

RESPONSES
TO THE
SAN BERNARDINO COUNTY
2018–2019 GRAND JURY
FINAL REPORT



SAN BERNARDINO COUNTY GRAND JURY
172 WEST THIRD STREET, SECOND FLOOR
SAN BERNARDINO, CA 92415-0243
(909) 387-9120

**RESPONSES TO
THE SAN BERNARDINO COUNTY
2018-2019 GRAND JURY
FINAL REPORT**

SECTION 1:

- CITY OF UPLAND

SECTION 2:

- SAN BERNARDINO COUNTY SHERIFF'S DEPARTMENT

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- SAN BERNARDINO COUNTY SUPERINTENDENT OF SCHOOLS

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 - SAN BERNARDINO COUNTY HOMELESSNESS – THERE IS HOPE
 - SAN BERNARDINO COUNTY REGIONAL PARKS
 - SENIOR SERVICES CENTERS-ON THE HORIZON

SECTION 1

CITY OF UPLAND



City Manager's Office
Telephone (909) 931-4106
Facsimile (909) 931-4301

August 13, 2019

San Bernardino County - Grand Jury
172 West Third Street, Second Floor
San Bernardino, CA. 92415-0243

FILED
SUPERIOR COURT OF CALIFORNIA
COUNTY OF SAN BERNARDINO
GRAND JURY

AUG 19 2019

BY NORMA GROSJEAN
NORMA GROSJEAN, DEPUTY

Subject: San Bernardino County Grand Jury Report 2018-19 (Recommendation 19-10) –
City of Upland

Dear Sirs-

This letter is in response to the subject report published on June 28, 2019. The County of San Bernardino Grand Jury 2018/19 report recommendation for the City of Upland was to develop a formal course of action to reduce pension liabilities associated with employee pensions and benefits.

The City of Upland recognizes the need to develop a program to reduce its pension liabilities. As such, the City established a Section 115 Trust in May 2016 to set aside funds to be used for other post-employment benefits (OPEB) and pension requirements. At this time, these accounts have approximately \$1.08 million and \$6.54 million set aside to provide for OPEB and pension liability payment obligations.

In November 2016, after careful consideration, the City made the difficult decision to transfer City Fire service operations to San Bernardino County. The Fire operations transition was implemented in July of 2017. This decision was another measure undertaken by the City to limit and/or reduce anticipated future pension liabilities.

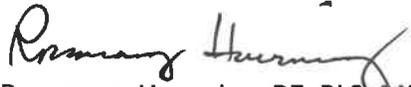
The City currently has an existing financial model; however, this model requires updating in order to reflect current personnel data, adjustments to personnel compensation, and the most recent CalPERS information. This financial model will be a dynamic tool and will require periodic updates to reflect changed conditions.

The City is working toward developing the long-range financial plan recommended by the Grand Jury. This plan will provide a guidance document for the City to use as a planning tool for the pension related obligations.

2018-19 San Bernardino Grand Jury Report
City of Upland
August 13, 2019
Page 2 of 2

Thank you for providing the City with your review results for consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Rosemary Hoerning". The signature is fluid and cursive, with a small mark above the "i" in "Hoerning".

Rosemary Hoerning, PE, PLS, MPA
Interim City Manager

Att. Grand Jury Excerpt

cc: Debbie Stone, Mayor
Janice Elliott, Mayor ProTem
Council Members Ricky Felix, Bill Velto and Rudy Zuniga
James L. Markman, City Attorney

CITY OF UPLAND

BACKGROUND

A complaint was received by the Grand Jury indicating that the financial status of the City of Upland was in poor condition. The main concerns were the financial health and practices of the city along with unfunded pension liabilities. In addition, the complaint alleged the city manifested a culture of poor management, hostile work environments, and nepotism as well as possible “Brown Act,” violations.

California Penal Code Section 925a, provided the Grand Jury jurisdiction to inquire into these allegations. The Grand Jury subcommittee for the County of San Bernardino was formed to investigate the City of Upland complaint.

As this committee obtained additional information, evidence began to support various aspects of the original complaint, which also expanded to other functions and levels within the operation of the city that had been an issue for some time.

The Grand Jury did not discover sufficient evidence of poor management, hostile work environments and nepotism to make findings and recommendations at this time. The committee found no evidence of “Brown Act” violations.

The committee in its efforts to understand the city’s financial situation, contracted with a San Bernardino County approved auditing firm to conduct an independent audit of the city’s financial health. Upon conclusion of said audit, the committee learned that the City of Upland, while not in great financial shape, was no different from other California cities of like size. The City of Upland did however, have future financial issues related to employee pension payments that will be explained in the discussion section of this report.

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Glossary:

CalPERS: California Public Employee’s Retirement System

OPED: Other post-employment benefits

BROWN ACT: The Ralph M. Brown Act, California Government Code 54950 et seq., is an act of the California State Legislature, authored by Assembly member Ralph M. Brown and passed in 1953, that guarantees the public’s right to attend and participate in meetings of local legislative bodies.

FY: Fiscal Year

METHODOLOGY

The Grand Jury interviewed the complainant and received additional documentation and information.

The Grand Jury interviewed management personnel from the City of Upland as well as a union employee representative.

The Grand Jury researched numerous documents online and in various periodicals, as well as reviewing sister cities reports and financials.

The Grand Jury contracted with an independent auditing firm to conduct an in depth audit of the City of Upland’s fiscal situation.

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DISCUSSION

The following evidence indicated a requirement for the Grand Jury to focus on the financial status of the City of Upland:

Financial Status:

The Grand Jury's investigation determined that the City of Upland's revenue is relatively flat in nature and expenditures are rising at an exponentially higher rate. The City of Upland's current overall financial status, although recently improved, still does not resolve future financial pension related issues associated with payments to other post-employment benefits (OPED) and California Public Employee's Retirement System (CalPERS) and the impact these payments have on the financial health to the City of Upland.

The Grand Jury used interviews with the City of Upland's management team and a San Bernardino County approved audit firm to assist with collecting City of Upland financial data. The interviews and audit validated that the City of Upland did not have any formal plan in place to fund future payments to both OPED and employee retiree pension payments to CalPERS.

The vast majority of the growth in current and future expenditures are associated with the increase in employee pension costs.

The Grand Jury used the graphs listed below to assist them in determining the City of Upland's financial status associated with their pension payments and the payments impact on the City of Upland.

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Table 1

FY 2013-14 - FY 2017-18 Upland Revenue and Expenditures					
	2013-14	2014-15	2015-16	2016-17	2017-18
Revenue	\$52,999,442	\$59,292,159	\$56,284,601	\$58,277,968	\$53,864,481
Expenditures	\$46,156,242	\$50,605,012	\$53,658,982	\$54,532,470	\$54,646,392
Net Revenue	\$ 6,843,200	\$ 8,687,147	\$ 2,625,619	\$ 3,745,498	\$ (781,911)

Table 1 illustrates that from FY 2013/14 – FY 2017/18 revenues were relatively flat (1.5% growth) and expenditures increased (18.2%). Note that FY 2017/18 expenditures exceeded revenue by \$781,911.

Table 2

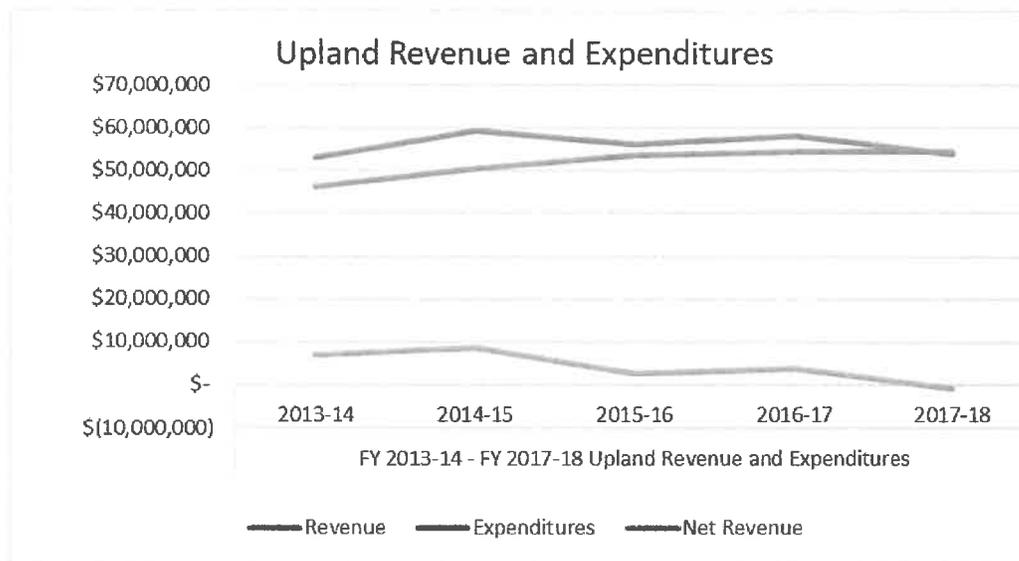


Table 2 illustrates expenditures exceeded revenue in FY 2017/18. The graph also depicts the upward trend of expenditures and the relatively flat nature of revenue from FY 2013/14 through FY 2017/18.

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Table 3

Actual	FY 2013-14	\$ 5,261,392	Projected	FY 2020-21	\$11,923,000
Actual	FY 2014-15	\$ 5,589,041	Projected	FY 2021-22	\$12,863,000
Actual	FY 2015-16	\$ 6,504,579	Projected	FY 2022-23	\$13,637,000
Actual	FY 2016-17	\$ 7,223,837	Projected	FY 2023-24	\$14,224,000
Projected	FY 2017-18	\$ 8,963,000	Projected	FY 2024-25	\$14,924,000
Projected	FY 2018-19	\$10,058,000	Projected	FY 2025-26	\$15,434,000
Projected	FY 2019-20	\$11,188,000	Projected	FY 2026-27	\$15,058,000
			Projected	FY 2027-28	\$15,661,000

Table 3 lists a combination of actual and projected City of Upland pension related annual payments. The amounts include payments to all employee pension related plans. Note that the actual annual payment in FY 2013/14 was \$5,261,392 and the projected payment in FY 2027/28 is \$15,661,000.

Table 4

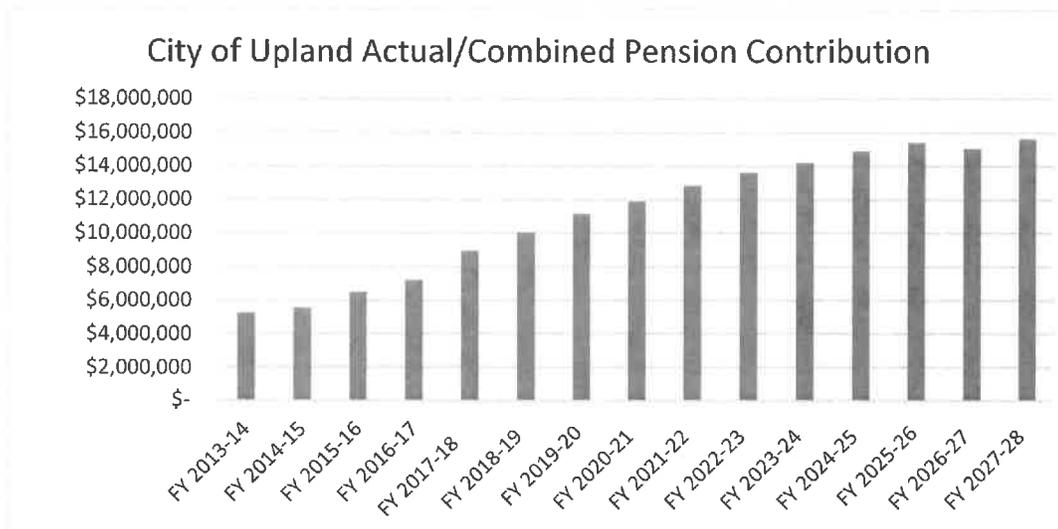


Table 4 graphically lists the growth in City of Upland’s actual and projected payments to employee pension plans from FY 2013/14 through FY 2027/28. Note that FY 2018/19 through FY 2027/28 projected payments were provided by the City of Upland management team.

Additional analysis revealed that the average growth in the projected pension expenditures when compared to the base year of FY 2017/18 is \$669,800 per year through FY 2027/28, which is a mean average increase of 7.47% and a median average of 4.69%. In plain terms, the base year of FY 2017/18 employee pension cost was \$8,963,000 per year and growing to \$15,661,000 per year in FY 2027/28, while the revenue growth is only .3% per year.

The Grand Jury determined that the City of Upland does not have a formal plan in place to fund future employee pension payments. The Grand Jury recommends that the City of Upland develop an employee pension payment-funding plan that is supported by either increase in revenues, reduced pension benefits or developing an escrow account with annual deposits of funds to support future pension payments.

FINDINGS

F-1: The City of Upland's revenue grew at a flat rate of 1.5% from FY 2013/14 through FY 2017/18, which equates to an average annual growth rate of .3%.

F-2: The City of Upland's expenditures increased 18.2% from FY 2013/14 through FY 2017/18, which equates to an average annual growth rate of 3.64%.

F-3: The City of Upland's annual payments for retiree pension payments from FY 2017/18 – FY 2027/28 are projected to grow at an average annual mean rate of 7.47%, in plain terms from \$8,963,000 in FY 2017/18 to \$15,661,000 in FY 2027/28.

F-4: Based upon the San Bernardino County contracted audit team and two Grand Jury interviews with the City of Upland's management determined that the City of Upland does not have a formal plan in place to fund future payments to the employee pension plan.

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RECOMMENDATIONS

19-10: The City of Upland must develop a formal course of action to reduce their unfunded pension liability and develop a formal plan that funds future pension contributions. Increasing revenue would be from a conceptual perspective the best solution. However, increasing revenue is not an easy task. Decreasing retiree plan cost should also be considered via extending retirement dates and pension annuity payout percent. A third alternative would be to establish an escrow type account that immediately set aside funds annually that can be used to adjunct future retiree pension payments. The plan must include assumptions on how a recession and other economic conditions will affect the plan. The Grand Jury understands that the pension payment projections are just projections. Irrespective of any projection change, this does not diminish the urgency to develop a formal plan to correct the unfunded pension liability issue.

<u>AGENCY</u>	<u>RECOMMENDATIONS</u>	<u>DUE DATE</u>
City of Upland	19-10	8/27/2019

SECTION 2

**SAN BERNARDINO COUNTY
SHERIFF'S DEPARTMENT**



JOHN McMAHON, SHERIFF-CORONER

August 13, 2019

Honorable John P. Vander Feer
Presiding Judge Superior Court
San Bernardino County
247 West Third Street, 11th Floor
San Bernardino, CA 92415

FILED
SUPERIOR COURT OF CALIFORNIA
COUNTY OF SAN BERNARDINO
GRAND JURY
AUG 20 2019
BY Norma Grosjean
NORMA GROSJEAN, DEPUTY

Dear Honorable Judge Vander Feer:

Pursuant to California Penal Code Section 933.05, please accept the following response to the findings and recommendations for the 2018-19 San Bernardino County Grand Jury's Final Report that was presented to your office on or about June 28th, 2019.

As you know, the Grand Jury's Law & Justice subcommittee listed findings and made recommendations for change. My staff has reviewed their Final Report and offer our response to the recommendations made for the following operational area:

- 19-11: *San Bernardino County Sheriff's HOPE Team*

Please let me know if there is any additional information you may need for clarification on our position. An informational copy of our responses is being provided to the County's Board of Supervisors, as is required by law.

Best Regards,

John McMahon, Sheriff-Coroner/Public Administrator

cc: County Board of Supervisors
County Administrative Office

ATTACHMENT I

2018-19 GRAND JURY REPORT RESPONSE FORM

GROUP Law & Justice
DEPARTMENT Sheriff-Coroner
SUBMITTED BY John McMahon, Sheriff-Coroner

DATE 8/13/2018
RECOMMENDATION NO. 19-11
PAGE 26

FINDINGS/RECOMMENDATIONS – AGREE/DISAGREE:

RECOMMENDATION 19-11:

The San Bernardino County Sheriff's Department HOPE Team be granted additional manpower to allow for increased coverage of the geographic area of San Bernardino County. This would include San Bernardino County Sheriff's Department HOPE Team working rotating shifts to cover a 24-hour period Monday through Friday, which would also include two weekends a month.

RESPONSE: The Sheriff's Department AGREES and has proactively implemented the following programs and measures:

In 2019 the Sheriff's Department partnered with the Department of Behavioral Health (DBH) to add an additional deputy to the Homeless Outreach and Proactive Enforcement (HOPE) Team. The additional position will be funded with Homeless and Mentally Ill Outreach and Treatment (HMIOT) money administered by the State of California's Department of Health Care Services. Funding was allocated to the DBH to provide multi-disciplinary teams for supporting intensive outreach, treatment, and other services for homeless persons living with mental illness. The new HOPE deputy will be assigned to the high desert region (Adelanto, Apple Valley, Barstow, Hesperia, Lucerne Valley, Victorville, Wrightwood, Yermo and adjacent unincorporated county areas) augmenting the current resources available in the region. The HMIOT/HOPE deputy will partner with the Homeless Outreach Support Team (HOST). HOST offers outreach and engagement services to homeless mentally ill individuals and their families to obtain permanent supportive housing. Wraparound services are provided by case managers to assist the individuals to maintain housing and become resilient in the community. Services include outreach, intensive case management, advocacy, and empowerment for self-sufficiency, as well as linkage and referrals.

ATTACHMENT I

2018-19 GRAND JURY REPORT RESPONSE FORM

In 2020 the Sheriff's Department and DBH will collaborate again, adding four additional deputies for homeless outreach. The additional deputies will be funded using Mental Health Services Act (MHSA) Innovation Plan monies allocated to DBH. The Innovative Remote Onsite Assistance Delivery (InnROADS) program is an interagency effort seeking to create a system where services are mobilized and taken to the individual in need. This disrupts the existing model that requires the individual in need to seek out the required services. InnROADS monies will fund the additional four InnROADS/HOPE deputies for five years. Deputies will be assigned to Multi-Agency Engagement Teams consisting of social service practitioners, peer and family advocates, licensed clinicians, nurses, and alcohol and drug counselors. These teams will initiate relationships within the community, identify needs, identify and refer individuals in need and facilitate the delivery of services. The addition of four deputies will double the current capabilities of the existing HOPE team.

Station and department resources are utilized to enhance the current HOPE team's capabilities. In 2019 the County Administrative Office and the Board of Supervisors fully funded the existing HOPE team. HOPE deputies meet regularly with sheriff station's staff to share information. This exchange of information includes how to access services, provider locations, and current trends and case law changes regarding the homeless population. Each sheriff's station has a dedicated HOPE liaison who maintains an open line of communication with the HOPE team. Homeless related incidents and contacts are relayed to the HOPE team by the HOPE liaison 24/7. All sworn Sheriff's Department personnel are provided training at the departments mandatory trimester trainings. In addition, new deputies attend a 40-hour Crisis Intervention Training (CIT) upon completion of the basic academy. During the training they receive training on homelessness from the HOPE team. The training has been part of the CIT block for the past four years and is intended to create a uniform approach to homeless issues across the county. Trained deputies are available 24/7 throughout the county and provide information to both the HOPE team and the homeless population. Additionally, the San Bernardino County Probation Department is assigning two probation officers to HOPE, one in the valley and one in the high desert region. Probation will also be assigning an on-call homeless/housing facilitator who will be available for contact 24/7. This officer will connect homeless persons to services.

ATTACHMENT I

2018-19 GRAND JURY REPORT RESPONSE FORM

This year the County Administrative Office and the Board of Supervisors fully funded the Sheriff's Transitional Assistance Reentry Team (START). START is a jail-based team that proactively works to reduce the rate at which offenders return to incarceration. START uses a community policing philosophy to help veterans, homeless people, medically fragile persons, or those with behavioral health problems to re-enter their communities. START helps inmates to form a discharge re-entry plan, connects them with community resources and service providers throughout the county. START's objective is to stop the revolving door of re-arrests and the high rate of re-bookings through an intelligent application of resources. START has been successful in connecting many at risk incarcerated persons to resources and housing programs. START has become an integral part of the departments homeless outreach and prevention program. The START currently consists of one deputy and a sheriff's custody specialist. The San Bernardino County Probation Department will be adding a probation officer to the START to assist the current team members.

The HOPE team is now using Environmental Systems Research Institute (ESRI) technology to address homelessness issues countywide. The HOPE team created an application that was added to mobile data computers in all Sheriff's Department vehicles. This application will also be added to iPads in County Fire vehicles soon. The application is available 24/7 and allows all first responders to input information on homeless individuals and their location. The information then generates a referral for the HOPE team, who follow up with the individual to connect them with resources. Due in part to the inability to access county resources 24/7 the HOPE team implemented a toll free 24-hour telephone line for referrals and services.

Hope is currently working with a community partner that will provide emergency hotel vouchers to homeless families throughout the county. The vouchers are available 24/7 and fill the void in county services that occurs afterhours and over the weekend. Law enforcement agencies throughout the county will be able to contact the HOPE team for access to after-hours housing. The Sheriff's Department is committed to maintaining and increasing our capacities to address homeless issues in the county.

SECTION 3

SAN BERNARDINO COUNTY
SUPERINTENDENT OF SCHOOLS



San Bernardino County Superintendent of Schools

Transforming lives through education

Ted Alejandro
County Superintendent

FILED
SUPERIOR COURT OF CALIFORNIA
COUNTY OF SAN BERNARDINO
GRAND JURY

August 27, 2019

AUG 27 2019

The Honorable John P. Vander Freer, Presiding Judge
Superior Court of California, County of San Bernardino
247 West Third Street, 11th Floor
San Bernardino, CA 92415-0302

BY *NORMA GROSJEAN*
NORMA GROSJEAN, DEPUTY

Re: Grand Jury Report – School Safety: Kindergarten-12th Grade Schools

Dear Judge Vander Freer:

This correspondence serves as the response of the San Bernardino County Superintendent of Schools (“SBCSS”) to the *2018–2019 San Bernardino County Civil Grand Jury – School Safety – Kindergarten through 12th Grade Schools Report* (“Report”), issued on June 28, 2019. Following a thorough review of the Report, SBCSS convened a School Safety Task Force to review the Findings and Recommendations, identify and implement next steps consistent with the recommendations and governing law, and explore initiatives and other efforts to work with interested stakeholders to address the important issue of school safety in the County. This response is respectfully submitted pursuant to Penal Code sections 933 and 933.05.

By way of relevant background, the office of the county superintendent of schools is established pursuant to Section 3, Article IX of the California Constitution, and county superintendents are considered officers of the county. (Gov. Code § 24000.) The duties of county superintendents are set forth by statute in various provisions of the Education Code. For example, Education Code section 1240 provides that the general duties of county superintendents include: superintending the schools of the county, maintaining responsibility for the fiscal oversight of each county school pursuant to statutory authority, visiting and examining each school in the county at reasonable intervals to observe its operation and learn of its problems, and distributing all laws, reports, circulars, instructions, and blanks that the county superintendent may receive for the use of school officers.

Importantly, however, is that while the county superintendent does provide support to school districts in the county, those school districts are autonomous local educational agencies responsible for their own development of policies, procedures, programs, staffing, and budgets through their respective boards and administration. As such, the county superintendent does not have jurisdiction to enforce or implement local programs, policies or procedures at the school district level. The county superintendent does, however, have authority over programs and schools that are directly run by the county superintendent’s office. Thus, while the county superintendent has direct control over safety issues regarding programs and school operated by the SBCSS, the county superintendent does not have statutory authority to direct safety programs in local school districts.

With this background in mind, SBCSS provides the following responses to the Grand Jury’s Findings and Recommendations.

Office of the Superintendent

601 North E Street • San Bernardino, CA 92415-0020 • P: 909.386.2406 • F: 909.888.5480 • www.sbcss.k12.ca.us

I. Response to Findings

Finding F-1: There are no written San Bernardino County Superintendent of Schools plans and procedures to Detect, Delay, and Deter intruders.

The SBCSS disagrees in part with this Finding. SBCSS agrees that it does not utilize the specific terminology “Detect, Delay, and Deter” (“DDD”) in its plans or procedures. With respect to programs and schools directly administered by SBCSS, there are individual School Safety Plans for each of its school sites, adopted in accordance with Education Code sections 32280-32289, which address elements of the DDD process and provide parallel measures to prevent, prepare for, and address emergency situations including those which may involve intruders and active shooters on campus. SBCSS has developed a School Safety Plan Template (“Template”) that is provided to each of its school sites, and posted on its website at the following address for use by County-operated schools: <https://www.sbcss.k12.ca.us/index.php/student-services/school-site-safety-plans> .

The Template (and each School Safety Plan developed by SBCSS schools) contains plans and procedures which address elements of the “Detect” protocols in regard to: visitor registration (Template, p. 54), verbal or physical threats (Template, p. 139 *et seq.*), and intruders on campus (Template, p. 157-158). The Template also contains plans and procedures which address elements of “Delay” and “Deter” in regard to the various active shooter lockdown and lockout procedures and emergency responses. For example, the Template recommends the following actions for active shooter drills and responses: locking doors, covering windows, turning off lights, building barricades, reviewing classroom and all clear procedures, reviewing off-site evaluation locations, and silencing cell phones. (Template, p. 116; *see also* Template pp. 141-143, 159, 160-161.) Chapter 6 of the Template is dedicated to procedures for handling emergencies associated with natural disaster and technological incidents, in addition to human-caused emergencies, and such plans are intended to coordinate response and recovery efforts with local, State, and Federal agencies. (Template, p. 118 *et seq.*) SBCSS also utilizes Emergency Operations Center Standard Operating Procedures for crisis response and preparedness that is detailed in the School Safety Plan Template at pages 195-215. The procedures described therein are consistent with the Standardized Emergency Management System and the National Incident Management System that are developed by the Department of Homeland Security and the Federal Emergency Management Agency (FEMA).

Finding F-2: Not all schools across San Bernardino County have perimeter fencing encircling the school campus creating a single point of entry. (Photo 1)

The SBCSS disagrees in part with this Finding. At the outset, SBCSS notes that it is not aware of the specific school sites visited by the Grand Jury and has no reason to doubt the Grand Jury’s investigation. SBCSS offers the following additional information for the Grand Jury’s consideration.

Each of the eleven (11) standalone school sites directly administered by SBCSS have perimeter fencing encircling the campus so as to create a single point of entry. In addition to these standalone sites, SBCSS has four (4) schools which are located in storefronts and therefore perimeter fencing is not feasible. There is a single point of entry to these schools and those doors remain locked during hours of operation. In addition, one or more security officers are also present at these sites.

With respect to schools administered by local school districts in the County, the County Superintendent and his staff endeavor to visit the more than 500 school sites in the County, which are spread across more than 20,000 square miles, as regularly as practicable and have observed school sites that are not entirely encircled with fencing so as to create a single point of entry. While SBCSS staff does perform inspections of fencing at 130 school sites within the County on an annual basis as a result of settlement in the *Williams, et al. v. State of California, et al.* case, such inspection is not for the purpose of determining whether the fencing encircles the school campus so as to create a single point of entry, but rather is for the purpose of evaluating the condition of school facilities and determining if school facilities are in “Good Repair” as defined in Education Code Section 17002(d) (1).

Finding F-3: Detect, Delay and Deter procedures were inconsistent between school districts and between schools within the same school district.

The SBCSS agrees with this Finding, insofar as it has no reason to doubt the investigation of the Grand Jury. SBCSS offers the following additional information, however, for the Grand Jury’s consideration. School districts are obligated to develop and approve their own School Safety Plans pursuant to Education Code section 32281(a) and 32288(a) for each of their schools. In addition, SBCSS notes that because school districts and individual schools within districts work with local law enforcement agencies, community leaders, parents, pupils, teachers, administrators, classified employees, and other persons who may be interested in the prevention of campus crime and violence, these involvements account for some of the differences in School Safety Plans across districts and individual school sites as schools and districts have different resources, needs, and cultures which necessarily impact the development of their School Safety Plans. (*See Ed. Code § 32280.*)

SBCSS further notes that it is currently in the process of developing a School Safety Network to provide resources to school districts within the County with respect to the development of School Safety Plans and to support and facilitate collaboration on other aspects of school safety. The Network is being organized by the SBCSS Safety Compliance Manager and will be comprised of district leaders and local law enforcement, among others.

Finding F-4: Visits to schools highlighted the need for an impartial new perspective to evaluate current Detect, Delay, and Deter elements across county schools.

The SBCSS agrees with this Finding. SBCSS offers the following additional information, however, for the Grand Jury’s consideration. SBCSS exercises discretion and authority over the School Safety Plans for those schools administered directly by SBCSS, and such schools have School Safety Plans which include elements of the DDD process (albeit without use of that specific terminology). The forthcoming School Safety Network will provide support to districts within the County with respect to the development and implementation of School Safety Plans and other aspects of school safety, which may include elements of DDD, as appropriate.

Finding F-5: Schools consistently lacked current technologies such as: motion-sensitive, high-definition, video cameras, electronic door alarms and other technologies associated with modern, monitored alarm systems.

The SBCSS disagrees in part with this Finding. At the outset, SBCSS notes that it is not aware of the specific school sites visited by the Grand Jury and has no reason to doubt the Grand Jury’s investigation. SBCSS offers the following additional information for the Grand Jury’s consideration.

With respect to SBCSS school sites, SBCSS has security cameras at each of its community and juvenile court schools.

SBCSS is not currently aware of the specific technologies available at each and every one of the more than 500 school sites across the County. SBCSS agrees with this Finding insofar as it is reasonable to state that not every school within the County has motion-sensitive, high-definition video cameras, electronic door alarms, or “other modern technologies associated with modern, monitored alarm systems.” The availability and desirability of these technologies depends on the individual school districts’ and school sites’ infrastructure and leadership direction, among other factors. Such technologies require a significant capital investment and ongoing costs related to maintenance and support, all of which are at the discretion of local district superintendents and governing boards.

This is one aspect of school safety that SBCSS intends to address within the School Safety Network currently being organized, including those practical and budgetary aspects which districts and schools may need to overcome in order to upgrade safety and technological systems as appropriate to suit their needs. For example, the Network may include staff from district technology, facilities, and business departments to discuss the available technologies in light of the various facility needs, as well identify potential sources of funds and vendors to facilitate the adoption of appropriate technologies.

Finding F-6: Mental Health professionals to help in the early detection of troubled students were not on staff at most schools visited.

The SBCSS disagrees in part with this Finding. At the outset, SBCSS notes that it is not aware of the specific school sites visited by the Grand Jury and has no reason to doubt the Grand Jury’s investigation. SBCSS offers the following additional information for the Grand Jury’s consideration.

SBCSS employs mental health professionals at each of the schools administered by SBCSS. In total, SBCSS employs approximately twenty (20) clinicians in its Student Services Counseling Center. The Center provides mental health services to students in SBCSS direct instruction programs and offers mental health treatment to all students regardless of insurance benefit plan, has staff trained in suicide evaluation and prevention as well as trauma-informed practices, and mental health stigma reduction.

With respect to schools administered by local school districts, SBCSS is aware that some districts have itinerant mental health professionals available to travel to each of the district schools as needed, while other districts/schools have mental health professionals on campus. SBCSS notes that there is currently proposed State legislation which would require school districts, county offices, and charter schools, to increase the presence of mental health professionals on school campuses. Specifically, Assembly Bill 8, introduced on December 3, 2018, would add Section 49429.5 to the Education Code. This provision would require schools, by December 31, 2024, to have at least one mental health professional for every 600 pupils generally accessible to pupils on campus during school hours. Schools with fewer than 600 pupils would be required to do one of the following:

- (1) Have at least one mental health professional generally accessible to pupils on campus during school hours;
- (2) Employ at least one mental health professional to provide services to pupils at multiple schools; or

- (3) Enter into a memorandum of understanding with a county agency or community-based organization for at least one mental health professional employed by the agency or organization to provide services to pupils.

(See 2019 California Assembly Bill No. 8, California 2019-2020 Regular Session.) The proposed legislation would further define the role of the mental health professional in schools and provide credentialing requirements for these individuals.

There are also additional mental health resources available within the County to district schools and students as a result of the organization working closely with other agencies such as San Bernardino County Department of Behavioral Health, Children and Family Services, Juvenile Court and Probation, community-based behavioral health organizations, and foster/adoption agencies.

- The Desert/Mountain Children’s Center (“DMCC”) is a behavioral health program offering services to children and youth, birth to 22 years of age. DMCC offers a transdisciplinary team to provide a full array of services and programs comprised of a pediatrician, psychiatrist, clinical nurses, occupational therapists, and speech and language therapists. DMCC currently provides behavioral health services in over 200 County schools. DMCC also collaborates with a number of community organizations during the process of serving students and families.
- The Southern Region Student Wellness Conference is a multi-day event designed to empower mental health professionals, administrators, educators, and school law enforcement to create positive change on school campuses. The conference features nationally recognized keynote speakers and engaging break-out sessions in the areas of Coordinated School Health, Positive Behavioral Interventions and Support, Mental Health, Positive Youth Development, Nutrition/Physical Activity, Restorative Practices, and the Impact of Trauma on Normal Brain Development, along with many others.
- The Community Vital Signs initiative is a community-wide initiative supporting the Wellness element under the Countywide Vision. The initiative provides a community health improvement framework and basis for aligning resources to improve the health and wellness of County residents, including students. Vital Signs efforts are community-drive and guided by the San Bernardino County Transformation Plan, which provides a common understanding of key issues and how social determinants impact health.

Finding F-7: The distance between some local school districts and the San Bernardino County Superintendent’s office inhibits frequent face-to-face meetings.

The SBCSS agrees with this Finding. As indicated by the Grand Jury, San Bernardino County is geographically the largest County in the contiguous United States, spanning over 20,000 square miles. Nonetheless, in accordance with the mandate set forth in Education Code section 1240(c)(1) to visit and examine schools within the County at reasonable intervals, the County Superintendent, as well as his staff, endeavor to visit County schools as regularly as practicable. In addition, when SBCSS offers trainings and holds County-wide meetings, the organization typically makes several locations available at its various offices throughout the County and also provides remote telephonic and/or web access to attendees in districts that are distant from the SBCSS offices.

Finding F-8: There is no single individual responsible for School Safety Plans in the San Bernardino County Superintendent of Schools office. There is no Director of School Safety reporting directly to the Superintendent.

The SBCSS disagrees with this finding. In March 2018, following the issuance of the California State Auditor’s “School Violence Report” in August 2017 (cited in the Grand Jury Report at page 186), SBCSS hired Daniel Marmolejo as the organization’s Safety Compliance Manager. Mr. Marmolejo comes from a local law enforcement background, and brings many years of experience in school and community safety to SBCSS. Among other duties, the Safety Compliance Manager is responsible for the development of School Safety Plans for those school sites administered by the SBCSS. In addition to the Safety Compliance Manager, there is also a Tri-Regional Safety Committee which reviews the School Safety Plans developed for SBCSS schools. This Committee is comprised of school administrators, nurses, teachers, paraeducators, transportation representatives, parents, San Bernardino County Probation, and the San Bernardino County Sheriff’s Office. The Committee utilizes the “Compliance Tool for a Comprehensive School Safety Plan” developed by the California Department of Education (“CDE”) and makes adjustments to School Safety Plans as necessary. The Committee also ensures that the School Safety Plans are presented to the necessary stakeholders, such as local Fire Departments and other first responders, for review and improvements prior to being approved by the County Superintendent.

The Safety Compliance Manager is working with local law enforcement and other stakeholders to organize the School Safety Network that will provide support and resources to local school districts for the development and implementation of their School Safety Plans. Mr. Marmolejo will also serve an integral role in that network, which is anticipated to commence within several months of the date of this response.

Finding F-9: There is no San Bernardino County Superintendent of Schools safety staff, available to monitor safety programs at 33 districts and 550 schools across the County.

