



September 13, 2005

The Honorable Susan Harlan  
Presiding Judge, Superior Court  
County of Amador  
108 Court Street  
Jackson, California 95642

Re: 2005 Grand Jury Report – Response by the Amador County Board of Supervisors

Dear Judge Harlan:

The Amador County Board of Supervisors appreciates the opportunity to respond to the 2004-2005 Grand Jury Report. The information provided in the report is informative and would not otherwise be available without the time and effort of the Grand Jury participants. The Board of Supervisors thanks the Grand Jury participants for their dedication.

Listed below you will find not only agency responses but also the Board of Supervisors' response to each finding and recommendation for which the Board of Supervisors was requested to respond 2004-2005 Grand Jury Report. Please note that the Mental Health section now includes additional response information consistent with statutory response requirements.

### **AMADOR COUNTY MENTAL HEALTH DEPARTMENT**

#### **Anonymous Complaint**

**Finding #1:** There is low morale among staff at Amador County Mental Health.

**Response by Department Head:** We agree that morale among Mental Health staff was low during the period of time mentioned in the report; however, morale has begun to improve since then, and continues to do so. We will continue to monitor this important issue and will continue with the team building efforts as well as continued departmental participation by the HHS Agency Director.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #2:** Morale problems at Amador County Mental Health are contributing to a high rate of staff turnover in the department.

**Response by Department Head:** We agree in part with this finding, and disagree in part. Morale problems have contributed to some of the staff turnover in the Mental Health Department, but there were other factors, too, such as relocation, retirement and accepting other jobs elsewhere.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #3:** High turnover is expensive. The loss of a trained employee and the subsequent advertising, recruitment, interviewing and finally hiring and training of a new employee is a significant expense and can result in a significant loss of productivity while the new employee is brought up to speed. The high turnover in the Amador County Mental Health Department results in ongoing expenses and lower productivity.

**Response by Department Head:** We agree that high turnover is expensive; however, we disagree with the statement that it lowered productivity. As our individual services to the clients seen by Mental Health Department staff have doubled in the past three years, we believe that some of the turnover was caused by increased demands for accountability and productivity. We will continue to monitor our turnover, and will look at what the underlying reasons are. We will then address those issues as they arise.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #4:** High turnover results in lower quality patient care. It lowers productivity and quality of service to the community.

**Response by Department Head:** Please refer to response for item #3. We are significantly increasing our level of service.

**Response by Board of Supervisors:** The Board of Supervisors partially agrees in that as a general management theory increased turnover can result in lower productivity and performance. In this situation, however, the Board notes that the only quantifiable factors for department performance provided to the Board are those noted in the Department Head's response to number three which would seemingly indicate that at a minimum productivity has increased at the same time as the increase in turnover.

**Finding #5:** High turnover contributes to a loss of continuity and interagency cooperation in addressing patient problems. In many cases, the needs of county mental health patients are best served by interagency cooperation and communication.

**Response by Department Head:** We agree that high turnover contributes to a loss of continuity and interagency cooperation. We disagree that we are not involved with persons from other agencies as we continue to participate in interagency meetings and to

collaborate with agencies and departments where mental health services are clearly an elemental part of the agenda. In fact, we have a meeting scheduled with representatives from the law enforcement community, the Board of Supervisors, Sutter Amador Hospital, the Mental Health Director and HHS Agency Director on August 25, 2005 to work on improving our communication and better service to our mutual clients.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #6:** Since therapists work on-call hours, flextime schedules, and in off-site settings, time keeping in ACMH can be complicated.

**Response by Department Head:** We agree that time keeping in the Mental Health Department can be complicated. We continue to look at ways to improve the ways in which we keep track of time, schedule client appointments and cover for staff who are away from the job site for a variety of reasons. Suggestions from staff are encouraged.

