

RESPONSES TO THE

2001-2002

FRESNO COUNTY GRAND JURY REPORT



**COMPILED BY
THE FRESNO COUNTY ADMINISTRATIVE OFFICE**

**RESPONSES TO THE
2001-2002
FRESNO COUNTY GRAND JURY REPORT**

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TABLE OF CONTENTS

Page

COMMITTEE REPORTS

Section I - Cities in Fresno County Committee

Art on the Fulton Mall	1
City of Fresno's Response to Recommendations #1 and #2.....	4
City of Fresno Parks & Recreation Department After School Recreation Program.....	1
City of Fresno's Response to Recommendations #4 - #9	5
City of Mendota Enterprise Water Fund.....	2
City of Mendota's Response to Recommendations #10 - #12.....	17
Fresno City Council Infrastructure Funds.....	3
City of Fresno's Response to Recommendation #14.....	8

Section II - County Committee

Security of County Buildings.....	19
Fresno County's Response to Recommendations #16 - #25	19
Office of the Fresno County Coroner	22
Fresno County Coroner-Public Administrator/Public Guardian's Response to Recommendations #28 and #29	33
Fresno County's Response to Recommendations #27 - #29	22
Fresno County Coroner Facility - Autopsy Suite/Morgue	23
Fresno County Coroner-Public Administrator/Public Guardian's Response to Recommendations #30 - #32	34
Fresno County's Response to Recommendations #30 - #32	23
Office of the Fresno County Personnel Department	24
Fresno County's Response to Recommendations #33 and #34	24
Little Hoover Commission - Special Districts	26
Fresno County's Response to Recommendation #35	26
Fresno County Fire Protection District	27
Fresno County Fire Protection District's Response to Recommendations #38 - #42, and #45.....	36
Fresno County's Response to Recommendations #36, #37, #43 and #44	27

Elkhorn Correctional Facility.....	30
Fresno County’s Response to Recommendations #47, #48, and #50 - #53.....	30
City of Fresno’s Response to Recommendation #49	8

Section III - Education, Library and Youth Committee

Non-Compliance of English Proficiency Program in Parlier Unified School District	38
Parlier Unified School District’s Response to Recommendation #55	38
West Fresno Elementary School District.....	38
West Fresno School District’s Response to Recommendations #56 - #61	38
Curricula Alignment of Washington Union High School and Feeder Schools	39
Washington Union High School District’s Response to Recommendations #63 - #68.....	41
Charter Schools	40
Fresno County Office of Education’s Response to Recommendations #69 and #70	43

Section IV - Health and Social Services Committee

Food Inspection Reporting and Food Handling	45
Fresno County’s Response to Recommendations #71 - #74	45
Development of Comprehensive “One-Stop” Regional Centers by the Human Services System.....	48
Fresno County’s Response to Recommendations #75 - #77	48

Section V - Law Enforcement Committee

The Office of the Fresno County Probation Department	50
Fresno County’s Response to Recommendations #79 and #80	50
Fresno Police Department Property Room	51
City of Fresno’s Response to Recommendations #81 - #84	9
The Fresno Police Department Chief’s Advisory Board	51
City of Fresno’s Response to Recommendations #86 - #92	11

Multi-Agency Gang Enforcement Consortium (MAGEC).....	52
Fresno County’s Response to Recommendations #93 and #94	52
City of Clovis’ Response to Recommendation #94	55
City of Coalinga’s Response to Recommendation #94	57
City of Firebaugh’s Response to Recommendation #94.....	59
City of Fowler’s Response to Recommendation #94	60
City of Fresno’s Response to Recommendation #94	13
City of Huron’s Response to Recommendation #94.....	62
City of Kerman’s Response to Recommendation #94	64
City of Kingsburg’s Response to Recommendation #94	65
City of Mendota’s Response to Recommendation of #94	18
City of Orange Cove’s Response to Recommendation #94.....	67
City of Parlier’s Response to Recommendation #94	68
City of Reedley’s Response to Recommendation #94.....	69
City of Sanger’s Response to Recommendation #94.....	70
City of San Joaquin’s Response to Recommendation #94	71
City of Selma’s Response to Recommendation #94	72

Section VI - Transportation Committee

Motor Vehicle-Caused Injuries and Deaths in Fresno County.....	73
City of Fresno’s Response to Recommendations #95 - #100	14
Fresno County’s Response to Recommendations #98	73

Section VII - Appendix A75

SECTION I

CITIES IN FRESNO COUNTY COMMITTEE



ART ON THE FULTON MALL

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

1. All artwork currently on the Fulton Mall remain in the mall area.
2. The maintenance and restoration program for the artwork continue.