The SBCSS disagrees in part with this Finding. SBCSS staff is responsible for monitoring safety programs at those school sites administered by SBCSS. The role of SBCSS with respect to schools administered by County districts is more limited, and centered on the provision of support and resources. However, the School Safety Network that is being organized will help facilitate such services to the districts through collaboration, training, and resource sharing.

Finding F-10: The CDE “Compliance Tool for a Comprehensive School Safety Plan” does not contain guidance on how to Detect, Delay, and Deter intruders from entering schools.

The SBCSS agrees with this Finding. The CDE “Compliance Tool for a Comprehensive School Safety Plan” mirrors the requirements of Education Code section 32280 *et seq.*, which statutory provisions neither reference the DDD framework, nor require adoption of that framework by school districts or county offices. Notably, however, as of January 1, 2019, Education Code section 32282 was amended to require that School Safety Plans include “[p]rocedures for conducting tactical responses to criminal incidents, including procedures related to individuals with guns on school campuses and at school-related functions.” (Ed. Code § 32282(a)(2)(J).) In recognition of the varying needs of individual districts and school sites, that subdivision further provides: “The procedures to prepare for active shooters or other armed assailants shall be based on the specific needs and context of each school and community.” This requirement is also set forth in the CDE

“Compliance Tool for a Comprehensive School Safety Plan.” One way districts may satisfy this requirement is to include elements of DDD, as appropriate for the needs of individual districts and school sites, though the explicit use of that terminology is not required.

In addition, legislation has been proposed by the California Senate which would add a requirement to Education Code section 32282 for schools to conduct and include in their School Safety Plans lockdown and “multioption response” drills. Such drills are intended to address situations presenting an immediate danger to pupils and staff such as the presence of an individual with a firearm, or one who is otherwise displaying erratic behavior on a school campus. (*See* 2019 California Senate Bill No. 541, California 2019-2020 Regular Session.) Thus, while the CDE “Compliance Tool for a Comprehensive School Safety Plan” does not explicitly require use of the DDD process, it does require that parallel measures be included within the Plan to address these situations on school campuses, and, if enacted, the proposed legislation would expand upon these requirements.

Finding F-11: Some Comprehensive School Safety Plans reviewed on school visits did not cover all required elements in accordance with the CDE, “Compliance Tool for Comprehensive School Safety Plan”.

The SBCSS disagrees in part with this Finding. At the outset, SBCSS notes that it is not aware of the specific school sites visited by the Grand Jury and has no reason to doubt the Grand Jury’s investigation. To the extent this Finding is intended to refer to any of the schools administered by SBCSS, the organization disagrees with this Finding as each of the School Safety Plans developed by the SBCSS are in compliance with the requirements of Education Code section 32280 *et seq.* and contain the required elements set forth in the CDE “Compliance Tool for Comprehensive School Safety Plan.”

With respect to School Safety Plans reviewed by the Grand Jury for district schools, SBCSS offers the following information for the Grand Jury’s consideration. While SBCSS does not have jurisdiction over the development, approval, or monitoring of school district safety procedures and School Safety Plans for the 33 school districts and over 500 individual school sites within the County, the requirements of School Safety Plans is one topic that will be addressed by the School Safety Network that is being organized by SBCSS. The Network will not only facilitate distribution of the SBCSS Template, but also discussions and sharing of best practices and specific elements of School Safety Plans that have been developed across districts and individual school sites based on the specific needs of those communities and campuses.

Finding F-12: The framework in CDE Code, Section 35160.1 (b) provides great latitude to superintendents in their effort to create County-wide “Best Practices” for Detect, Delay, and Deter.

The SBCSS disagrees in part with this Finding. While Education Code section 35160.1(b)¹ does provide latitude to county superintendents of schools, there is also a limit to county

¹ Education Code section 35160.1(b) provides as follows:

(b) In enacting Section 35160, it is the intent of the Legislature to give school districts, county boards of education, and county superintendents of schools broad authority to carry on activities and programs, including the expenditure of funds for programs and activities which, in the determination of the governing board of the school district, the county board of education, or the county superintendent of schools are necessary or desirable in meeting their needs and are not inconsistent with the purposes for which the funds were appropriated. It is the intent of the Legislature that Section 35160 be liberally construed to effect this objective.

superintendents' authority with respect to autonomous local school districts. SBCSS may make recommendations on best practices available to local school districts, such as through the provision of the School Safety Plan Template, but the County Superintendent does not have authority to enforce such practices at the district level. The School Safety Network will certainly discuss DDD as one possible process that local school districts may adopt to address potential intruders on school campuses. However, SBCSS may not require districts to adopt this framework, and other programs and procedures will also be discussed and shared within the Network (which may include aspects of DDD, or other parallel intervention strategies) that school districts and individual school sites may implement at the local level, depending on their particular needs.

II. Response to Recommendations

Recommendation 19-29: Each District School Board and District Superintendent of Schools must ensure all school perimeters in their district are fenced to create a Single Point of Entry. The Single Point of Entry must be electronically locked and monitored.

This Recommendation will not be implemented because it is not warranted or is not reasonable. This Recommendation is directed to local school districts, rather than SBCSS. Such security measures will, however, be a topic for discussion in the School Safety Network that is being organized. Individual school districts will then take into account the various community and school site needs and cultures, as well as budgetary and facilities considerations, in order to determine whether such fencing is reasonable for each of their school sites.

As set forth in the response to Finding F-2 above, perimeter fencing with a single, locked and monitored, point of entry is currently in place at each of the eleven (11) standalone school sites administered by the SBCSS. As to the four (4) storefront school sites where such fencing is not possible, SBCSS provides a single, locked and monitored, point of entry. Accordingly, this recommendation will not be implemented at SBCSS-administered school sites because such measures are already in place. For those programs that are run by SBCSS staff on district school sites, some, but not all, campuses have perimeter fencing with a single point of entry that is locked and monitored. It is the policy of SBCSS, however, for all SBCSS staff working on district school sites to keep their classroom doors locked. As set forth above, SBCSS does not have the authority to require school districts to expend funds and install the recommended fencing.

Recommendation 19-30: The San Bernardino County Superintendent of Schools, with the collaboration of all 33 local superintendents, must establish a County written policies and procedures manual of Detect, Delay, and Deter "Best Practices" for dissemination to schools within the County.

This Recommendation requires further analysis. As set forth above, SBCSS is currently in the process of establishing a School Safety Network which will address, in part, issues identified by the Grand Jury. Thus, while SBCSS is open to exploring the potential development of a policies and procedures manual related to school safety, the organization hopes to take a more collaborative approach that focuses on peer-to-peer sharing of best practices, and the provision of resources and training to districts across the County. Such resources and training may include elements of DDD, but SBCSS is also open to exploring other processes and programs to address potential intruders and active shooters on school campuses. In addition, SBCSS would like to consider bringing this issue before the County Chief Business Official ("CBO") Advisory Committee, which is comprised of the SBCSS Assistant Superintendent of Business Services, as well as CBOs from school districts across the County.

Therefore, SBCSS would like to initiate the Network and potentially bring this Recommendation to the CBO Advisory Committee to determine whether such a manual would be beneficial to school districts, or whether there are other measures that would be more practical (e.g. the provision of trainings on the development of School Safety Plans, active shooter drills and procedures, etc.). Given that the Network is anticipated to be launched within the next few months, SBCSS expects to analyze this Recommendation and determine whether and to what extent it will be implemented within six (6) months from the date of this response (by approximately February 2020).

Recommendation 19-31: Individual school principals and the school site councils must adopt Detect, Delay, and Deter “Best Practices” from the written policies, and procedures manual most appropriate to their school environment.

With respect to local district schools, this Recommendation will not be implemented because it is not warranted or is not reasonable. This Recommendation is directed to local school districts, rather than SBCSS.

In regard to SBCSS school sites, this Recommendation requires further analysis. As set forth under the response to Findings F-1 and F-11, above, SBCSS has adopted Education Code-compliant School Safety Plans for each of its school sites, and such Plans include elements of the DDD process, although such terminology is not explicitly used.

Pursuant to Education Code section 32286(a), School Safety Plans must be reviewed and updated by March 1st of each year. Accordingly, SBCSS staff will examine this Recommendation within the context of the annual review and update of School Safety Plans and determine whether and to what extent the DDD process should be explicitly included within School Safety Plans, and/or whether some other policies and procedures should be adopted. This analysis is expected to take place within 6 months from the date of this response (by approximately February 2020).

Recommendation 19-32: The San Bernardino County Superintendent of Schools must take a more proactive leadership position by organizing a technological team to include students and staff from school districts. This team should be directed to research and define a video surveillance and door alarm system to meet the needs of schools across the County.

This Recommendation requires further analysis. In light of the unique needs, climates, budgetary constraints, and other local factors and influences, SBCSS does not anticipate that it will be feasible to recommend a single video surveillance and door alarm system for use at schools across the County. In addition, SBCSS does not agree that it would be appropriate to include students in these discussions, and therefore does not intend to implement that portion of the Grand Jury’s recommendation. SBCSS will, however, consider this Recommendation in conjunction with the School Safety Network that is being organized.

As discussed under the response to Finding F-5, SBCSS believes it could be beneficial to include individuals from the SBCSS and district technology, facilities, and business departments in the network in order to discuss potential security system options, though not necessarily one uniform system that would be ultimately recommended for use in school throughout the County. SBCSS also notes that there are currently other active networks in place which may be appropriate to broach this issue. In particular, SBCSS facilitates Network and Technological Advisory Networks, whereby mailing lists have been established in order for district officials to communicate with each other regarding best practices on these topics. Where appropriate, SBCSS also provides “boots on

the ground” resources for districts through these Networks, particularly for those districts that do not have sufficient resources of their own (i.e., a dedicated technology department). In addition, and in partnership with Riverside County Office of Education, SBCSS has organized a Facilities Network that includes representatives from school district maintenance and operations departments across the County. SBCSS therefore intends to explore this Recommendation through the various networks described above and anticipates completing its analysis within six (6) months from the date of this response (by approximately February 2020).

Recommendation 19-33: The San Bernardino County Superintendent of Schools, in collaboration with all 33 local superintendents, must act on the technological team’s recommendation, by researching the most efficient way to install these systems in all schools in San Bernardino County.

This Recommendation will not be implemented because it is not warranted or is not reasonable. As set forth above under the response to Recommendation 19-32, SBCSS intends to further analyze the Recommendation to form a technological team to research and define a video surveillance and door alarm system, but as noted at the outset of that response, it would not be feasible to determine and recommend one uniform system for use at school sites across the County. Moreover, SBCSS does not have authority to require local school districts to expend funds for such systems and install them at district school sites. Accordingly, SBCSS cannot affirm that this Recommendation will be implemented.

Recommendation 19-34: A clear communication chain of command must be established for each school. Schools must practice the chain of command during mandatory emergency drills.

With respect to district schools, this Recommendation will not be implemented. SBCSS does not have authority to require and enforce a chain of command at schools operated by autonomous school districts.

In regard to SBCSS school sites, this recommendation has already been implemented. Specifically, the recommended chain of command for emergency situations is described in detail in Chapter 8 of School Safety Plan Template, at pages 188 to 192. SBCSS schools complete a detailed chart located at page 192 of the Template identifying the specific individuals within the chain of command at each school site.

Recommendation 19-35: The San Bernardino County Superintendent of Schools must create an executive safety team to train all local district superintendents and school site councils in the correct use of the CDE, “Compliance Tool for Comprehensive School Safety Plan”.

SBCSS anticipates implementing this Recommendation within the 2019-2020 school year, preferably prior to March 1, 2020, which is the deadline for district schools to review and update their School Safety Plans. While this Recommendation may not necessarily be implemented through an “executive safety team,” SBCSS intends to offer a standalone training for district officials and school site councils (which will be made available at multiple locations as well as via remote access for distant districts to participate), and/or to offer such training in conjunction with the School Safety Network that is being organized.

Recommendation 19-36: Local school district superintendents must establish written procedures to review individual School Safety Plans in their district as mandated.

This Recommendation will not be implemented because it is not warranted or is not reasonable. This Recommendation is directed to local school districts, rather than SBCSS. Such procedures will, however, be discussed within the context of the School Safety Network, with SBCSS providing support and resources to local school districts on this regard.

Recommendation 19-37: The [San Bernardino] County Superintendent of Schools must require local district superintendents to forward to the San Bernardino County Superintendent updated School Safety Plans for a compliance review as part of the requirement to “superintend” districts.

This Recommendation will not be implemented because it is not warranted or is not reasonable. This Recommendation is outside of the authority and jurisdiction of the County Superintendent to enforce. Pursuant to Education Code sections 32281(a) and 32288(a)(1), local school districts are responsible for the overall development and approval of School Safety Plans for schools within their district, and the office of the county superintendent is responsible for the development of School Safety Plans for those schools under its direct administration. SBCSS is committed, however, to providing trainings and other available resources to help ensure that districts develop School Safety Plans that are in compliance with the requirements of the Education Code, including through the promulgation of the Template (linked above) and support offered through the School Safety Network and other trainings on this topic.

Recommendation 19-38: The San Bernardino County Superintendent of Schools in cooperation with the San Bernardino County Board of Supervisors must establish a School-Centered Mental Health program to provide all principals one (1) or more mental health professionals including a minimum of one (1) Psychiatric Social Workers for each school.

This Recommendation will not be implemented because it is not warranted or is not reasonable. SBCSS cannot respond to this Recommendation insofar as it is made to the San Bernardino County Board of Supervisors, which is an independent entity over which SBCSS does not have control, and which entity has not been requested to respond to the Grand Jury Report. Should the County Board of Supervisors be requested by the Grand Jury to respond to this Recommendation, SBCSS is open to conducting an analysis of this Recommendation along with the Board. However, SBCSS refers back to the response provided to Finding F-6 above, which outlines those mental health services that are currently provided to students by SBCSS as well as made available through other public County resources.

Recommendation 19-39: The County Board of Supervisors must provide funding for a Countywide School-Centered Mental Health program to help troubled students, on campus and in the surrounding communities. Board of Supervisors funding is required to hire a sufficient school safety staff to oversee school safety issues across 33 districts and 550 plus public K-12 schools in the County.

The recommendation will not be implemented because it is not warranted or is not reasonable. SBCSS cannot respond to this Recommendation insofar as it is directed to the San Bernardino County Board of Supervisors, which is an independent entity over which SBCSS does not have control, and which entity has not been requested to respond to the Grand Jury Report.

Recommendation 19-40: The San Bernardino County Superintendent of Schools must improve communication throughout the County, local school districts, and

schools, by using professional online video conferencing software. All districts and schools in San Bernardino County should use the same software and be able to participate online.

This Recommendation will not be implemented because it is not warranted or is not reasonable. While SBCSS does not have the authority to require local school districts to expend funds and utilize particular video conferencing software, as set forth in the response to Finding F-7 above, when SBCSS offers trainings and holds County-wide meetings, the organization generally makes several locations available at its various offices throughout the County, and also offers provides remote telephonic and/or web access to attendees in districts that are distant from the SBCSS offices. SBCSS currently utilizes WebEx to provide such remote access, and the organization is able to extend licenses to school district attendees in order to facilitate their remote participation in meetings. If districts do not have the technological capability to participate via WebEx, then regional meeting and training locations provide an alternative avenue for their participation. SBCSS is committed to improving communication throughout the County districts and therefore will continue to utilize these measures and facilitate interaction and participation among even the most remote districts in the County.

III. Conclusion

SBCSS appreciates the Grand Jury's interest in the safety of San Bernardino County schools. This is an area that the County Superintendent is committed to constantly improving and welcomes the input of the Grand Jury with respect to the responses provided herein. While SBCSS is limited in its ability to enforce some of the Recommendations made by the Grand Jury, SBCSS is devoted to providing guidance and support to County districts in this area and is looking forward to the collaboration of local school districts that will take place through the forthcoming School Safety Network.

SBCSS will provide a supplemental response to update the Grand Jury on its efforts and analyses of the Recommendations provided herein at a later date. Should you have any questions in the interim, please feel free to contact *Assistant Superintendent of Business Services Richard De Nava* at *richard.denava@sbcss.net* or 909-386-2459.

Sincerely,



Ted Alejandre
County Superintendent



May 13, 2021

VIA EMAIL AND FIRST-CLASS MAIL

Bruce McGuire, Foreperson
2021 San Bernardino County Grand Jury
172 West Third Street, Second Floor
San Bernardino, CA 92415-0243

Re: Correspondence Dated April 26, 2021, and Response to Grand Jury School Safety Kindergarten-12th Grade Schools Report

Dear Mr. McGuire:

This correspondence is respectfully submitted by the San Bernardino County Superintendent of Schools in response to your letter dated April 26, 2021, which was sent on behalf of the 2021 San Bernardino County Grand Jury. As noted above, your letter was regarding the August 27, 2019, response (the "Response") provided by SBCSS to the 2018-2019 San Bernardino County Civil Grand Jury Report on School Safety – Kindergarten through 12th Grade (the "Report").

The Grand Jury's current inquiry is regarding SBCSS' responses to four of the Recommendations made in the Report. The Grand Jury identified the responses to the following Recommendations as needing further explanation or clarification in accordance with the submission requirements of Penal Code section 933.05: Recommendation Nos. 19-33, 19-37, 19-38, and 19-40. The Grand Jury further requested that SBCSS resubmit its Response to the Report in its entirety, but clarified, through calls with the Grand Jury Coordinator, that only the responses to the four Recommendations identified above needed to be updated. In accordance with the Grand Jury's request, the initial response to the Report provided by SBCSS is attached to this letter, and updated responses to the four identified Recommendations are provided below.

Importantly, as indicated in the original Response, the County Superintendent's Office has very limited control over the decision-making of individual school districts. School districts are autonomous local educational institutions with duly-elected school boards and statutorily appointed superintendents. While the County Superintendent does have some statutory oversight responsibilities, decision-making authority is legally afforded to the individual school districts. As such, in this instance, the County Superintendent does not have legal authority to require school districts to make specific decisions. The County Superintendent can, however, assist school districts and help coordinate efforts that are in the interests of both the County Superintendent and the individual school districts. Unfortunately, in accordance with Grand Jury instructions and relevant Penal Code provisions, the County Superintendent must respond that a request of the Grand Jury "will not be implemented because it is not warranted or is not reasonable" when statutory authority does not exist in order to permit what the Grand Jury has specifically requested. This should not be misinterpreted, however, to imply that the County Superintendent will not assist school district where mutual consent is provided.

Recommendation 19-33: The San Bernardino County Superintendent of Schools, in collaboration with all 33 local superintendents, must act on the technological team's recommendation, by researching the most efficient way to install these systems in all schools in San Bernardino County.

SBCSS determined this Recommendation would not be implemented because it is not warranted or is not reasonable. Following submission of its Response, SBCSS further analyzed Recommendation 19-32 of the Grand Jury to form a technological team comprised of students and staff from local school districts to "research and define a video surveillance and door alarm system to meet the needs of schools across the County." It was determined through this analysis that it would not be a reasonable and efficient use of resources to convene the recommended technological team for the stated purpose. As such, and as further explained below, the related Recommendation 19-33, will not be implemented.

In conducting its analysis, SBCSS considered that there are already other means readily available for SBCSS to engage in collaborative discussions on best practices regarding the topic of school video surveillance and door alarm systems. These means include the Inland Empire School Safety Managers Group, previously referred to as the "School Safety Network" and discussed in the initial Response under Finding F-8, which has since been formed for the purpose of providing support and resources to local school districts for the development and implementation of their School Safety Plans. SBCSS also considered the diverse needs of the various school districts and schools throughout the County and the vastly different budgetary, cultural, and other factors, which would make the identification of one uniform video surveillance and door alarm system which would meet the needs of all districts throughout the County impracticable. Moreover, SBCSS took into account the limits on a county superintendent's authority to require districts to implement any recommendations regarding such systems.

Education Code section 35160 provides for "permissive" authority of local educational agencies to govern their own affairs. More specifically, it gives school districts broad authority to carry on programs that are not otherwise in conflict with law. Education Code section 35160.1 provides the legislative intent for that provision, stating, in relevant part:

(a) The Legislature finds and declares that school

districts, county boards of education, and county superintendents of schools have **diverse needs unique to their individual communities and programs**. Moreover in addressing their needs, common as well as unique, school districts, county boards of education, and county superintendents of schools should **have the flexibility to create their own unique solutions**.

(b) In enacting [Education Code] Section 35160, it is the intent of the Legislature to give school districts, county boards of education, and county superintendents of schools **broad authority to carry on activities and programs, including the expenditure of funds** for programs and activities which, in the determination of the governing board of the school district, the county board of education, or the county superintendent of schools are **necessary or desirable in meeting their needs** and are not inconsistent with the purposes for which the funds were appropriated. It is the intent of the Legislature that Section 35160 be liberally construed to affect this objective

[...]

[Emphasis added.] The Legislature has therefore recognized that local districts have distinct sets of needs and has appropriately vested the sole authority in districts to determine the best ways of meeting those needs. In light of this, SBCSS has limited authority over local school districts and must concede that local districts have the sole authority, absent statutory limitations, to act in the best interest of districts to determine at a local level the most efficient way to meet the district and its individual schools' safety needs, including the identification of a video surveillance and door alarm system and the installation thereof.

In addition, SBCSS notes that the use of video surveillance is subject to collective bargaining at the local level. Each district therefore has separate obligations to negotiate the impacts of the adoption of such systems with their respective employee representatives. Such obligations could negate the efforts of SBCSS and/or technological team to determine the most efficient way to install such systems.

For the reasons set forth above, SBCSS determined not to convene a technological team in accordance with Recommendations 19-32 and 19-33. However, with respect to its own operations, over which SBCSS is also granted broad authority pursuant to Education Code section 35160 and 35160.1, SBCSS can share with the Grand Jury that steps have been taken to implement a uniform video surveillance system at the school sites operated by SBCSS. More specifically, SBCSS received notification from the Governor's Office of Emergency Services I in July 2020 that its application for the School Communications Interoperability Grant Program was approved. SBCSS is currently in the process of utilizing the available grant funding to install security cameras at each of its school sites, and anticipates that such installation will be complete and the system will be fully operational by this summer.

In summary, it was determined by SBCSS that due to the vastly different needs of individual districts, including their respective collective bargaining obligations, and the fact that districts operate autonomously from one another and SBCSS, it was determined to not be feasible to determine and recommend one uniform system for use at all school sites across the County. Additionally, because local districts retain ultimate authority over their own systems and budgets, SBCSS does not have independent authority to act on any such recommendations by determining "the most efficient way" to install the recommended systems in "all schools in San Bernardino County." SBCSS does, however, engage in collaborative discussions with local school districts through the Inland Empire School Safety Managers Group that has been convened, and will continue to share best practice with the districts involved in that Group, including feedback on the video surveillance system that SBCSS is installing at its own school sites. Additionally, SBCSS continues to move forward with the installation of video surveillance systems at the school sites it operates.

Recommendation 19-37: The [San Bernardino] County Superintendent of Schools must require local district superintendents to forward to the San Bernardino County Superintendent updated School Safety Plans for a compliance review as part of the requirement to "superintend" districts.

SBCSS determined this Recommendation would not be implemented because it is not warranted or is not reasonable. More specifically, this Recommendation is outside of the authority and jurisdiction of the County Superintendent to enforce, as the duty of the county superintendent to "superintend" the districts of the county is qualified by the Education Code provisions vesting broad authority in school districts to conduct their programs, and specifically enumerating limited oversight responsibilities delegated to the county superintendent with respect to districts.

Pursuant to Education Code sections 32281, subdivision (a), "[e]ach school district and county office of education is responsible for the development of all comprehensive school safety plans

for its schools operating kindergarten or any grades 1 to 12, inclusive." Education Code section 32288, subdivision (a)(1) further states: "In order to ensure compliance with this article, each school shall forward its comprehensive school safety plan to the school district or county office of education for approval." Through these provisions, the Legislature has made clear that local school districts are responsible for the overall development and approval of School Safety Plans for schools within their district, and must review the respective plans submitted by each school within the district. The office of the county superintendent is similarly responsible for the development of School Safety Plans for those schools under its direct administration. There is no requirement in the relevant Education Code provisions (Ed. Code § 32280 et seq.) requiring school districts to submit their School Safety Plans to the county superintendent of schools for a "compliance review," and reading such a requirement into law would be contradictory to the authority and responsibilities vested in school districts in these statutes.

While Education Code section 1240 includes a duty to "superintend" the districts of the county, this duty cannot be read in a way that would infringe upon the autonomy and local control of school districts. As explained in response to Recommendation 19-33 above, school districts retain ultimate authority over their own programs and activities. To define the county superintendent's duties with respect to independent school districts, it is necessary to look to other provisions of the Education Code. For example, a county superintendent is required to review and approve Local Control and Accountability Plans (LCAPs) developed by school districts, in accordance with Education Code section 52070. Had the Legislature intended for county superintendents to serve in a similar compliance role with respect to School Safety Plans, such a requirement would have been included in the relevant statutes.

Moreover, Education Code sections 32880 et seq. reflects a legislative intent that school districts retain sole responsibility over the School Safety Plans for their respective schools, which are developed at the local level through significant involvement of stakeholders and tailored to the particular needs and conditions of each school site. A county superintendent may not abrogate that authority or impose additional requirements on school districts as to the development of School Safety Plans without specific justification in law. SBCSS therefore determined that it does not have the authority to implement this Recommendation of the Grand Jury.

Notwithstanding the above, SBCSS remains steadfast in its commitment to provide trainings and other available resources to help ensure that districts develop School Safety Plans that are in compliance with the requirements of the Education Code. This includes the promulgation of a template and support offered through the Inland Empire School Safety Managers Group and other trainings on this topic. Additional resources for local school districts can be found on the Safety Compliance page of the SBCSS website, accessible at the following link: <https://www.sbcss.k12.ca.us/index.php/business-services/safety-compliance>.

Recommendation 19-38: The San Bernardino County Superintendent of Schools in cooperation with the San Bernardino County Board of Supervisors must establish a School-Centered Mental Health program to provide all principals one (1) or more mental health professionals including a minimum of one (1) Psychiatric Social Workers for each school.

SBCSS determined this Recommendation would not be implemented because it is not warranted or is not reasonable. While SBCSS is open to working in cooperation with the County Board of Supervisors on issues related to the important issue of student safety, the County Board of Supervisors is an independent entity over which SBCSS does not have control. Additionally, it is the understanding of SBCSS that the County Board of Supervisors has not been requested to respond to the Grand Jury Report to indicate its willingness to collaborate with SBCSS on this

Recommendation, and SBCSS cannot respond on behalf of the County Board. Moreover, SBCSS has further analyzed this Recommendation and determined that it is not feasible to implement because it would require the placement of personnel at school districts outside of the jurisdiction of SBCSS.

The Grand Jury specifically recommended the placement of one or more mental health professionals, including a minimum of one Psychiatric Social Worker, at each school in San Bernardino County. As discussed in the above responses to Recommendations 19-33 and 19-37, school districts are separate and distinct local educational agencies, and the authority to hire employees is vested exclusively in the governing boards of school districts, pursuant to Education Code sections 44831 [certificated] and 45103 [classified]. Determination as to the appropriate number, type, and assignment of mental health professionals employed by school districts is therefore reserved to local control, and is often addressed through the districts' LCAPs, which are developed with the input of stakeholders and based on the particular needs and conditions of the district, its schools, and its students. SBCSS does not have authority, or the available resources, that it would take to place one or more mental health professionals at each of the schools in the 33 districts throughout the County.

Accordingly, while SBCSS continues to work with other agencies within the County to provide mental health resources to districts and students in San Bernardino County, the employment and placement of mental health professionals at district school sites would be inconsistent with the authority vested in school districts for this purpose and it was consequently determined that this Recommendation would not be implemented. For an overview of the mental health services that are currently provided to students by SBCSS as well as made available through other public County resources, SBCSS refers the Grand Jury to the Response, at Finding F-6.

Recommendation 19-40: The San Bernardino County Superintendent of Schools must improve communication throughout the County, local school districts, and schools, by using professional online video conferencing software. All districts and schools in San Bernardino County should use the same software and be able to participate online.

SBCSS determined this Recommendation would not be implemented because it is not warranted or is not reasonable. Specifically, implementation of this Recommendation would entail an exercise of authority that is outside that afforded to a county superintendent's office, as the determination to adopt and expend funds on "professional online video conferencing software" is reserved to the individual school districts under the broad authority afforded to them pursuant to Education Code section 35160 and discussed above.

Additionally, in light of the events that have transpired since the Response was submitted in August 2019, SBCSS understands that each of the 33 school districts in San Bernardino County have adopted the use of a professional online video conferencing software in order to conduct the business of the district during the COVID-19 pandemic. The extent to which such software will remain in use through the reopening of schools across the County is a decision left to the individual districts in order to meet their particular needs and any legal requirements which may be enacted, such as in regard to the open meeting requirements of the Ralph M. Brown Act, or the provision of distance learning. SBCSS has witnessed the use of multiple video conferencing platforms over the past year, and does not believe that it is necessary for all districts, and SBCSS, to utilize the same software. As the Grand Jury may be aware, it is typically the "host" of the meeting, training, workshop, etc. who provides the platform which other users are able to access on their device through the provision of a link. Such services have been improved over the past year such that

access is widely available and users do not need to subscribe to the same software in order to participate.

While SBCSS does not have the authority to require local school districts to expend funds and adopt a particular video conferencing software, SBCSS can confirm that it will continue to utilize both WebEx and Zoom video conferencing software to promote communication between SBCSS and school districts within the County. As set forth in the Response at Finding F-7, SBCSS had a practice prior to the necessity created by the COVID-19 pandemic of offering remote telephonic and/or web access for its County-wide trainings and meetings to attendees in districts that are distant from the SBCSS offices. While video conferencing has been the primary means of attendance for the past year for attendees from all districts, not just those that are in remote locations, SBCSS intends to make a video conference option widely available on a continuing basis. As indicated previously, SBCSS is committed to improving communication throughout the County districts and therefore will continue to study and utilize appropriate measures and software that facilitate interaction and participation among even the most remote districts in the County.

I. Conclusion

As with the initial Report, SBCSS appreciates this Grand Jury's interest in the safety of San Bernardino County students and schools. The County Superintendent remains dedicated to this important issue and stands ready to reinvigorate the efforts of this office related to the issues identified by the Grand Jury. Notwithstanding the limited ability to implement the specific Recommendations discussed in this letter, SBCSS has and will continue to collaborate and provide guidance and support to all districts in the County regarding school safety.

Should you have any questions regarding this supplemental response, please feel free to contact Assistant Superintendent of Business Services Richard De Nava at richard.denava@sbcss.net or 909-386-2459.

Sincerely,



Ted Alejandre
County Superintendent

Enclosure: August 27, 2019, Response

SECTION 4

SAN BERNARDINO COUNTY
BOARD OF SUPERVISORS



FILED
SUPERIOR COURT OF CALIFORNIA
COUNTY OF SAN BERNARDINO
GRAND JURY

SEP 10 2019

BY *Norma Grosjean*
NORMA GROSJEAN, DEPUTY

Board of Supervisors Response to the 2018-19 San Bernardino County Grand Jury Final Report

Adopted by the Board of Supervisors, September 10, 2019

(NOTE: The original verbatim text from the 2018-19 Grand Jury Final Report is in *plain italic type*. The responses from the Board of Supervisors on the County's behalf are in **bold non-italic type**.)

CHILDREN AND FAMILY SERVICES

FINDINGS

F1: Social Workers rarely received a Supervisor's field visit when contacting clients.

The County agrees with this finding but points out that Children and Family Services supervisors provide support to social workers in a number of other ways, including but not limited to attending Child and Family Team meetings with social workers in the office and in the field, being present at court hearings with social workers, conducting case consultations and conferences with social workers, and accompanying social workers as they contact families during the course of their day.

F2: Social Workers' caseloads currently exceed the recommended levels due to the growth in population, work force shortages and lack of supervision.

The County agrees with the finding that caseloads currently exceed the recommended levels for a number of reasons, including social worker turnover, which includes promotions within the department. However, caseloads are decreasing due to the department's rigorous recruitment efforts.

F3: Not all Social Workers have received training or have knowledge in Commercial Sexual Exploitation of Children.

The County agrees with this finding.

F4: The CFS training is partially funded by funds administered by the Children's Network for training and education under the CSEC's bill. This training was difficult to understand.

The County agrees that Children's Network administers funds for CSEC training but can neither agree nor disagree with the finding that "this training was difficult to understand" because the County does not know to which training the 2018-2019 Grand Jury Final Report refers.

F5: Low morale was evident among the Social Workers and Supervisors interviewed.

The County can neither agree nor disagree with this finding as the County was not privy to the Grand Jury's interviews of Children and Family Services social workers and supervisors.

F6: There was a high turnover rate among Social Workers.

The County partially agrees with this finding. In 2016, CFS experienced turnover of 32%, 67% of which was attributable to internal promotions. Since 2017, CFS has reduced turnover to

between 10% and 20%, of which approximately 30% is attributable to promotions within the department.

F7: Work Performance Evaluation's (WPE), are not always received in a timely manner. Many times, when received, they were poorly written, which can contribute to low morale.

The County agrees that WPEs are not always received in a timely manner. The County can neither agree nor disagree with the finding that WPEs are poorly written because the 2018-2019 Grand Jury Final Report does not disclose the criteria used by the Grand Jury to evaluate the quality of writing.

F8: In recent investigations involving CFS, there has been no inquiry or mention of an oversight committee to ensure they are held to task.

The County disagrees with this finding. The California Department of Social Services (CDSS) is the oversight body responsible for monitoring CFS and enforcing compliance with state laws and regulations.

RECOMMENDATIONS

19-1: Mandate that CFS Supervisors monitor and offer assistance to Social Service Practitioners in the field as well as the office on a daily basis.

This recommendation is already in practice. Monitoring of, and assistance to, Social Service Practitioners in the field as well as the office on a daily basis is the core responsibility of Supervising Social Service Practitioners (SSSPs). Accordingly, SSSPs consistently make themselves available to support social work staff. This support includes SSSPs:

- **Attending Child and Family Team Meetings (CFTMs) in the office and in the field.**
- **Being present at Court hearings with their staff.**
- **Conducting case conferences and consultations.**
- **Accompanying social workers as they contact families in the course of their day.**

Many of the supervisors' required tasks, including those that support a significant number of social work staff, occur in the office as they need to be available to all their staff at all times. As a result, supervisors are not able to be in the field as much as they would like. As the department strives to reduce the span of responsibility for supervisors, (other than the core responsibilities), the department will seek to ensure that supervisors increase the number of in-field observations.

Several other supports have been put into place for social work staff. They include:

- ***The Social Service Practitioner (SSP) V or Senior Social Worker:* Many of the units are also staffed with SSP Vs or Senior Social Workers, who provide additional support to social workers both in the office and in the field. Senior Social Workers are expected to assist the other social workers with:
 - **Producing clear and correct written documentation.**
 - **Increasing practice skills, such as:****

- Interviewing
 - Risk and Safety Assessment
 - Conducting Child and Family Team Meetings
 - Monitoring deadlines and timeframes.
 - Providing guidance to improve organization and workflow.
 - Shadowing staff in all job functions, including field visits.
- **Field Advisors:** Each region has field advisors who are specifically trained to support social work staff as they complete CORE 3.0 field activities. These field activities are designed by the state to assist new social work staff in obtaining the basic skills that have been identified as necessary in child welfare practice. The field advisors work closely with newer staff to complete these activities. The field advisor, SSP V, and SSSP all seek to ensure there is a transfer of learning after these field activities are completed that will benefit the social worker on an ongoing basis.
 - **Practice Consultants:** The department has a contract with the Academy for Professional Excellence/Child Welfare Development Services for practice consultants to provide coaching across all levels of staff consistent with the standards and mission of CFS. This coaching supports the development of our workforce and assists with the implementation of several best practices as outlined by the California Social Work Education Center (CalSWEC).

Coaching not only supports the development of a learning culture in the department, but also assists leaders in developing skills to support their staff. In fiscal year 2018-2019, staff completed more than 2,300 hours of coaching. More than 735 of these training hours were utilized by social work staff and more than 650 of these hours were utilized by supervisors.