**Response by Board of Supervisors:** The Board of Supervisors agrees with this finding.

**Finding #7:** Team building cannot be accomplished with three sessions if there is no follow-up on a day-to-day basis. This follow-up should be done by ACMH management and emphasized on a daily basis with a plan to foster this "team building" environment. If taxpayer money is going to be spent on workshops, then the results of those workshops need to be implemented and fostered.

**Response by Department Head:** We agree that team building cannot be accomplished with three sessions if there is no follow-up on a day-to-day basis. The workshops that were held were never approached as a series of three disconnected sessions. Following the first training a team building committee, made up of staff from all levels and categories within the department, began to meet weekly to address the day-to-day challenges of developing a sense of team within the department. They are continuing with these meetings, and have even developed a department newsletter.

**Response by Board of Supervisors:** The Board of Supervisors agrees with this finding.

**Finding #8:** An adverse work environment, such as reported by ACMH employees and former employees, exposes the County to potential litigation and the attendant expenses.

**Response by Department Head:** We agree with this finding, and note that we have addressed any items that are potentially litigious, and continue to address others through contact with the Union, appropriate work place environment trainings and daily monitoring of issues.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #9:** The problems encountered in ACMH have not been addressed by the Director of Health and Human Services.

**Response by Department Head:** We disagree with this finding. Although Fact #17 indicates that five people went to the Director of the Health and Human Services Agency with some of the problems stated above and reported no resolution of the problems. There is not enough information to give a specific response. The Agency Director's records show that when staff has approached her with a problem, it has been investigated and handled. As some complaints have involved personnel issues, they cannot be shared with other staff. The HHS Director has met with Mental Health Department staff in the past and continues to do so. Staff has been advised that they can contact the Director at any time there is a problem to be addressed. Additionally, the Director meets with the Union leadership on a monthly basis and responds to issues for all HHS departments that are raised.

**Response by Board of Supervisors:** The Board of Supervisors disagrees with this finding. The Board recognizes that there are ongoing issues in the Mental Health Department which require resolution. The Board has found the Director of Health and Human Services to be extremely concerned and willing to embrace various techniques to better understand these issues and develop appropriate solutions.

**Recommendation #1:** There should be ongoing training to improve supervisory, managerial and communications skills for the management of ACMH. If performance evaluations warrant it, additional training should be tailored to address specific issues or weaknesses. Examples of additional training might include communications skills and anger management.

**Response by Department Head:** This recommendation has been implemented. Amador County is providing a Leadership Academy through Los Rios Community College. Both the Mental Health Director and the Administrative Support Supervisor are attending these classes. Additionally, the County has been providing ongoing workshops to address a variety of management and/or supervisory skills, including increased communication skills. Each workshop is attended by management and supervisory personnel of the department. If there is a need in the future for specific types of training to address a particular skill or issue or as a result of a performance improvement plan, it will certainly be provided.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response and notes that improvement of both the evaluation process and training programs has been an ongoing goal for County Administration.

**Recommendation #2:** Require the Director to supply his superior and the County a written plan to improve the working environment and effectiveness of ACMH. The plan should include how to implement the team building recommendations from the workshops into the day-to-day functioning of the Department. It should include a timeline and measurable goals. The plan

should also be a part of the performance evaluation of the Director and be reviewed by his supervisor and the County Administration, and be included in the response to the Grand Jury.

**Response by Department Head:** The recommendation has not yet been implemented, but will be implemented by December 31, 2005. Although we have begun utilizing the recommendations from the workshops within the department, the director will be asked to expand on these efforts in a written plan of implementation. This plan will be given to his supervisor and County Administration and will be used to monitor progress toward improving the working environment within the department.

**Response by Board of Supervisors:** This recommendation has not yet been implemented; however, County Administration is currently working with the Director of Health and Human Services to effectively transition to a Behavioral Health Agency. As part of this transition, Administration fully expects to seek the development of a strategic plan which would include the Mental Health Department. Development of this plan will commence Fall 05.

