

RESPONSE

This project is not currently funded in the 2000-01 Capital Improvement Program (CIP). This project will be submitted into the minor CIP projects (managed by Facilities Management) for consideration.

RECOMMENDATION

- 00-172. Conduct an inspection of the courthouse using an agency that will undertake the review with the total usage of the entire building as the major consideration.

RESPONSE

Risk Management, Facilities Management and the county safety coordinators for the courthouse will coordinate a safety inspection to review the entire courthouse for safety precautions for the employees as well as the general public.

RECOMMENDATION

- 00-173. Identify one person or department to be responsible for the coordinated effort for maintenance of the safety of the general public in the courthouse.

RESPONSE

Facilities Management is the initial point of contact for safety issues related to the physical structure of the courthouse. Court Administration is responsible to coordinate appropriate action for safety issues not related to the physical structure of the courthouse.

RECOMMENDATION

- 00-174. Identify who is responsible for the cost to repair, replace, or install equipment for the safety of the general public in the courthouse.

RESPONSE

The county is currently responsible for all facility-related costs of the courthouse, except for interior paint and flooring. Non facility related equipment and other items are the financial responsibility of the courts.

RECOMMENDATION

- 00-175. Repair, replace, or install equipment, signs or other items as needed to protect or inform the general public in case of emergency.

RESPONSE

Signs identifying the location of fire extinguishers and fire hoses are being installed. The old exit signs are being replaced with modern lighted exit signs.

RECOMMENDATION

00-176. Tag, date, and initial any safety defects noted for future follow-up.

RESPONSE

Facilities Management will tag, date and initial any safety defects noted as its responsibility for future follow-up.

Victorville Dispatch Center

Findings – Agree/Disagree

See attached response from the Sheriff's Department.

RECOMMENDATION

00-177. Provide a fenced and locked parking area for employee vehicles. Provide access to the dispatch center parking area through a fenced-off pedestrian walkway.

RESPONSE

See attached response from the Sheriff's Department.

**AD HOC COMMITTEE ON
VEHICLE SERVICES DEPARTMENT**

Developing Departmental Vehicle Procedures

Findings – Agree/Disagree

The County Administrative Office agrees with the Grand Jury's principal finding that clear written procedures to implement the County Vehicle Policies and Standard Practice are necessary.

RECOMMENDATION

00-178. Require all departments to develop formal written internal policies and procedures for vehicle use, in order to implement county vehicle policies. Departmental procedures should include methods to track vehicle usage on a per trip or per day basis, information on how cars are to be reserved by employees and issued to them, instructions on where cars and the keys to them are to be stored, and criteria for when cars will be assigned exclusively to an individual employee's use, either during the regular work-day only, or on a 24-hour take-home basis.

RESPONSE

County Policy 12-04 and County Standard Practice 12-04SP outline the county's policies, rules and procedures regarding the use of county motor pool vehicles. These policies and procedures address the following: use of motor pool vehicles; procedures to follow in case of accidents; assignment of vehicles; responsibility for the issuance, control and use of county gasoline credit cards; dispatch of vehicles, official county emblem on vehicles; insurance on vehicles; motor pool monthly mileage reports; new vehicles and equipment; repairs to vehicles; servicing of vehicles; storage of vehicles; complaints of vehicle misuse.

The County Administrative Office, in conjunction with Vehicle Services Department, will work with all county departments to develop departmental written procedures to ensure that the county's vehicle usage policies and procedures are properly implemented within each department. These departmental written procedures will include methods of tracking vehicle usage on a per trip or per day basis, information on how cars are to be reserved by employees and issued to them, instructions on where cars and the keys to them are to be stored, and criteria for when cars will be assigned exclusively to an individual employee's use, either during the regular work day only, or on a 24-hour take-home basis.

RECOMMENDATION

00-179. Reinstitute the Vehicle Services Committee for purposes of approving 24-hour vehicle assignments as required under county policy.

RESPONSE

The County Administrative Office is currently considering reinstating the Vehicle Services Committee, or a similar committee, that would provide policy guidance on vehicle services issues such as approving 24-hour vehicle assignments.