19-2: CFS continue to hire qualified social workers to keep up with attrition, or create a back to work temporary program for retired social workers to fill office and court positions and free up full time employees.

This recommendation is already in practice. Since July 2016, the Department has hired a total of 367 SSP Is-IVs, and 60 SSP Vs.

Year	Classification	Number of Staff Hired
2016	SSP I-IV	84
2017	SSP I-IV	48
2018	SSP I-IV	153
2019*	SSP I-IV	82
2016	SSP V	15
2017	SSP V	12
2018	SSP V	23
2019*	SSP V	10

**Year to date through 7/22/19*

Children and Family Services recognizes an ongoing need to hire Social Service Practitioner (SSP) Is - IVs and Social Service Practitioner Vs (formerly Senior Social Service Practitioner).

In 2018, CFS initiated a Speed Hiring Program, which streamlines the hiring process and brings newly hired SSPs on board more quickly. The program has now been fully implemented and

CFS, in collaboration with County Human Resources and Human Services Personnel, received an Achievement Award from the National Association of Counties (NACo) in recognition of this initiative. Speed Hiring has now been adopted by Riverside County, and the program is being reviewed by other counties.

Since 2016, CFS has reduced turnover from 32% to between 10% and 20%, with a significant portion attributable to internal promotions.

CFS continues to use returning retirees to staff hard-to-fill positions. However, the department often encounters a lack of interest among retirees to return to the workforce. Also, recent pension reform provisions limit both the maximum annual hours and the duration of employment for these retirees.

19-3: Require all foster parents, social workers, regardless of position, attend Commercial Sexual Exploitation of Children training.

This recommendation is already in practice in regard to social workers. Foster parents – known today as “resource families” – are provided CSEC training by the agencies that employ them.

New social workers are required to take a statewide online learning program titled “Commercial Sexual Exploitation of Children Awareness (CSEC 101)” hosted by the California Department of Social Services on the California Social Work Education Center website. The participant is responsible for printing and retaining the certificate of completion and submitting it to the San Bernardino County Performance Education and Resource Centers (PERC) for logging in their individual training transcript. The department has found that many staff completed this training but failed to print their certificate of completion. Once the participant exits the online training, there is no way to retrieve the certificate as the module does not retain any identifying information within the database to retrieve confirmations of completion at a later date.

The department will put measures in place to better track the completion of this course for all new hires and do an assessment of existing staff to ensure all staff have taken the training and are aware they must print and provide a copy of the certificate to PERC in order to receive credit for the course.

The State determines policy in regard to required training for resource families (foster parents), and the State does not require CSEC training for resource families. However, the Foster Family Agencies (FFAs) currently under contract with the County report that they provide a two-hour CSEC training course to the resource families they employ. When a home receives a CSEC-identified child, the FFA provides additional training in the home and provides the family with additional resources and advice on behaviors that might occur.

19-4: Given the low morale in CFS offices, it is imperative that upper management develop methods to motivate and create more positive interactions with line workers.

This recommendation is already in practice. The department agrees that it is important for upper management to continually develop new methods to motivate and create positive interactions with line workers. The methods by which the Department is currently meeting this objective include:

Department Diversity Committee:

Children and Family Services has created a Department Diversity Committee (DDC) with the specific purpose of reviewing existing recruitment and retention practices and making recommendations to improve these practices. The DDC's work is anchored in a mission and vision developed by the committee members themselves, the majority of whom are line-level staff.

DDC Mission Statement

"To fully serve the children and families of San Bernardino County, the Department Diversity Committee will continuously review recruitment/retention efforts to provide recommendations that will attract, develop, and motivate a talented and diverse workforce."

DDC Vision Statement

"We envision a workforce that is inclusive, respectful, and celebrates the diversity of all its employees, where all levels of staff are representative of the community which they serve."

To achieve its mission to motivate and retain a talented workforce, the DDC has established a Retention Subcommittee. This subcommittee's work includes, but is not limited to, stay surveys.

In October 2018 and July 2019, CFS, with the assistance of Research Outcomes and Quality Support (ROQS), developed and distributed a staff survey with the goal of better understanding the factors that influence staff tenure with CFS. The stay surveys:

- Facilitate an environment where staff can openly communicate their suggestions to their leadership and Administrative team.
- Enhance transparency and encourages dialog that promotes organizational health.
- Focus on strength-based, positive aspects of the job that tie into our Department and countywide vision and values.

Based on feedback from the stay surveys, the administrative team and the DDC are committed to the following to enhance employee morale:

- Analyze the data and identify three key areas of strengths and areas of opportunity.
- Ensure open and transparent communication with staff by providing a brief overview of the survey results.
- Discuss critical areas and ideas for improvement at the DDC committee meetings which include various levels of staff and classification.

Furthermore, we are committed to improving employee job satisfaction by routinely checking in with staff and continually evaluating our progress as a department through various measures, including:

- ***Conducting focus groups with social workers transitioning out of training:*** In the Spring of 2018, CFS hired 101 Social Service Practitioners. In the spring of 2019, as these social workers were transitioning from training to their regional assignments, focus groups were conducted so that CFS management could hear directly from them about their experiences while also soliciting suggestions and recommendation for change. These social workers

spoke candidly about what worked well with their on-boarding, training and transition, what did not, and the changes they would like to see for the next class of social work trainees. This information was used to inform the on-boarding, training and transition plans for the next group of social workers hired in the spring of 2019.

- ***Development and implementation of support strategies for new hires:*** Additionally, each CFS region has formed a local committee comprised of management and line-level staff supported by the DDC in order to develop and implement strategies to promote inclusion, open communication and morale.

Labor-Management Committees

These provide a forum through which line-level staff and upper management can collaboratively and proactively address issues of importance to line-level staff. CFS, with the support of the County's Human Resources Department, has created Labor-Management Committees with both the Service Employees International Union and the Teamsters. These Labor-Management Committee meetings occur monthly and are attended by the CFS Assistant Director and two regional deputy directors. These committees will continue to work together to lower caseloads and improve working conditions, both of which have a direct impact on morale. Successes achieved that will be built upon include:

- **Caseload Reduction:** The average carrier caseload has decreased from 52 in June 2017 to 42 in May 2019.
- **Implementation of alternative work schedules and telecommuting**
- **Increased use of technology with the deployment of more than 750 smart phones, 250 laptops and 486 chrome books to ensure staff are able to complete their work while in the field.**

Listening sessions with staff and supervisors: In order to create a direct line of communication between line-level staff and top-level leadership at CFS, since February 2019 the CFS Director and Assistant Director have been traveling to each office to conduct listening sessions with staff and supervisors. The Director and Assistant Director hold separate listening sessions with line-level staff (including social workers, clerical and support staff) and supervisors to ensure a safe environment for participants to be open and transparent. In each session, staff are asked questions regarding what is working well, what is not working well, things that staff are worried about, and staff recommendations for change.

19-5: Additional training is necessary to enhance communication skills between Social Service Practitioners, their clients and management.

This recommendation is already in practice. CFS continuously strives to ensure that appropriate training is available to enhance communication skills between Social Service Practitioners, their clients and management.

To this end, CFS offers a wide range of trainings geared to build the skills of staff at all levels of the organization in their work with families, stakeholders and staff within the department. These trainings are offered through coordinated efforts among CFS, the County Performance, Education and Resource Centers (PERC) and the Southern Counties Child Welfare Development Services (CWDS) organization. Trainings specifically targeted to enhance communication among all levels of the organization and with families include:

- ***Critical Thinking:*** This training focuses on critical thinking activities that link critical thinking to assessment of the family.
- ***Social Service Aide Training:*** This training provides an overview of the Social Service Aide's duties and responsibilities regarding their supervision or monitoring of visits for families within Children and Family Services.
- ***Enhancing Your Customer Skills:*** This customer service training is designed for personnel who routinely interact with both internal and external customers. This class examines the components of quality customer service, discusses how customer service pertains to the participants' current employment and encourages participants to commit to providing top-quality customer service with techniques provided in the training.
- ***Common Core 3.0 for Line Workers:*** This training provides foundational knowledge for new social workers in the areas of engagement, assessment, service and case planning in child welfare.
- ***CORE 3.0 Simulation:*** Provides a simulated experience of interviewing and assessing a child and family.
- ***Core Practice Model Overview:*** This training provides an overview of the values and principles of the California Child Welfare Core Practice Model. Topics include engagement, inquiry, advocacy, teaming and accountability at all levels of the organization.
- ***Safety Planning:*** This training provides staff with specific steps to develop rigorous safety plans for families and addresses safety threats while utilizing the family's safety network so children can be maintained safely in their homes.
- ***Advanced Simulation for Social Workers: Safety Planning:*** Provides a simulated scenario to practice applying a safety plan as an intervention for a family by avoiding hotspots in a simulated environment.
- ***Conversations with Families: The Art of Facilitating a Child and Family Team Meeting:*** This training provides the tools and knowledge to conduct and facilitate a child and family team meeting using an eight-step model.
- ***Exploring Family, Extended Family, Community and Tribal Connections and Relationships:*** This field activity provides an opportunity for child welfare workers to develop a genogram, eco-map, or safety circle to help identify family, extended family, community, and tribal connections that may provide support and permanent connections for children, youth, young adults and families.
- ***Safety Organized Practice (SOP) Module Training:*** This series of trainings provides a holistic approach to collaborative teamwork in child welfare that seeks to build and strengthen partnerships within a family, their informal support network of friends and family, and the agency. SOP techniques are also used by leadership within the department to address what is working well and where change can occur.
- ***Engaging Non-Custodial Fathers:*** This training provides a focus on father involvement in child welfare, casework practices, engagement strategies, barriers to engagement, engaging mothers, visitation, and valuing fathers.
- ***Transgender 101, Cultural Responsiveness While Serving LGBTQ Youth:*** This training explores application of terms and grammar, age-specific developmental milestones, gender identity vs. sexual orientation, understanding gender expression, and statistics specific to LGBTQ youth in care.
- ***Field Advisor Training:*** This training provides the foundational knowledge and skills for field advisors implementing core field activities for new staff. The training provides information about Common Core 3.0, the California Core Practice Model, and field activities. Through

the use of experiential activities, staff learn how to prepare for, observe and provide feedback on field activities.

- ***Coaching Fundamentals for Child Welfare Field Advisors:*** This training provides foundational coaching knowledge and skills for child welfare field advisors implementing Common Core 3.0 field activities. The training provides an overview of the use and value of coaching to develop skills in child welfare practitioners and it includes skill practice activities that allow trainees to leave the training with the capacity to begin using coaching immediately.
- ***Indian Child Welfare Act (ICWA):*** This training familiarizes participants with the requirements of the ICWA Act, highlighting standards and guidelines applicable to child custody proceedings involving Native American children. It provides knowledge of such social worker responsibilities as 'Active Efforts' to prevent the breakup of the Native American family and account for prevailing social and cultural values of the Native American family.

Trainings Offered to Enhance Communication Between CFS Staff and CFS Management:

- ***Supervisor Core:*** This training is a standardized training focused on fairness and equity, family and youth engagement, strengths-based practice, outcomes-informed practice, and evidenced-based practice.
- ***Manager Core:*** This training is a standardized training focused on effective relationships, organizational communication, teaming, resource management, and planning.
- ***The Coaching Institute for Managers and Supervisors:*** This institute provides participants with information to assemble the coaching puzzle and learn how to integrate the best skills, theories and abilities of coaching into a solid evidence-based coaching strategy.
- ***Child Welfare Digital Services (CWDS) Regional Practice Coaching:*** This training provides coaching topics including Implementation Science, Core Practice Model, Safety Organized Practice and Structured Decision Making
- ***Supervisor Simulation: Case Consultation and Safety Planning:*** Provides a simulated activity using tools at key decision points in casework, and the questions to ask staff to help them focus on those key issues.
- ***Managing Difficult Conversations with Staff:*** This training discusses the importance of building effective relationships with staff and the importance of having difficult conversations with staff. Skills learned include having those difficult conversations including feedback and recognitions skills and the importance of supervising with the perspective of cultural humility.
- ***Secondary Trauma for Child Welfare Workers:*** This training addresses the impact of secondary traumatic stress, or STS, on child welfare workers.
- ***How to Create and Maintain a Healthy Organizational Culture:*** This three-day series of trainings provides leadership skills around creating and maintaining a healthy organizational culture and concrete tools and strategies to form high-functioning teams. Topics include why conflict is needed in order to come to the best possible solutions to challenges, strategies for leading conversations about adaptive change with large or small teams, healthy ways to manage conflict, and how to hold each other accountable for behavior that might be impeding progress.
- ***Building Professional Resiliency/Overcoming Compassion Fatigue:*** This training provides powerful tools that are critical elements of professional resiliency and integrating them into professional life.
- ***Healing the Healer: Transforming Secondary Traumatic Stress:*** In this training, participants engage in a step-by-step intentional creative process to prevent and support healing from secondary traumatic stress, compassion fatigue, and burnout.

- ***The Resiliency Forum:*** This training provides a comprehensive approach to managing and diminishing stress from the workplace and our everyday lives.
- ***Critical Thinking to Support Staff's Critical Thinking:*** This training focuses on situational leadership as a model to determine the most appropriate style of supervisor intervention, review decision-making and problem-solving processes used by staff, value the importance of asking staff how they determined an action or decision, and practice using this process to determine a staff's decision-making process in a skills-practice scenario.
- ***Supervisor Enrichment Day:*** During this training session, participants learn to use a structured case consultation guide to conduct conferences with their staff regarding safety planning.
- ***Supervisor Academy (Under development):*** This training will consist of five days of training for county child welfare supervisors in the areas of human resources, automation, practice standards, Division 31 Regulations, the Juvenile Court and supervisory consultation with staff.
- ***Choose Your Battles:*** This training workshop provides tools and techniques on how to control and win the battle against stress.
- ***Performance Counseling Skills Supervisors Need:*** This training assists supervisors in identifying the key components to effective counseling.
- ***Insights to Supervision (Learn Before You Lead):*** This training covers the most common daily requirements and responsibilities of a supervisor. Participants develop a personal action plan that informs the decision to either postpone or pursue career next steps into leadership.
- ***Weathering Change:*** This workshop utilizes the "Our Iceberg is Melting" video to set the tone for a light-hearted visit into the need for change, the emotional components of change and how communication can affect how we respond to change.
- ***Managing Your Emotions:*** This training looks at the dynamics of anger and offers suggestions on how to harness the feeling in a more productive manner. Anger is defined and its origins discussed. Ways to control anger are also offered.
- ***Management and Leadership Academy (MLA) Programs:*** Leadership courses designed to develop future leaders within the workforce.
- ***The Cultural Responsiveness Academy (CRA):*** This six-month long academy was established in San Bernardino in 2018. The CRA provides a unique learning experience that emphasizes facilitated discussion, open, honest communication and it is designed to create space for self-assessment, the development of skills and strategies to manage bias. It provides the opportunity to contribute to a project that will improve cultural responsiveness across the county. Coaching is provided to participants and includes practicum projects and cultural humility/addressing bias, and increasing confidence in communication skills with different ethnicities.

Development and implementation of support strategies for new hires

The Workforce Training and Development Team (WTDT) was implemented in June 2018 to enhance the training of new staff through engagement and participation of all levels of staff in their learning experience. WTDT exists to train and retain competent, confident and responsive social work staff. The goal is to engage, mentor and support new hires in a manner that helps them build a solid foundational knowledge of practice and partnerships on which they can continue to develop with regional support as they move into their units.

During the training experience, trainees are assessed with regard to strengths and needs and are provided with regular feedback regarding their learning and growth. WTDT partners with the leadership in each region to support the ongoing development of the trainees and to model teaming and communication.

WTDT plans and delivers a half-day welcome event that provides trainees with an opportunity to:

- **Meet the CFS executive team.**
- **Meet their training teams.**
- **Receive an orientation to the agency, the training experience and CFS' core practice values.**
- **Meet and get to know each other through large and small group activities.**
- **Identification and development of networks made up of regional staff who will partner with WTDT in providing additional support for trainees.**

19-6: Management and Supervisors must be held accountable for the timely completion of employee evaluations and discuss it with the employee within 30 days of the evaluation's due date.

This recommendation will be implemented. The department will make a concerted effort to ensure that employee performance evaluations are completed in a timely manner and discussed with the employee within 30 days of the completed evaluation, unless circumstances exist that would prohibit a review within this timeframe.

19-7: The results of research, findings and observations by the Grand Jury leads to the conclusion that a complete reorganization of Children and Family Services is needed as indicated in the Deloitte Reorganization Project.

This recommendation is already in practice. The Business Redesign Project was implemented to fulfill CFS' desire to continue moving the practice of child welfare in San Bernardino County forward by enabling staff to do their jobs with greater ease and increased efficiencies. In line with the Business Redesign Mission Statement, the department made strides in the five key areas of recommendation on various aspects of redesign, thus furthering the vision and mission statements of CFS.

Deloitte's recommendation areas and CFS' accomplishments are:

1. Unit Configuration and Caseload Management

- **Established Sibling Units. This involves the pairing of two units of social workers with different work functions (for example, intake/initial engagement and continuing services) as partner (sibling) units so they can collaborate and support each other and exchange ideas. This enabled supervisors to focus on their particular areas of expertise.**
- **Social workers, regardless of their specialization, are required to complete one assignment from each program function. This is to foster cross training and cooperation.**
- **Completed a clerical workload study and adjusted staffing levels**

2. Supervision and Organizational Structure

- Implemented the Sibling Unit structure Department-wide, with supervisors assigned to their area of expertise (i.e. Intake, Jurisdiction/Disposition (JD), Carrier or Adoptions).
- With the establishment of JD Units, the regions reallocated staff.
- Invited clerical supervisors to management meetings to ensure changes impacting clerical functions are discussed and addressed.
- Implemented a project management approach using Continuous Quality Improvement (CQI) and Data-Driven Decision Management (DDDM).
- Hired a Project Coordinator to work closely with support divisions.

3. Operational Scheduling

- Implemented a variety of work schedules that correspond more with the schedules of the children and families the department serves, and
- Established an After-hours Response Center (ARC) to have staff on duty 24/7.

4. Staff Classifications, Duties, Assignments and Support

- Implemented a process to continuously monitor caseload to staffing ratios and explore new avenues to increase staffing levels. CFS requested additional full time employees (FTEs) for FY 18/19 that will include social work and clerical staff.
- Added a social service practitioner career ladder, with multiple new advancement levels to serve as a retention effort.
- Established a Central Workforce Development and Training Steering Committee, thereby increasing the pool of experienced staff designated to provide trainee oversight and support.
- Contracted with the Public Child Welfare Training Academy (PCWTA) to provide coaching, mentoring and training on an ongoing basis.
- Requested and received approval from the Board of Supervisors for:
 - Six additional Parent Partner positions to support families.
 - Additional Educational Liaison positions to extend services for children under 10 years of age.
 - Peer and Family Assistants to work with Independent Living Program youth and young adults ages 15½ to 21 years.
 - An additional public health nurse to oversee psychotropic medications.
- Implemented a process for managing time study reports to maximize federal and state funding by providing quarterly training to line staff to maximize awareness of federal and state funding by defining duties that may generate revenue i.e. Commercial Sexual Exploitation of Children (CSEC), Child and Family Team meetings (CFTMs) and health-related job functions.

5. Efficient Use of Technological Tools

- Reformatted frequently used forms to auto populate in the Child Welfare Services/Case Management System (CWS/CMS).
- Completed a six-month pilot program in April 2015 to collect data concerning how best to use mobile technology, resulting in the following:
 - Deployment of smartphones was completed late 2015.
 - Deployment of 200 laptops started mid October 2016.
 - iPads were issued to deputy directors in late 2015.
 - iPads were issued to child welfare services managers in mid-2017.

- Chromebooks purchased in late 2018 and to date, 486 have been deployed.
- Hired five new application specialists to provide technology support services, training and oversight for all CFS/County-issued technological devices.

Additional Areas of Opportunity

In addition to the five key areas, Deloitte identified nine areas of opportunity for support and growth. Children and Family Services achieved growth in the nine additional areas as follows:

1. Enhance comprehensive risk assessment approach

- Converted from Comprehensive Assessment Tool (CAT) to Structured Decision Making (SDM) in April 2016 and providing on-going SDM training to staff.
- Introduced Safety Organized Practice (SOP) as a supplemental risk and safety tool.
- Implemented an Alternative Response Team as part of Immediate Response Operations.
- Revised policy and procedures concerning Risk Assessment Meetings (RAMs)/Daily Assessment Review Evaluation (DARE)/Out-of-Home Abuse (OOHA) along with an updated Case Review Documentation Form.
- Changed Team Decision Making Meetings (TDMs) to Child and Family Team Meetings (CFTMs) to be consistent with the state mandate, and provided a training plan.

2. Distribute workload with increasing effectiveness

- Initiated the Personnel Management Group (PMG) to solve issues through the following:
 - Provision of data for equitable workload distribution.
 - Continuous monitoring of regional workloads and staffing.
 - Methodological use of historical and current data related to attrition, overtime, workloads, for structured staffing and workforce distribution.
- Updated the Mutual Assistance policy that provides direction regarding workload equity.

3. Strengthen communication, staff engagement and accountability

- Published a CFS Business Redesign Communication Plan.
- Introduced *"The CFS View"*, a monthly teleconferenced broadcast to all offices, to highlight best practices and disseminate pertinent information.
- Implemented a social media strategy with oversight by social media administrators.
- Managed the construction of a new external website.
- Published a CFS Emergency Communication Plan, which includes color-coded symbols to identify different types of emergencies.
- Collaborating with the Human Services Program Development Division (PDD) on a three-phase handbook reform plan which includes the following activities:
 - Identify and remove obsolete policies and practices
 - Rename CFS Handbook Volumes for greater accessibility
 - Conduct a survey to determine handbook utilization and desired changes
 - Launch a new policy search engine

- **Start outreach on how to access information in the handbook**
- **Explore and adapt additional/new technology as appropriate**

4. Enhance training and professional development

- **Hired additional automation specialists to provide technical support services.**
- **Developed and implemented an ongoing training plan tailored for region-specific needs.**
- **Contracted with PCWTA to provide coaching, mentoring, and training for management and supervisory positions and for line staff on major initiatives.**
- **Contracted with PCWTA to provide simulation training for new and existing staff.**

5. Continue to utilize data for strategic planning

Implemented a Continuous Quality Improvement (CQI) System to incorporate Data-Driven Decision Making (DDDM) into everyday practice. The CQI process began in October 2015.

6. Consider joint response with law enforcement

- **Hosting quarterly meetings with law enforcement for close collaboration.**
- **Providing training on the warrant process every two years.**

7. Enhance the visitation experience for families, staff and others

- **Implemented policies, procedures and a training plan for a visitation and support program.**
- **Established five Family Visitation and Support Centers, and later revamped the program to become Family Visitation and Support Services with greater:**
 - **Flexibility regarding locations for visits to include parks, churches, community centers, and churches.**
 - **Social worker involvement to ensure visitation and support services are enhancing the achievement of case plan objectives while minimizing costs.**

8. Encourage a supportive culture rooted in modeling and innovation

- **The executive and management teams show support of process and practice change on a daily basis, through consistent messaging and modeling behaviors**
- **All levels of staff participate on workgroups and committees to establish new policy and practice recommendations to the Executive Team. .**

9. Review approach to recruitment and staff retention

Recruitment:

- **Developed a cohesive recruitment plan resulting in smooth onboarding and training for new/promoted employees.**
- **Implemented an ongoing/open-ended recruitment for social service practitioners (SSPs) to maintain an adequate supply of highly-qualified candidates.**
- **Continue to cultivate relationships with local universities.**

- **Provided field placements/internships for more than 89 Master of Social Work (MSW) students, 80 of whom were hired as full-time employees.**

Retention:

- **Established a new social service practitioner (SSP) structure resulting in an increase in overall compensation and promotion of retention by rewarding longevity of SSP service.**
- **Providing a realistic social worker job preview for applicants.**
- **Hosts annual open houses. This event serves as a social worker staffing outreach event to provide candidates with a first-hand understanding of the department and the SSP job. This includes a question-and-answer forum with current social work staff.**
- **Developed a recruitment video for potential candidates that outlines a “day in the life” of a social worker.**
- **Establishment of recruitment and retention bonuses for remote areas of the county.**

19-8: Appoint an independent oversight committee to offer objective viewpoints, opinions and recommendations.

This recommendation will not be implemented because it would be redundant. The California Department of Social Services (CDSS) is tasked with the responsibility of monitoring and providing objective recommendations to county child welfare agencies and is statutorily authorized to compel compliance with state laws and regulations. San Bernardino County works closely with the State and implements any recommendations that CDSS may have in this regard.

19-9: It is necessary that Social Service Practitioners have training in CSEC because most will inevitably be faced with the task of meeting victims of Human Trafficking and possibly managing a case or cases for the victims of Human Trafficking.

Please see the response to Recommendation 19-3.

SAN BERNARDINO COUNTY HOMELESSLESS – THERE IS HOPE

FINDINGS

F-3: Annual Point in Time Count (PITC) was held on January 24, 2019 from 6 a.m. to 10 a.m., in all 24 cities and unincorporated areas within the County.

The County agrees with this finding.

F-4: Approximately 750 volunteers registered in 2019 for the Point in Time Count. The volunteers provided over 1,500 hygiene kits to homeless.

The County agrees with this finding.

F-5: The Grand Jury Homeless Committee received the 2019 Point in Time Count in April for F-6: The 2-1-1 homeless outreach program is a reactive system, which only helps the homeless that have first called in for assistance via 2-1-1.

The County agrees with this finding.

F-6: The 2-1-1 homeless outreach program is a reactive system, which only helps the homeless that have first called in for assistance via 2-1-1.

The County disagrees with this finding. Although individuals and families experiencing homelessness can directly call 211 for assistance, individuals and families can be referred to 211 through other agencies, and proactive solutions (including diversion) can be used to prevent homelessness. According to the National Alliance to End Homelessness, diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. The 211 Coordinated Entry System also contains an outreach component wherein staff providing resources in the field enter information directly into the system on behalf of the client.

F-7: In the 2-1-1 phone pre-recorded menu there was no option for "homeless".

The County agrees with this finding.

F-8: No funds are set aside for 2-1-1 to post visible signage advertising outreach to assist the homeless at most public entities for example parks, hospitals, post offices and libraries.

The County disagrees with this finding. According to United Way 211, the agency prints 1,000 posters and 100,000 business-sized cards per year and distributes them in response to requests from County departments as well as to libraries, schools, city centers, senior centers and many other locations.

F-9: The homeless assistance in the High Desert/Victorville area, (housing, material goods, transportation, food, utilities and health care) is not equal in comparison to Central San Bernardino County.

The County agrees with this finding.

F-10: Approximately one-half of the homeless interviewed by the Homeless Committee knew about the 2-1-1 call center.

The County can neither agree nor disagree with this finding as the County was not privy to the Grand Jury committee's interviews of homeless persons.

F-11: The 2-1-1 call center is administered by the United Way program.

The County agrees with this finding.

F-12: San Bernardino County designated \$350,000 each year to 2-1-1 program.

The County agrees with this finding.

F-13: The 2-1-1 (Coordinated Entry System) and the HOPE Team do not share information that concerns the homeless.

The County disagrees with this finding. The HOPE Team and CES team dialog regularly. Both entities participate in the case conferencing meeting with the providers. Both CES and HOPE have access to the information entered into the Homeless Management Information System.

RECOMMENDATIONS

19-12: 2-1-1 call center to develop an outreach program to include one day a week community service within different homeless communities in San Bernardino County.

This recommendation is already in practice. The Coordinated Entry System (CES) is a component of the 2-1-1 system. Currently, the CES includes a mobile outreach component. Not only do the members of the CES team undertake the assessment and certify homelessness, but they also continue to undertake outreach efforts with the goal of creating trust and eventually connecting to mainstream resources as they become available. The CES outreach teams complement the Sheriff's HOPE team, city outreach teams and the homeless service provider outreach efforts.

19-13: 2-1-1 Call Center must be more effectively promoted to the homeless and low-income community. This would include better signage and 2-1-1 cards displayed within the public areas such as grocery stores, libraries, post office, hospitals, 24-hour clinics, etc.

This recommendation is already in practice. 211 markets its services by attending hundreds of outreach events and other gatherings each year and through informational handouts developed by the County Office of Homeless Services that are distributed to various agencies throughout the county. 211 prints 1,000 posters and 100,000 business-sized cards per year and distributes them in response to requests from County departments as well as to libraries, schools, city centers, senior centers and many other locations. There is a form on the 211sb.org website to request these materials. United Way 2-1-1 will continue to expand its marketing and promotion efforts to promote the CES.

19-14: A shared database must be developed among the 2-1-1 Call Center, Coordinated Entry System, the San Bernardino County Sheriff's Department HOPE Team, and the various service providers so that the homeless and low-income residents can be better served.

This recommendation requires further study. Much of the client data stored in County databases cannot be shared with other entities due to privacy laws. The County is working to determine if other systems exist that could allow service providers access to relevant data while maintaining the client population's legal privacy rights.

19-15: The 2-1-1 Call Center must add a "Homeless Option" to the pre-recorded call in menu.

This recommendation requires further study. The County will work with United Way 211 to determine whether this recommendation can be implemented.

SAN BERNARDINO COUNTY REGIONAL PARKS

FINDINGS

F-1: The Policy & Procedure Manual currently being used is dated July 1989.

The County agrees with this finding.

F-2: Numerous areas in each park require some minor to significant maintenance and/or refurbishment. Some structures throughout the system have deteriorated to the point of needing complete replacement.

The County agrees with this finding.

F-3: Other than Calico Ghost Town, none of the parks that are operated by the San Bernardino County Regional Parks have a park specific operational procedure manual, nor individual job duty statements for each staff position in that park.

The County agrees with this finding. However, these documents have been drafted and are undergoing review.

F-4: No review, revision or reaffirmation of the staff Job Descriptions has occurred since 2009.

The County disagrees with this finding. Regional Parks reviewed and updated and issued Work Expectations to all staff in 2015.

F-5: Beyond the basic eight (8) hour orientation program, there is no training requirements or standards listed in the policy manual.

The County agrees with this finding. However, these documents have been drafted and are undergoing review.

F-6: Given the reduction in the number of park staff, there is no plan to spread the workload out among the remaining employees.

The County disagrees with this finding. The department fully implemented a workflow program at all Regional Parks in July 2018.

F-7: It takes three (3) to five (5) years to fund a Capital Improvement Project.

The County disagrees with this finding, as it does not necessarily take three to five years to fund a Capital Improvement Project.

F-8: Until recently, the minutes of the Regional Parks Advisory Commission meetings had not been posted on the Regional Parks web site.

The County agrees with this finding.

F-9: The Regional Parks Advisory Commission Charter is outdated and requires an update.

The County agrees with this finding.

F-10: The County of San Bernardino Regional Parks has failed to keep faith with its mission statement. Particularly in the areas of providing "... the highest quality leisure... facilities, ... for the healthful, safe, use by the public... effective... management of park resources and... fiscal responsibility in the planning, development, maintenance, and operations of the County's Regional Parks system."

The County disagrees with this finding. The Regional Parks mission statement at the time the 2018-2019 Grand Jury Final Report was issued reads as follows:

San Bernardino County Regional Parks is dedicated to providing County residents and visitors with opportunities to host and participate in innovative and diverse recreational and educational events, while protecting the County's natural, cultural, historical, and land resources. The Department continues to improve and ensure the availability and integrity of open space activities for all ages and communities.

The Regional Parks Department has and does keep faith with this mission statement.

F-11: Other than Lake Gregory, Calico Ghost Town, and Park Moabi, most concession stands are closed in all the parks with many being allowed to fall into an extreme state of disrepair.

The County agrees with this finding.

F-12: Based upon the rise in the incidents of vandalism and the potential hazards to park visitors, the current security program is inadequate.

The County disagrees with this finding. Regional Parks has not received incident reports that detail heightened incidents of vandalism across the entire system.

F-13: The Grand Jury investigation revealed that no process exists, within the department that monitors and measures visitor satisfaction with San Bernardino County Regional Parks.

The County disagrees with this finding. Currently, park users can complete an experience survey on the Regional Parks' website. Park visitors can also submit comments or park experiences using our park email address (parks@parks.sbcounty.gov). Responses to these surveys and inquiries are typically completed within 72 hours of receipt.

RECOMMENDATIONS

19-16: By December 31, 2019; re-write and update every section of the San Bernardino County Regional Parks policy manual and issue the new manual to all supervisory personnel and place a copy in all parks or facilities. Develop and conduct a twenty-four (24) hour training course for all staff on the contents of the new manual. Include in the new policy manual a provision for a three (3) year mandatory manual review, revision and re-issue requirement.

This recommendation is being implemented. Regional Parks began updating the policy manual in September 2017. The first draft of the manual was submitted to the County Administrative

Office for review on August 1, 2019. Upon approval from the CAO's office, the manual will be distributed to staff and will be provided as part of employee training. The manual will also be incorporated into new-employee orientation. The manual will be reviewed annually to ensure it remains up to date.

Regional Parks is currently working on the development of a staff training program. This program will be developed by November 2019 and be comprised of the following topics:

- **Review of the Policy and Procedures Manual**
- **Park Closing and Opening Procedures**
- **Maintenance Tasks/Procedures**
- **Cash Handling and Financial Procedures**
- **Customer Service**
- **Equipment Use and Safety Procedures**
- **First Aid/CPR/AED (Automated External Defibrillator)**
- **Emergency Procedures**

19-17: Within sixty (60) days, of the issuance of this report, initiate the following actions:

1. Request that county building and structural engineers immediately conduct a safety and structure inspection of every structure and building within the San Bernardino County Regional Parks system.

2. Initiate an intensive maintenance and repair program throughout the San Bernardino County Regional Parks to include the following PARK SPECIFIC items:

- *Calico: Repair building foundations (safety issue), leaky roofs, broken picnic benches and concessionaire building light switches. Install a reverse osmosis water purification system.*
- *Glen Helen: Repair the chlorine leak in the swimming lagoon area and the broken water slide. Replace or repair the sewage system for the entire park, the various dysfunctional electrical fixtures in the interior of the park, and refurbish the restroom facilities and park roads. Improve the summer swimming pool staffing process, which requires more focus during peak months. Re-open food and pedal boat concessions and open island area (needs sewage system repair).*
- *Guasti: Repair and/or replace the swimming pool, fishing docks, and waterslides. Refurbish concession facility and fumigate snack bar due to insect infestation. Improve the summer swimming pool staffing process, which requires more focus during peak months. Reopen food and pedal boat concessions.*
- *Lake Gregory: Repair the boat dock, lodge roof leak, and concrete walkways. Expedite dam repair, and develop a better lake dredging process.*
- *Camp Moabi (Pirates Cove): Repair the roads in the older section of the park. Update peninsula RV sites to fifty (50) amp electrical hookups.*
- *Mojave Narrows: Repair the showers and restrooms that have been vandalized. Replace perimeter fencing adjacent to railroad tracks. This requires immediate replacement due to safety and vandalism issue. Replace playground/splash park flooring and repair road/potholes. Open food, equestrian, pedal boat concessions.*

• *Mojave River Forks: Repair and refurbish all bathroom facilities. Secure older concrete block/rock building with a metal roof (safety issue during wind event). Enforce unauthorized fire pit rules.*

• *Prado: Replace playground/splash park flooring. Repair irrigation systems. Refurbish most restrooms and repair drinking fountains. Improve the restroom/shower cleaning process to include removing dead insects from plastic light covers. Open food and pedal boat concession.*

• *Yucaipa: Many picnic shelters require repair and/or replacement. This is a safety issue and requires immediate action. Refurbish most restroom/shower facilities, irrigation systems, and repair drinking fountains. Some areas in the park have no electricity. Refurbish concession buildings and roads. Open food and pedal boat concessions.*

3. *Replace all Direct Buried Cable with specially designed Encased Buried Cable as applicable throughout each park (to be completed in all parks by June 30, 2020).*

4. *Replace the practice of Deferred Maintenance with a fully funded program of Preventive Maintenance.*

5. *Outsource maintenance requirements such as painting and road/parking upkeep.*

Portions of this recommendation are already in practice. Other portions of this recommendation are being implemented.