**Recommendation #3:** Such a plan should include, but not be limited to, quarterly meetings of ACMH employees (management and staff) with staff input into a published agenda. These meetings should address current issues and problems, problem solving, suggestions and/or exercises, goal-setting for the next time period, and recognition of good performances and successes from the previous time period.

**Response by Department Head:** This recommendation has been implemented. All committees and meetings within the Mental Health Department have agendas and minutes and continue to meet on a regularly scheduled basis. These meetings do address current issues/problems, problem solving, suggestions, etc. Additionally, the HHS Director has conducted a SWOT analysis with all staff to look at the strengths, weaknesses, opportunities and threats for the department. A follow-up meeting will be held with staff by December 31, 2005 to determine our progress and challenges still facing us. We are currently working on placing all minutes of the committees and meetings in e-files available to all departmental staff. Successes are celebrated in addition to dealing with issues and/or problem solving. Additionally, a monthly newsletter is being published with input from all staff. This newsletter recognizes successes and achievements and serves to improve communication within the department and with the Agency Director.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response, however, seeks to note that this will be an ongoing process that continues past December 2005.

**Recommendation #4:** If the goals in the plan are not being met, this should be reflected in the Director's performance evaluation. There should be a specific structure for ongoing evaluation, of the ACMH Director's management of the staff, by the Health and Human Services Agency and the County Administrative Office.

**Response by Department Head:** The recommendation has not been implemented, but will be completed no later than December 31, 2005. The Health and Human Services Agency Director and the Deputy CAO are currently conducting interviews with staff of the Mental Health Department to address issues, concerns and suggestions. Findings will be compiled into a report that will assist in establishing goals for the department and the Mental Health Director. Performance Evaluations are a tool utilized to monitor an individual's ongoing ability to perform his/her essential job functions. As required, the HHS Agency Director will continue to monitor the performance of the Mental Health Director, and will set expectations, goals, and corrective actions to be performed as deemed appropriate and as approved by the County Administrative Office.

**Response by Board of Supervisors:** The Board of Supervisors has implemented this recommendation across the organization. All departments are required to annually submit goals and conduct evaluations.

**Recommendation #5:** Supervisors should be responsible for keeping track of employee time and ensuring that rules regarding timekeeping are applied evenly to all staff. If supervisors cannot manage the appropriate monitoring of employees' work hours, ACMH should install and use a time-recording device to standardize the record keeping of employees' work time arrival and departure. Also this device should be used to record employee breaks, lunchtime, and other office departures.

**Response by Department Head:** This recommendation has been implemented. Keeping track of employee time was addressed in memos to all staff on October 8 and 28, 2004. The first memo was asking for cooperation from staff, and the second memo spelled out that we must be open and available for clients during clinic hours. Additionally, the subject of time was addressed at a staff meeting on October 28<sup>th</sup>, and supervisors are now managing and monitoring employees' work hours. Since the issuance of the second memo, tracking of time has not been an issue within the department.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #6:** Develop an informal grievance procedure for ACMH. The procedure should include guidelines for how those grievances should be handled by the receiving parties and what sort of response is required when an employee uses the informal process. Orient ACMH staff at all levels to this policy.

**Response by Department Head:** This recommendation has not been implemented, but will be completed by December 31, 2005. The Team Building Committee has been working on a specified process for conflict resolution that could also be used as an informal grievance procedure. As the process is completed, it will be presented for discussion/comment in an all-staff meeting as well as in the department newsletter. Recommendations will then be put into place in a plan that will be covered with all staff.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #7:** Identify a management team, to clarify supervisory roles, responsibilities and lines of communication. Publish this information for all staff and schedule management team meetings on a regular basis. Members of the management team should be chosen by position in the department.