RECOMMENDATION

00-180. Develop more specific criteria to determine when 24-hour assignment of a vehicle to an employee is appropriate, including detailed assessment of an employee's duties, how often those duties require response outside of normal work hours, and a detailed assessment of security issues justifying providing cars on a take-home basis, along with certification by employees of their ability to garage a vehicle and their responsibility for its damage or theft if they are not able to secure it.

RESPONSE

Current County Policy 12-04SP provides that vehicles can be assigned to an individual on a 24-hour basis based on that individual's job responsibility, such as 24-hour standby or emergency position. The department head is responsible to determine the need and establish the justification for a 24-hour assignment. As recommended, county departments will be required to develop more specific written criteria for assessing the need of a 24-hour vehicle assignment to an employee. These criteria will consider the following factors: how often the employee's duties require response outside of normal work hours and a detailed assessment of security issues justifying providing cars on a take-home basis, along with certification by employees of their ability to garage a vehicle and their responsibility for its damage or theft if they are not able to secure it.

Motor Pool Rates

Findings – Agree/Disagree

The County Administrative Office and the Vehicle Services Department agree that the motor pool rates should be reviewed and/or revised as necessary. The Auditor-Controller/Recorder's office, at the request of the County Administrative Office, is currently conducting a full operational audit of Vehicle Services, including a study of motor pool rates and charges. The specific findings related to insurance and replacement and charges noted in the report cannot be addressed until the study is completed.

The County Administrative Office and the Vehicle Services Department disagree with the specific finding of a \$2.8 million "surplus" in the motor pool fund. The \$2.8 million referred to in the report was actually unreserved retained earnings not a "surplus" and should be characterized as such, consistent with the financial statement from which it was obtained. Characterizing these funds as "surplus" may give the impression that the funds were available for expenditure at that time. This was not the case. Of the \$2.8 million that was recorded as unreserved retained earnings, \$2.0 million was related to an advance and was unavailable for use.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-181. Improve the understanding of Vehicle Services Department rates, by preparing an informational handout explaining the rates. This handout should be presented to all county management personnel.

RESPONSE

Upon completion of the rate study by the Auditor-Controller/Recorder's office, the approved Vehicle Services rates will be distributed to all county departments through an informational handout. This handout will include not only the rates but also explain what type of expenses each particular rate will cover.

RECOMMENDATION

00-182. Conduct a detailed fee study addressing the issues contained in this report, including the basis on which replacement and insurance fees are charged to user departments for Motor Pool vehicles, how variable per mile rate charge can be made more reflective of actual costs by vehicle type, and how the Motor Pool fund, \$2.8 million surplus, should be utilized. This study should provide the Board of Supervisors with information on the impact of returning the unrestricted funds to Vehicle Services Department customers through one-time rebates, or over several years through the reduction of fees charged by the department, or through additional vehicle replacements.

RESPONSE

The Auditor/Controller-Recorder's office, at the request of the County Administrative Office, is currently conducting a full operational audit of Vehicle Services. The scope of the audit includes a detailed study of motor pool rates and charges, labor rates and charges, financial condition of internal service funds, efficiency and cost effectiveness of operations, internal controls, credit card usage and procedures, and management reporting system. The County Administrative Office and Vehicle Services Department will evaluate any proposed adjustments to rates and other operational and financial aspects of the department pending completion of the audit.

See attached response from the Auditor/Controller-Recorder's Office.

Customer Service Issues

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-183. Develop advance reservation programs at all repair locations to provide basic service of an oil change, vehicle lubrication and safety check to customers while they wait.

RESPONSE

The Vehicle Services Department is currently evaluating the feasibility of implementing an advance reservation program. In addition, Vehicle Services is working to improve turnaround time on all repairs and to improve communication with the customers on services provided.

RECOMMENDATION

00-184. Develop methods to better coordinate communication among the motor pool dispatcher, service writers and department customers, so that customers who need loaner vehicles due to vehicle servicing receive, to the extent possible, a loaner that is equivalent to their regular vehicle. Such steps could include instructing service writers to routinely ask customers calling to arrange service about their need for a loaner vehicle, and transferring those customers automatically to the motor pool dispatcher to arrange for the loaner.