City of Fresno's Response to Recommendations #1 and #2:

See page 4.

3. Future Grand Juries monitor decisions that may affect the art on the Fulton Mall.

See Appendix A.

CITY OF FRESNO PARKS & RECREATION DEPARTMENT AFTER SCHOOL RECREATION PROGRAM

Recommendations

The 2001-2002 Fresno County Grand jury recommends that the City Parks and Recreation Department:

4. Develop a plan to have additional personnel available when student participation reaches an unmanageable level at school sites.
5. Provide Service Aides with updated communication equipment (e.g., cell phones, two way radios, etc.) to ensure quick, reliable communication for safety purposes.
6. Develop a plan which will encourage parents and community volunteers to assist Service Aides.
7. Develop a uniform plan regarding the policies and procedures of the After School Recreation Program, arrange with the participating school principals to distribute this plan to each child, and have plans available for distribution to new participants by Service Aides.

8. Emphasize the merits of the After School Recreation Program to the school principals and request periodic “news” articles in bulletins/newsletters to parents regarding the importance of picking up children on time.
9. Create permanent signs to be posted at prominent drop-off and pickup locations of each participating school, informing parents of the hours of the After School Recreation Program.

City of Fresno’s Response to Recommendations #4 - #9:

See page 5.

**CITY OF MENDOTA
ENTERPRISE WATER FUND**

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

10. The City of Mendota water rates be reviewed and adjusted annually.
11. Only costs specifically associated with the operation and maintenance of the water system be charged to the City of Mendota water revenue account.
12. Mendota city officials provide better means of informing citizens about financial operations.

City of Mendota’s Response to Recommendations #10 - #12:

See page 17.

13. Future Fresno County Grand Juries monitor the financial activities of the City of Mendota.

See Appendix A.

FRESNO CITY COUNCIL INFRASTRUCTURE FUNDS

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

14. In the 2002-2003 Fresno City Budget, the amount allocated (\$1,225,000.00) to the Fresno City Council Capital Improvement Projects-District Capital budget be removed and placed in the General Fund to avoid cuts in critical City services.

City of Fresno's Response to Recommendation #14:

See page 8.

15. Future Fresno County Grand Juries continue to monitor the City of Fresno budget.

See Appendix A.

SECTION II
FRESNO COUNTY COMMITTEE



SECURITY OF COUNTY BUILDINGS

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

16. A complete and thorough security survey be conducted by either the Fresno County Sheriff or the United States Marshall Service.

Fresno County's Response to Recommendation #16: Fresno County agrees with the finding that the Sheriff and the U.S. Marshall are capable of performing security reviews of County facilities. The recommendation will be implemented. Fresno County's Department of General Services Security Division conducts security surveys of County facilities on a routine basis and is currently working with the County Administrative Officer to review the security of County facilities and develop plans for enhancements as needed. The General Services Security Division, under the direction of the County Administrative Office, will develop a closer working relationship with the Sheriff's Department to review all County security needs.

17. Closer cooperation be established between the County Administrative Officer/General Services Security Division and the Fresno County Sheriff's Department on Security issues within the County of Fresno.

Fresno County's Response to Recommendation #17: Fresno County agrees with the findings regarding the current responsibilities for security of County facilities by the General Services Security Division and the Sheriff's Department. The recommendation will be implemented. General Services Security currently cooperates with the Sheriff's Department on security issues, with the focus on new facilities and in cases of emergencies. Procedures are in place and are utilized in handling various situations. Closer coordination between these entities will occur with the recent Board of Supervisors action to establish General Services as a Division of the County Administrative Office and an enhanced focus on security issues.

18. Based upon the findings of the security review, a new management directive on work site security be written and issued.

Fresno County's Response to Recommendation #18: Fresno County agrees with the finding that the most current Fresno County Management Directive concerned with Work Site Security is dated April 27, 1995. However, Fresno County disagrees with the finding that the criteria used to evaluate requests for security must be based on "evidence" of actual incidents of security breaks or acts of violence. Although this is one of the criteria outlined in Paragraphs 1755.11 and 1755.2, there are several criteria used to review requests for structural modifications or additional personnel for security purposes. Additional criteria

include, in part, the reasonableness of the request in response to the posed security hazard and evidence of chronic confrontational episodes of assaultive nature.