**Response by Department Head:** This recommendation has not been completed, but will be in place by December 31, 2005. The Mental Health Department is merging with the Alcohol/Drug Prevention Department to become the Behavioral Health Services Division within the Health and Human Services Agency. A recruitment process is currently underway to hire a new Behavioral Health Director. Once this process is completed a management team will be established based upon job specifications. An organizational chart will then be published and presented to all staff with roles and responsibilities defined. The management team will meet on a regular basis, no less frequently than monthly, but more often if needed.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #8:** Where appropriate, staff input should be solicited and considered when developing new policies and procedures.

**Response by Department Head:** This recommendation has been implemented. The Mental Health Department utilizes a committee structure to develop new policies and procedures as appropriate unless they are a direct result of a change in Federal or State regulation. When these policies and/or procedures are completed, they are then presented at the next all-staff meeting after being distributed to all staff for preview. Staff then has the opportunity to express comments and/or concerns.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #9:** Adhere to the personnel guidelines of the County and to County policy and the expectations (both the letter and the spirit of the law) of the Department regarding sexual harassment, ethnic, racial and religious tolerance, understanding and sensitivity, and workplace dress code and behavior (Review page 7, MOU and County of Amador Policies and Procedures Manual-number 2-100 and 2-900 (see Appendices C & D) Note: these policies are currently being updated by County Administration). All employees must review the policies and expectations on a yearly (or sooner, if needed) basis and sign an agreement stating that they know the policies and will comply with them. This documentation should be placed in all employees' personnel files.

**Response by Department Head:** This recommendation has not been implemented, but will be implemented by December 31, 2005. Mental Health Departmental staff is expected to adhere to all County Policies and Procedures, and are further expected to review them yearly. We will implement a system by December 31, 2005 to ensure that this is completed in keeping with County policy and will place documentation in the employees' personnel files.

**Response by Board of Supervisors:** While the Board concurs with the Department Head's response the Board adds the following. First, the Board notes that all new employees are required to review the County's anti-harassment policy, which is then acknowledged in writing. Secondly, County Administration currently provides harassment training on an annual basis. Each employee's participation is tracked and employees are required to attend trainings on a schedule that is determined by their job duties.

**Recommendation #10:** Management should foster an atmosphere of cultural sensitivity. Respect for diverse populations and cultures is important in the work place. The environment of the work place must be free of any intimidation, influence or distraction that interrupts the delivery and quality of the services provided to the citizens of Amador County.

**Response by Department Head:** This recommendation has been implemented. The Mental Health Department has an active Cultural Competency Committee whose charge it is to oversee that cultural diversity is acknowledged and respected. This committee meets no less than monthly. Issues then are brought up to the committee that indicates that something needs to be done to improve in this area can be brought up to the Agency Director and County Administration to ensure compliance.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #11:** Remove all posters, flyers, jokes, stories or other items that are inappropriate to be displayed or said in the workplace. Management must enforce this and set an example for employees to follow.

**Response by Department Head:** This recommendation has been implemented. Management has taken action to see the workplace is free of all posters, flyers, jokes, stories or other materials that may foster ill will, distractions to completion of job tasks or an otherwise hostile work environment. Management does not condone inappropriate jokes, comments, mannerisms or behaviors. Management began to oversee all reading materials placed in the department for appropriateness and relevancy as soon as it was discovered that inappropriate materials were in the workplace. This is an important recommendation and is taken very seriously by department management. We will continue to enforce this area on an ongoing basis.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #12:** The Director of Health and Human Services should become more involved in ACMH, both on a regular basis and especially when there are unresolved personnel issues affecting morale and quality of service to the community.

**Response by Department Head:** This recommendation is implemented. The Health and Human Services Agency Director is more involved in the Mental Health Department, both on a regular basis and when there are unresolved issues that effect employee morale and services to the community. The HHS Director has begun attending all-staff meetings as well as some Team Building meetings and recently facilitated a SWOT analysis with staff for the needs and strengths of the department. See item #4 for additional involvement. The Mental Health Department is an integral piece of the Health and Human Services Agency, and the HHS Director will continue with her involvement on an ongoing basis.