RESPONSE

Responsibility for coordination of vehicle maintenance, use of loaner vehicles and notification of maintenance ready vehicles to departments have been shifted completely to the service writer in the repair office in order to improve coordination and communication between service writer, motor pool dispatcher and customer. Service writers are now required to ask the customers if they need a loaner and then make the necessary arrangements with the motor pool dispatcher.

RECOMMENDATION

00-185. Develop a customer handbook, based on adding information to the existing handbook now provided in vehicles, that includes describing how employees may arrange for vehicle repairs, how to arrange for a loaner car, and other key information. This handbook should be provided to all county employees, and placed in every vehicle issued by the Vehicle Services Department.

RESPONSE

The current customer handbook will be revised to reflect new procedures that may result from both the Grand Jury Recommendations and the current operational audit of the department by the Auditor/Controller. The department

plans to develop a more user-friendly handbook that includes information on how employees may arrange for vehicle repairs, how employees may arrange for a loaner car, and other key information.

RECOMMENDATION

00-186. Develop a form for use at all repair centers by customers to describe in writing any problems they want checked on their vehicle.

RESPONSE

This form has been developed and is currently being used by all service writers. The new form allows the service writer to more precisely document the problem noted and the type of circumstances that are present when the problem occurs. The service writers will ask the customer all the pertinent questions in order to fill out this form

RECOMMENDATION

00-187. Track, either on computerized work orders or separately, all attempts by the Vehicle Services Department staff to advise customers when their vehicle is ready to be picked up.

RESPONSE

The department now documents all attempts to notify customers when their vehicles are ready. When Vehicle Services calls the customer to inform them that their vehicles are ready, the name of the person they spoke to, the day and the time, are now entered in the remarks section of the work order.

RECOMMENDATION

00-188. Develop a customer satisfaction survey of Vehicle Services Department customers, based on surveys that would be sent monthly to a random sample of customers based on completed work orders. Survey results would be used to identify and correct customer service problems.

RESPONSE

Currently Vehicle Services' management and supervisors are reviewing samples of surveys used at local dealerships. Shortly, a survey will be developed asking customers about the services they receive from Vehicle Services. This survey will be given to the operator of a county vehicle each time the vehicle is turned in for service or maintenance. Also, monthly surveys will be developed and sent out with the monthly mileage reports.

RECOMMENDATION

00-189. Establish a committee to hold quarterly meetings between the Vehicle Services Department and departments that are its major customers. These meetings could be conducted by a reconstituted Vehicle Services Committee, under the County Administrative Office, or by a separate committee formed by the Vehicle Services Department.

RESPONSE

The Vehicle Services Department is currently considering the establishment of a committee to address user complaints and other customer service issues. Vehicle Services already meets with its biggest customer, Public Works, every first Monday of the month to discuss any concerns. Other departments will be sent the surveys mentioned above and any concerns/complaints that are mentioned on the surveys will be followed up by phone by Vehicle Services either through a committee that may be established or by Vehicle Services personnel.

Preventative Maintenance of Motor Pool Vehicles

Findings – Agree/Disagree

Vehicle Services Department agrees that timely preventative maintenance needs to be adhered to.

RECOMMENDATION

00-190. Develop a policy for approval by the Vehicle Services Committee to schedule preventative maintenance when departments are not in compliance with current preventative maintenance standards, including sanctions to enforce the procedure.

RESPONSE

Vehicle Services currently notifies customers when preventative maintenance is due through a sticker on the vehicle itself and on the monthly mileage report, which is sent to each applicable department. When preventative maintenance is overdue, a separate notice is sent to the department. Vehicle Services will seek more aggressive ways of notification of required preventative maintenance and department compliance.

Vehicle Maintenance Costs and Productivity

Findings – Agree/Disagree

Vehicle Services Department agrees with the principal findings that the calculation of rates should be clearly documented and more accurate management information is needed to properly evaluate performance.

RECOMMENDATION

00-191. Conduct a rate study, with the assistance of the Auditor/Controller-Recorder's Office, to determine the basis for its labor charges and ensure that all costs are properly included in that charge.

RESPONSE

See response to Recommendation 00-182.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-192. Submit a bid for the newly proposed countywide Request for Proposal (RFP) for vehicle repair services, based on the labor charge information the department has developed.