The recommendation will be implemented. Any changes as a result of the security review will be incorporated in the Management Directives relating to security. As is usual practice, revised Management Directives are distributed to departments. Special meetings will be held to assure understanding and to address any operational concerns.

19. The access gate to the garage under the Court House be completed as soon as possible and security cameras be placed at the entrance and in key locations in the garage.

Fresno County's Response to Recommendation #19: Fresno County agrees with the finding that there are no restrictive gates at the entrances to the Courthouse basement. The recommendation will be implemented. The County Administrative Office is currently working with the Fresno County Superior Court on this project. The preliminary plan entails installation of roll up gates with an access control device, which will restrict access to authorized vehicular traffic. Other options, including restricting pedestrian traffic and placement of security cameras are also being reviewed.

20. Security cameras be placed in appropriate locations in other county garages.

Fresno County's Response to Recommendation #20: Fresno County agrees with the finding that the use of security cameras is limited. The recommendation requires further analysis. The County parking program is currently under review to determine appropriate staff access to various parking garages and lots. As part of this review, Fresno County will evaluate placing security cameras in appropriate locations, including costs to purchase, install, maintain, and monitor. Recommendations will be brought to the Board of Supervisors in early 2003.

21. Access gates be placed at entrances of garages related to the Plaza Building.

Fresno County's Response to Recommendation #21: Fresno County agrees with the finding that there are no restrictive gates at the entrance of the Plaza Building garage. The recommendation requires further review. The County parking program is currently under review to determine appropriate staff access to various parking garages and lots. As part of this review, Fresno County will evaluate placing access gates at entrances of the Plaza Building garage, including costs to purchase, install, maintain, and operate. Recommendations will be brought to the Board of Supervisors in early 2003.

22. Pedestrian access into the Plaza Building and the Hall of Records be more closely monitored by security personnel.

Fresno County's Response to Recommendation #22: Fresno County agrees with the finding that access to the Hall of Records and the Plaza Building is not

regulated by any policing authority and that certain floors of the Plaza Building have restrictive entrances. However, security for all County facilities is the responsibility of the General Services Security Division. This recommendation has been partially implemented. Security Officers currently patrol both buildings on a routine basis and the Hall of Records doors are locked at 5:15 p.m. The County Administrative Office and the General Services Security Division are currently evaluating additional options to more closely monitor pedestrian access into the Plaza Building and Hall of Records.

23. Adequate barriers be placed to prevent potentially dangerous vehicles from parking in close proximity to all County buildings.

Fresno County's Response to Recommendation #23: Fresno County partially agrees with the finding that there are no significant barriers capable of preventing the deliberate parking of a potentially dangerous vehicle in close proximity to the Plaza Building, Courthouse, or the Hall of Records. This recommendation has been partially implemented. Large planters are located, where feasible and appropriate, on walkways and other open spaces to restrict vehicle traffic such as in Courthouse Park and at the Plaza Building. However, in placing barriers near buildings, consideration must be given to the location so as not to impede fire and other emergency responses. In addition, providing significant barriers at all County buildings is not physically possible because many County buildings are immediately adjacent to streets, which would require the entire length of a street be blocked off. As new facilities are acquired or constructed, special consideration will be given to this recommendation.

24. County employees be mandated through management directive to wear identification badges in the work place.

Fresno County's Response to Recommendation #24: Fresno County agrees with the finding that the County Administrative Officer issued an inter-office memorandum entitled "County Identification Badges" dated November 19, 2001 and that there is no directive requiring the badges be worn in the workplace. The recommendation will be implemented. In the memorandum, the County Administrative Officer requested that County Department Heads ensure that all employees are properly identified by displaying a County Identification Badge at all times while in County facilities. The County's Management Directives will be updated to incorporate proper language related to identification badges.

25. Fresno County Board of Supervisors increase the priority of security for the employees and facilities of the County of Fresno.

Fresno County's Response to Recommendation #25: There were no findings directly related to this recommendation. The recommendation has been implemented. The Board of Supervisors regards security for County employees and facilities of utmost importance and supports increased security measures as resources and funds become available.