Calico: The reverse osmosis system was installed in June 2019 and is in the final stages of testing prior to full implementation. Phase I of roof repairs was completed in February 2019. Phase II of roof repairs began in May 2019 (\$444,000). A request to address concerns about electrical switches at Lane's General Store (\$45,132) was scheduled for submittal to the Board of Supervisors on August 20, 2019. The County Project Management Division is working on assessing building foundation supports and full-park electrical infrastructure. Staff are currently repairing picnic tables at a rate of five to 10 per week. This project is scheduled for completion by January 2020. In addition, staff has begun disposing of tables that cannot be repaired. This project is scheduled for completion by September 30, 2019.

Glen Helen: The chlorine leak was repaired prior to the opening of the 2019 swim season. The CIP for the waterslide (\$437,000) was approved by the Board of Supervisors on June 11, 2019. Regional Parks is working with the County Project Management Division to schedule this replacement so that it does not affect current operation of the swim facility. Park staff have developed a plan to address maintenance concerns within the restrooms. The electricity in all of the restrooms was repaired on July 18, 2019. Updated light fixtures were scheduled to be delivered and installed by August 8, 2019. In reference to lighting standards throughout the park, quotes will be obtained for these repairs in August 2019. Regional Parks has completed its assessment and was scheduled to submit the request to the County Project Management Division (PMD) for review in August 2019.

Regional Parks will continue to work with Special Districts to insure that the current sewage system continues to address the needs of the entire park. Regional Parks will submit a CIP, as part of the upcoming budget process (Fiscal Year 2021), to address restroom and snack bar repairs on the island.

The summer staffing process has included increased advertising, participation in career fairs, shortening the process for returning guards, and Regional Parks paid for certification or recertification for both returning and new lifeguards.

A Request for Proposals for new concessions at Glen Helen Regional Park will be developed and released by January 2020.

Guasti: The small dock is currently in the planning phases (\$50,000). The pool at this site has been approved for replacement (\$494,000). Regional Parks is working with PMD to ensure that this project does not affect park use during the summer season. Waterslides at this park do not need repair. The pedal boat concession at this site has a new concessionaire, Chaffin and Reeves. They began providing this service in May 2019. The snack bar project will be submitted to PMD for assessment in August 2019.

The summer staffing process has included increased advertising, participation in career fairs, shortening the process for returning guards, and Regional Parks paid for certification or recertification for both returning and new lifeguards

Lake Gregory: The boat dock project (\$250,000) will be submitted to the Board of Supervisors for approval during the first quarter of Fiscal Year 2020. A temporary boat dock was installed on June 16, 2019 to ensure that safety concerns on the lake can be addressed. The CIP for resurfacing both waterslides (\$176,900) has been approved and work on the project began on August 5, 2019. The dam repair is complete. Regional Parks began working with a contractor who is developing our lake management plan on March 13, 2019, which will include a plan for dredging the lake. This plan should be complete and ready for implementation by January 2020. All other repairs will be addressed as part of the negotiation process with the vendor who will take over management of the park in January 2020.

Moabi: These repairs will be addressed as part of the negotiation process with the Pirate Cove vendor/tenant.

Mojave Narrows: Restrooms and showers have been repaired. Quotes have been obtained to replace the exterior fencing. A CIP will be submitted for approval during the first quarter of Fiscal Year 2020 to replace exterior fencing and repair the road. The playground and splash pad surface replacement project was completed on May 8, 2019. The department is currently in the process of developing an RFP for concessions. The department submitted an application for funding from the Prop. 68 Statewide Parks Program Grant to improve and renovate amenities at the park on August 1, 2019.

Mojave River Forks: The roof has been repaired on the block/rock building. The rules regarding use of fire pits will continue to be enforced.

Prado: Park staff continues to work on irrigation repairs. Staff are assigned to check the system and repair as needed. In addition, the CIP to address the power concerns (Phase III-\$395,000) in the front of the park will be submitted to the Board of Supervisors for approval during the first quarter of Fiscal Year 2020. The CIP to address electrical repairs at the Guard Shack (\$73,920) is scheduled to be presented to the Board of Supervisors for approval on September 10, 2019. Park staff are currently addressing maintenance concerns in the restrooms. These repairs are

scheduled to be complete in February 2020. The snack bar project will be submitted to PMD for assessment in August 2019.

Yucaipa: Group tent picnic shelters are an approved CIP (\$436,708). Small picnic shelters are currently being assessed PMD. The shower/restroom located in the RV campground is scheduled to be replaced as a 2019 Community Development Block Grant project. Park staff members are currently working on irrigation and drinking fountains. These repairs are scheduled to be complete May 2020. The snack bar and pool plaza are currently being assessed by PMD. This repair will include restoring and/or replacing the snack bar, pool plaza and all associated utilities, including electrical. Electricity to all areas of the park, except the pool plaza, has been restored.

Chaffin and Reeves is the new pedal boat and snack bar concessionaire. They began providing this service in May 2019. The department is currently researching alternative mobile facilities for the snack bar. We plan to have an alternate facility for the concessionaire to consider by October 2019.

The department will work with PMD to develop a CIP to address the direct burial of cable at affected parks by September 2019

The department is currently working with the County Administrative Office as well as applying for grants to obtain funding for these repairs.

The department utilizes the County's five-year CIP process. As part of this process, projects are identified, reviewed and prioritized over a five-year period. CIPs identified during this process are submitted and tracked throughout this five-year cycle. The department submits CIPs for approval twice a year to the Board of Supervisors as part of the budget process and during the first quarter if funding will be provided via the County's general fund. If funding is available through the agency, then a CIP can be submitted for Board approval at any time.

19-18: By December 31, 2019:

- 1. Develop a San Bernardino Regional County Parks Organization Chart delineating a formal "Chain-of-Command" structure.*
- 2. Develop a "park specific" operational procedure manual for each park, facility or functional section in the department.*
- 3. Develop a clearly defined "park specific" duty statement for each staff position within each park, facility or operational section in the department.*

Include each and all of the above in the revised/updated San Bernardino County Regional Parks policy manual.

This recommendation is already in practice. The Organizational Chart for the Regional Parks Department is attached (Attachment 1). The Regional Parks policy manual, which will include operational procedures for each park, has been drafted and is undergoing review. Work Expectations documents for each position have been completed and are also located within the draft policy manual.

19-19: Update the job descriptions for every staff position within the San Bernardino County Regional Parks and include in the revised/updated policy manual.

This recommendation is already in practice. In 2015, Regional Parks reviewed job descriptions and updated and issued Work Expectations to all staff. The Work Expectations document provides measurable performance objectives for each position. Regional Parks and Human Resources worked together to review job descriptions and update work expectations again beginning in December 2017. Updated Work Expectations were to be reviewed with each employee by August 30, 2019, and used to determine performance levels on annual work performance evaluations. In addition, a copy of each document will also be included in the policy manual.

19-20: Develop and initiate a well-designed and documented expanded training program that provides each staff with the necessary Knowledge, Skills and Abilities to satisfactorily perform their required duties. Include each component of the training program in the revised/updated policy manual.

Portions of this recommendation are already in practice. Other portions of this recommendation are being implemented. In addition to the orientation program, Regional Parks provides cash handling training, training on park specific equipment and procedures, and since 2015 additional training has been provided to Park Leads during monthly meetings. The Regional Parks training program and schedule will be listed in the policy manual. A copy of the training log, which details the type of courses/workshops that are provided for staff will, be developed with the training program by November 2019. Regional Parks is working with Risk Management to develop a Safety Manual, which will be included in the policy by November 2019.

19-21: Develop and initiate a prescribed daily "park specific" maintenance and activity schedule for each staff position and court furlough work crew.

This recommendation is already in practice. Regional Parks has implemented the workflow program at each park. This program details park-specific tasks that each staff person must complete during their work day. This program was initially implemented at Calico in 2016. Human Resources and employee unions were involved in the initial implementation of this program. It was fully implemented at all parks in July 2018. The individual park Work Flow Guides are attached (Attachments 2-7) for additional information.

On May 15, 2019, a hiring event was held to fill vacant General Services Workers' positions. All positions were filled.

19-22: There is an urgent need to accelerate the process for Capital Improvement Projects. It is recommended that by December 31, 2019, the Board of Supervisors grant full-funding for each of the repairs and/or replacements identified by:

- 1. The San Bernardino County Regional Parks Administration*
- 2. San Bernardino County Regional Parks supervisory staff*
- 3. The previously recommended safety inspections*

4. *Those areas listed elsewhere in this report.*

This recommendation is being considered for implementation. The County continues to evaluate the best and most fiscally responsible approach to managing large regional parks with aged infrastructure. The County currently authorizes funding for Regional Parks that is in addition to their budget. The County provides \$1,000,000 towards water and sanitation, \$100,000 towards SART maintenance, \$3,048,788 for the FY 2019 Annual CIP allocation, and \$2,782,000 for the FY 2020 Annual CIP allocation. In addition to the County's investment, the department has an ongoing goal to research and solidify grant funding and public-private partnerships that will support capital improvements, revenue generation, and capital investments that will enable a diverse flow of funding for the park system.

For some of our parks (Mojave Narrows, Mojave River Forks, Prado, Moabi, and sections of Yucaipa), the County serves as a caretaker of the land for federal or local agencies. The approval process for all partner agencies is often involved when improvements to these parks are proposed and implemented. The County will continue to develop and maintain successful partnerships with these agencies to accept and utilize funds from other sources to address repairs and replacements, where applicable.

Capital Improvement Projects that have a safety concern tied to the project are expedited. CIP's that have met this criteria and funded are the Soil Erosion Project at Calico, Cucamonga Guasti Pool Replacement, Glen Helen Waterslide Replacement, and Lake Gregory Waterslide Resurfacing.

CIPs that do not have an immediate safety concern are submitted for approval through the CIP process. The Department utilizes the County's five-year CIP process. As part of this process projects are identified, reviewed and prioritized over a five-year period. CIPs identified during this process are submitted and tracked throughout this 5 year cycle. The department submits CIPs for approval twice a year to the Board of Supervisors, as part of the budget process and during the first quarter if funding will be provided via the County's general fund. If funding is available through the agency, then a CIP can be submitted for Board approval at any time.

19-23: Improve the manner and method of the Regional Parks Advisor (sic) Commission communications with the Board of Supervisors and the general public by:

- 1. Ensuring that the review, modification, and approval of the Regional Parks Advisory Commission meetings minutes are completed within thirty (30) days following a meeting.*
- 2. Posting the approved minutes of the meeting within seven (7) working days of the minute's approval on the Regional Parks website.*
- 3. Forwarding a copy of the approved minutes to every supervisory level staff within the Regional Parks.*
- 4. Forward to each member of the Board of Supervisors a copy of the approved minutes.*

This recommendation is already in practice. Regional Parks has posted the approved minutes on the website since March 2019. They are approved and posted within the time limits recommended by the Grand Jury unless the Advisory Commission is unable to vote on the

minutes at the following meeting. A copy of approved minutes are forwarded to all of the Board of Supervisors offices.

19-24: Revise and update the goals, duties and objectives of the Park Advisory Commission to include:

1. Redefine their annual "tour" of each park as a formal yearly structured inspection based upon the same maintenance and inspection format used by the Grand Jury Investigative Committee.

2. Each of these formal inspections are to be conducted by an inspection team composed of the following personnel:

- The Department Director*
- The Department's Chief of Operations*
- The Commissioner whose district is associated with the visited park.*
- The Supervisor of each visited park*
- Persons invited by the Department Director to participate*

Their findings are to be reported in writing to the San Bernardino County Board of Supervisors.

3. To hold a minimum of one (1) Parks Advisory Commission meeting per year in each of the five (5) supervisory districts at such hours that is convenient for public attendance and provides a full written report of the result to the SBC Board of Supervisors.

This recommendation is being implemented. The Regional Parks Advisory Commission is currently reviewing its guidelines. Any recommended changes will be presented to the Board of Supervisors for approval. The department will propose at the September 2019 Park Advisory Commission meeting that the commission redefine the annual tour as recommended by the Grand Jury. The commission will consider acting upon the proposal at a future meeting.

19-25: Address the following issues and/or revise as part of the new Policy Manual.

1. Emphasize the SBC Regional Parks Mission Statement in the new training program.

2. Prominently post the Mission Statement in each park office and employee break room.

3. Establish measurable performance objectives focused on attaining this mission in each employee's job description and duty statement.

4. Incorporate the measurable results in meeting these performance objectives as part of every training program, employee probation report and annual performance appraisal.

This recommendation is already in practice. Regional Parks began working on the development of a new Mission Statement in February 2019. This statement was developed by the Regional Parks Department Diversity Committee as one of their first tasks. The following Mission Statement was approved and implemented in June 2019 and has been provided to each park

for posting in the employee break room and park office. It will also be included in the new training program that will be implemented by November 2019.

San Bernardino County Regional Parks is dedicated to providing County residents and visitors with opportunities to host and participate in innovative and diverse recreational and educational events, while protecting the County's natural, cultural, historical, and land resources. The Department continues to improve and ensure the availability and integrity of open space activities for all ages and communities.

In 2015, Regional Parks reviewed job descriptions and updated and issued Work Expectations to all staff. The Work Expectations document provides measurable performance objectives for each position. Regional Parks and Human Resources worked together to review job descriptions and update work expectations again beginning in December 2017. Updated Work Expectations were scheduled to be reviewed with each employee by August 30, 2019, and used to determine performance levels on annual work performance evaluations. In addition, a copy of each document will also be included in the policy manual.

19-26: Open all concessions that have been closed in SBC Regional Parks. Actively solicit contractors to operate the concessions. Initiate a cost-sharing startup agreement between SBC Regional Parks and the concessionaire that would incentivize private sector involvement.

The County is implementing the first part of this recommendation, but will not implement the second part of the recommendation.

Regional Parks has conducted quarterly solicitations for the Glen Helen Swim Complex Snack Bar, pedal boats at Yucaipa and Cucamonga Guasti, Equestrian Program at Mojave Narrows, and Lanes General Store, Leatherworks, and Granny's Crafts at Calico. Unfortunately, the department was not able to finalize concessionaires for the Snack Bar at Glen Helen and Equestrian Program at Mojave Narrows. To improve this process, Regional Parks met with County Purchasing on June 17, 2019 to begin using the RFP process to actively solicit and accept proposals for concessions.

Cost-sharing startup agreements with prospective concessionaires would be detrimental to Regional Parks operations and revenue generation.

Repairs to other concession areas have been identified. Regional Parks is working with the Finance Department to develop a plan that responsibly prioritizes funding for these repairs.

19-27: Establish the following programs, policies, and procedures by 12/31/2019:

- 1. Establish a 24/7 security patrol for each park that has RV/tent camping.*
- 2. Replace all barbed wire (cattle fencing) perimeter fencing currently installed at SBC Regional Parks with a security rated fencing material/type.*
- 3. Post and prominently display "No Trespassing" and/or "No Unauthorized Entry" notices as specified in the Penal Code along the entire perimeter fencing of each park.*

4. Establish with the San Bernardino Sheriff's Department a three (3) times per day / once per shift drive through patrol procedure for each park.

5. Require those fishing to visibly display a current and valid fishing permit on their person at all times while fishing or cleaning fish.

Portions of this recommendation are already in practice. Other portions of this recommendation are being implemented. Regional Parks has been working on updating the current camp host program to meet standards established by similar agencies. The rules for this program have been included in the new draft policy manual.

Upon park staff request, local law enforcement patrols campgrounds to address any security concerns. In addition, security guards (armed/unarmed) and/or police are used to assist with holidays and large special events. Regional Parks has not received incident reports that detail heightened incidents of vandalism across the entire system.

Anglers are required to display and/or present fishing permits in accordance with State guidelines. State Fish and Game wardens conduct random checks during their patrols at Regional Parks. Park Rangers also require that anglers provide a copy of their park fishing permit upon request from park staff.

Quotes have been obtained to replace the exterior fencing at Mojave Narrows Regional Park. A CIP will be submitted for approval during the first quarter of Fiscal Year 2020.

19-28: Develop a procedure that monitors and measures SBC Regional Park's visitor satisfaction ratings for each park.

Update monthly and use results to measure visitor satisfaction. The park visitor satisfaction data can also be used to measure park improvements with regard to visitor perception of these improvements and correlation to increase / decrease in attendance levels. (Reference attachment #10 this report for example).

Currently, park users can complete an experience survey on the Regional Parks' website. Park visitors can also submit comments or park experiences using our park email address (parks@parks.sbcounty.gov). Responses to these surveys and inquiries are typically completed within 72 hours of receipt.

Regional Parks is currently working with the County Information Services Department to improve the agency website. As part of this process the survey will be revised and receive a more prominent placement that will encourage input and participation from park visitors and the surrounding community. Data from this module will be used to measure park improvements and visitor satisfaction.

Community surveys were completed as a part of the Master Plan process for Prado Regional Park and grant process for Mojave Narrows. Proposed improvements to both of these facilities are based on these survey results.

SENIOR SERVICES CENTERS – ON THE HORIZON

FINDINGS

F-14: The San Bernardino County Department of Aging and Adult Services questionnaire required to be filled out before the seniors can receive lunch was found to contain inappropriate sexual orientation questions.

The County disagrees with this finding. The California Lesbian, Gay, Bisexual, and Transgender Disparities Reduction Act, AB 959, requires the San Bernardino County Department of Aging and Adult Services to pose the questions at issue to seniors receiving meal services. The questions are part of the intake form used at the congregate meal sites. Completion of the intake form is not required for a senior to receive a meal. Services are not withheld from anyone who declines to answer the AB 959 questions.

RECOMMENDATIONS

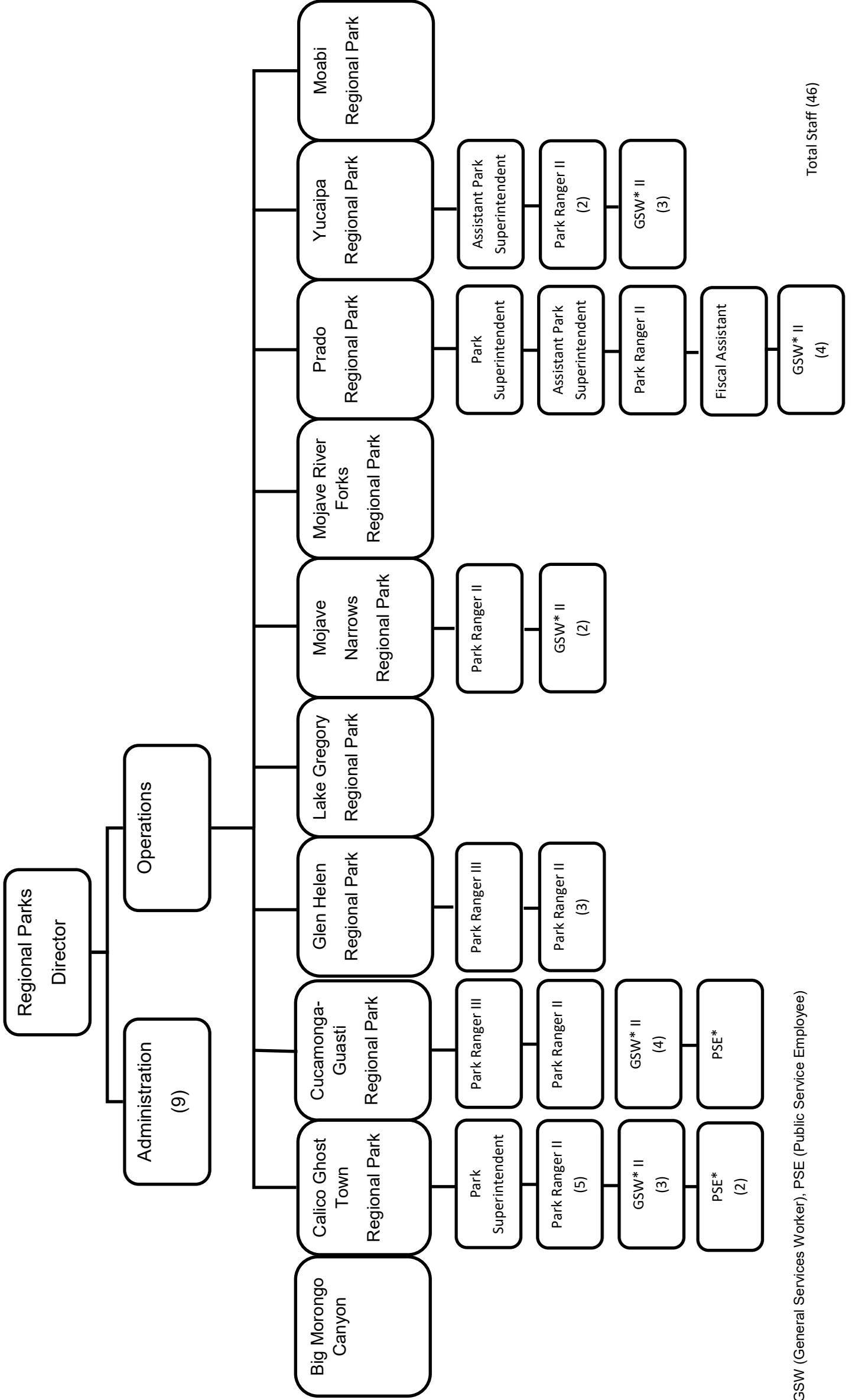
19-61: Bi-annual fire and safety inspections be performed by the San Bernardino County Fire Marshal at all Senior Service Centers.

This recommendation requires further study. Current State and local codes do not authorize mandatory Fire Marshal inspections of what are defined as “Group B” facilities, under which most if not all Senior Services Centers are categorized. The County Fire Marshal will study the issue further and determine a method for either permitting such inspections or otherwise addressing the concerns raised by the Grand Jury.

19-62: An inspection for vermin to be done by San Bernardino County Environment Health Services weekly at all Senior Service Centers in which an infestation has been observed.

This recommendation will be implemented immediately. San Bernardino County Environmental Health Services (EHS) will conduct inspections at least once per week at those senior centers that fall under its regulatory authority and where EHS has identified infestations, until the infestations are resolved.

ATTACHMENT 1



*GSW (General Services Worker), PSE (Public Service Employee)

Total Staff (46)

ATTACHMENT 2
San Bernardino Regional Parks

CALICO GHOST TOWN
PARK WORKFLOW

The Regional Parks Department has created a Park Workflow System to utilize various operational and workflow tools to ensure the successful operation of park facilities. All staff are expected to adhere to and follow all workflow documents and schedules contained herein.

Workflow Schedule: Calico Ghost Town

The use of workflow schedules greatly enhances the efficient workflow of park staff. Park Superintendent/Lead or designee will develop and post a two week master workflow schedule that takes into consideration all service points, restrooms, campgrounds, general maintenance and other assignments. Superintendent/Lead or their designee are expected to post a written workflow schedule every day. The workflow schedule is an official posted document to staff and is expected to be followed as a verbal direction. Staff may not alter the workflow schedule without approval from their supervisor.

Daily Work Reports: Calico Ghost Town

Each park employee will complete and submit a Daily Work Report (DWR) to the office by the end of each work day, which will detail work done on assignments for that day. The accuracy of each report will be checked by the Superintendent/Lead or designee to ensure that work is being completed and that the quality of the work meets standards.

Logs: Calico Ghost Town

Logs have been created for various activities at the park. It is important to accurately and consistently keep each log current.

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Workflow schedules will include the tasks listed below and utilize the designated abbreviations to indicate assigned tasks for staff:

Calico Ghost Town Duties	Code
Split hour	/
Admin/Records	ADM
Break (personal)	B
Break coverage (others)	BKS
Customer Service	CSV
Campground Checks/Customer Service	CCH
Close Gate	CLG
Close Maintenance	CLM
Close Office	CLO
Close Park	CLP
Campgrounds Maintenance	CMP
Gate	GT
Housekeeping (Cabins/Bunkhouses/Displays/Museums)	HKP
Lunch	L
Maintenance/Special Projects	MNT
Office	OFC
Open Gate	OPG
Open Office	OPO
Open Park	OPP
Park Grounds Cleaning & Maintenance	GR
Restrooms Cleaning	RR
Supplies	SUP
Trash	TR

The following pages include definitions of the various duties that staff are expected to perform when assigned on the workflow schedule. Tasks are to be completed within the assigned amount of time as directed by the Park Superintendent/Lead.

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ATTACHMENT 2

San Bernardino Regional Parks

OPENING PROCEDURES AT CALICO GHOST TOWN

Opening procedures include: Office, Park, and Gate.

Each of the four areas of responsibility will be opened by the staff member assigned that duty. All opening procedures will be started promptly at the beginning of the assigned shift and completed before the park opens to visitors. Using the list below, all opening procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. Post
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - b. Flags
 - i. Raise flags at the front gate
 - ii. Make note of flags that need to be replaced and fill out a Park Maintenance Request Form and submit to the office
 - c. Unlock
 - i. Gate house
 - ii. Office
 - iii. Shop
2. OFFICE
 - a. Prepare banks for gate and break staff
 - b. Print
 - i. Daily camping list for gate and kiosks
 - ii. Campsite availability list for gate to give to campers
 - iii. Visitors list
 - iv. Other instructions for gate
3. GATE
 - a. Count and verify opening bank
 - b. Get gate instruction folder with forms, daily camping list, special visitor list, and other information

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San Bernardino Regional Parks

ADMIN/RECORDS AT CALICO GHOST TOWN

The daily designated park ADM will be assigned the administrative duties, along with other maintenance, cleaning, or customer service tasks.

Using the list below, the daily Park Lead shall complete prescribed tasks and coordinate reports sent to the Regional Parks Administration Office.

Duties include, but are not limited to:

1. MORNING
 - a. Communications
 - i. Sign-out and carry park cell phone
 - ii. Make sure each ranger and the gate has a functioning radio
 - b. Daily assignments
 - i. Post Daily Work Flow
 - ii. Make and communicate adjustments as assigned by Superintendent/Lead
 - c. Park Maintenance Requests
 - i. Check PMR log for unfinished or priority requests
 - ii. Prepare PMR daily list for park staff assigned to Maintenance duties
2. LOGS & INSPECTIONS
 - a. Conduct inspections throughout the park as assigned, or as necessary
 - b. Maintain log books
3. PROJECT AUTHORIZATIONS FORMS
 - a. Fill out and submit Project Authorization Forms; this may be delegated as authorized by Superintendent/Lead
4. AFTERNOON
 - a. Send Daily Packet to park manager
 - i. Daily Work Reports
 - ii. Park Maintenance Request Log
 - iii. Refund Requests
 - iv. Customer Service Feedback
 - v. Other logs

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ATTACHMENT 2
San Bernardino Regional Parks

RESTROOMS AT CALICO GHOST TOWN

Restrooms are expected to be checked and cleaned at least twice per day as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect restrooms and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned restroom shift.

Restroom Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the "Restroom Cleaning/Maintenance Log" each time the restroom is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Floors	Sinks	Toilets	Urinals	Counters	Lighting	Stock	Initials	Comments
1/2/2016	9:00AM	√	√	√	√	√	√	√	KP	Faucet on left has a slow drip

These forms are to be removed and filed weekly on Mondays by the Park Lead.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Restroom tasks include, but are not limited to:

1. FLOORS

a. Sweep

- i. Use broom and dust pan to remove dirt, dust, debris from all floors

b. Mop

- i. Use wet mop with sanitizing solution to clean all areas under and around toilets, under sinks, and entrance and walk ways

2. TOILETS

a. Brush/Cloth

- i. Use toilet brush to clean inside bowls, the top and underside of seats, and floor around base of toilet
- ii. Wipe lip and outside of toilet with a wet cleaning cloth
- iii. Leave seats raised to air dry

b. Maintenance

- i. Tighten toilet seats as needed; replace if broken and unrepairable.
- ii. Fix minor leaks at hardware or pipes
- iii. If repairs require more than minor fixes or adjustments, fill out a Park Maintenance Request Form submit to the park ADM designee for assignment

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3. TRASH
 - a. Remove bags from cans, barrels, and sanitary containers
 - b. Replace bags in each
4. SINKS
 - a. Use spray bottle with sanitizing solution or Comet and cleaning cloth to wipe faucet, bowl, rim, and underside of each sink
5. WALLS
 - a. Wipe all walls with cleaning cloth and wet solution to remove dirt, scuffs, and splash marks
 - b. Remove any graffiti or vandalism
 - c. Wipe mirrors using glass cleaner solution and a dry cleaning cloth
 - d. Remove spider webs from corners
6. INFANT CHANGING STATIONS
 - a. Use a spray bottle with sanitizing solution and a cleaning cloth to wipe down infant changing station, inside and out.
 - b. Remove any stains or graffiti
7. CEILINGS AND LIGHTING
 - a. Inspect and clean ceiling area
 - b. Inspect, clean, and make minor repairs to lighting fixtures as needed, including replacement of light bulbs
8. PAPER GOODS
 - a. Restock paper goods and soap as necessary throughout entire restroom
 - b. Inspect, clean, and make minor repairs to broken toilet paper, hand towel, or soap fixtures; if unable to repair, report the necessary repair on a Park Maintenance Request Form and submit to park office.
9. SUPPLY CLOSETS
 - a. Clean area after each use
 - i. Rinse thoroughly all cleaning cloths, brushes, mops, buckets, spray bottles or other tools used
 - ii. Sweep and mop floor to remove dirt or excess liquids
 - iii. Wipe walls and door to remove dirt or excess liquids
 - iv. Clean and organize supply shelves; make a note of supplies needed for next cleaning
 - v. Remove used supplies, equipment, empty containers, or trash from the area; unused supplies and equipment should be returned to shop or supply storage.
 - vi. ENTER DATE, TIME, AND INITIALS ON DAILY LOG

ATTACHMENT 2
San Bernardino Regional Parks

CAMPGROUNDS AT CALICO GHOST TOWN

Campgrounds are expected to be checked as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect campgrounds and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned campground shift.

Campgrounds Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Campground Cleaning/Maintenance Log” each time a campground is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Tables	Trees	Lighting	Signage	Water	Fire Rings	BBQ's	Initials	Comments
1/2/2016	9:00AM	X	X	X	X	X	X	X	KP	Picnic table seat needs repair

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Campground duties include, but are not limited to:

1. GROUNDS

- a. Dirt areas (other than campsites, including surrounding hillsides)
 - i. Remove trash, weeds, other debris
- b. Roadways
 - i. Sweep; remove trash, dirt, rocks, and other debris
- c. Concrete areas (amphitheater, surrounding restrooms)
 - i. Sweep; remove trash, dirt, rocks, and other debris; inspect for damage, graffiti, etc.
- d. Trees
 - i. Trim branches away from RV parking areas; remove excessively drooping limbs and suckers
- e. Signage
 - i. Inspect all signage, including site numbers; clean, repair, replace as needed

2. SITES

- a. Pads
 - i. Clean – remove trash or other debris
 - ii. Smooth – use rake, shovel, or tractor to smooth and level campsites; fill rain ruts
- b. Pedestals
 - i. Inspect – check for any damage and if in working order
- c. Hook-up pads

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- i. Clean
 - d. Water spigots
 - e. Site numbers
3. AMENITIES
- a. Barbeques
 - b. Fire Rings
 - c. Dump Stations
 - d. Kiosks
 - e. Lighting
 - f. Picnic Tables

Park Superintendents/Leads are expected to review the Campground logs at least once per week to ensure proper completion of tasks by staff as well as to identify potential projects or repairs to restroom facilities.



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FRONT GATE AT CALICO GHOST TOWN

Staff members assigned to the gate are the first point of contact for customers entering the park. It is expected that staff follow the County Service First Model of Customer Service when interacting with customers. The primary responsibility for staff scheduled at the front gate is as a cashier which requires staff to follow and adhere to County and Department cash handling guidelines. In addition, staff are to be knowledgeable about amenities, fees, resources and upcoming events or programming occurring with the park.

The park entrance gate will be staffed continually beginning at 7:30 a.m. and closing at 5:00 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park front entrance gate. Staff assigned will perform duties for the period they are assigned.

Gate duties include, but are not limited to:

1. OPENING
 - a. Bank
 - i. Verify daily cash bank
 - b. Logs
 - i. Prepare daily logs
 1. Camping check-in
 2. Survey (as provided)
 - c. Materials
 - i. Prepare visitor materials
2. FEE COLLECTION
 - a. Greet Customers
 - i. "Good morning/afternoon"
 - ii. "Welcome to Calico Ghost Town"
 - iii. "How many visitors do you have?" (Calico only)
 - iv. "What are the ages of your visitors?" (Calico only)
 - b. Collect
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt
3. CAMPING RESERVATIONS
 - a. Log
 - i. Number of visitors checking in
 - ii. Number of vehicles
 - iii. Number of pets
4. CLOSING
 - a. Lock

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- i. Gate house
- b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- c. Logs
 - i. Enter camping reservation check-in information into reservation system
- d. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements



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ATTACHMENT 2
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OFFICE AT CALICO GHOST TOWN

The park office will be staffed daily and continually beginning at 8:30 a.m. and closing at 5:30 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park office. Staff assigned will perform duties for the period they are assigned.