RESPONSE

The countywide Request for Proposal (RFP) for vehicle repair services was intended to establish a pool of outside vendors to provide various vehicle repair services, which are not currently provided by Vehicle Services, such as auto body and painting, transmission repair, and auto glass. Part of the audit currently underway at Vehicle Services is to determine the optimal mix of vehicle repair services provided by Vehicle Services that will best meet the county's needs. Services provided by Vehicle Services may be adjusted pending the outcome of this study.

RECOMMENDATION

00-193. Direct mechanics to report vehicle repair in one-tenth of an hour increments.

RESPONSE

Vehicle Services' current automated work order system is limited to charge only in ½ hour increments. The department is currently exploring the options for a

new automated work order system that would allow for shorter time increments for charges.

RECOMMENDATION

- 00-194. Direct mechanics to provide additional detail on vehicle repairs, and to eliminate the index-card system for tracking vehicle repairs currently maintained in the auto shop.

RESPONSE

Department mechanics will be instructed to provide complete details on work performed when completing work orders. Index cards are kept for quick reference by the auto shop and contain only information on last service date and service details (oil, transmission, brakes, etc.) which can be difficult to retrieve on the current work order system. The new automated work order system will allow the department to eliminate the index cards and will provide additional detail on vehicle repairs. There will also be a computer terminal set up near the work area for easy access.

RECOMMENDATION

- 00-195. Develop a formal system to compare actual auto repair work orders to industry standards, by taking a random sample of actual work orders on a monthly basis. Include the results of these tests as part of mechanics' performance evaluations, as required by department policy.

RESPONSE

This system is already in place. The Motor Chilton Parts and Labor Guide, the industry standards, are used by shop supervisors to ensure industry standards are being met in the department. Verification is made by the service writers prior to billing. Substandard performance is identified in individual's Work Performance Evaluations.

RECOMMENDATION

- 00-196. Negotiate, as part of the RFP process for vehicle repairs, standard prices for standard repairs or service, such as an oil change, vehicle lubrication and safety check. Ideally, one price should be negotiated with all vendors in a given geographic area. At a minimum, a flat price for this work should be negotiated for each vendor, with county departments directed to use the lowest price vendor whenever possible without delaying the return of the vehicle to county service.

RESPONSE

The county is currently evaluating Request for Proposals (RFP) for vehicle repair services. One of the requirements of the RFP was to submit hourly labor rates for general automotive repair, smog certification, auto body repair and painting, medium and heavy-duty equipment repair, transmission repair, car washes, and auto glass repair and replacement. Hourly labor rates will be taken into consideration as part of the RFP evaluation process.

RECOMMENDATION

00-197. Revise current requirements for the Request for Proposal for vehicle repair services to permit mechanic proficiency to be certified either through ASE Certification or other documentation of mechanic experience and qualifications.

RESPONSE

The current RFP for vehicle repair services permits mechanic proficiency to be certified either through ASE Certification or other documentation of mechanic experience and qualifications.

Auto Parts Inventory

Findings – Agree/Disagree

Vehicle Services Department, Information Services Department, and the Auditor/Controller-Recorder's Office all agree that the annual physical inventory should be conducted properly to assure accurate inventory balances.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-198. Ensure that computer data entry on the annual physical inventory is accurate, by making sure data entry staff is qualified, and by spot-checking their work. Methods to implement this recommendation should be developed in an advance inventory planning process between the three departments prior to each year's inventory.

RESPONSE

The Vehicle Services Department, Information Services Department, and Auditor/Controller-Recorder's Office staff have already initiated new procedures to improve the annual physical inventory process. Information Services has taken steps to ensure that data entry staff is properly qualified to perform this

function. In addition, the Vehicle Services business office supervisor now verifies that written entries are legible. These changes were implemented for the June 2000 physical inventory.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

- 00-199. Expedite the annual physical inventory to be completed over a weekend, in order to disrupt the regular functions of the Vehicle Services Department as little as possible.