26. Future Grand Juries monitor the progress of the implementation of security improvements throughout the County of Fresno.

See Appendix A.

THE OFFICE OF THE FRESNO COUNTY CORONER

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

27. The Office of Coroner be repealed from the Fresno County Charter.

Fresno County's Response to Recommendation #27: Fresno County disagrees with the finding that the Coroner's salary is in excess of \$96,000 annually. The Coroner-Public Administrator/Guardian's salary is currently set at \$93,399. The recommendation requires further analysis. Amending the Fresno County Charter, Section 14, to repeal the Office of Coroner as an elected office requires voter approval. In addition, Fresno County is currently in the process of electing a new Coroner-Public Administrator/Guardian to assume office in January 2003. Therefore, creating an appointive office in place of an elected office will be reviewed during the next term with the new incumbent. Any viable alternatives will be considered by the Board of Supervisors.

28. Fresno County establish an Office of Medical Examiner headed by a qualified forensic pathologist.

Fresno County's Response to Recommendation #28: Fresno County agrees with the findings that the Coroner is primarily responsible for medical-legal death investigations in the County, the Coroner makes the final decision as to cause of death and signs the death certificate, and the Coroner has the ultimate responsibility for determining which cases are selected for forensic examinations.

The recommendation requires further analysis. Establishing an appointive Office of Medical Examiner would require voter approval to amend the Fresno County Charter, Section 14, to repeal the Office of Coroner as an elected office. In addition, Fresno County is currently in the process of electing a new Coroner-Public Administrator/Guardian to assume office in January 2003. Therefore, creating an appointive office in place of an elected office will be reviewed during the next term with the new incumbent. Any viable alternatives will be considered by the Board of Supervisors.

29. The Office of Public Administrator/Public Guardian be established as a separate department.

Fresno County's Response to Recommendation #29: Fresno County agrees with the finding that the Office of the Fresno County Coroner also includes the Office of Public Administrator/Public Guardian. The recommendation will be considered during 2003 as the current ordinance consolidating the duties of the public administrator and coroner and health officer is repealed effective January 6, 2003. As part of this process, all viable alternatives will be reviewed and discussed with the newly elected Coroner-Public Administrator/Guardian.

Fresno County Coroner-Public Administrator/Public Guardian's Response to Recommendations #28 and #29:

See page 33.

FRESNO COUNTY CORONER FACILITY – AUTOPSY SUITE/MORGUE

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

30. Construction of a new autopsy suite, including a morgue, be given top priority and adhere to the guidelines of the National Association of Medical Examiners.

Fresno County's Response to Recommendation #30: Fresno County agrees with the findings that the current morgue facility is outdated and inadequate. The recommendation will be implemented. Exploratory discussions, regarding the construction of a new morgue, are currently in progress with other potential partners. This process will continue and once funding sources are identified, the facility will be constructed and will adhere to all necessary guidelines.

31. Prior to any construction, consultations be held with the National Association of Medical Examiners and forensic pathologists in California.

Fresno County's Response to Recommendation #31: No findings applicable to this recommendation were identified. The recommendation requires further analysis. Once appropriate funding sources are identified, all necessary parties will be consulted for input.

32. Consideration be given to constructing a new autopsy suite (including a morgue) adjacent to the medical teaching facility being constructed next to Community Hospital.

Fresno County's Response to Recommendation #32: No findings applicable to this recommendation were identified. The recommendation is in the process of being implemented. Exploratory discussions, regarding the construction of a new morgue, are currently in progress with other potential partners. This process will

continue and once appropriate funding sources are identified, all potential sites will be further identified and analyzed.

Fresno County Coroner-Public Administrator/Public Guardian's Response to Recommendations #31 and #32:

See page 34.

OFFICE OF THE FRESNO COUNTY PERSONNEL DEPARTMENT

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

33. The Fresno County Personnel Department review the present system of hiring with a goal of expediting recruitment and hiring. (Response combined with #34)
34. An outside consultant be retained to review the Fresno County Personnel Rules and make recommendations to streamline the hiring process. This would enable Fresno County hiring practices to be more competitive.