Office duties include, but are not limited to:

1. OPENING
 - a. Bank
 - i. Verify daily cash bank
 - b. Logs
 - i. Prepare daily logs
 1. Camping check-in
 2. Survey (as provided)
 - c. Materials
 - i. Prepare visitor materials
2. FISCAL ACCOUNTING
 - a. Daily and weekly forms; prepare and submit
 - b. Bank deposit
3. CUSTOMER SERVICE
 - a. Greet customers (at counter or on telephone)
 - i. "Good morning/afternoon"
 - ii. "Welcome to" (counter) or "Thank you for calling" (phone) "_____"
 - iii. "This is NAME, how may I help you?" (phone)
 - b. Fee collection
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt
4. RESERVATIONS
 - a. Camping
 - b. School
 - c. Other (wedding, event, etc.)
5. ADMINISTRATIVE
 - a. Logs
 - i. Daily Work Reports
 - ii. Maintenance Requests
 - iii. Other logs
6. CLOSING
 - a. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - b. Logs

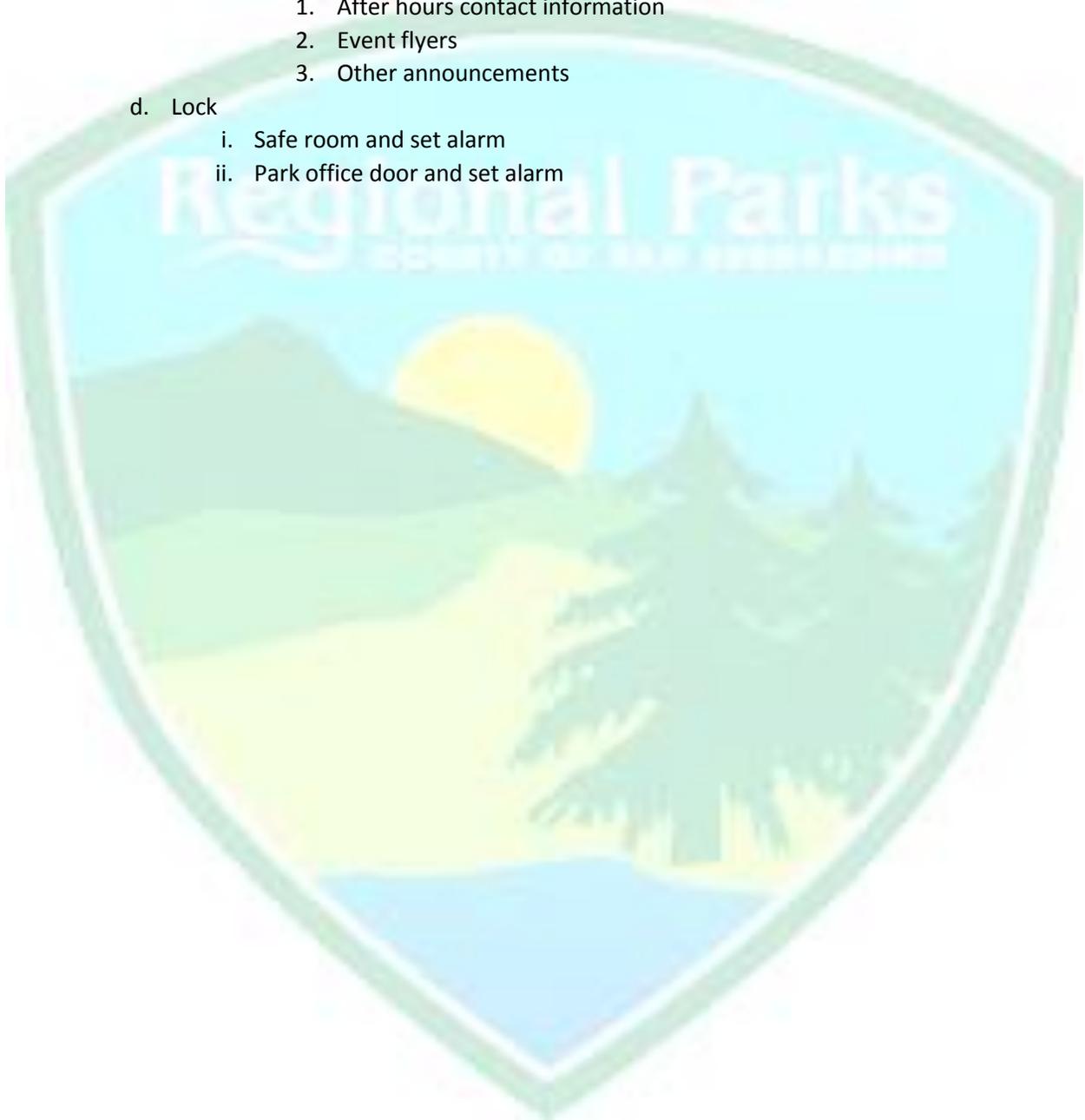
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ATTACHMENT 2
San Bernardino Regional Parks

- i. Enter camping reservation check-in information into reservation system

- c. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements

- d. Lock
 - i. Safe room and set alarm
 - ii. Park office door and set alarm



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ATTACHMENT 2
San Bernardino Regional Parks

PARK GROUNDS CLEANING & MAINTENANCE AT CALICO GHOST TOWN

Park Grounds will be checked as assigned using the list below. Inspections of all areas should be done when assigned parks grounds duty.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If extensive work is required routine maintenance, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Park Grounds duties include, but are not limited to:

1. TRASH
 - a. Remove trash from all areas of the park grounds
2. FENCES
 - a. Parking lot
3. WALKWAYS
 - a. Playground area
 - b. Restrooms
 - c. Pool area
 - d. Parking areas
4. HANDRAILS
 - a. Steps
5. GARDEN AREAS
 - a. Trees
 - b. Weeds
 - c. Debris
 - d. Displays
6. SIGNAGE
7. PARKING LOTS
 - a. Trash
 - b. Debris
8. AMENITIES
 - a. Benches
 - b. Picnic Tables

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ATTACHMENT 2
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GENERAL MAINTENANCE AT CALICO GHOST TOWN

Park employees assigned to maintenance will be given a daily list of outstanding or priority projects to be completed or worked on throughout the day.

General maintenance duties include, but are not limited to:

1. RESTROOMS
2. BUILDINGS
3. WATER/SEWER LINES
4. HEATING/VENTALATION/COOLING SYSTEMS
5. CAMPGROUNDS
6. PARK GROUNDS
7. PARK YARD/SHOP/BONE YARD
 - a. Work benches
 - b. Equipment
 - c. Storage areas
 - i. Tools
 - ii. Parts and supplies
 - iii. Hazardous materials storage areas
 - iv. Event decorations
 - v. Outside containers
 - d. Employee lockers
 - e. Vehicle parking
 - f. Fuel station
 - g. Water tanks area



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ATTACHMENT 2
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HOUSEKEEPING AT CALICO GHOST TOWN

Housekeeping duty includes the cleaning and maintenance of all park and display areas, including:

Using the list below, each area listed will be inspected, cleaned, and maintained when assigned housekeeping "HKP" duty

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Housekeeping duties include, but are not limited to:

1. Clean office
2. Clean Maintenance Shop
3. Organize supply sheds
4. Clean and service tools
5. Clean Gate House



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ATTACHMENT 2
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CLOSING PROCEDURES AT CALICO GHOST TOWN

Closing procedures include: Park, Office, Maintenance, and Gate.

Each of the four areas of responsibility will be closed by the staff member assigned that duty. All closing procedures will be started at the appointed time near the end of the assigned shift and completed when the park has closed to visitors. Using the list below, all closing procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. File
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - iii. Daily Staff Work Reports
 - b. Flags
 - i. Lower flags at the front gate and in town
 - ii. Fold properly and store in designated location
 - c. Lock
 - i. Restrooms
2. OFFICE
 - a. Post
 - i. Daily Communication
 - b. Lock
 - i. Arm safe room alarm
 - ii. Lock front door
3. GATE
 - a. Lock
 - i. Gate house
 - b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - c. Logs
 - i. Enter camping reservation check-in information into reservation system
 - ii. Enter bus tracking information into electronic log
 - d. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 1. After hours contact information
 2. Event flyers

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ATTACHMENT 2
San Bernardino Regional Parks

3. Other announcements



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ATTACHMENT 3
San Bernardino Regional Parks

GLEN HELEN REGIONAL PARK OPERATIONS

PARK WORKFLOW

The Regional Parks Department has created a Park Workflow System to utilize various operational and workflow tools to ensure the successful operation of park facilities. All staff are expected to adhere to and follow all workflow documents and schedules contained herein.

Workflow Schedule: GLEN Helen Regional Park

The use of workflow schedules greatly enhances the efficient workflow of park staff. Park Superintendent/Lead or designee will develop and post a two week master workflow schedule that takes into consideration all service points, restrooms, campgrounds, general maintenance and other assignments. Superintendent/Lead or their designee are expected to post a written workflow schedule every day. The workflow schedule is an official posted document to staff and is expected to be followed as a verbal direction. Staff may not alter the workflow schedule without approval from their supervisor.

Daily Work Reports: GLEN Helen Regional Park

Each park employee will complete and submit a Daily Work Report (DWR) to the office by the end of each work day, which will detail work done on assignments for that day. The accuracy of each report will be checked by the Superintendent/Lead or designee to ensure that work is being completed and that the quality of the work meets standards.

Logs: GLEN Helen Regional Park

Logs have been created for various activities at the park. It is important to accurately and consistently keep each log current.

Glen Helen Regional Park
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Workflow schedules will include the tasks listed below and utilize the designated abbreviations to indicate assigned tasks for staff:

Glen Helen Duties	Code
Split hour	/
Admin/Records	ADM
Break (personal)	B
Break coverage (others)	BKS
Customer Service	CSV
Close pool area	CLPA
Campground Checks/Customer Service	CCH
Close Gate	CLG
Close Maintenance	CLM
Close Office	CLO
Close Park	CLP
Campgrounds Maintenance	CMP
Gate	GT
Housekeeping (Gate, breakroom, maintenance area, office)	HKP
Lunch	L
Maintenance/Special Projects	MNT
Office	OFC
Open Gate	OPG
Open Office	OPO
Open Park	OPP
Park Grounds Cleaning & Maintenance	GR
Restrooms Cleaning	RR
Supplies	SUP
Trash	TR
Pool maintenance	PM

The following pages include definitions of the various duties that staff are expected to perform when assigned on the workflow schedule. Tasks are to be completed within the assigned amount of time as directed by the Park Superintendent/Lead.

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OPENING PROCEDURES AT GLEN HELEN REGIONAL PARK

Opening procedures include: Office, Park, and Gate.

Each of the four areas of responsibility will be opened by the staff member assigned that duty. All opening procedures will be started promptly at the beginning of the assigned shift and completed before the park opens to visitors. Using the list below, all opening procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. Post
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - b. Flags
 - i. Raise flags at the front gate
 - ii. Make note of flags that need to be replaced and fill out a Park Maintenance Request Form and submit to the office
 - c. Unlock
 - i. Shop
 - ii. Office
 - iii. Gate house
 - iv. Restrooms
2. OFFICE
 - a. Prepare banks for gate and break staff
3. GATE
 - a. Count and verify opening bank
 - b. Get gate instruction folder with forms, daily camping list, special visitor list, and other information

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ADMIN/RECORDS AT GLEN HELEN REGIONAL PARK

The daily designated park ADM will be assigned the administrative duties, along with other maintenance, cleaning, or customer service tasks.

Using the list below, the daily Park Lead shall complete prescribed tasks and coordinate reports sent to the Regional Parks Administration Office.

Duties include, but are not limited to:

1. MORNING

- a. Communications
 - i. Sign-out and carry park cell phone
 - ii. Make sure each ranger and the gate has a functioning radio
- b. Daily assignments
 - i. Post Daily Work Flow
 - ii. Make and communicate adjustments as assigned by Superintendent/Lead
- c. Park Maintenance Requests
 - i. Check PMR log for unfinished or priority requests
 - ii. Prepare PMR daily list for park staff assigned to Maintenance duties

2. LOGS & INSPECTIONS

- a. Conduct inspections throughout the park as assigned, or as necessary
- b. Maintain log books

3. PROJECT AUTHORIZATIONS FORMS

- a. Fill out and submit Project Authorization Forms; this may be delegated as authorized by Superintendent/Lead

4. AFTERNOON

- a. Send Daily Packet to park manager
 - i. Daily Work Reports
 - ii. Park Maintenance Request Log
 - iii. Refund Requests
 - iv. Customer Service Feedback
 - v. Other logs

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RESTROOMS AT GLEN HELEN REGIONAL PARK

Restrooms are expected to be checked and cleaned at least twice per day as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect restrooms and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned restroom shift.

Restroom Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Restroom Cleaning/Maintenance Log” each time the restroom is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Floors	Sinks	Toilets	Urinals	Counters	Lighting	Stock	Initials	Comments
1/2/2016	9:00AM	√	√	√	√	√	√	√	KP	Faucet on left has a slow drip

These forms are to be removed and filed weekly on Mondays by the Park Lead.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Restroom tasks include, but are not limited to:

1. FLOORS

- a. Sweep
 - i. Use broom and dust pan to remove dirt, dust, debris from all floors
- b. Mop
 - i. Use wet mop with sanitizing solution to clean all areas under and around toilets, under sinks, and entrance and walk ways

2. TOILETS

- a. Brush/Cloth
 - i. Use toilet brush to clean inside bowls, the top and underside of seats, and floor around base of toilet
 - ii. Wipe lip and outside of toilet with a wet cleaning cloth
 - iii. Leave seats raised to air dry
- b. Maintenance

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- i. Tighten toilet seats as needed; replace if broken and unrepairable.
 - ii. Fix minor leaks at hardware or pipes
 - iii. If repairs require more than minor fixes or adjustments, fill out a Park Maintenance Request Form submit to the park ADM designee for assignment
3. TRASH
 - a. Remove bags from cans, barrels, and sanitary containers
 - b. Replace bags in each
4. SINKS
 - a. Use spray bottle with sanitizing solution or Comet and cleaning cloth to wipe faucet, bowl, rim, and underside of each sink
5. WALLS
 - a. Wipe all walls with cleaning cloth and wet solution to remove dirt, scuffs, and splash marks
 - b. Remove any graffiti or vandalism
 - c. Wipe mirrors using glass cleaner solution and a dry cleaning cloth
 - d. Remove spider webs from corners
6. INFANT CHANGING STATIONS
 - a. Use a spray bottle with sanitizing solution and a cleaning cloth to wipe down infant changing station, inside and out.
 - b. Remove any stains or graffiti
7. CEILINGS AND LIGHTING
 - a. Inspect and clean ceiling area
 - b. Inspect, clean, and make minor repairs to lighting fixtures as needed, including replacement of light bulbs
8. PAPER GOODS
 - a. Restock paper goods and soap as necessary throughout entire restroom
 - b. Inspect, clean, and make minor repairs to broken toilet paper, hand towel, or soap fixtures; if unable to repair, report the necessary repair on a Park Maintenance Request Form and submit to park office.
9. SUPPLY CLOSETS
 - a. Clean area after each use
 - i. Rinse thoroughly all cleaning cloths, brushes, mops, buckets, spray bottles or other tools used
 - ii. Sweep and mop floor to remove dirt or excess liquids
 - iii. Wipe walls and door to remove dirt or excess liquids
 - iv. Clean and organize supply shelves; make a note of supplies needed for next cleaning

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- v. Remove used supplies, equipment, empty containers, or trash from the area; unused supplies and equipment should be returned to shop or supply storage.
- vi. ENTER DATE, TIME, AND INITIALS ON DAILY LOG

CAMPGROUNDS AT GLEN HELEN REGIONAL PARK

Campgrounds are expected to be checked as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect campgrounds and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned campground shift.

Campgrounds Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the "Campground Cleaning/Maintenance Log" each time a campground is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Tables	Trees	Lighting	Signage	Water	Fire Rings	BBQ's	Initials	Comments
1/2/2016	9:00AM	X	X	X	X	X	X	X	KP	Picnic table seat needs repair

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Campground duties include, but are not limited to:

1. GROUNDS
 - a. Dirt areas (other than campsites, including surrounding hillsides)
 - i. Remove trash, weeds, other debris
 - b. Roadways
 - i. Sweep; remove trash, dirt, rocks, and other debris
 - c. Concrete areas (amphitheater, surrounding restrooms)
 - i. Sweep; remove trash, dirt, rocks, and other debris; inspect for damage, graffiti, etc.
 - d. Trees
 - i. Trim branches away from RV parking areas; remove excessively drooping limbs and suckers
 - e. Signage

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- i. Inspect all signage, including site numbers; clean, repair, replace as needed

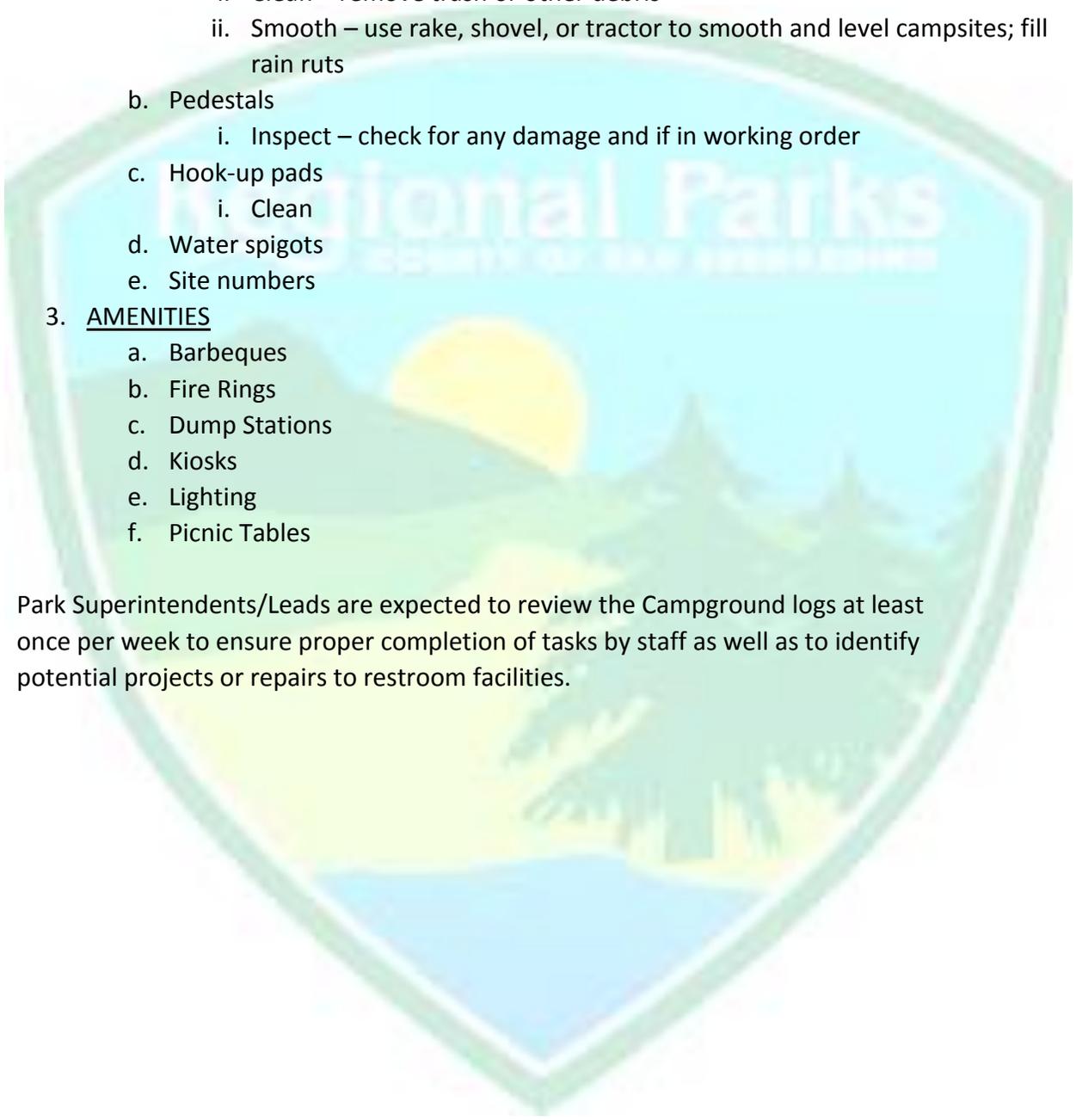
2. SITES

- a. Pads
 - i. Clean – remove trash or other debris
 - ii. Smooth – use rake, shovel, or tractor to smooth and level campsites; fill rain ruts
- b. Pedestals
 - i. Inspect – check for any damage and if in working order
- c. Hook-up pads
 - i. Clean
- d. Water spigots
- e. Site numbers

3. AMENITIES

- a. Barbeques
- b. Fire Rings
- c. Dump Stations
- d. Kiosks
- e. Lighting
- f. Picnic Tables

Park Superintendents/Leads are expected to review the Campground logs at least once per week to ensure proper completion of tasks by staff as well as to identify potential projects or repairs to restroom facilities.



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FRONT GATE AT GLEN HELEN REGIONAL PARK

Staff members assigned to the gate are the first point of contact for customers entering the park. It is expected that staff follow the County Service First Model of Customer Service when interacting with customers. The primary responsibility for staff scheduled at the front gate is as a cashier which requires staff to follow and adhere to County and Department cash handling guidelines. In addition, staff are to be knowledgeable about amenities, fees, resources and upcoming events or programming occurring with the park.

The park entrance gate will be staffed continually beginning at 7:30 a.m. and closing at 5:00 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park front entrance gate. Staff assigned will perform duties for the period they are assigned.

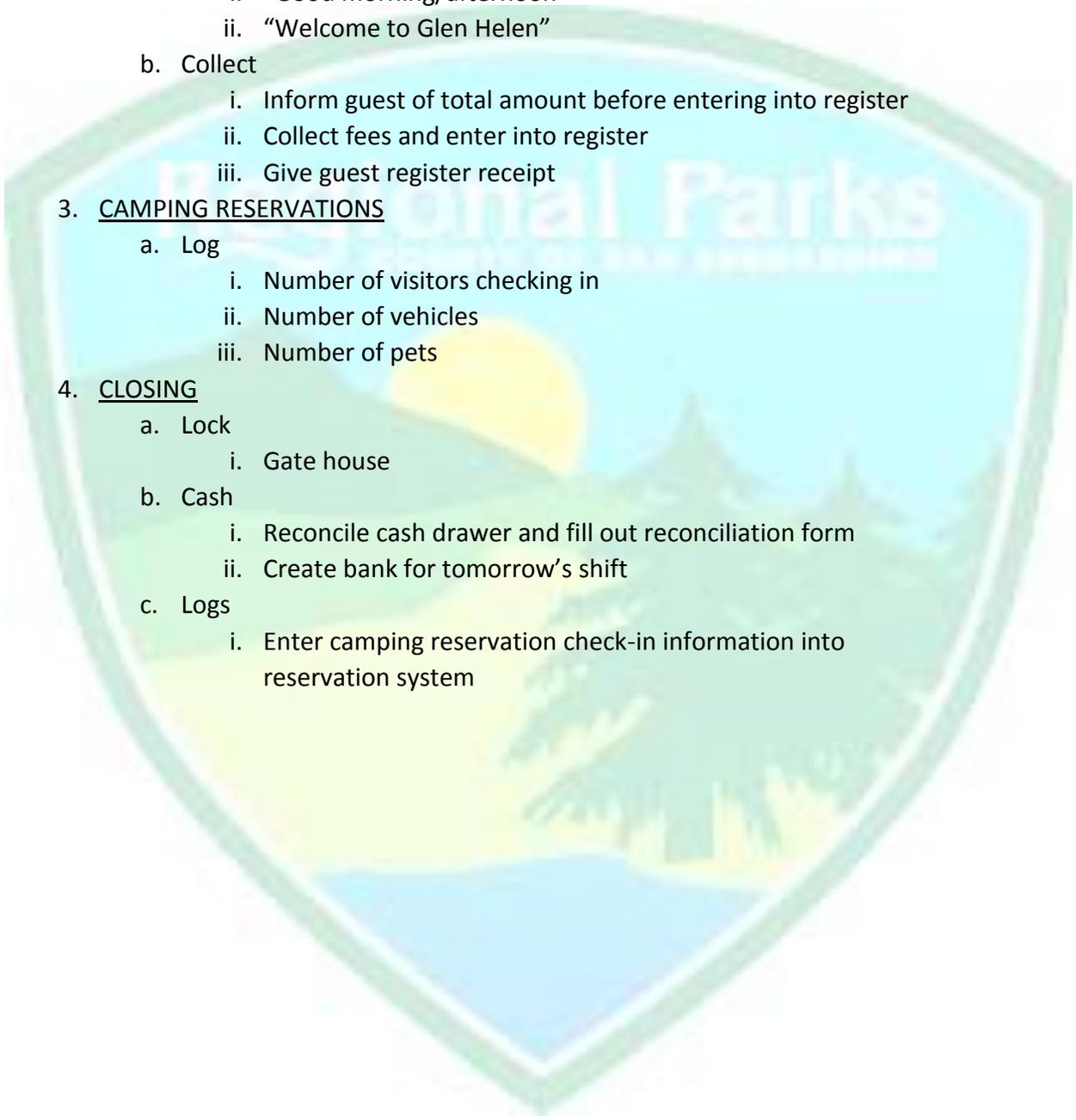
Gate duties include, but are not limited to:

1. OPENING
 - a. Bank
 - i. Verify daily cash bank
 - b. Logs
 - i. Prepare daily logs
 1. Camping check-in
 2. Survey (as provided)

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- c. Materials
 - i. Prepare visitor materials
- 2. FEE COLLECTION
 - a. Greet Customers
 - i. "Good morning/afternoon"
 - ii. "Welcome to Glen Helen"
 - b. Collect
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt
- 3. CAMPING RESERVATIONS
 - a. Log
 - i. Number of visitors checking in
 - ii. Number of vehicles
 - iii. Number of pets
- 4. CLOSING
 - a. Lock
 - i. Gate house
 - b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - c. Logs
 - i. Enter camping reservation check-in information into reservation system



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OFFICE PROCEDURES AT GLEN HELEN REGIONAL PARK

The park office will be staffed daily and continually beginning at 8:30 a.m. and closing at 5:30 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park office. Staff assigned will perform duties for the period they are assigned.

Office duties include, but are not limited to:

1. OPENING
 - a. Bank
 - i. Verify daily cash bank
 - b. Materials
 - i. Prepare visitor materials
2. FISCAL ACCOUNTING
 - a. Daily and weekly forms; prepare and submit
 - b. Bank deposit
3. ADMINISTRATIVE
 - a. Logs
 - i. Daily Work Reports
 - ii. Maintenance Requests
 - iii. Other logs
4. CLOSING
 - a. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - b. Lock
 - i. Safe room and set alarm
 - ii. Park office door and set alarm

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PARK GROUNDS CLEANING & MAINTENANCE AT GLEN HELEN REGIONAL PARK

Park Grounds will be checked as assigned using the list below. Inspections of all areas should be done when assigned parks grounds duty.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If extensive work is required routine maintenance, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Park Grounds duties include, but are not limited to:

1. TRASH
 - a. Remove trash from all areas of the park grounds
2. FENCES
 - a. Parking lot
3. WALKWAYS
 - a. Playground area
 - b. Restrooms
 - c. Pool area
 - d. Parking areas
4. GARDEN AREAS
 - a. Trees
 - b. Weeds
 - c. Debris
 - d. Displays
5. SIGNAGE
6. PARKING LOTS
 - a. Trash
 - b. Debris
7. AMENITIES
 - a. Benches
 - b. Picnic Tables

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GENERAL MAINTENANCE GLEN HELEN REGIONAL PARK

Park employees assigned to maintenance will be given a daily list of outstanding or priority projects to be completed or worked on throughout the day.

General maintenance duties include, but are not limited to:

1. RESTROOMS
2. BUILDINGS
3. WATER/SEWER LINES
4. CAMPGROUNDS
5. PARK GROUNDS
6. PARK YARD/SHOP/BONE YARD
 - a. Work benches
 - b. Equipment
 - c. Storage areas
 - i. Tools
 - ii. Parts and supplies
 - iii. Hazardous materials storage areas
 - iv. Event decorations
 - v. Outside containers
 - d. Employee lockers
 - e. Vehicle parking
 - f. Fuel station
 - g. Water tanks area



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HOUSEKEEPING AT GLEN HELEN REGIONAL PARK

Housekeeping duty includes the cleaning and maintenance of all park and display areas, including:

Using the list below, each area listed will be inspected, cleaned, and maintained when assigned housekeeping "HKP" duty

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Housekeeping duties include, but are not limited to:

1. Clean office
2. Clean Shop
3. Organize supply sheds
4. Clean and service tools
5. Clean Gate House



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CLOSING PROCEDURES GLEN HELEN REGIONAL PARK

Closing procedures include: Park, Office, Maintenance, and Gate.

Each of the four areas of responsibility will be closed by the staff member assigned that duty. All closing procedures will be started at the appointed time near the end of the assigned shift and completed when the park has closed to visitors. Using the list below, all closing procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

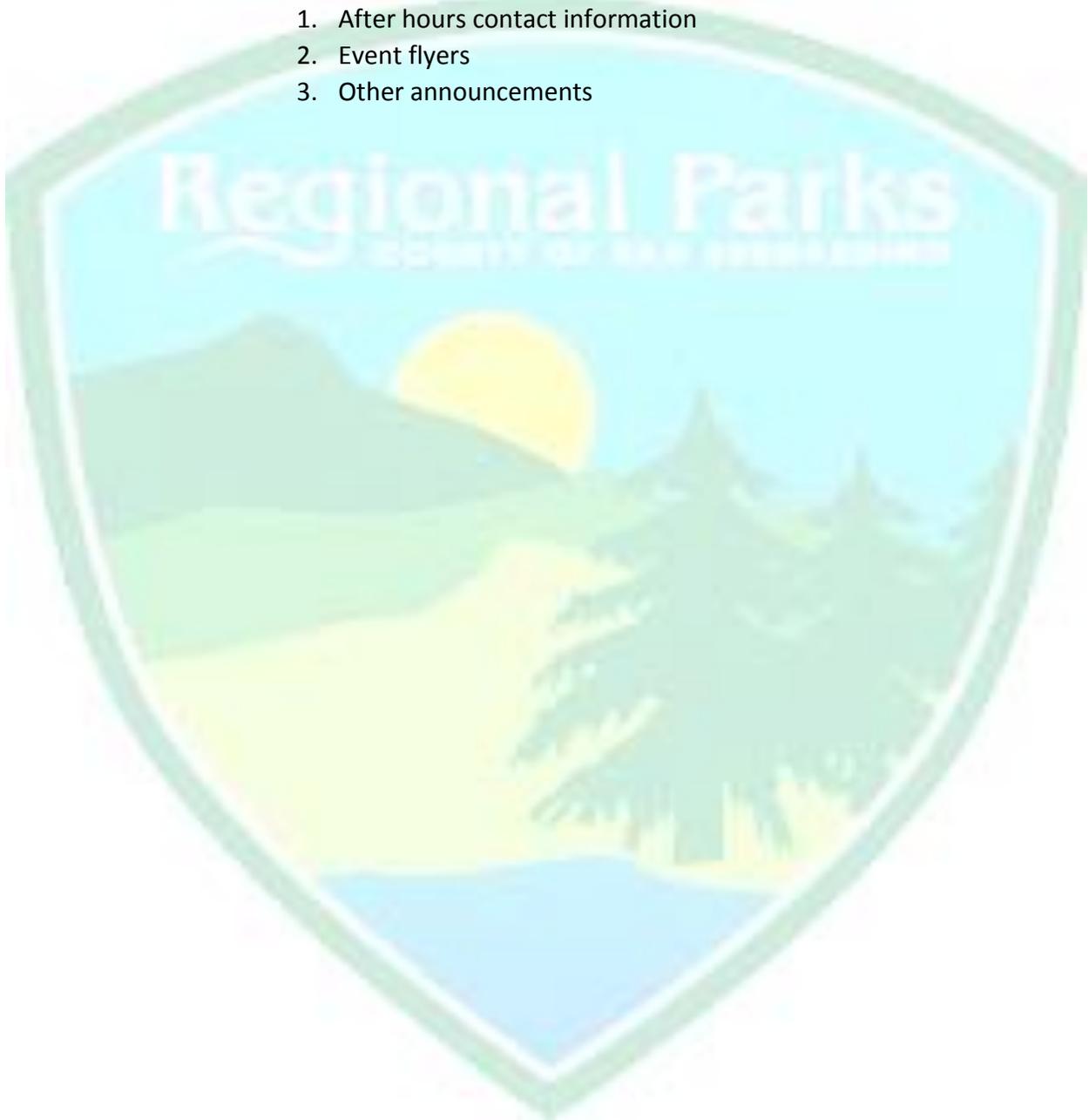
Opening duties include, but are not limited to:

1. PARK
 - a. File
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - iii. Daily Staff Work Reports
 - b. Flags
 - i. Lower flags at the front gate and in town
 - ii. Fold properly and store in designated location
 - c. Lock
 - i. Restrooms
 - ii. Pool area
2. OFFICE
 - a. Post
 - i. Daily Communication
 - b. Lock
 - i. Arm safe room alarm
 - ii. Lock front door
3. MAINTENANCE
 - a. Lake pumps shut off
4. GATE
 - a. Lock
 - i. Gate house
 - b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - c. Logs

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- i. Enter camping reservation check-in information into reservation system
- ii. Enter bus tracking information into electronic log
- d. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements



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ATTACHMENT 4
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GUASTI REGIONAL PARK OPERATIONS

PARK WORKFLOW

The Regional Parks Department has created a Park Workflow System to utilize various operational and workflow tools to ensure the successful operation of park facilities. All staff are expected to adhere to and follow all workflow documents and schedules contained herein.

Workflow Schedule: Guasti Regional Park

The use of workflow schedules greatly enhances the efficient workflow of park staff. Park Superintendent/Lead or designee will develop and post a two week master workflow schedule that takes into consideration all service points, restrooms, campgrounds, general maintenance and other assignments. Superintendent/Lead or their designee are expected to post a written workflow schedule every day. The workflow schedule is an official posted document to staff and is expected to be followed as a verbal direction. Staff may not alter the workflow schedule without approval from their supervisor.

Daily Work Reports: Guasti Regional Park

Each park employee will complete and submit a Daily Work Report (DWR) to the office by the end of each work day, which will detail work done on assignments for that day. The accuracy of each report will be checked by the Superintendent/Lead or designee to ensure that work is being completed and that the quality of the work meets standards.

Logs: Guasti Regional Park

Logs have been created for various activities at the park. It is important to accurately and consistently keep each log current.

ATTACHMENT 4
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Workflow schedules will include the tasks listed below and utilize the designated abbreviations to indicate assigned tasks for staff:

Guasti Regional Park Duties	Code
Split hour	/
Admin/Records	ADM
Break (personal)	B
Break coverage (others)	BKS
Customer Service	CSV
Close pool area	CLPA
Campground Checks/Customer Service	CCH
Close Gate	CLG
Close Maintenance	CLM
Close Office	CLO
Close Park	CLP
Campgrounds Maintenance	CMP
Gate	GT
Housekeeping	HKP
Lunch	L
Maintenance/Special Projects	MNT
Office	OFC
Open Gate	OPG
Open Office	OPO
Open Park	OPP
Park Grounds Cleaning & Maintenance	GR
Restrooms Cleaning	RR
Supplies	SUP
Trash	TR

The following pages include definitions of the various duties that staff are expected to perform when assigned on the workflow schedule. Tasks are to be completed within the assigned amount of time as directed by the Park Superintendent/Lead.

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OPENING PROCEDURES GUASTI REGIONAL PARK

Opening procedures include: Office, Park, and Gate.

Each of the four areas of responsibility will be opened by the staff member assigned that duty. All opening procedures will be started promptly at the beginning of the assigned shift and completed before the park opens to visitors. Using the list below, all opening procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. Post
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - b. Flags
 - i. Raise flags at the front gate
 - ii. Make note of flags that need to be replaced and fill out a Park Maintenance Request Form and submit to the office
 - c. Unlock
 - i. Gate house
 - ii. Office
 - iii. Shop
2. OFFICE
 - a. Prepare banks for gate and break staff
 - b. Print
 - i. Daily camping list for gate and kiosks
 - ii. Campsite availability list for gate to give to campers
 - iii. Visitors list
 - iv. Other instructions for gate
3. GATE
 - a. Count and verify opening bank
 - b. Get gate instruction folder with forms, daily camping list, special visitor list, and other information

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ADMIN/RECORDS GUASTI REGIONAL PARK

The daily designated park ADM will be assigned the administrative duties, along with other maintenance, cleaning, or customer service tasks.

Using the list below, the daily Park Lead shall complete prescribed tasks and coordinate reports sent to the Regional Parks Administration Office.

Duties include, but are not limited to:

1. MORNING
 - a. Communications
 - i. Sign-out and carry park cell phone
 - ii. Make sure each ranger and the gate has a functioning radio
 - b. Daily assignments
 - i. Post Daily Work Flow
 - ii. Make and communicate adjustments as assigned by Superintendent/Lead
 - c. Park Maintenance Requests
 - i. Check PMR log for unfinished or priority requests
 - ii. Prepare PMR daily list for park staff assigned to Maintenance duties
2. LOGS & INSPECTIONS
 - a. Conduct inspections throughout the park as assigned, or as necessary
 - b. Maintain log books
3. PROJECT AUTHORIZATIONS FORMS
 - a. Fill out and submit Project Authorization Forms; this may be delegated as authorized by Superintendent/Lead
4. AFTERNOON
 - a. Send Daily Packet to park manager
 - i. Daily Work Reports
 - ii. Park Maintenance Request Log
 - iii. Refund Requests
 - iv. Customer Service Feedback
 - v. Other logs

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RESTROOMS GUASTI REGIONAL PARK

Restrooms are expected to be checked and cleaned at least twice per day as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect restrooms and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned restroom shift.

Restroom Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Restroom Cleaning/Maintenance Log” each time the restroom is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Floors	Sinks	Toilets	Urinals	Counters	Lighting	Stock	Initials	Comments
1/2/2016	9:00AM	✓	✓	✓	✓	✓	✓	✓	KP	Faucet on left has a slow drip

These forms are to be removed and filed weekly on Mondays by the Park Lead.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Restroom tasks include, but are not limited to:

1. FLOORS

a. Sweep

- i. Use broom and dust pan to remove dirt, dust, debris from all floors

b. Mop

- i. Use wet mop with sanitizing solution to clean all areas under and around toilets, under sinks, and entrance and walk ways

2. TOILETS

a. Brush/Cloth

- i. Use toilet brush to clean inside bowls, the top and underside of seats, and floor around base of toilet
- ii. Wipe lip and outside of toilet with a wet cleaning cloth
- iii. Leave seats raised to air dry

b. Maintenance

- i. Tighten toilet seats as needed; replace if broken and unrepairable.