**Response by Board of Supervisors:** The Board of Supervisors both concurs with the Department Head's response and also notes that County Administration finds it important to seek additional opportunities to communicate with Health and Human Services Agency departments. The County Administrative Officer is working with the Health and Human Services Agency Director to identify staff meeting opportunities for County Administration participation. These meetings are expected to commence in Fall 05.

### **General Review**

**Finding #1:** When children must be placed out-of-county, it is important that they be seen regularly to ensure their well being and that they are receiving appropriate care and treatment.

**Response by Department Head:** This response has been implemented. We agree that children who are placed out-of-county should be seen regularly to endure their well being and to see that they are receiving appropriate care and treatment. We have begun visiting these children on a regular basis.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #2:** When children must be placed out-of-county, it is important that they be seen regularly to ensure their well being and that they are receiving appropriate care and treatment. Given heavy recording and reporting requirements in mental health services, field computers would increase staff efficiency by allowing those requirements to be met on the spot.

**Response by Department Head:** We agree with this recommendation. Field computers could increase efficiency by field staff, and will look into the feasibility of such a purchase, particularly given the HIPPA constraints placed upon us to ensure confidentiality.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #3:** Properly planned new facilities for ACMH would enhance mental health services.

**Response by Department Head:** We agree that properly planned new facilities for Amador County Mental Health would enhance services.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #1:** For each child placed out-of-county, ACMH should designate a particular licensed staff member, the child's therapist or a "placement coordinator" with the clear and specified responsibility of visiting (or ensuring that some other agency is visiting) those clients as mandated and/or as needed.

**Response by Department Head:** We agree with this recommendation. We will look into the possibility of designating a particular licensed staff member as the person responsible for visiting, or ensuring that a visit is done by someone else, with those children who are placed in an out-of-county facility as mandated in accordance with mental health policies and procedures.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #2:** ACMH should coordinate with other agencies involved with children placed out-of-county to ensure that the children are visited at least quarterly by some Amador County responsible agency to provide necessary oversight without expensive duplication of travel. For example, Child Protective Services personnel could verify the mental health treatment being provided to an Amador County child in placement on one visit. On a subsequent visit, ACMH could verify conditions relevant to another agency. This would have the potential of increasing the number of visits these out-of-county clients receive, without increasing the cost to agencies (and in turn the taxpayers).

**Response by Department Head:** We disagree with this recommendation. We are unable to comply with this recommendation due to constraints placed upon the Mental Health Department by SB 90. We are responsible for these visits and cannot designate the responsibility to other agencies.

**Response by Board of Supervisors:** The Board of Supervisors notes that the Department Head has indicated this recommendation will not be implemented. The Board of Supervisors will seek continued evaluation during Fall 05 to ensure appropriate supervision is achieved.

**Recommendation #3:** ACMH should purchase laptop computers for the few staff who work in school settings.

**Response by Department Head:** This recommendation has been implemented. We have purchased laptops that can be used when staff is working in a school setting.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #4:** The County of Amador is encouraged to plan for increased space for mental health services with consideration of the particular needs of this agency. Plans for new facilities should consider increased space, increased accessibility, and a layout to maximize privacy and preserve confidentiality.

**Response by Department Head:** We agree with this recommendation. Mental Health staff has actively participated in planning meetings for a new HHS Agency facility. These plans include increased space and an improved layout. The RFP for a new facility is currently being developed and will be brought to the Board of Supervisors for review by the end of September 2005.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #5:** The Grand Jury, while hearing employee concerns, makes no recommendations regarding salary scales and training costs for licensure for ACMH employees since this is a countywide issue to be addressed in collective bargaining.

**Response by Department Head:** We agree with this recommendation.

**Response by Board of Supervisors:** The Board of Supervisors notes that no recommendation is offered for this item.

**Recommendation #6:** The Grand Jury encourages the community to participate in discussions and decisions regarding the optimal use of Prop 63 funding for community mental health.