RESPONSE

The department's most recent annual inventory was conducted over a weekend with the exception of the outlying service centers located in Barstow, Rancho Cucamonga, Twentynine Palms and Needles. In the past, inventories were extended into the following weekdays mostly due to errors in data input (keypunching) and in the reports received from the Information Services Department. During this year's inventory, working closely with Information Services, the problems were corrected and the inventory was completed in a timely manner, allowing the system to be up and running by Monday after the weekend physical inventory.

RECOMMENDATION

- 00-200. Establish a monthly system of selecting a random sample of 25 items from the department's on-line inventory and checking on-line inventory levels against a physical count of the items, and researching and correcting any discrepancies.

RESPONSE

Vehicle Services will begin performing a monthly physical count on a random sample of 25 items of inventory. Any discrepancy between the on-line inventory and the physical count will be investigated by performing the following procedures:

1. Compare similar items to see if the discrepancy is due to the items marked incorrectly.
2. Obtain a copy of vendor invoices.
3. Interview all persons involved.
4. Contact vendor, if necessary, to confirm the vendor's shelf count.
5. Look at issue history.

If adjustments are necessary, a written explanation will be provided. If discrepancies are recurring due to the same circumstances, then Vehicle Services will revise its procedures to prevent future discrepancies.

RECOMMENDATION

00-201. Establish a system whereby the auto shop supervisor examines all worn parts replaced during repairs, to verify that replacement was needed and provide a control against parts theft.

RESPONSE

The department currently has a practice in place where the supervisor checks the completed report, inspects the removed parts, and, if necessary, sends the core to the parts section for credit to the work order.

Motor Pool Replacement and Management

Findings – Agree/Disagree

The County Administrative Office and the Vehicle Services Department agree that the motor pool replacement procedures should be reviewed and/or revised as necessary. The Auditor/Controller-Recorder's Office, at the request of the County Administrative Office, is currently conducting a full operational audit of Vehicle Services, including a study of motor pool replacement procedures.

RECOMMENDATION

00-202. Revise the Vehicle Services Committee to allow the Vehicle Services Department to review and make recommendations on: (1) user department justification for new vehicles; (2) the current number of vehicles needed for each department; and (3) the need to transfer vehicles between departments.

RESPONSE

The Vehicle Services Department is available to assist user departments in reviewing and making recommendations regarding the justification for new vehicles and the number of vehicles needed by the department. However, because the user department head is most knowledgeable about the specific needs of his/her respective department, the primary responsibility for justifying new vehicles and determining the number of vehicles needed by the department rests with the user department head. It is the user department head's responsibility to maintain the appropriate number of vehicles necessary to conduct the county's business in the most efficient and cost effective manner possible, as well as manage the budget and expenses related to those vehicles. Because each department pays for its own vehicles and the maintenance costs associated with those vehicles, it would not be appropriate for Vehicle Services to transfer one department's vehicle to another department.

RECOMMENDATION

00-203. Develop a multi-year plan for approval of the Vehicle Services Committee to prioritize vehicles for replacement in the Motor Pool fleet. This plan should include issues in addition to the replacement fees earned, such as consideration of mileage levels and maintenance costs. Additionally, this plan should include the appropriate replacement cycle for vehicles even if that vehicle is not earning replacement fees. Alternatively, consideration should be given to charging user departments the actual maintenance costs for these vehicles, rather than the current average rate per mile.

RESPONSE

Upon completion of the current operational audit currently underway in Vehicle Services, the department, in conjunction with the County Administrative Office and the Auditor/Controller-Recorder's Office, will develop a multi-year plan for prioritizing vehicle replacements and establishing an appropriate vehicle replacement cycle. The plan will take into consideration replacement fees earned, mileage levels, maintenance costs, and other relevant factors that should be considered. In addition, the current operational audit will review the existing maintenance cost structure and make recommendations regarding the most appropriate method for calculating and charging maintenance costs.

RECOMMENDATION

00-204. Review user department justifications for all vehicles in the Motor Pool and recommend to the Vehicle Services Committee the appropriate number of vehicles per department. In addition, to equalize the mileage driven per vehicle, this report should consider the transfer of vehicles between departments and the size of the loaner fleet. This would ensure that the mileage and condition of vehicles are similar at the end of the replacement cycle.

RESPONSE

See response to Recommendation 00-202.