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- ii. Fix minor leaks at hardware or pipes
 - iii. If repairs require more than minor fixes or adjustments, fill out a Park Maintenance Request Form submit to the park ADM designee for assignment
3. TRASH
- a. Remove bags from cans, barrels, and sanitary containers
 - b. Replace bags in each
4. SINKS
- a. Use spray bottle with sanitizing solution or Comet and cleaning cloth to wipe faucet, bowl, rim, and underside of each sink
5. WALLS
- a. Wipe all walls with cleaning cloth and wet solution to remove dirt, scuffs, and splash marks
 - b. Remove any graffiti or vandalism
 - c. Wipe mirrors using glass cleaner solution and a dry cleaning cloth
 - d. Remove spider webs from corners
6. INFANT CHANGING STATIONS
- a. Use a spray bottle with sanitizing solution and a cleaning cloth to wipe down infant changing station, inside and out.
 - b. Remove any stains or graffiti
7. CEILING AND LIGHTING
- a. Inspect and clean ceiling area
 - b. Inspect, clean, and make minor repairs to lighting fixtures as needed, including replacement of light bulbs
8. PAPER GOODS
- a. Restock paper goods and soap as necessary throughout entire restroom
 - b. Inspect, clean, and make minor repairs to broken toilet paper, hand towel, or soap fixtures; if unable to repair, report the necessary repair on a Park Maintenance Request Form and submit to park office.
9. SUPPLY CLOSETS
- a. Clean area after each use
 - i. Rinse thoroughly all cleaning cloths, brushes, mops, buckets, spray bottles or other tools used
 - ii. Sweep and mop floor to remove dirt or excess liquids
 - iii. Wipe walls and door to remove dirt or excess liquids
 - iv. Clean and organize supply shelves; make a note of supplies needed for next cleaning
 - v. Remove used supplies, equipment, empty containers, or trash from the area; unused supplies and equipment should be returned to shop or supply storage.
 - vi. ENTER DATE, TIME, AND INITIALS ON DAILY LOG

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San Bernardino Regional Parks

OFFICE AT GUASTI REGIONAL PARK

The park office will be staffed daily and continually beginning at 8:30 a.m. and closing at 5:30 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park office. Staff assigned will perform duties for the period they are assigned.

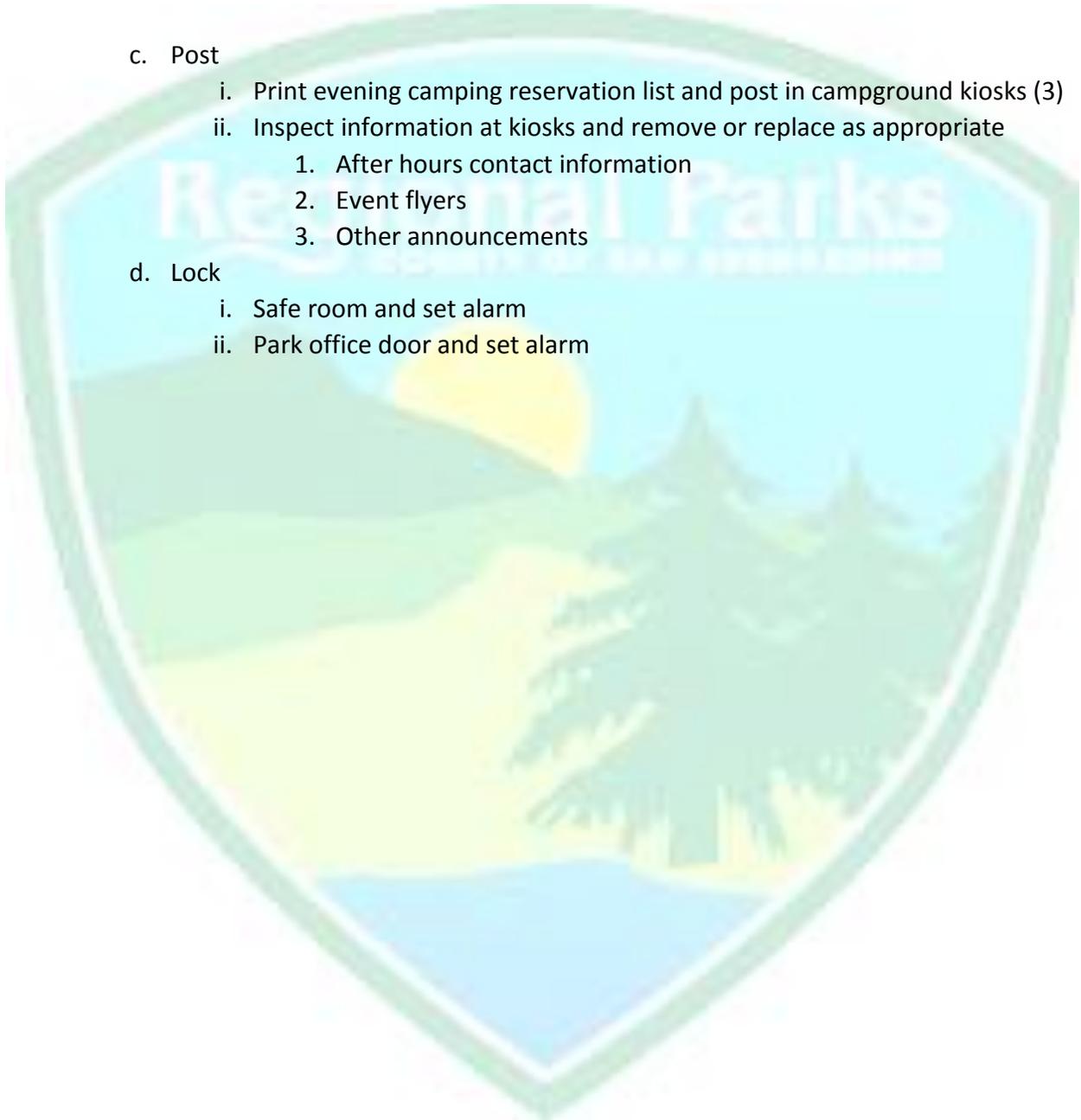
Office duties include, but are not limited to:

1. OPENING
 - a. Bank
 - i. Verify daily cash bank
 - b. Logs
 - i. Prepare daily logs
 1. Camping check-in
 2. Survey (as provided)
 - c. Materials
 - i. Prepare visitor materials
2. FISCAL ACCOUNTING
 - a. Daily and weekly forms; prepare and submit
 - b. Bank deposit
3. CUSTOMER SERVICE
 - a. Greet customers (at counter or on telephone)
 - i. "Good morning/afternoon"
 - ii. "Welcome to Guasti Regional park"
 - iii. "Thank you for calling Guasti Regional Park"
 - iv. "This is NAME, how may I help you?"
 - b. Fee collection
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt
4. RESERVATIONS
 - a. School
 - b. Other (wedding, event, etc.)
5. ADMINISTRATIVE
 - a. Logs
 - i. Daily Work Reports
 - ii. Maintenance Requests
 - iii. Other logs
6. CLOSING

Address: 800 N Archibald Ave, Ontario, CA 91764

ATTACHMENT 4
San Bernardino Regional Parks

- a. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- b. Logs
 - i. Enter camping reservation check-in information into reservation system
- c. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements
- d. Lock
 - i. Safe room and set alarm
 - ii. Park office door and set alarm



ATTACHMENT 4
San Bernardino Regional Parks

PARK GROUNDS CLEANING & MAINTENANCE AT GUSTI REGIONAL PARK

Park Grounds will be checked as assigned using the list below. Inspections of all areas should be done when assigned parks grounds duty.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If extensive work is required routine maintenance, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Park Grounds duties include, but are not limited to:

1. TRASH
 - a. Remove trash from all areas of the park grounds
2. FENCES
 - a. Parking lot
3. WALKWAYS
 - a. Playground area
 - b. Restrooms
 - c. Parking areas
4. HANDRAILS
 - a. Steps
5. GARDEN AREAS
 - a. Trees
 - b. Weeds
 - c. Debris
 - d. Displays
6. SIGNAGE
7. PARKING LOTS
 - a. Trash
 - b. Debris
8. AMENITIES
 - a. Benches
 - b. Picnic Tables
9. POOL AREA
 - a. Debris
 - b. Restrooms
 - c. Walkways

ATTACHMENT 4
San Bernardino Regional Parks

GENERAL MAINTENANCE AT GUSTI REGIONAL PARK

Park employees assigned to maintenance will be given a daily list of outstanding or priority projects to be completed or worked on throughout the day.

General maintenance duties include, but are not limited to:

1. RESTROOMS
2. BUILDINGS
3. WATER/SEWER LINES
4. HEATING/VENTALATION/COOLING SYSTEMS
5. CAMPGROUNDS
6. PARK GROUNDS
7. PARK YARD/SHOP/BONE YARD
 - a. Work benches
 - b. Equipment
 - c. Storage areas
 - i. Tools
 - ii. Parts and supplies
 - iii. Hazardous materials storage areas
 - iv. Event decorations
 - v. Outside containers
 - d. Employee lockers
 - e. Vehicle parking
 - f. Fuel station

ATTACHMENT 4
San Bernardino Regional Parks

HOUSEKEEPING AT GUSTI REGIONAL PARK

Housekeeping duty includes the cleaning and maintenance of all park and display areas, including:

Using the list below, each area listed will be inspected, cleaned, and maintained when assigned housekeeping "HKP" duty

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Housekeeping duties include, but are not limited to:

1. Clean office
2. Clean Shop
3. Organize supply sheds
4. Clean and service tools
5. Clean Gate House
6. Clean Pool Office
7. Clean Snack Bar

ATTACHMENT 4
San Bernardino Regional Parks

CLOSING PROCEDURES

Closing procedures include: Park, Office, Maintenance, and Gate.

Each of the four areas of responsibility will be closed by the staff member assigned that duty. All closing procedures will be started at the appointed time near the end of the assigned shift and completed when the park has closed to visitors. Using the list below, all closing procedures will be performed daily.

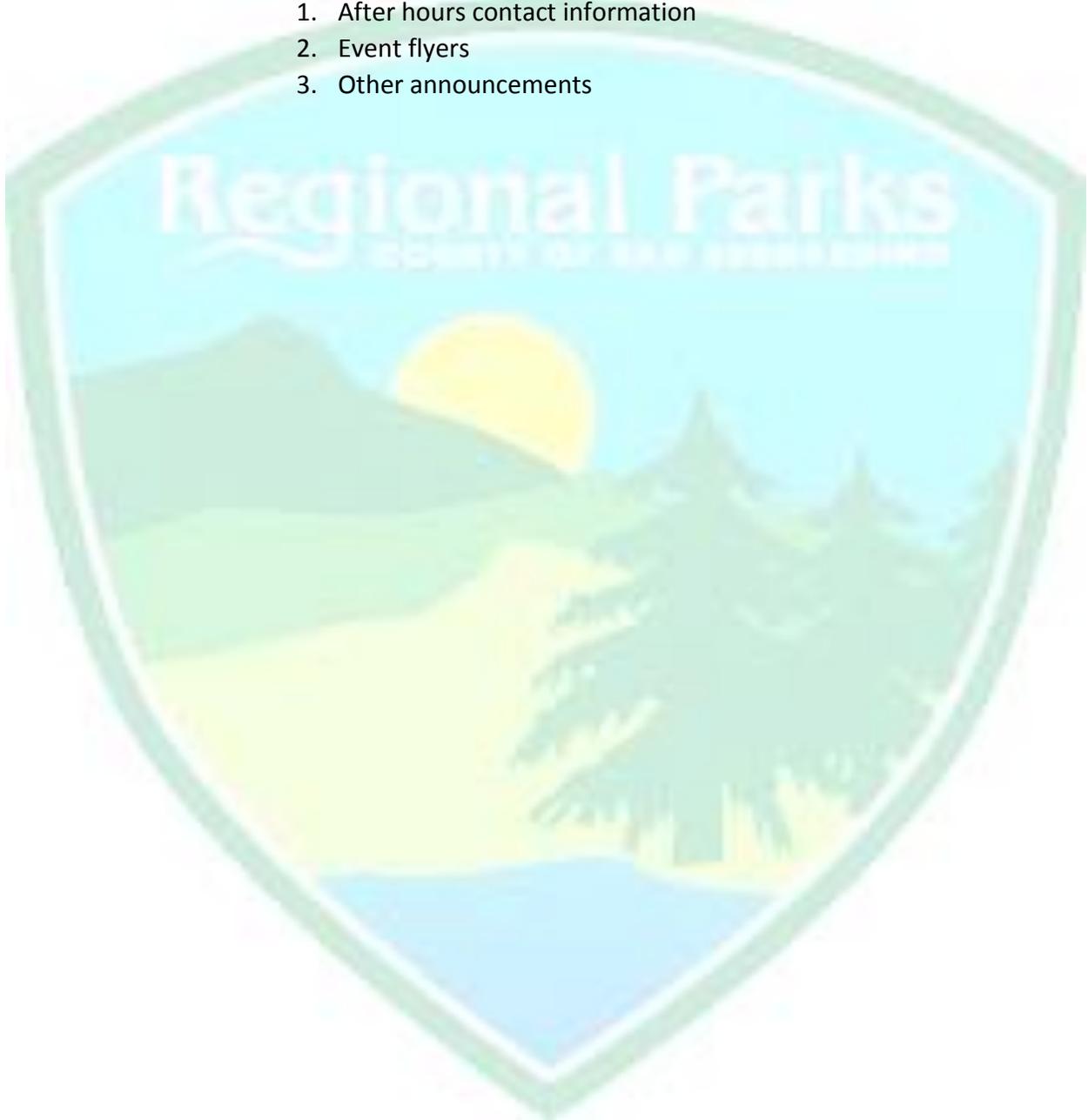
All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. File
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - iii. Daily Staff Work Reports
 - b. Flags
 - i. Lower flags at the front gate and in town
 - ii. Fold properly and store in designated location
 - c. Lock
 - i. Restrooms
 - ii. Pool area
2. OFFICE
 - a. Post
 - i. Daily Communication
 - b. Lock
 - i. Arm safe room alarm
 - ii. Lock front door
3. MAINTENANCE
 - a. _Lake pumps shut off
4. GATE
 - a. Lock
 - i. Gate house
 - b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - c. Logs

ATTACHMENT 4
San Bernardino Regional Parks

- i. Enter camping reservation check-in information into reservation system
- ii. Enter bus tracking information into electronic log
- d. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements



ATTACHMENT 5
San Bernardino Regional Parks

MOJAVE NARROWS & MOJAVE RIVER FORKS

REGIONAL PARK OPERATIONS

PARK WORKFLOW

The Regional Parks Department has created a Park Workflow System to utilize various operational and workflow tools to ensure the successful operation of park facilities. All staff are expected to adhere to and follow all workflow documents and schedules contained herein.

Workflow Schedule: Mojave Narrows

The use of workflow schedules greatly enhances the efficient workflow of park staff. Park Superintendent/Lead or designee will develop and post a two week master workflow schedule that takes into consideration all service points, restrooms, campgrounds, general maintenance and other assignments. Superintendent/Lead or their designee are expected to post a written workflow schedule every day. The workflow schedule is an official posted document to staff and is expected to be followed as a verbal direction. Staff may not alter the workflow schedule without approval from their supervisor.

Daily Work Reports: Mojave Narrows

Each park employee will complete and submit a Daily Work Report (DWR) to the office by the end of each work day, which will detail work done on assignments for that day. The accuracy of each report will be checked by the Superintendent/Lead or designee to ensure that work is being completed and that the quality of the work meets standards.

Logs: Mojave Narrows

Logs have been created for various activities at the park. It is important to accurately and consistently keep each log current.

Mojave Narrows
Address: 18000 Yates Rd, Victorville, CA 92392
Phone: (760) 245-2226

Mojave River Forks
Address: 17891 CA-173, Hesperia, CA 92345
Phone: (760) 245-2226

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San Bernardino Regional Parks

Workflow schedules will include the tasks listed below and utilize the designated abbreviations to indicate assigned tasks for staff:

Mojave Narrows Regional Park	Code
Equestrian Maintenance	EQM
Mojave River Forks	MRF
Split hour	/
Admin/Records	ADM
Break (personal)	B
Break coverage (others)	BKS
Customer Service	CSV
Campground Checks/Customer Service	CCH
Close Gate	CLG
Close Maintenance	CLM
Close Office	CLO
Close Park	CLP
Campgrounds Maintenance	CMP
Gate	GT
Housekeeping (Cabins/Bunkhouses/Displays/Museums)	HKP
Lunch	L
Maintenance/Special Projects	MNT
Office	OFC
Open Gate	OPG
Open Office	OPO
Open Park	OPP
Park Grounds Cleaning & Maintenance	GR

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Restrooms Cleaning	RR
Supplies	SUP
Trash	TR

The following pages include definitions of the various duties that staff are expected to perform when assigned on the workflow schedule. Tasks are to be completed within the assigned amount of time as directed by the Park Superintendent/Lead.

OPENING PROCEDURES AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Opening procedures include: Office, Park, and Gate.

Each of the four areas of responsibility will be opened by the staff member assigned that duty. All opening procedures will be started promptly at the beginning of the assigned shift and completed before the park opens to visitors. Using the list below, all opening procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. Post
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - b. Flags
 - i. Raise flags at the front gate
 - ii. Make note of flags that need to be replaced and fill out a Park Maintenance Request Form and submit to the office
 - c. Unlock
 - i. Gate house
 - ii. Office

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- iii. Shop
- 2. OFFICE
 - a. Prepare banks for gate and break staff
 - b. Print
 - i. Daily camping list for gate and kiosks
 - ii. Campsite availability list for gate to give to campers
 - iii. Visitors list
 - iv. Other instructions for gate
- 3. GATE
 - a. Count and verify opening bank
 - b. Get gate instruction folder with forms, daily camping list, special visitor list, and other information

ADMIN/RECORDS AT MOJAVE NARROWS & MOJAVE RIVER FORKS

The daily designated park ADM will be assigned the administrative duties, along with other maintenance, cleaning, or customer service tasks.

Using the list below, the daily Park Lead shall complete prescribed tasks and coordinate reports sent to the Regional Parks Administration Office.

Duties include, but are not limited to:

- 1. MORNING
 - a. Communications
 - i. Sign-out and carry park cell phone
 - ii. Make sure each ranger and the gate has a functioning radio
 - b. Daily assignments
 - i. Post Daily Work Flow
 - ii. Make and communicate adjustments as assigned by Superintendent/Lead
 - c. Park Maintenance Requests
 - i. Check PMR log for unfinished or priority requests
 - ii. Prepare PMR daily list for park staff assigned to Maintenance duties

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2. LOGS & INSPECTIONS

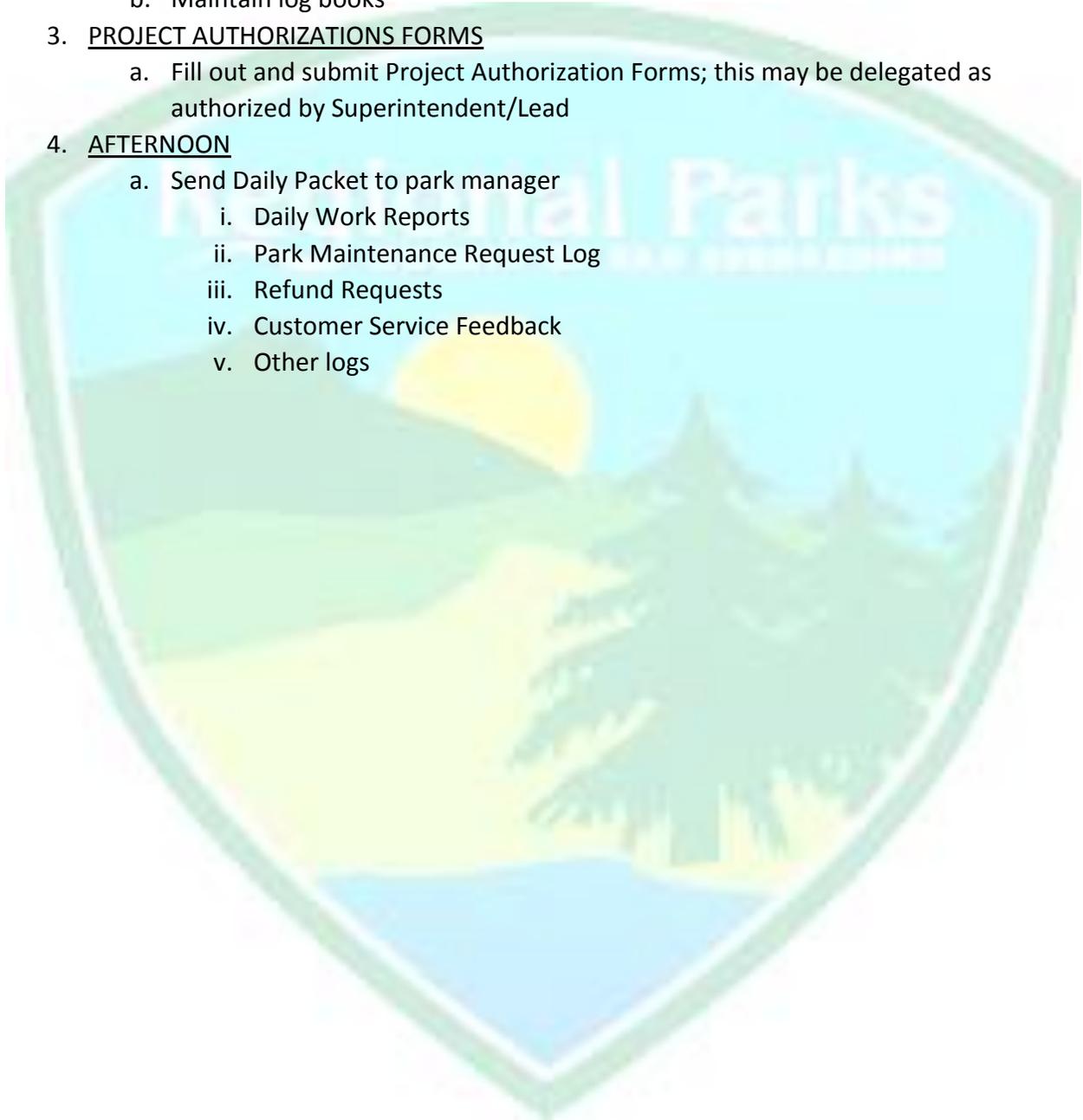
- a. Conduct inspections throughout the park as assigned, or as necessary
- b. Maintain log books

3. PROJECT AUTHORIZATIONS FORMS

- a. Fill out and submit Project Authorization Forms; this may be delegated as authorized by Superintendent/Lead

4. AFTERNOON

- a. Send Daily Packet to park manager
 - i. Daily Work Reports
 - ii. Park Maintenance Request Log
 - iii. Refund Requests
 - iv. Customer Service Feedback
 - v. Other logs



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San Bernardino Regional Parks

RESTROOMS AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Restrooms are expected to be checked and cleaned at least twice per day as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect restrooms and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned restroom shift.

Restroom Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Restroom Cleaning/Maintenance Log” each time the restroom is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Floors	Sinks	Toilets	Urinals	Counters	Lighting	Stock	Initials	Comments
1/2/2016	9:00AM	√	√	√	√	√	√	√	KP	Faucet on left has a slow drip

These forms are to be removed and filed weekly on Mondays by the Park Lead.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Restroom tasks include, but are not limited to:

1. FLOORS
 - a. Sweep
 - i. Use broom and dust pan to remove dirt, dust, debris from all floors
 - b. Mop
 - i. Use wet mop with sanitizing solution to clean all areas under and around toilets, under sinks, and entrance and walk ways
2. TOILETS
 - a. Brush/Cloth
 - i. Use toilet brush to clean inside bowls, the top and underside of seats, and floor around base of toilet

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San Bernardino Regional Parks

- ii. Wipe lip and outside of toilet with a wet cleaning cloth
 - b. Maintenance
 - i. Tighten toilet seats as needed; replace if broken and unrepairable.
 - ii. Fix minor leaks at hardware or pipes
 - iii. If repairs require more than minor fixes or adjustments, fill out a Park Maintenance Request Form submit to the park ADM designee for assignment
- 3. **TRASH**
 - a. Remove bags from cans, barrels, and sanitary containers
 - b. Replace bags in each
- 4. **SINKS**
 - a. Use spray bottle with sanitizing solution or Comet and cleaning cloth to wipe faucet, bowl, rim, and underside of each sink
- 5. **WALLS**
 - a. Wipe all walls with cleaning cloth and wet solution to remove dirt, scuffs, and splash marks
 - b. Remove any graffiti or vandalism
 - c. Wipe mirrors using glass cleaner solution and a dry cleaning cloth
 - d. Remove spider webs from corners
- 6. **INFANT CHANGING STATIONS**
 - a. Use a spray bottle with sanitizing solution and a cleaning cloth to wipe down infant changing station, inside and out.
 - b. Remove any stains or graffiti
- 7. **CEILINGS AND LIGHTING**
 - a. Inspect and clean ceiling area
 - b. Inspect, clean, and make minor repairs to lighting fixtures as needed, including replacement of light bulbs
- 8. **PAPER GOODS**
 - a. Restock paper goods and soap as necessary throughout entire restroom
 - b. Inspect, clean, and make minor repairs to broken toilet paper, hand towel, or soap fixtures; if unable to repair, report the necessary repair on a Park Maintenance Request Form and submit to park office.
- 9. **SUPPLY CLOSETS**
 - a. Clean area after each use

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- i. Rinse thoroughly all cleaning cloths, brushes, mops, buckets, spray bottles or other tools used
- ii. Sweep and mop floor to remove dirt or excess liquids
- iii. Wipe walls and door to remove dirt or excess liquids
- iv. Clean and organize supply shelves; make a note of supplies needed for next cleaning
- v. Remove used supplies, equipment, empty containers, or trash from the area; unused supplies and equipment should be returned to shop or supply storage.
- vi. ENTER DATE, TIME, AND INITIALS ON DAILY LOG

CAMPGROUNDS AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Campgrounds are expected to be checked as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect campgrounds and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned campground shift.

Campgrounds Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Campground Cleaning/Maintenance Log” each time a campground is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Tables	Trees	Lighting	Signage	Water	Fire Rings	BBQ's	Initials	Comments
1/2/2016	9:00AM	X	X	X	X	X	X	X	KP	Picnic table seat needs repair

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

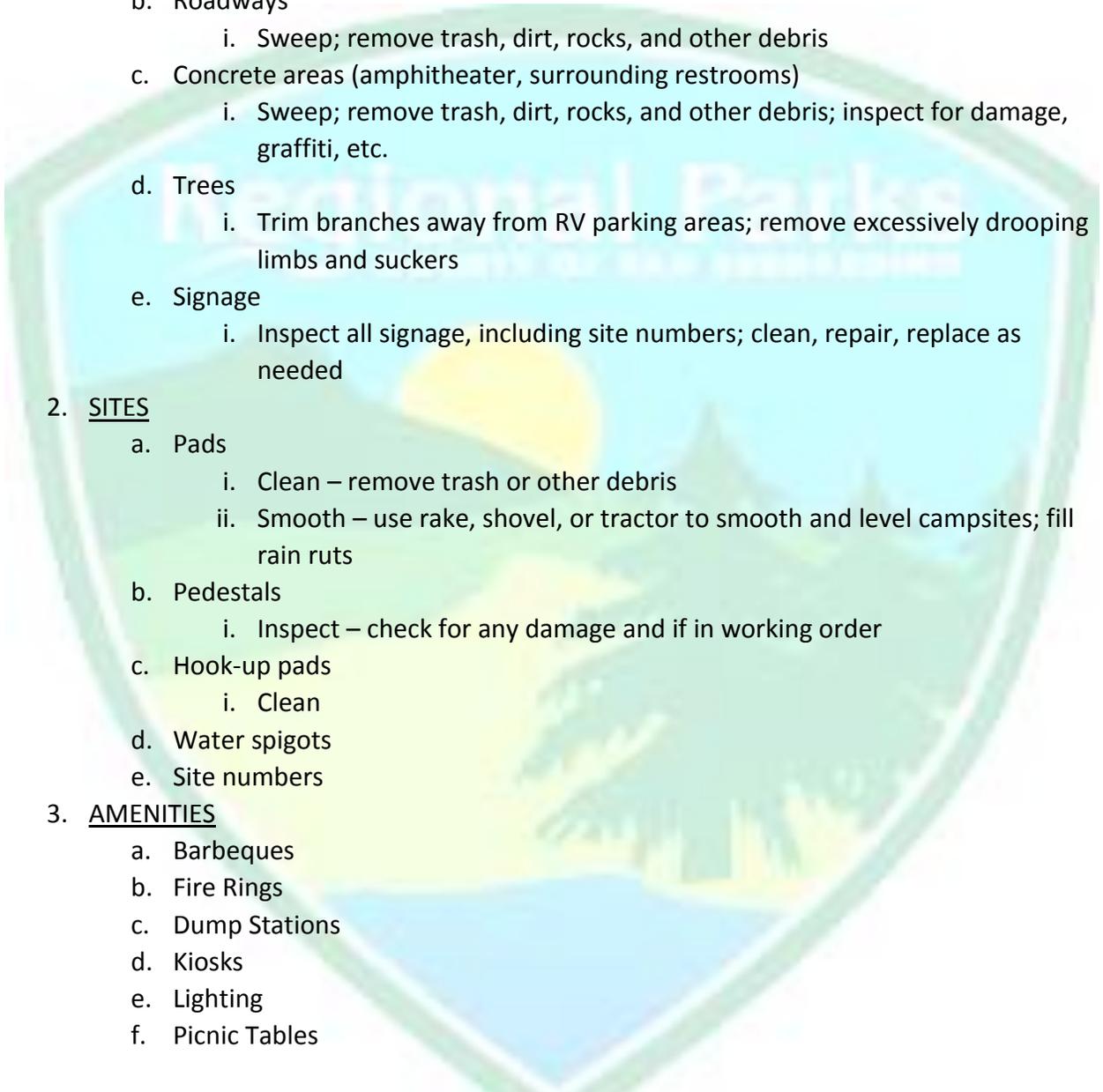
Campground duties include, but are not limited to:

1. GROUNDS

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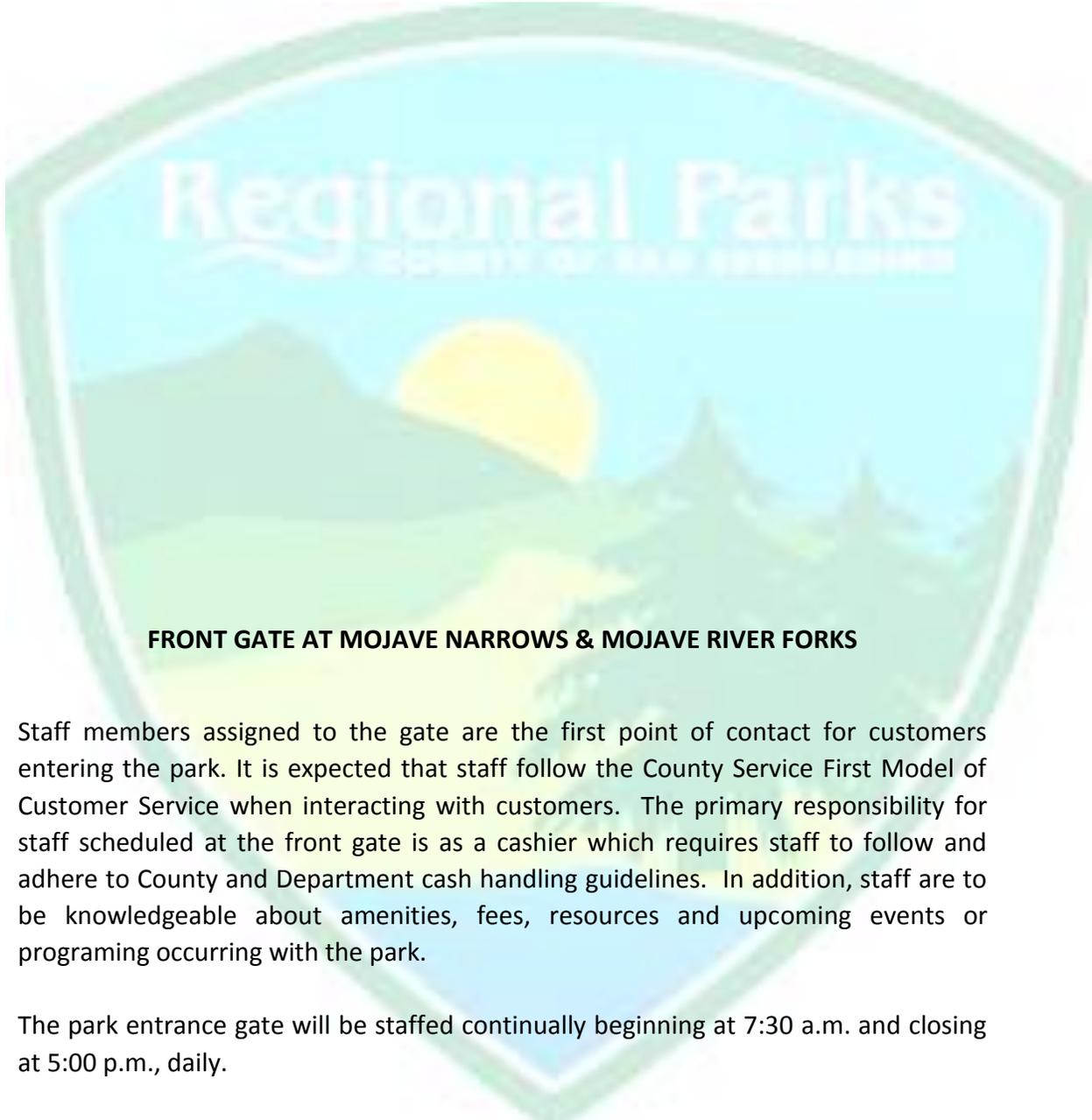
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- a. Dirt areas (other than campsites, including surrounding hillsides)
 - i. Remove trash, weeds, other debris
 - b. Roadways
 - i. Sweep; remove trash, dirt, rocks, and other debris
 - c. Concrete areas (amphitheater, surrounding restrooms)
 - i. Sweep; remove trash, dirt, rocks, and other debris; inspect for damage, graffiti, etc.
 - d. Trees
 - i. Trim branches away from RV parking areas; remove excessively drooping limbs and suckers
 - e. Signage
 - i. Inspect all signage, including site numbers; clean, repair, replace as needed
2. SITES
- a. Pads
 - i. Clean – remove trash or other debris
 - ii. Smooth – use rake, shovel, or tractor to smooth and level campsites; fill rain ruts
 - b. Pedestals
 - i. Inspect – check for any damage and if in working order
 - c. Hook-up pads
 - i. Clean
 - d. Water spigots
 - e. Site numbers
3. AMENITIES
- a. Barbeques
 - b. Fire Rings
 - c. Dump Stations
 - d. Kiosks
 - e. Lighting
 - f. Picnic Tables

Park Superintendents/Leads are expected to review the Campground logs at least once per week to ensure proper completion of tasks by staff as well as to identify potential projects or repairs to restroom facilities.

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San Bernardino Regional Parks



FRONT GATE AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Staff members assigned to the gate are the first point of contact for customers entering the park. It is expected that staff follow the County Service First Model of Customer Service when interacting with customers. The primary responsibility for staff scheduled at the front gate is as a cashier which requires staff to follow and adhere to County and Department cash handling guidelines. In addition, staff are to be knowledgeable about amenities, fees, resources and upcoming events or programming occurring with the park.

The park entrance gate will be staffed continually beginning at 7:30 a.m. and closing at 5:00 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park front entrance gate. Staff assigned will perform duties for the period they are assigned.