**Response by Department Head:** We agree with this a recommendation. We are currently holding countywide forums to solicit community input for the use of Prop. 63 funds. This input will be included in the plan to the State Department of Mental Health, which will be submitted by December 31, 2005.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response. In addition, County Administration attended the community forum held in the City of Jackson to gauge public interest and comments.

## AMADOR COUNTY AIRPORT

**Finding #1:** Progress is extremely slow or non-existent in meeting the agreed-to recommendations of the 2002/2003 Grand Jury.

**Response by Department Head:** I agree that progress has been slow, but due to extenuating circumstances, such as changes in Department Heads of the Building Department. The hangar guidelines were necessary to resolve issues with regard to the regulation of hangar modifications, new lease agreements, Building Department issues, trailer, and airport security.

**Response by Board of Supervisors:** The Board of Supervisors agrees with this finding.

**Finding #2:** The "airport car" draft policy is severely lacking in several key areas that would protect the County from liability.

**Response by Department Head:** I agree that the draft policy was lacking the recommendations of the Grand Jury regarding "key areas," however an "Airport Car Policy" was adopted by the Board of Supervisors on February 1, 2005. This policy was reviewed by County Counsel and our Risk Manager prior to the Board's action to approve it. The policy does not contain the Grand Jury's suggested "key areas" requirements for current registration and proof of insurance for "airport cars". Since State law already requires all vehicles to be registered with DMV and insured, staff feels a County requirement for the same would be a duplication of effort.

**Response by Board of Supervisors:** The Board of Supervisors disagrees with this finding based upon the information provided in the Department Head's response.

**Finding #3:** When follow up questions about a project's status were pursued (for example the Building Code violations at the trailer behind hangar #6) responses changed. They went from "We forgot about that" to "We're handling that with the Building Department" to "The trailer is being moved."

This was a common response pattern about other issues, also. For example, we were told in September 2004 that debris and junk near hangar #6 were the responsibility of the tenant, who was supposedly moving out of state soon.

As of April 2005 the trailer had not been moved, the Building Code violations still existed, and there is still the same amount (if not more) of debris and junk near hangar #6.

**Response by Department Head:** I agree with the Grand Jury's finding and offer the following explanation. The confusion expressed by the Grand Jury members is partially due to the fact that there is a trailer and a motorhome and both are sometimes referred to as RV's. This has been confusing to staff as well. The trailer is used for storage while the

motorhome is used as a residence. The Building Department's issues were with the motorhome not the trailer.

It is true that the debris and junk near hangar #6 is/was the responsibility of the tenant and he advised staff that he was moving it with him out of state.

Again, the trailer was not the subject of any issues with the Building Department. The tenant has moved debris and "junk" aircraft out of the area. A twin-engine trailer which had been on a trailer for six months is now gone, along with many other items.

**Response by Board of Supervisors:** The Board of Supervisors agrees with this finding.

**Recommendation #1:** Provide a specific time frame for implementation of the 2002/2003 Grand Jury recommendations pursuant to California Penal Code section 933.05.

**Response by Department Head:** Listed below are specific time frames and/or dates for implementation of each of the 2002/2003 Grand Jury recommendations:

- **Grand Jury Recommendation:** The Airport Manager and a representative of the county should regularly inspect the airport as required in the concessionaire Contract with Amador County.

**Implementation:** *(April 22, 2003) The Airport Manager and representatives of the County began inspecting the airport periodically after the 2002/2003 Grand Jury's Final Report. The Airport Manager continually inspects hangars.*

- **Grand Jury Recommendation:** All unauthorized trailers; machinery, vehicles and debris should be removed from the airport property.

**Implementation:** *(June 14, 2005) Board of Supervisors approved Caretaker Agreement allowing tenant to park and reside in a recreational vehicle at the airport in exchange for his providing security services at the airport. During the past year tenant has removed much of the debris and junk.*

- **Grand Jury Recommendation:** GSA should develop a policy for the parking of unattended vehicles (also known as "airport cars") on airport property.