Gasoline and Credit Card Usage

Findings – Agree/Disagree

Agree.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-205. Require that the District Attorney, Public Defender and Probation Departments provide the required odometer readings when department employees fuel their vehicles.

RESPONSE

The County Administrative Office will remind all departments to provide odometer readings whenever fuel is obtained.

RECOMMENDATION

00-206. Re-evaluate the credit card program in terms of the number of cards outstanding, with consideration toward reducing the number of credit cards by issuing them at the department level. Further, appropriate procedures should be developed to control these cards at the department level.

RESPONSE

An analysis of the credit card program is being conducted as part of the operational audit currently underway at Vehicle Services. Adjustments to the credit card program, such as reducing the number of cards or revising procedures, may be made pending the results of that analysis.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-207. Submit a report to the Vehicle Services Committee on departments that are not complying with documentation requirements for credit cards, and develop a policy for sanctions for non-compliance.

RESPONSE

Vehicle Services will create a monthly report and submit it to the appropriate department heads and elected officials. This report will list departments not in compliance with credit card usage and the documentation requirements needed to be in compliance.

RECOMMENDATION

00-208. Implement a mileage audit program that would give the county further verification that fuel is being appropriately used for county purposes.

RESPONSE

Vehicle Services has an Automated Fuel System (AFS) at each county fuel station that is designed to ensure that fuel is being appropriately used for county purposes only. The system requires that before an employee can obtain fuel they must enter their employee number and vehicle number. The system also asks for the odometer reading. The AFS functions as follows to prevent inappropriate usage:

1. An employee only has three chances to enter the correct employee number and vehicle number, similar to an ATM.
2. A formula is built into the system which determines if it is reasonable that the same vehicle number needs another fill up based on the mileage change and travel time.

Vehicle Services will also be looking at additional security features to monitor fuel usage as it explores options for a new department computer system.

RECOMMENDATION

- 00-209. Update Vehicle Services Department Standard Procedure 3-07 to reflect the current credit card program, and change the procedure to incorporate a signature card system to ensure that credit card applications received from the departments are approved by appropriate department personnel.

RESPONSE

Vehicle Services will be updating its entire standard policies and procedures manual to reflect all current activities and any changes that may arise from the Auditor/Controller-Recorder's operational audit of the department. Adjustments to the credit card program may also be implemented pending the outcome of this study.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

- 00-210. Discontinue the use of station credit cards because of the inherent lack of control over who is using these cards.

RESPONSE

See response to Recommendation 00-206.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-211. Develop a procedure to comply with the County Standard Practice 12-04SP requirement that credit card purchases are spot-checked for indiscriminate use, including a review for transactions on canceled credit cards, a periodic review of the frequency and volume of credit card purchases on individual cards, and a methodology to take appropriate actions to resolve any issues identified.

RESPONSE

The Auditor/Controller-Recorder's Office is currently performing an operational audit on the Vehicle Services Department. Part of this audit includes an analysis of the credit card program. Upon completion of this audit, the Vehicle Services Department, in conjunction with the County Administrative Office and the Auditor/Controller-Recorder's Office, will develop procedures to comply with County Standard Practice 12-04SP.

See attached response from the Auditor/Controller-Recorder's Office.

RECOMMENDATION

00-212. Develop procedures so that staff responsible for the issuance and cancellation of credit cards are separate from staff responsible for the payment process for credit cards to increase internal controls in this area.

RESPONSE

Vehicle Services Department has segregated these duties. One person is responsible for the issuance and cancellation of credit cards and another person is responsible for the payment of credit cards.

See attached response from the Auditor/Controller-Recorder's Office.

Vehicle Services Computer System

Findings – Agree/Disagree

Agree.

RECOMMENDATION

00-213. Complete a requirement study for a new computer system. Based upon this study, determine if a packaged system should be used to meet the Vehicle Services Department's needs, or have the Information Services Department develop the system.

RESPONSE

The department is currently conducting a station-by-station study of computer related business needs and will be working closely with Information Services Department (ISD) to define user requirements for a new system. Depending on what is actually needed, a determination will be made as to whether a packaged system will be pursued or if ISD will develop the system. The target date for the new system is spring of 2001.