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San Bernardino Regional Parks

Gate duties include, but are not limited to:

1. OPENING

- a. Bank
 - i. Verify daily cash bank
- b. Logs
 - i. Prepare daily logs
 - 1. Camping check-in
 - 2. Survey (as provided)
- c. Materials
 - i. Prepare visitor materials

2. FEE COLLECTION

- a. Greet Customers
 - i. "Good morning/afternoon"
 - ii. "Welcome to Mojave Narrows"
- b. Collect
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt

3. CAMPING RESERVATIONS

- a. Log
 - i. Number of visitors checking in
 - ii. Number of vehicles
 - iii. Number of pets

4. CLOSING

- a. Lock
 - i. Gate house
- b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- c. Logs
 - i. Enter camping reservation check-in information into reservation system
- d. Post

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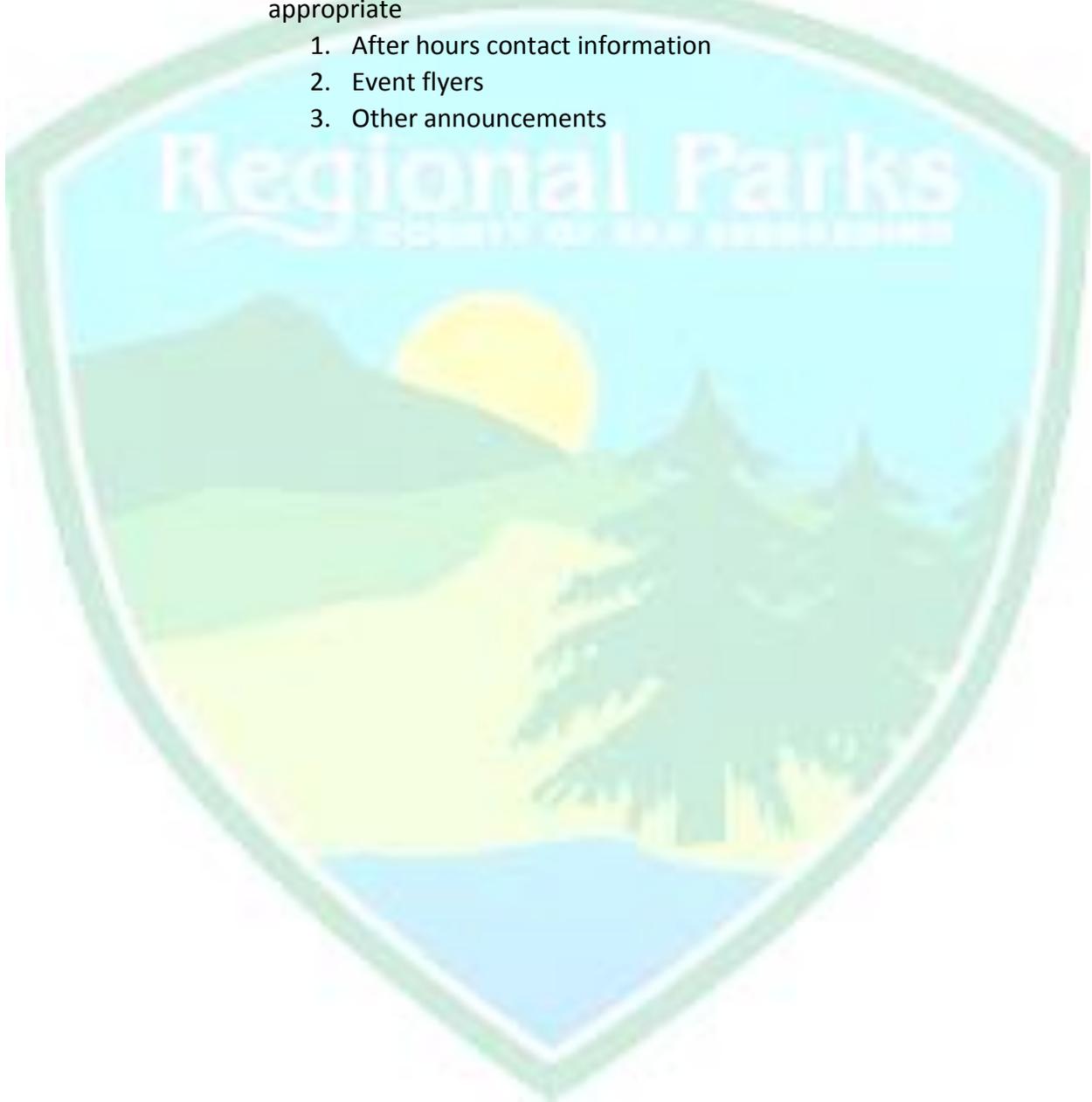
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San Bernardino Regional Parks

- i. Print evening camping reservation list and post in campground kiosks (3)
- ii. Inspect information at kiosks and remove or replace as appropriate
 1. After hours contact information
 2. Event flyers
 3. Other announcements



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ATTACHMENT 5
San Bernardino Regional Parks

OFFICE AT MOJAVE NARROWS & MOJAVE RIVER FORKS

The park office will be staffed daily and continually beginning at 8:30 a.m. and closing at 5:30 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park office. Staff assigned will perform duties for the period they are assigned.

Office duties include, but are not limited to:

1. OPENING
 - a. Bank
 - i. Verify daily cash bank
 - b. Logs
 - i. Prepare daily logs
 1. Camping check-in
 2. Survey (as provided)
 - c. Materials
 - i. Prepare visitor materials
2. FISCAL ACCOUNTING
 - a. Daily and weekly forms; prepare and submit
 - b. Bank deposit
3. CUSTOMER SERVICE
 - a. Greet customers (at counter or on telephone)
 - i. "Good morning/afternoon"
 - ii. "Welcome to" (counter) or "Thank you for calling" (phone) "Mojave Narrows"
 - iii. "This is NAME, how may I help you?" (phone)
 - b. Fee collection
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt
4. RESERVATIONS
 - a. Camping

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- b. School
- c. Other (wedding, event, etc.)
- 5. ADMINISTRATIVE
 - a. Logs
 - i. Daily Work Reports
 - ii. Maintenance Requests
 - iii. Other logs
- 6. CLOSING
 - a. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - b. Logs
 - i. Enter camping reservation check-in information into reservation system
 - c. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements
 - d. Lock
 - i. Safe room and set alarm
 - ii. Park office door and set alarm

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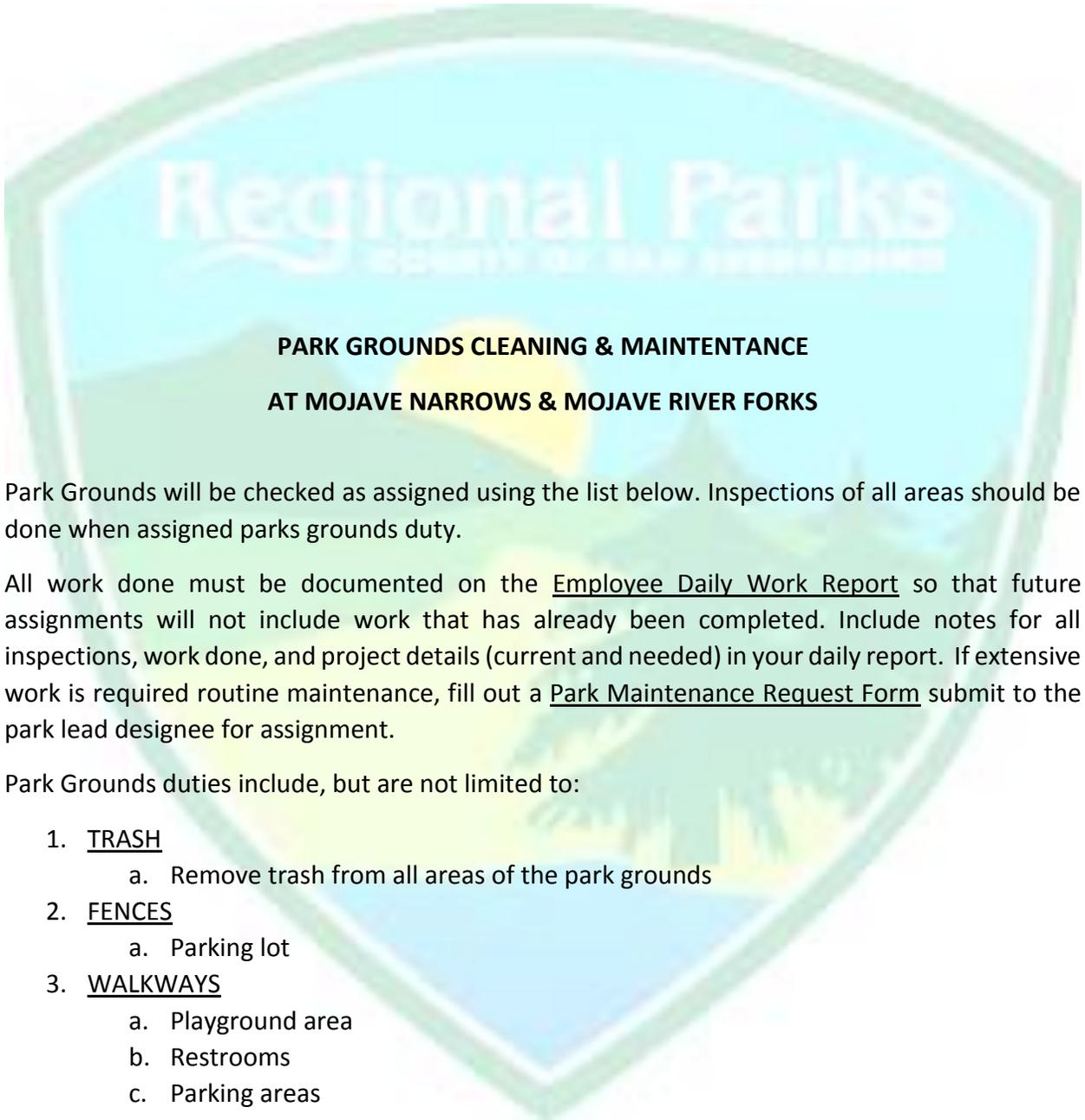
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San Bernardino Regional Parks



Regional Parks
Serving the San Bernardino County

PARK GROUNDS CLEANING & MAINTENANCE
AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Park Grounds will be checked as assigned using the list below. Inspections of all areas should be done when assigned parks grounds duty.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If extensive work is required routine maintenance, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Park Grounds duties include, but are not limited to:

1. TRASH
 - a. Remove trash from all areas of the park grounds
2. FENCES
 - a. Parking lot
3. WALKWAYS
 - a. Playground area
 - b. Restrooms
 - c. Parking areas
4. HANDRAILS
 - a. Steps

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Phone: (760) 245-2226

Mojave River Forks
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Phone: (760) 245-2226

ATTACHMENT 5
San Bernardino Regional Parks

5. GARDEN AREAS

- a. Trees
- b. Weeds
- c. Debris
- d. Displays

6. SIGNAGE

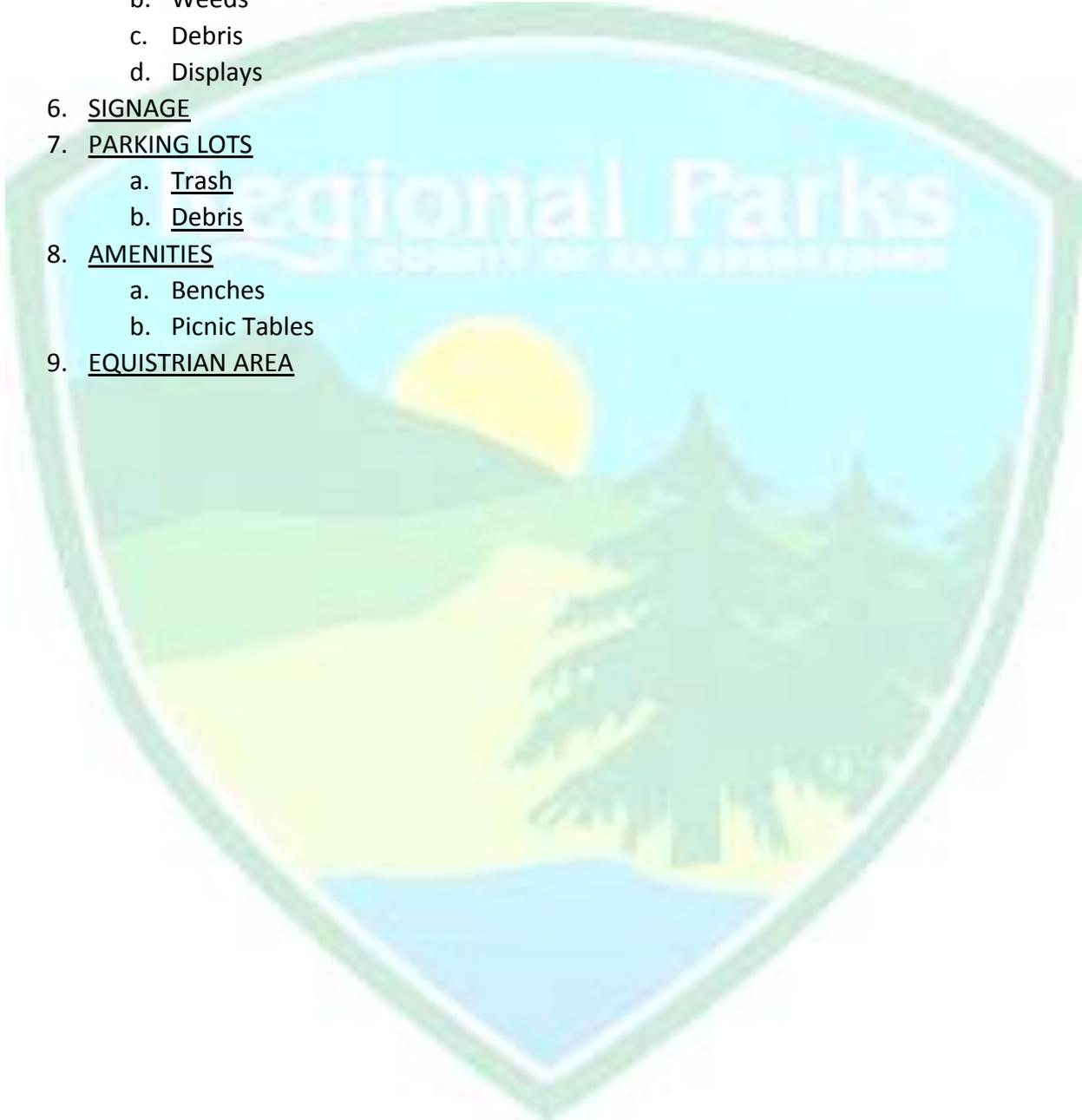
7. PARKING LOTS

- a. Trash
- b. Debris

8. AMENITIES

- a. Benches
- b. Picnic Tables

9. EQUISTRIAN AREA



Mojave Narrows

Address: 18000 Yates Rd, Victorville, CA 92392

Phone: (760) 245-2226

Mojave River Forks

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Phone: (760) 245-2226

ATTACHMENT 5
San Bernardino Regional Parks

GENERAL MAINTENANCE AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Park employees assigned to maintenance will be given a daily list of outstanding or priority projects to be completed or worked on throughout the day.

General maintenance duties include, but are not limited to:

1. RESTROOMS
2. BUILDINGS
3. WATER/SEWER LINES
4. HEATING/VENTALATION/COOLING SYSTEMS
5. CAMPGROUNDS
6. PARK GROUNDS
7. PARK YARD/SHOP
 - a. Work benches
 - b. Equipment
 - c. Storage areas
 - i. Tools
 - ii. Parts and supplies
 - iii. Hazardous materials storage areas
 - iv. Event decorations
 - v. Outside containers
 - d. Employee lockers
 - e. Vehicle parking
 - f. Fuel station

Mojave Narrows

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Mojave River Forks

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ATTACHMENT 5
San Bernardino Regional Parks

HOUSEKEEPING AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Housekeeping duty includes the cleaning and maintenance of all park and display areas, including:

Using the list below, each area listed will be inspected, cleaned, and maintained when assigned housekeeping “HKP” duty

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Housekeeping duties include, but are not limited to:

1. Clean office
2. Clean Shop
3. Organize supply sheds
4. Clean and service tools
5. Gate House
6. Maintenance Yard

Mojave Narrows

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Mojave River Forks

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ATTACHMENT 5
San Bernardino Regional Parks

CLOSING PROCEDURES AT MOJAVE NARROWS & MOJAVE RIVER FORKS

Closing procedures include: Park, Office, Maintenance, and Gate.

Each of the four areas of responsibility will be closed by the staff member assigned that duty. All closing procedures will be started at the appointed time near the end of the assigned shift and completed when the park has closed to visitors. Using the list below, all closing procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. File
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - iii. Daily Staff Work Reports
 - b. Flags
 - i. Lower flags at the front gate and in town
 - ii. Fold properly and store in designated location
 - c. Lock
 - i. Restrooms
 - ii. Pool area
2. OFFICE
 - a. Post
 - i. Daily Communication
 - b. Lock
 - i. Arm safe room alarm
 - ii. Lock front door
3. MAINTENANCE
 - a. Lake pumps shut off

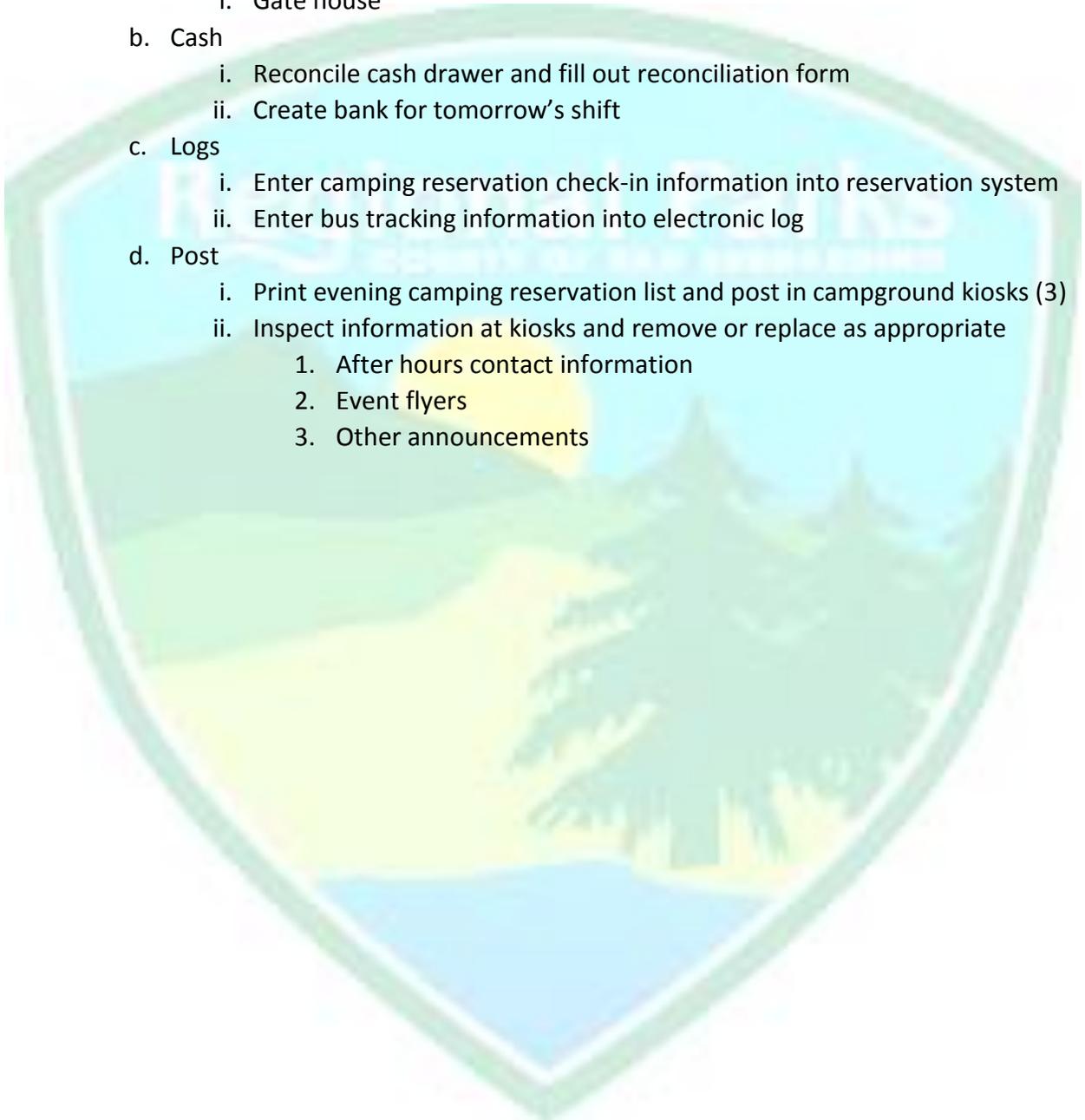
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San Bernardino Regional Parks

4. GATE

- a. Lock
 - i. Gate house
- b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- c. Logs
 - i. Enter camping reservation check-in information into reservation system
 - ii. Enter bus tracking information into electronic log
- d. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements



Mojave Narrows

Address: 18000 Yates Rd, Victorville, CA 92392

Phone: (760) 245-2226

Mojave River Forks

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ATTACHMENT 6
San Bernardino Regional Parks

PRADO REGIONAL PARK OPERATIONS

PARK WORKFLOW

The Regional Parks Department has created a Park Workflow System to utilize various operational and workflow tools to ensure the successful operation of park facilities. All staff are expected to adhere to and follow all workflow documents and schedules contained herein.

Workflow Schedule: Prado Regional Park

The use of workflow schedules greatly enhances the efficient workflow of park staff. Park Superintendent/Lead or designee will develop and post a two week master workflow schedule that takes into consideration all service points, restrooms, campgrounds, general maintenance and other assignments. Superintendent/Lead or their designee are expected to post a written workflow schedule every day. The workflow schedule is an official posted document to staff and is expected to be followed as a verbal direction. Staff may not alter the workflow schedule without approval from their supervisor.

Daily Work Reports: Prado Regional Park

Each park employee will complete and submit a Daily Work Report (DWR) to the office by the end of each work day, which will detail work done on assignments for that day. The accuracy of each report will be checked by the Superintendent/Lead or designee to ensure that work is being completed and that the quality of the work meets standards.

Logs: Prado Regional Park

Logs have been created for various activities at the park. It is important to accurately and consistently keep each log current.

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Phone: (909) 597-4260

ATTACHMENT 6
San Bernardino Regional Parks

Workflow schedules will include the tasks listed below and utilize the designated abbreviations to indicate assigned tasks for staff:

Prado Regional Park Duties	Code
Multi-Purpose Building	MPB
Snack Bar	SKB
Fishing Dock	FSH
Split hour	/
Admin/Records	ADM
Break (personal)	B
Break coverage (others)	BKS
Customer Service	CSV
Multipurpose Room	MPR
Campground Checks/Customer Service	CCH
Close Gate	CLG
Close Maintenance	CLM
Close Office	CLO
Close Park	CLP
Campgrounds Maintenance	CMP
Gate	GT
Housekeeping	HKP
Lunch	L
Maintenance/Special Projects	MNT
Office	OFC
Open Gate	OPG
Open Office	OPO
Open Park	OPP
Park Grounds Cleaning & Maintenance	GR
Restrooms Cleaning	RR
Supplies	SUP
Lake Maintenance	LM
Trash	TR

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ATTACHMENT 6
San Bernardino Regional Parks

OPENING PROCEDURES AT PRADO REGIONAL PARK

Opening procedures include: Office, Park, and Gate.

Each of the four areas of responsibility will be opened by the staff member assigned that duty. All opening procedures will be started promptly at the beginning of the assigned shift and completed before the park opens to visitors. Using the list below, all opening procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. Post
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - b. Flags
 - i. Raise flags at the front gate
 - ii. Make note of flags that need to be replaced and fill out a Park Maintenance Request Form and submit to the office
 - c. Unlock
 - i. Shop
 - ii. Office
 - iii. Gate house
2. OFFICE
 - a. Prepare banks for gate and break staff
 - b. Print
 - i. Daily camping list for gate
 - ii. Campsite availability list for gate to give to campers
 - iii. Visitors list
 - iv. Other instructions for gate
3. GATE
 - a. Count and verify opening bank
 - b. Get gate instruction folder with forms, daily camping list, special visitor list, and other information

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San Bernardino Regional Parks

ADMIN/RECORDS AT PRADO REGIONAL PARK

The daily designated park ADM will be assigned the administrative duties, along with other maintenance, cleaning, or customer service tasks.

Using the list below, the daily Park Lead shall complete prescribed tasks and coordinate reports sent to the Regional Parks Administration Office.

Duties include, but are not limited to:

1. MORNING
 - a. Communications
 - i. Sign-out and carry park cell phone
 - ii. Make sure each ranger and the gate has a functioning radio
 - b. Daily assignments
 - i. Post Daily Work Flow Schedule
 - ii. Make and communicate adjustments as assigned by Superintendent/Lead
 - c. Park Maintenance Requests
 - i. Check PMR log for unfinished or priority requests
 - ii. Prepare PMR daily list for park staff assigned to Maintenance duties
2. LOGS & INSPECTIONS
 - a. Conduct inspections throughout the park as assigned, or as necessary
 - b. Maintain log books
3. PROJECT AUTHORIZATIONS FORMS
 - a. Fill out and submit Project Authorization Forms; this may be delegated as authorized by Superintendent/Lead
4. AFTERNOON
 - a. Send Daily Packet to park manager
 - i. Daily Work Reports
 - ii. Park Maintenance Request Log
 - iii. Refund Requests
 - iv. Customer Service Feedback
 - v. Other logs

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San Bernardino Regional Parks

RESTROOMS AT PRADO REGIONAL PARK

Restrooms are expected to be checked and cleaned at least twice per day as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect restrooms and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned restroom shift.

Restroom Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the "Restroom Cleaning/Maintenance Log" each time the restroom is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Floors	Sinks	Toilets	Urinals	Counters	Lighting	Stock	Initials	Comments
1/2/2016	9:00AM	√	√	√	√	√	√	√	KP	Faucet on left has a slow drip

These forms are to be removed and filed weekly on Mondays by the Park Lead.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Restroom tasks include, but are not limited to:

1. FLOORS

- a. Sweep
 - i. Use broom and dust pan to remove dirt, dust, debris from all floors
- b. Mop
 - i. Wash down restroom, use wet mop with sanitizing solution to clean all areas under and around toilets, under sinks, and entrance and walk ways

2. TOILETS

- a. Brush/Cloth
 - i. Use toilet brush to clean inside bowls, the top and underside of seats, and floor around base of toilet
 - ii. Wipe lip and outside of toilet with a wet cleaning cloth
 - iii. Leave seats raised to air dry
- b. Maintenance

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San Bernardino Regional Parks

- i. Tighten toilet seats as needed; replace if broken and unrepairable.
 - ii. Fix minor leaks at hardware or pipes
 - iii. If repairs require more than minor fixes or adjustments, fill out a Park Maintenance Request Form submit to the park ADM designee for assignment
- 3. TRASH
 - a. Remove bags from cans, barrels, and sanitary containers
 - b. Replace bags in each
- 4. SINKS
 - a. Use spray bottle with sanitizing solution or Comet and cleaning cloth to wipe faucet, bowl, rim, and underside of each sink
- 5. WALLS
 - a. Wipe all walls with cleaning cloth and wet solution to remove dirt, scuffs, and splash marks
 - b. Remove any graffiti or vandalism
 - c. Wipe mirrors using glass cleaner solution and a dry cleaning cloth
 - d. Remove spider webs from corners
- 6. INFANT CHANGING STATIONS
 - a. Use a spray bottle with sanitizing solution and a cleaning cloth to wipe down infant changing station, inside and out.
 - b. Remove any stains or graffiti
- 7. CEILING AND LIGHTING
 - a. Inspect and clean ceiling area
 - b. Inspect, clean, and make minor repairs to lighting fixtures as needed, including replacement of light bulbs
- 8. PAPER GOODS
 - a. Restock paper goods and soap as necessary throughout entire restroom
 - b. Inspect, clean, and make minor repairs to broken toilet paper, hand towel, or soap fixtures; if unable to repair, report the necessary repair on a Park Maintenance Request Form and submit to park office.
- 9. SUPPLY CLOSETS
 - a. Clean area after each use
 - i. Rinse thoroughly all cleaning cloths, brushes, mops, buckets, spray bottles or other tools used
 - ii. Sweep and mop floor to remove dirt or excess liquids
 - iii. Wipe walls and door to remove dirt or excess liquids
 - iv. Clean and organize supply shelves; make a note of supplies needed for next cleaning

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- v. Remove used supplies, equipment, empty containers, or trash from the area; unused supplies and equipment should be returned to shop or supply storage.
- vi. ENTER DATE, TIME, AND INITIALS ON DAILY LOG



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San Bernardino Regional Parks

CAMPGROUNDS AT PRADO REGIONAL PARK

Campgrounds are expected to be checked as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect campgrounds and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned campground shift.

Campgrounds Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Campground Cleaning/Maintenance Log” each time a campground is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Tables	Trees	Lighting	Signage	Water	Fire Rings	BBQ's	Initials	Comments
1/2/2016	9:00AM	X	X	X	X	X	X	X	KP	Picnic table seat needs repair

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Campground duties include, but are not limited to:

1. GROUNDS

- a. Dirt areas (other than campsites, including surrounding hillsides)
 - i. Remove trash, weeds, other debris
- b. Roadways
 - i. Sweep; remove trash, dirt, rocks, and other debris
- c. Concrete areas (surrounding restrooms)
 - i. Sweep; remove trash, dirt, rocks, and other debris; inspect for damage, graffiti, etc.
- d. Trees
 - i. Trim branches away from RV parking areas; remove excessively drooping limbs and suckers
- e. Signage
 - i. Inspect all signage, including site numbers; clean, repair, replace as needed

2. SITES

- a. Pads
 - i. Clean – remove trash or other debris

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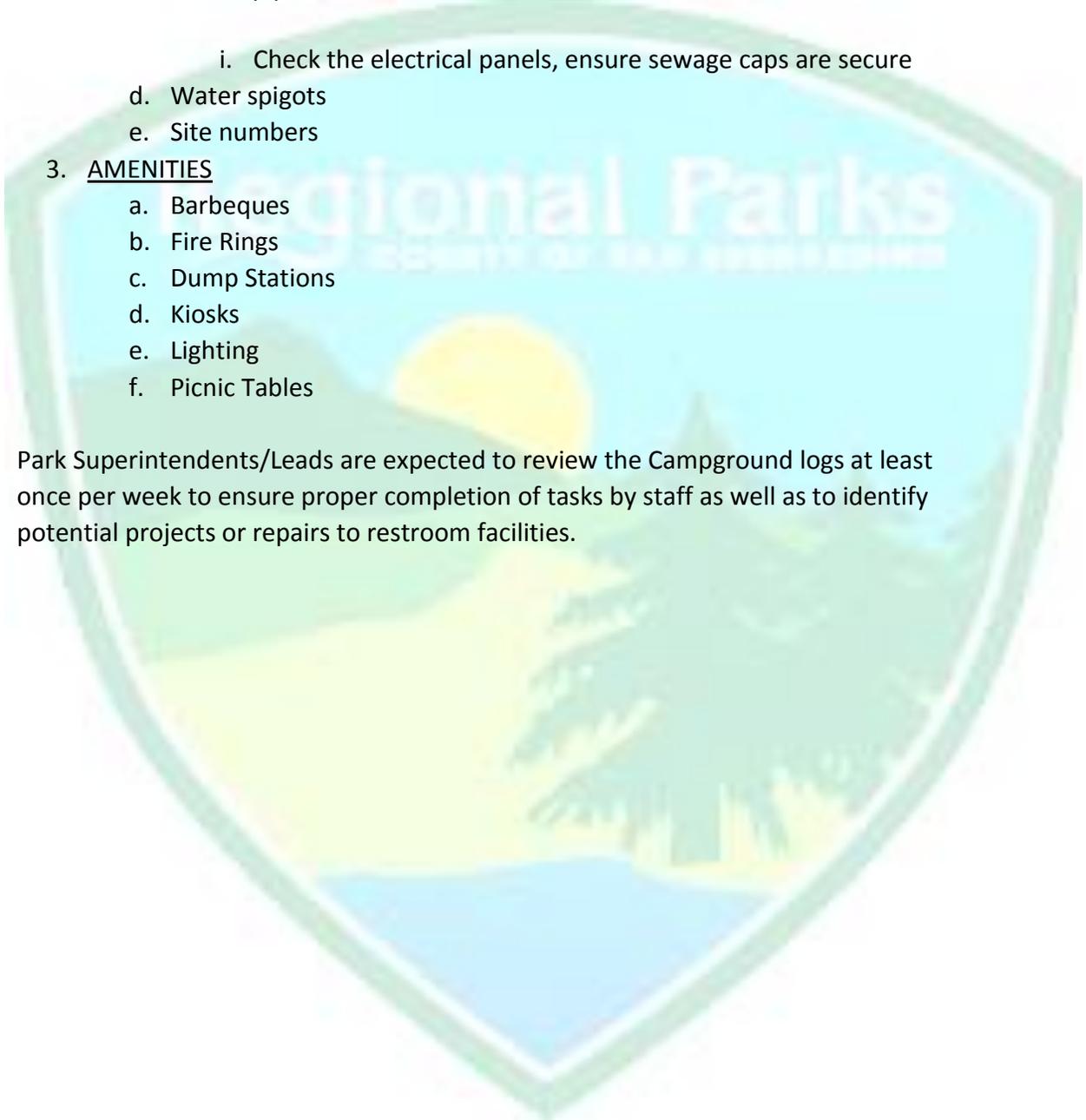
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- ii. Smooth – use rake, shovel, or tractor to smooth and level campsites; fill rain ruts
- b. Pedestals
 - i. Inspect – check for any damage and if in working order
- c. Hook-up pads
 - i. Check the electrical panels, ensure sewage caps are secure
- d. Water spigots
- e. Site numbers

3. AMENITIES

- a. Barbeques
- b. Fire Rings
- c. Dump Stations
- d. Kiosks
- e. Lighting
- f. Picnic Tables

Park Superintendents/Leads are expected to review the Campground logs at least once per week to ensure proper completion of tasks by staff as well as to identify potential projects or repairs to restroom facilities.



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FRONT GATE AT PRADO REGIONAL PARK

Staff members assigned to the gate are the first point of contact for customers entering the park. It is expected that staff follow the County Service First Model of Customer Service when interacting with customers. The primary responsibility for staff scheduled at the front gate is as a cashier which requires staff to follow and adhere to County and Department cash handling guidelines. In addition, staff are to be knowledgeable about amenities, fees, resources and upcoming events or programming occurring with the park.

The park entrance gate will be staffed continually beginning at 7:30 a.m. and closing at 5:00 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park front entrance gate. Staff assigned will perform duties for the period they are assigned.