Fresno County's Response to Recommendations #33 and #34: Fresno County agrees with a majority of the findings, but would add with respect to the time taken to perform psychological and physical examinations and background checks, that once a psychological examination is scheduled, the physician who performs the examination has a maximum of three weeks to provide the County with a written response. This is per contract agreement and is consistent with the industry standard for this locale. The County disagrees with the finding that it takes two weeks to submit eligible candidates to a department for interview. Fresno County records indicate that this process takes an average of three days.

The first recommendation is currently being implemented as a result of Board of Supervisors direction and consistent with the intent of the 2001-02 Grand Jury. The recommendation to secure an outside review of Personnel Rules and processes will not be implemented at this time, as it may not be necessary.

Fresno County is a competitive employer and in many cases, an employer of choice. However, for budgetary reasons, the County has had to hold a number of positions vacant. Therefore, today's vacancy numbers are more a reflection of hiring freezes and intentional economic delays, not a sluggish hiring process.

In October of 2001, the Fresno County Board of Supervisors created the Department of Personnel Services. One of the key goals of establishing a separate personnel department was to improve the quality, effectiveness and timeliness of personnel services to County departments. In order to begin to accomplish this

task, a Director of Personnel Services was hired in March of 2002. Staff has begun an internal audit of the entire department, including the current hiring system. Through this endeavor, the following actions have already been completed or initiated in an effort to streamline the hiring process:

- The Director of Personnel Services met with every County department head and their executive staffs in an effort to identify problems and areas that could improve upon or enhance customer service to their departments.
- In May of 2002, the Board of Supervisors approved a new organizational structure for the Department of Personnel Services with the purpose of continuing to focus on improving customer service to departments, and to increase the accountability of the newly created department. This reorganization included the creation of an Employment Services Division, managed by a Personnel Services Manager, with the goal of enhancing the recruitment, examination, and selection processes.
- A meeting has been arranged with the Probation and Sheriff Department's to discuss and identify any changes to the Fresno County Personnel Rules that they believe would help streamline the hiring process. The Department anticipates completion by the end of the calendar year of any changes to the current process within existing rules.
- The Department is currently conducting a review of the Fresno County Personnel Rules, with a focus on Personnel Rule 4 - Selection Process. The Personnel Rules will be revised so that the integrity of the Civil Service selection process is maintained, while modifying them to allow for a more effective and efficient recruitment and selection process. This review is being conducted by a Personnel Services Manager coordinated with input from the entire Personnel Services Department staff, as well as all County Department Heads. Completion of the review process, including the meet and confer process, is estimated to be at the end of the calendar year.
- The Department created a Personnel Advisory Committee, which includes representatives from County departments. This committee was created with the intention of collaborating with County Departments to improve the County's hiring process.
- This year the Department began accepting on-line applications for County employment through the County's Internet site. Additionally, within the next several weeks, this process will be upgraded to facilitate the integration of the on-line application to our SIGMA system (an application tracking system). This will allow the Department to refer names and applications electronically to County departments with the goal of reducing the referral time to one day. The upgraded on-line application and certification process is estimated to be implemented by October 7,

2002. Current manual processes are being converted to automation with an anticipated completion date in early 2003.

LITTLE HOOVER COMMISSION - SPECIAL DISTRICTS

Recommendation

The 2001-2002 Fresno County Grand Jury recommends that:

35. The Court impanel a special grand jury or panel with the task of reviewing in detail the special districts in Fresno County.

Fresno County's Response to Recommendation #35: Fresno County disagrees with the findings insofar as policymakers and community leaders do not lack either the analytical tools or access to the tools to assess the benefits of consolidation or to advocate effectively for change. Furthermore, while there are over 100 special districts in Fresno County with revenues in excess of \$120 million and reserves in excess of \$219 million, impaneling a special grand jury to review special districts in Fresno County at this time may be premature. Prior to making a final determination on impaneling a special grand jury or panel with the task of reviewing in detail the special districts in Fresno County, the Fresno County Superior Court may wish to consider the following information and service reviews that are legally required.

There are currently 106 special districts within Fresno County. Of this total, 33 are dependent districts which are overseen by the Fresno County Board of Supervisors. The remaining 73 special districts are independent districts, typically having elected boards of directors.

The 33 dependent special districts for which the County has oversight are reviewed annually by County staff, including preparation of annual operations and maintenance budgets. The County's Auditor-Controller/Treasurer-Tax Collector audits these dependent special districts annually and prepares an audit report every two years.