**Implementation:** *(February 1, 2005) Board of Supervisors approved Airport Car Policy.*

- **Grand Jury Recommendation:** Amador County General Services Administration should immediately enter into a lease agreement with the occupants of all the hangars at Westover Airport:

**Implementation:** *(August 15, 2005) Deadline for finalization of last two remaining leases.*

- **Grand Jury Recommendation:** Amador County Risk Manager should define the amount of coverage and type of insurance required by the county for leased or rented property, and insure that all the occupants of the hangars obtain insurance appropriate to meet the requirements of the county.

**Implementation:** *(Ongoing) Risk Manager always has and still does define the amount of coverage and type of insurance required and maintains a 'tickler file' to insure that tenants obtain and maintain the appropriate insurance.*

- **Grand Jury Recommendation:** Remove the mobile home from county property or rectify the code violations.

**Implementation:** *(June 14, 2005) Board of Supervisors approved Caretaker Agreement allowing recreational vehicle (mobile home).*

- **Grand Jury Recommendation:** *The GSA should provide airport security if needed.*

**Implementation:** *(June 14, 2005) Board of Supervisors approved Caretaker Agreement to provide security services.*

- **Grand Jury Recommendation:** The Amador County General Services Administration and the Airport Manager should inspect all buildings on county airport property for modifications or alterations.

**Implementation:** *(April 22, 2003) The General Services Administration, Airport Manager, and representatives of the County began inspecting the airport periodically after the 2002/2003 Grand Jury's Final Report. The Airport Manager continually inspects hangars for modifications or alterations.*

- **Grand Jury Recommendation:** The County should require that all occupants of hangars or buildings on airport property which have additions or modifications to their structure for which there is not a valid building permit, either obtain the proper permit or demolish the modifications or additions.

**Implementation:** *(May 2005) Airport Manager notified all airport tenants of the new guidelines for existing and new tenant improvements including and the requirement that all improvements must have a Building Permit.*

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #2:** Rewrite the draft “airport car” policy to include requirements for current registration and proof of insurance. (Proof of insurance is to be kept on file by the Airport manager.)

**Response by Department Head:** I disagree with the Grand Jury’s recommendation to rewrite the draft “airport car” policy. An “Airport Car Policy” was adopted by the Board of Supervisors on February 1, 2005. This policy was reviewed by County Counsel and our Risk Manager prior to the Board’s action to approve it. The policy does not contain requirements for current registration and proof of insurance for “airport cars” as State law already requires all vehicles to be registered with DMV and insured, and staff feels this would be an unnecessary duplication of effort.

**Response by Board of Supervisors:** The Board of Supervisors notes that the Department Head has indicated that this recommendation will not be implemented. The Board will ask the Department Head to schedule this issue for further discussion as part of an Airport Committee meeting this Fall.

### **AMADOR COUNTY ANIMAL CONTROL (ACAC)**

**Finding #1:** ACAC lacks an adequate record keeping system in place to document complaints, investigations, or disposition of those complaints.

**Response by Sheriff’s Office:** The Sheriff can neither agree nor disagree with the finding. The Sheriff does not run nor supervise Amador County Animal Control. Therefore, the Sheriff lacks a basic set of knowledge that would allow for an intelligent response to the finding of the Grand Jury.

**Response by Department Head:** I agree that ACAC lacked an adequate record keeping system to document complaints, investigations, or disposition of complaints. A new form has been developed (copy attached) containing fields for the type complaint, location/address of occurrence, owner if known, reporting person, address, telephone, date and time received, follow up requested, date and time investigated and disposition. ACAC lacks an adequate record keeping system. In the 2005–2006 fiscal year budget I requested a software system and hardware to run the program. The software will store all the above information. Retrieval can be accomplished by location, address, reporting person, telephone number, animal owner, etc.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head’s response.