Gate duties include, but are not limited to:

1. OPENING

- a. Bank
 - i. Verify daily cash bank
- b. Logs
 - i. Prepare daily logs
 - 1. Camping check-in
 - 2. Survey (as provided)
- c. Materials
 - i. Prepare visitor materials

2. FEE COLLECTION

- a. Greet Customers
 - i. "Good morning/afternoon"
 - ii. "Welcome to Prado Regional Park"
- b. Collect
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt

3. CAMPING RESERVATIONS

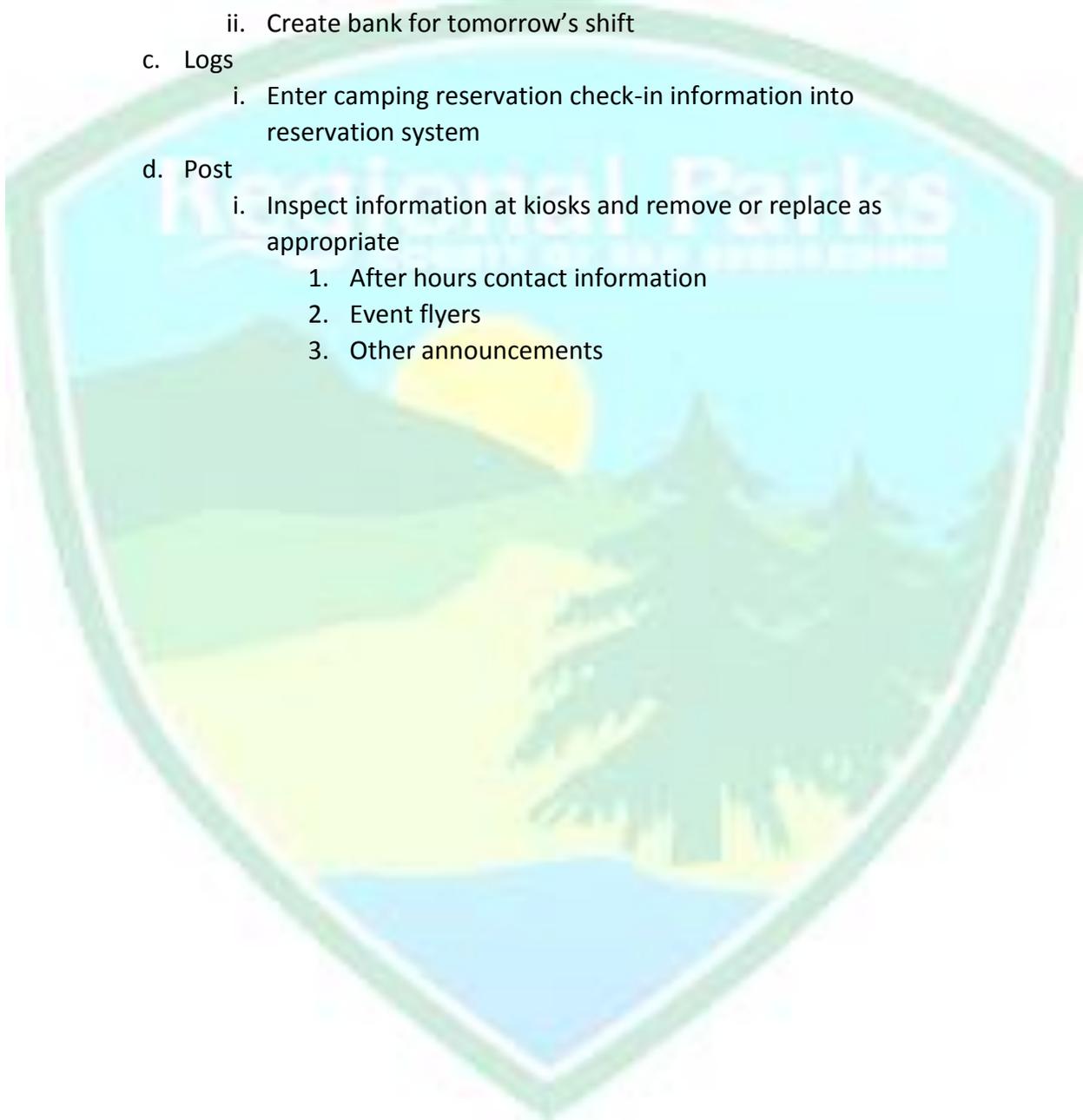
- a. Log
 - i. Number of visitors checking in
 - ii. Number of vehicles
 - iii. Number of pets

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San Bernardino Regional Parks

4. CLOSING

- a. Lock
 - i. Gate house
- b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- c. Logs
 - i. Enter camping reservation check-in information into reservation system
- d. Post
 - i. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements



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San Bernardino Regional Parks

OFFICE AT PRADO REGIONAL PARK

The park office will be staffed daily and continually beginning at 8:30 a.m. and closing at 5:30 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park office. Staff assigned will perform duties for the period they are assigned.

Office duties include, but are not limited to:

1. OPENING

- a. Bank
 - i. Verify daily cash bank
- b. Logs
 - i. Prepare daily logs
 - 1. Camping check-in
 - 2. Survey (as provided)
- c. Materials
 - i. Prepare visitor materials

2. FISCAL ACCOUNTING

- a. Daily and weekly forms; prepare and submit
- b. Bank deposit

3. CUSTOMER SERVICE

- a. Greet customers (at counter or on telephone)
 - i. "Good morning/afternoon"
 - ii. "Welcome to Prado Regional Park"
 - iii. "This is NAME, how may I help you?"
- b. Fee collection
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt

4. RESERVATIONS

- a. Camping
- b. School
- c. Other (wedding, event, etc.)

5. ADMINISTRATIVE

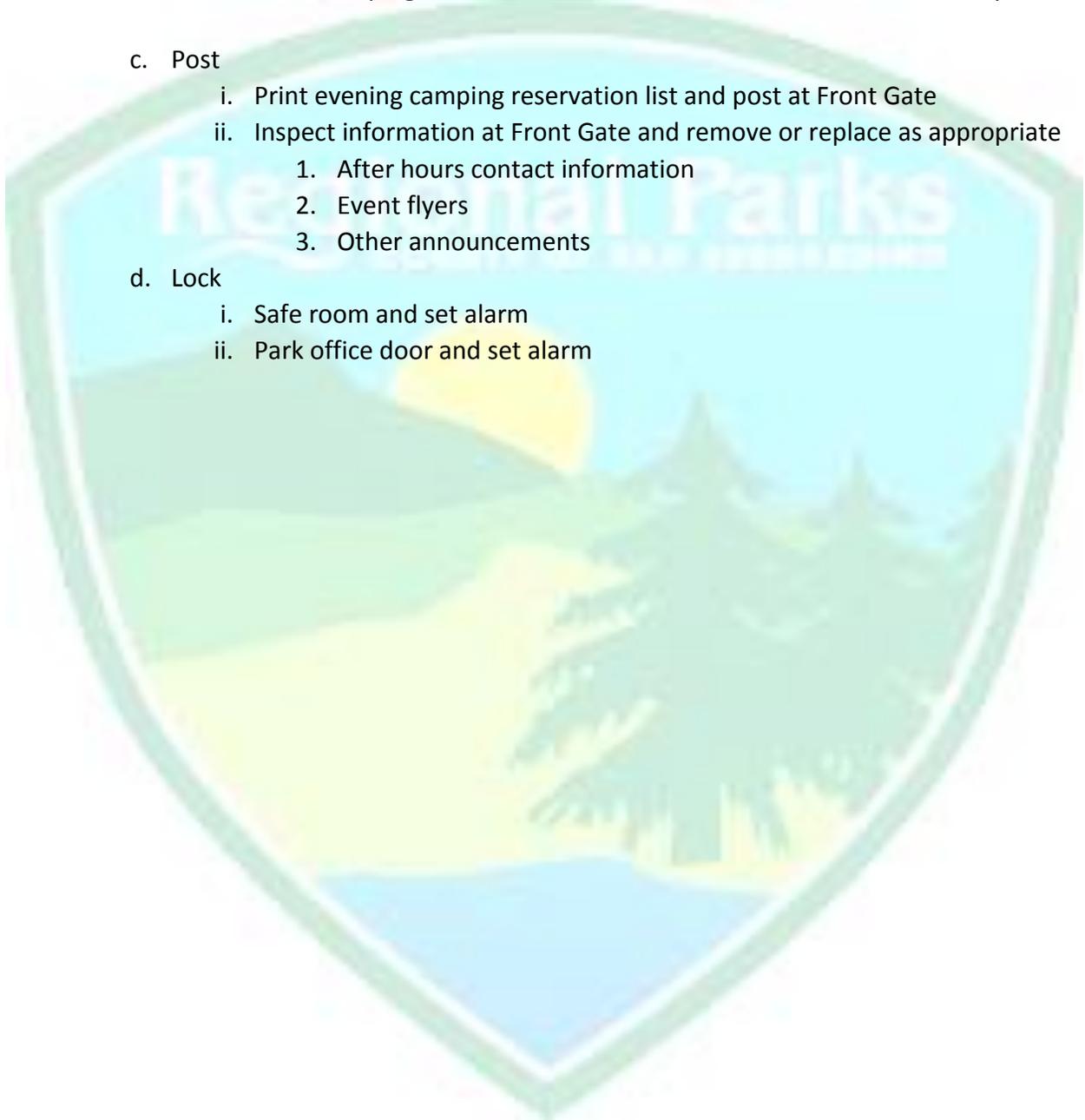
- a. Logs
 - i. Daily Work Reports
 - ii. Maintenance Requests
 - iii. Other logs

6. CLOSING

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San Bernardino Regional Parks

- a. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- b. Logs
 - i. Enter camping reservation check-in information into reservation system
- c. Post
 - i. Print evening camping reservation list and post at Front Gate
 - ii. Inspect information at Front Gate and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements
- d. Lock
 - i. Safe room and set alarm
 - ii. Park office door and set alarm



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ATTACHMENT 6
San Bernardino Regional Parks

PARK GROUNDS CLEANING & MAINTENANCE
AT PRADO REGIONAL PARK

Park Grounds will be checked as assigned using the list below. Inspections of all areas should be done when assigned parks grounds duty.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If extensive work is required routine maintenance, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Park Grounds duties include, but are not limited to:

1. TRASH
 - a. Remove trash from all areas of the park grounds
2. FENCES
 - a. Parking lot
3. WALKWAYS
 - a. Playground area
 - b. Restrooms
 - c. Pool area
 - d. Parking areas
4. HANDRAILS
 - a. Steps
5. GARDEN AREAS
 - a. Trees
 - b. Weeds
 - c. Debris
 - d. Displays
6. SIGNAGE
7. PARKING LOTS
 - a. Trash
 - b. Debris
8. AMENITIES
 - a. Benches
 - b. Picnic Tables
9. MULTIPURPOSE ROOM

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San Bernardino Regional Parks

GENERAL MAINTENANCE AT PRADO REGIONAL PARK

Park employees assigned to maintenance will be given a daily list of outstanding or priority projects to be completed or worked on throughout the day.

General maintenance duties include, but are not limited to:

1. RESTROOMS
2. BUILDINGS
3. WATER/SEWER LINES
4. HEATING/VENTALATION/COOLING SYSTEMS
5. CAMPGROUNDS
6. PARK GROUNDS
7. MULTIPURPOSE ROOM
8. PARK YARD/SHOP
 - a. Work benches
 - b. Equipment
 - c. Storage areas
 - i. Tools
 - ii. Parts and supplies
 - iii. Hazardous materials storage areas
 - iv. Event decorations
 - v. Outside containers
 - d. Employee lockers
 - e. Vehicle parking
 - f. Fuel station



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ATTACHMENT 6
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HOUSEKEEPING AT PRADO REGIONAL PARK

Housekeeping duty includes the cleaning and maintenance of all park and display areas, including:

Using the list below, each area listed will be inspected, cleaned, and maintained when assigned housekeeping "HKP" duty

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Housekeeping duties include, but are not limited to:

1. Clean office
2. Clean Shop
3. Organize supply sheds
4. Clean and service tools
5. Clean Front Gate
6. Clean Multipurpose Room

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ATTACHMENT 6
San Bernardino Regional Parks

CLOSING PROCEDURES AT PRADO REGIONAL PARK

Closing procedures include: Park, Office, Maintenance, and Gate.

Each of the four areas of responsibility will be closed by the staff member assigned that duty. All closing procedures will be started at the appointed time near the end of the assigned shift and completed when the park has closed to visitors. Using the list below, all closing procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK
 - a. File
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - iii. Daily Staff Work Reports
 - b. Flags
 - i. Lower flags at the front gate
 - ii. Fold properly and store in designated location
2. OFFICE
 - a. Post
 - i. Work Flow Schedule for next Shift
 - b. Lock
 - i. Arm safe room alarm/ lock up safe
 - ii. Lock front door
3. GATE
 - a. Lock
 - i. Gate house
 - b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - c. Logs
 - i. Enter camping reservation check-in information into reservation system
 - d. Post
 - i. Inspect information at Front Gate and remove or replace as appropriate
 1. After hours contact information
 2. Event flyers

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ATTACHMENT 7
San Bernardino Regional Parks

YUCAIPA REGIONAL PARK OPERATIONS

PARK WORKFLOW

The Regional Parks Department has created a Park Workflow System to utilize various operational and workflow tools to ensure the successful operation of park facilities. All staff are expected to adhere to and follow all workflow documents and schedules contained herein.

Workflow Schedule: Yucaipa Regional Park

The use of workflow schedules greatly enhances the efficient workflow of park staff. Park Superintendent/Lead or designee will develop and post a two week master workflow schedule that takes into consideration all service points, restrooms, campgrounds, general maintenance and other assignments. Superintendent/Lead or their designee are expected to post a written workflow schedule every day. The workflow schedule is an official posted document to staff and is expected to be followed as a verbal direction. Staff may not alter the workflow schedule without approval from their supervisor.

Daily Work Reports: Yucaipa Regional Park

Each park employee will complete and submit a Daily Work Report (DWR) to the office by the end of each work day, which will detail work done on assignments for that day. The accuracy of each report will be checked by the Superintendent/Lead or designee to ensure that work is being completed and that the quality of the work meets standards.

Logs: Yucaipa Regional Park

Logs have been created for various activities at the park. It is important to accurately and consistently keep each log current.

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Workflow schedules will include the tasks listed below and utilize the designated abbreviations to indicate assigned tasks for staff:

Yucaipa Regional Park Duties	Code
Pool Maintenance	PM
Split hour	/
Admin/Records	ADM
Break (personal)	B
Break coverage (others)	BKS
Customer Service	CSV
Close pool area	CLPA
Campground Checks/Customer Service	CCH
Close Gate	CLG
Close Maintenance	CLM
Close Office	CLO
Close Park	CLP
Campgrounds Maintenance	CMP
Gate	GT
Housekeeping (Cabins/Bunkhouses/Displays/Museums)	HKP
Lunch	L
Maintenance/Special Projects	MNT
Office	OFC
Open Gate	OPG
Open Office	OPO
Open Park	OPP
Park Grounds Cleaning & Maintenance	GR
Restrooms Cleaning	RR
Supplies	SUP
Trash	TR

The following pages include definitions of the various duties that staff are expected to perform when assigned on the workflow schedule. Tasks are to be completed within the assigned amount of time as directed by the Park Superintendent/Lead.

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OPENING PROCEDURES AT YUCAIPA REGIONAL PARK

Opening procedures include: Office, Park, and Gate.

Each of the four areas of responsibility will be opened by the staff member assigned that duty. All opening procedures will be started promptly at the beginning of the assigned shift and completed before the park opens to visitors. Using the list below, all opening procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Opening duties include, but are not limited to:

1. PARK

- a. Post
 - i. Daily Work List Schedule
 - ii. Special Projects List
- b. Flags
 - i. Raise flags at the front gate
 - ii. Make note of flags that need to be replaced and fill out a Park Maintenance Request Form and submit to the office
- c. Unlock
 - i. Gate house
 - ii. Office
 - iii. Shop

2. OFFICE

- a. Prepare banks for gate and break staff
- b. Print
 - i. Daily camping list for gate and kiosks
 - ii. Campsite availability list for gate to give to campers
 - iii. Visitors list
 - iv. Other instructions for gate

3. GATE

- a. Count and verify opening bank
- b. Get gate instruction folder with forms, daily camping list, special visitor list, and other information

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ADMIN/RECORDS AT YUCAIPA REGIONAL PARK

The daily designated park ADM will be assigned the administrative duties, along with other maintenance, cleaning, or customer service tasks.

Using the list below, the daily Park Lead shall complete prescribed tasks and coordinate reports sent to the Regional Parks Administration Office.

Duties include, but are not limited to:

1. MORNING
 - a. Communications
 - i. Sign-out and carry park cell phone
 - ii. Make sure each ranger and the gate has a functioning radio
 - b. Daily assignments
 - i. Post Daily Work Flow
 - ii. Make and communicate adjustments as assigned by Superintendent/Lead
 - c. Park Maintenance Requests
 - i. Check PMR log for unfinished or priority requests
 - ii. Prepare PMR daily list for park staff assigned to Maintenance duties
2. LOGS & INSPECTIONS
 - a. Conduct inspections throughout the park as assigned, or as necessary
 - b. Maintain log books
3. PROJECT AUTHORIZATIONS FORMS
 - a. Fill out and submit Project Authorization Forms; this may be delegated as authorized by Superintendent/Lead
4. AFTERNOON
 - a. Send Daily Packet to park manager
 - i. Daily Work Reports
 - ii. Park Maintenance Request Log
 - iii. Refund Requests
 - iv. Customer Service Feedback
 - v. Other logs

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RESTROOMS AT YUCAIPA REGIONAL PARK

Restrooms are expected to be checked and cleaned at least twice per day as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect restrooms and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned restroom shift.

Restroom Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Restroom Cleaning/Maintenance Log” each time the restroom is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Floors	Sinks	Toilets	Urinals	Counters	Lighting	Stock	Initials	Comments
1/2/2016	9:00AM	√	√	√	√	√	√	√	KP	Faucet on left has a slow drip

These forms are to be removed and filed weekly on Mondays by the Park Lead.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Restroom tasks include, but are not limited to:

1. FLOORS

a. Sweep

- i. Use broom and dust pan to remove dirt, dust, debris from all floors

b. Mop

- i. Use wet mop with sanitizing solution to clean all areas under and around toilets, under sinks, and entrance and walk ways

2. TOILETS

a. Brush/Cloth

- i. Use toilet brush to clean inside bowls, the top and underside of seats, and floor around base of toilet
- ii. Wipe lip and outside of toilet with a wet cleaning cloth
- iii. Leave seats raised to air dry

b. Maintenance

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- i. Tighten toilet seats as needed; replace if broken and unrepairable.
 - ii. Fix minor leaks at hardware or pipes
 - iii. If repairs require more than minor fixes or adjustments, fill out a Park Maintenance Request Form submit to the park ADM designee for assignment

- 3. TRASH
 - a. Remove bags from cans, barrels, and sanitary containers
 - b. Replace bags in each

- 4. SINKS
 - a. Use spray bottle with sanitizing solution or Comet and cleaning cloth to wipe faucet, bowl, rim, and underside of each sink

- 5. WALLS
 - a. Wipe all walls with cleaning cloth and wet solution to remove dirt, scuffs, and splash marks
 - b. Remove any graffiti or vandalism
 - c. Wipe mirrors using glass cleaner solution and a dry cleaning cloth
 - d. Remove spider webs from corners

- 6. INFANT CHANGING STATIONS
 - a. Use a spray bottle with sanitizing solution and a cleaning cloth to wipe down infant changing station, inside and out.
 - b. Remove any stains or graffiti

- 7. CEILING AND LIGHTING
 - a. Inspect and clean ceiling area
 - b. Inspect, clean, and make minor repairs to lighting fixtures as needed, including replacement of light bulbs

- 8. PAPER GOODS
 - a. Restock paper goods and soap as necessary throughout entire restroom
 - b. Inspect, clean, and make minor repairs to broken toilet paper, hand towel, or soap fixtures; if unable to repair, report the necessary repair on a Park Maintenance Request Form and submit to park office.

- 9. SUPPLY CLOSETS
 - a. Clean area after each use
 - i. Rinse thoroughly all cleaning cloths, brushes, mops, buckets, spray bottles or other tools used
 - ii. Sweep and mop floor to remove dirt or excess liquids
 - iii. Wipe walls and door to remove dirt or excess liquids
 - iv. Clean and organize supply shelves; make a note of supplies needed for next cleaning

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- v. Remove used supplies, equipment, empty containers, or trash from the area; unused supplies and equipment should be returned to shop or supply storage.
- vi. ENTER DATE, TIME, AND INITIALS ON DAILY LOG



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CAMPGROUNDS AT YUCAIPA REGIONAL PARK

Campgrounds are expected to be checked as directed by the workflow schedule. It is the responsibility of the assigned staff to clean and inspect campgrounds and advise the Park Superintendent/Lead or designee of any maintenance concerns during an assigned campground shift.

Campgrounds Cleaning/Maintenance Log

All cleaning and maintenance is to be documented on the “Campground Cleaning/Maintenance Log” each time a campground is cleaned, inspected and/or a maintenance task is completed. A complete entry includes filling in date, time, staff initials and indicating completion of each task by placing a check mark on the row corresponding to the each item. Additionally, comments are expected to be added as needed. Below is an example of a complete log entry:

Date	Time	Tables	Trees	Lighting	Signage	Water	Fire Rings	BBQ's	Initials	Comments
1/2/2016	9:00AM	X	X	X	X	X	X	X	KP	Picnic table seat needs repair

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Campground duties include, but are not limited to:

1. GROUNDS

- a. Dirt areas (other than campsites, including surrounding hillsides)
 - i. Remove trash, weeds, other debris
- b. Roadways
 - i. Sweep; remove trash, dirt, rocks, and other debris
- c. Concrete areas (amphitheater, surrounding restrooms)
 - i. Sweep; remove trash, dirt, rocks, and other debris; inspect for damage, graffiti, etc.
- d. Trees
 - i. Trim branches away from RV parking areas; remove excessively drooping limbs and suckers
- e. Signage
 - i. Inspect all signage, including site numbers; clean, repair, replace as needed

2. SITES

- a. Pads
 - i. Clean – remove trash or other debris

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- ii. Smooth – use rake, shovel, or tractor to smooth and level campsites; fill rain ruts
 - b. Pedestals
 - i. Inspect – check for any damage and if in working order
 - c. Hook-up pads
 - i. Clean
 - d. Water spigots
 - e. Site numbers
3. AMENITIES
- a. Barbeques
 - b. Fire Rings
 - c. Dump Stations
 - d. Kiosks
 - e. Lighting
 - f. Picnic Tables

Park Superintendents/Leads are expected to review the Campground logs at least once per week to ensure proper completion of tasks by staff as well as to identify potential projects or repairs to restroom facilities.



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FRONT GATE AT YUCAIPA REGIONAL PARK

Staff members assigned to the gate are the first point of contact for customers entering the park. It is expected that staff follow the County Service First Model of Customer Service when interacting with customers. The primary responsibility for staff scheduled at the front gate is as a cashier which requires staff to follow and adhere to County and Department cash handling guidelines. In addition, staff are to be knowledgeable about amenities, fees, resources and upcoming events or programming occurring with the park.

The park entrance gate will be staffed continually beginning at 7:30 a.m. and closing at 5:00 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park front entrance gate. Staff assigned will perform duties for the period they are assigned.

Gate duties include, but are not limited to:

1. OPENING

- a. Bank
 - i. Verify daily cash bank
- b. Logs
 - i. Prepare daily logs
 - 1. Camping check-in
 - 2. Survey (as provided)
- c. Materials
 - i. Prepare visitor materials

2. FEE COLLECTION

- a. Greet Customers
 - i. "Good morning/afternoon"
 - ii. "Welcome to Yucaipa Regional Park"
- b. Collect
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt

3. CAMPING RESERVATIONS

- a. Log
 - i. Number of visitors checking in
 - ii. Number of vehicles
 - iii. Number of pets

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4. CLOSING

- a. Lock
 - i. Gate house
- b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- c. Logs
 - i. Enter camping reservation check-in information into reservation system
- d. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements



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OFFICE AT YUCAIPA REGIONAL PARK

The park office will be staffed daily and continually beginning at 8:30 a.m. and closing at 5:30 p.m., daily.

This work list includes duties for opening, daily operation, and closing the park office. Staff assigned will perform duties for the period they are assigned.

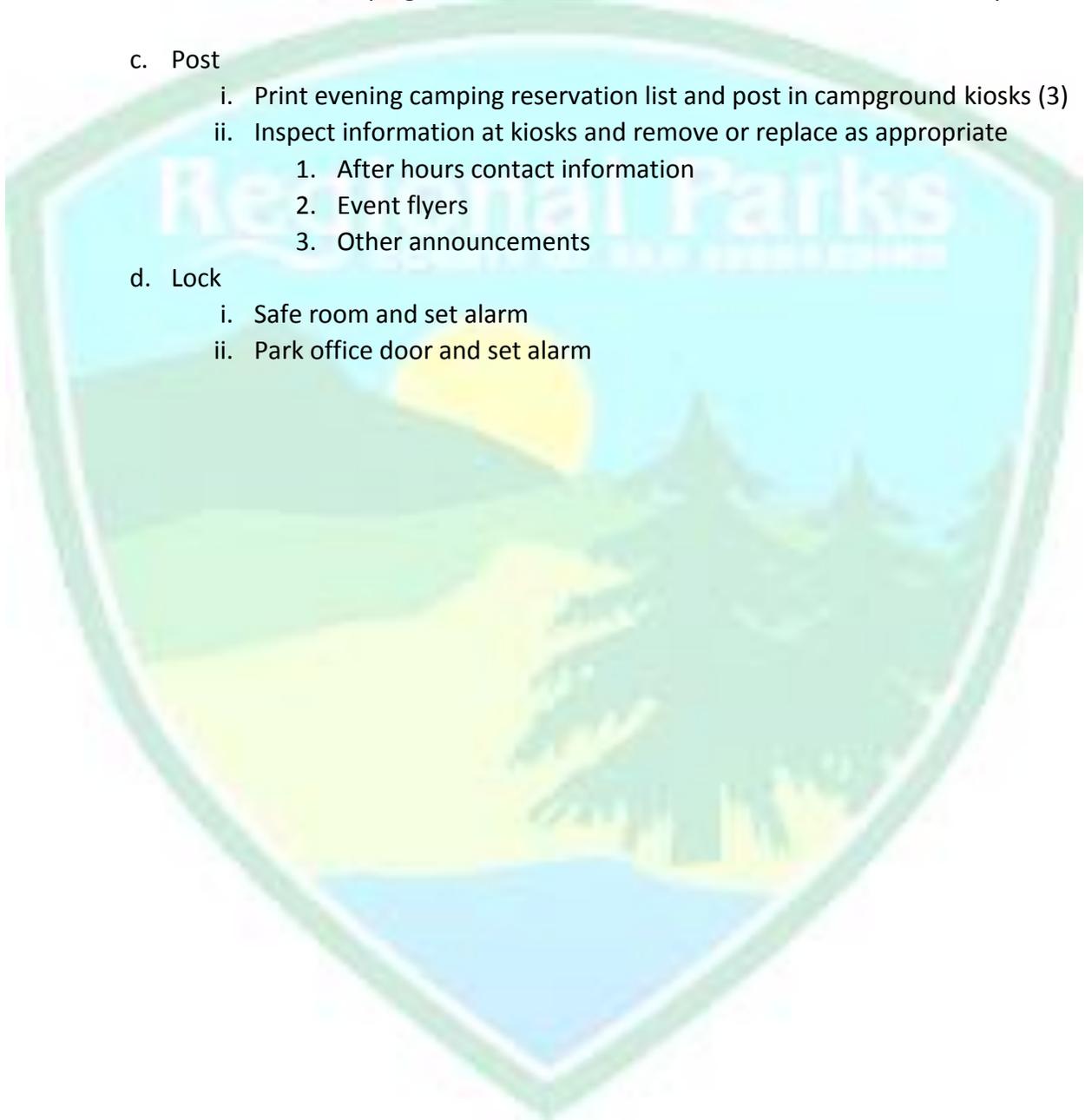
Office duties include, but are not limited to:

1. OPENING
 - a. Bank
 - i. Verify daily cash bank
 - b. Logs
 - i. Prepare daily logs
 1. Camping check-in
 2. Survey (as provided)
 - c. Materials
 - i. Prepare visitor materials
2. FISCAL ACCOUNTING
 - a. Daily and weekly forms; prepare and submit
 - b. Bank deposit
3. CUSTOMER SERVICE
 - a. Greet customers (at counter or on telephone)
 - i. "Good morning/afternoon"
 - ii. "Welcome to" (counter) or "Thank you for calling" (phone) "_____"
 - iii. "This is NAME, how may I help you?" (phone)
 - b. Fee collection
 - i. Inform guest of total amount before entering into register
 - ii. Collect fees and enter into register
 - iii. Give guest register receipt
4. RESERVATIONS
 - a. Camping
 - b. School
 - c. Other (wedding, event, etc.)
5. ADMINISTRATIVE
 - a. Logs
 - i. Daily Work Reports
 - ii. Maintenance Requests
 - iii. Other logs
6. CLOSING

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- a. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
- b. Logs
 - i. Enter camping reservation check-in information into reservation system
- c. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements
- d. Lock
 - i. Safe room and set alarm
 - ii. Park office door and set alarm



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PARK GROUNDS CLEANING & MAINTENANCE AT YUCAIPA REGIONAL PARK

Park Grounds will be checked as assigned using the list below. Inspections of all areas should be done when assigned parks grounds duty.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If extensive work is required routine maintenance, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Park Grounds duties include, but are not limited to:

1. TRASH
 - a. Remove trash from all areas of the park grounds
2. FENCES
 - a. Parking lot
3. WALKWAYS
 - a. Playground area
 - b. Restrooms
 - c. Pool area
 - d. Parking areas
4. HANDRAILS
 - a. Steps
5. GARDEN AREAS
 - a. Trees
 - b. Weeds
 - c. Debris
 - d. Displays
6. SIGNAGE
7. PARKING LOTS
 - a. Trash
 - b. Debris
8. AMENITIES
 - a. Benches
 - b. Picnic Tables

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GENERAL MAINTENANCE

Park employees assigned to maintenance will be given a daily list of outstanding or priority projects to be completed or worked on throughout the day.

General maintenance duties include, but are not limited to:

1. RESTROOMS
2. BUILDINGS
3. WATER/SEWER LINES
4. HEATING/VENTALATION/COOLING SYSTEMS
5. CAMPGROUNDS
6. PARK GROUNDS
7. PARK YARD/SHOP/BONE YARD
 - a. Work benches
 - b. Equipment
 - c. Storage areas
 - i. Tools
 - ii. Parts and supplies
 - iii. Hazardous materials storage areas
 - iv. Event decorations
 - v. Outside containers
 - d. Employee lockers
 - e. Vehicle parking
 - f. Fuel station
 - g. Water tanks area



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HOUSEKEEPING AT YUCAIPA REGIONAL PARK

Housekeeping duty includes the cleaning and maintenance of all park and display areas, including:

Using the list below, each area listed will be inspected, cleaned, and maintained when assigned housekeeping "HKP" duty

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

Housekeeping duties include, but are not limited to:

1. Clean office
2. Clean Shop
3. Organize supply sheds
4. Clean and service tools
5. Gate House
6. Pool Area



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CLOSING PROCEDURES AT YUCAIPA REGIONAL PARK

Closing procedures include: Park, Office, Maintenance, and Gate.

Each of the four areas of responsibility will be closed by the staff member assigned that duty. All closing procedures will be started at the appointed time near the end of the assigned shift and completed when the park has closed to visitors. Using the list below, all closing procedures will be performed daily.

All work done must be documented on the Employee Daily Work Report so that future assignments will not include work that has already been completed. Include notes for all inspections, work done, and project details (current and needed) in your daily report. If additional or extensive work is required beyond daily tasks, fill out a Park Maintenance Request Form submit to the park lead designee for assignment.

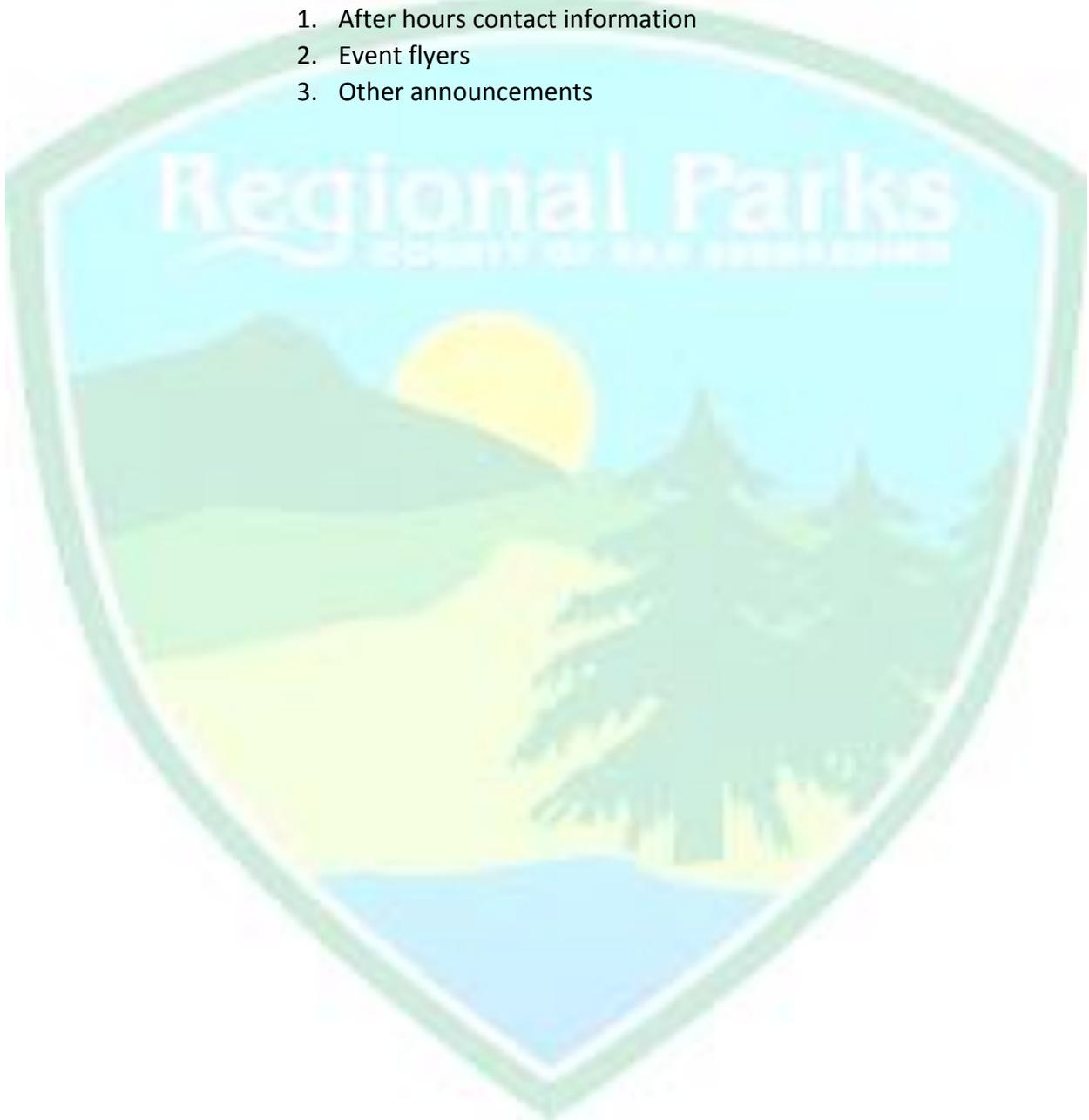
Opening duties include, but are not limited to:

1. PARK
 - a. File
 - i. Daily Work List Schedule
 - ii. Special Projects List
 - iii. Daily Staff Work Reports
 - b. Flags
 - i. Lower flags at the front gate and in town
 - ii. Fold properly and store in designated location
 - c. Lock
 - i. Restrooms
 - ii. Pool area
2. OFFICE
 - a. Post
 - i. Daily Communication
 - b. Lock
 - i. Arm safe room alarm
 - ii. Lock front door
3. MAINTENANCE
 - a. Lake pumps shut off
4. GATE
 - a. Lock
 - i. Gate house
 - b. Cash
 - i. Reconcile cash drawer and fill out reconciliation form
 - ii. Create bank for tomorrow's shift
 - c. Logs

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- i. Enter camping reservation check-in information into reservation system
- ii. Enter bus tracking information into electronic log
- d. Post
 - i. Print evening camping reservation list and post in campground kiosks (3)
 - ii. Inspect information at kiosks and remove or replace as appropriate
 - 1. After hours contact information
 - 2. Event flyers
 - 3. Other announcements



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