**Finding #2:** ACAC lacks an adequate method of determining whether complainants want to be contacted again to learn the disposition of their complaint.

**Response by Sheriff’s Office:** The Sheriff can neither agree nor disagree with the finding. The Sheriff does not run nor supervise Amador County Animal Control.

Therefore, the Sheriff lacks a basic set of knowledge that would allow for an intelligent response to the finding of the Grand Jury.

**Response by Department Head:** I agree that ACAC lacked an adequate method of determining whether complainants wanted to be contacted again. A new form has been developed to record this information and ACAC staff has been instructed to ask if the reporting person would like to be contacted. ACAC Officers have been instructed to attempt contact with the reporting person on all complaints containing that information. (Many complaints are left on the ACAC voice mail. It is common that contact information is not provided.)

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Finding #3:** The ACSO has a proactive policy with regard to investigation of complaints aired in a public forum in which law violations are alleged.

**Response by Sheriff's Office:** The Sheriff agrees with the finding. The Sheriff's Office endeavors to discover instances of law violation by any means possible. This includes investigating allegations of law violation that are aired in a public forum.

**Response by Department Head:** The General Services Administration/Animal Control Department can neither agree nor disagree with the finding as we have no control over the Sheriff's policies.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

**Recommendation #1:** ACAC shall develop procedures to document complaints. These shall include a system to:

- a. Record the name, address and telephone number of complainants and whether they wish to be contacted after the disposition of their complaint.
- b. Record the nature of the complaint, when it was received and the location of occurrence.
- c. Record ACAC's response to the complaint, including who responded, when they responded, what was found and what action, if any, was taken.
- d. Record who made the follow-up contact of the complainant (if requested) and include when that contact was made.

**Response by Sheriff's Office:** The Sheriff will not implement this recommendation. The Sheriff neither runs nor supervises Amador County Animal Control. Therefore, the Sheriff lacks the authority to unilaterally implement this recommendation. The Sheriff agrees that the recommendations of the Grand Jury should be implemented by ACAC. The ACAC could establish the computer connections to utilize the Sheriff's computer system to accomplish the record keeping recommended by the Grand Jury. The three police departments and the Amador County District Attorney

have already become partners in the Sheriff's computer system to record similar information on complainants and reports on the actions taken by the department. However, there are other ways that ACAC could accomplish this record keeping without using the Sheriff's computer system and dispatch center.

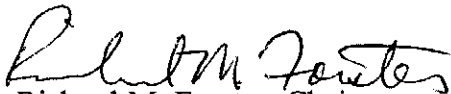
**Response by Department Head:** I agree with the Grand Jury's recommendation to develop procedures to document complaints. Listed below are time frames and/or dates for implementation of the 2004/2005 Grand Jury recommendation:

**Implementation:** A new form was developed (copy attached) and implemented on July 7, 2005 to record the recommended information and ACAC staff has been instructed to ask if the reporting person would like to be contacted. ACAC Officers have been instructed to attempt contact with the reporting person on all complaints containing that information.

**Response by Board of Supervisors:** The Board of Supervisors concurs with the Department Head's response.

Thank you for allowing the Amador County Board of Supervisors the opportunity to respond to the 2004-2005 Grand Jury Report. Hopefully the information contained within this response addresses any questions or concerns the Grand Jury may have regarding the policies, procedures, and functions of services being provided by Amador County. Should there be remaining questions please do not hesitate to contact County Administrative Officer Patrick Blacklock or me.

Sincerely,



Richard M. Forster, Chairman  
Amador County Board of Supervisors

c: Mr. Patrick Blacklock, County Administrative Officer  
Mr. John Hahn, County Counsel  
Ms. Tracy Russell, Health and Human Services Agency Director  
Mr. Trevor Mottishaw, General Services Administration Director  
*Amador Ledger-Dispatch* Newspaper  
Hometown Radio  
TSPN  
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