The 73 independent districts in Fresno County, while not under the direct oversight of the County, are reviewed periodically by the Fresno County Local Agency Formation Commission (LAFCo), which performs municipal service reviews for special districts. Under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, beginning in January 2001, LAFCo is required to conduct sphere of influence (SOI) and municipal service reviews every five years for all special districts that provide municipal services. The requirement for service reviews is in response to the identified need for a more coordinated and efficient public service structure. The service review provides LAFCo with a tool to comprehensively study existing and future public service conditions and to evaluate organizational options for accommodating growth,

preventing urban sprawl, and ensuring that critical services are efficiently and cost-effectively provided.

LAFCo municipal services reviews are to be conducted with respect to each of the following:

- a. Infrastructure needs or deficiencies;
- b. Growth and population projections to affected areas;
- c. Financing constraints and opportunities;
- d. Cost avoidance opportunities;
- e. Opportunities for rate restructuring;
- f. Opportunities for shared facilities;
- g. Government structure options, include advantages and disadvantages of consolidation or reorganization or service providers;
- h. Evaluation of management efficiencies, and
- i. Local accountability and governance.

Under the requirements of the recently enacted legislation, the Fresno County LAFCo must complete the required service reviews by December 31, 2006.

FRESNO COUNTY FIRE PROTECTION DISTRICT

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

36. The Fresno County Board of Supervisors support the overall mission of the fire district.

Fresno County's Response to Recommendation #36: Fresno County agrees with the findings that the Fresno County Fire Protection District is the largest fire protection district serving unincorporated Fresno County and that the district is facing significant challenges. The recommendation is being implemented. The Board of Supervisors is supportive of the overall mission of the Fresno County Fire Protection District and that of all other fire protection agencies in Fresno County. To assist the County's fire protection agencies in addressing the various fiscal and operational issues, with which they are confronted, the Board of Supervisors has recently commissioned a Countywide fire protection study. The study will evaluate fire protection services in Fresno County and will result in specific recommendations to the Board of Supervisors and the various fire protection agencies on service and fiscal enhancements. The final report, due in January 2003, will also be used by the Board of Supervisors to seek additional funding at the State and Federal levels for fire protection and emergency-response functions within Fresno County.

37. The Fresno County Board of Supervisors allocate Proposition 172 funds to support the five special fire districts in Fresno County.

Fresno County's Response to Recommendation #37: Fresno County agrees with the finding that fire protection is included under the category of public safety for Proposition 172 and that the County has not provided Proposition 172 funds to the Fresno County Fire Protection District. The recommendation has not been implemented. Proposition 172 funds, approved by California's voters in November 1993, are to be used for public safety purposes and were intended to partially offset losses to counties resulting from the shift of property tax funds to the State to fund education (Educational Revenue Augmentation Fund, commonly referred to as ERAF). Subsequent legislation (Assembly Bill (AB) 2788, 1994 Legislative Session) required that, beginning with Fiscal Year 1994-95, cities and counties fund public safety services at the Fiscal Year 1992-93 level, adjusted for growth of public safety sales tax revenues, as a condition of receiving Proposition 172 sales tax. At that time, the County also had to select the public safety services for which this Maintenance of Effort (MOE) would apply. Within the framework of AB 2788, the County identified operations within the Sheriff's, District Attorney's and Probation Departments as meeting the required criteria. While fire protection is included under the category of public safety activities, it was not selected as a recipient by the County as the County did not, at that time, and does not, fund fire protection districts.

As the County annually expends approximately \$30 million in excess of the MOE requirement for funding the Sheriff's, District Attorney's and Probation Departments, it continues to receive its full allotment of Proposition 172 funds. However, the Proposition 172 funds received by the County, averaging \$35 million annually over the past eight years, do not offset the loss in ERAF property tax shift, averaging \$52 million annually over the same period. The recommendation requires further analysis. Providing a portion of the Proposition 172 funds to support the five special fire districts in Fresno County would result in an even greater loss of revenue to the County, and could translate into cutbacks in County public safety operations.

38. The District increase number of firefighters on each fire engine.
39. The District staff water-tenders with full time operators.
40. The District purchase at least one aerial ladder truck to service the taller buildings within its boundaries.
41. The District upgrade its fire engine replacement plan to a more reasonable time frame of 8-10 years.
42. The District create a long term goal of constructing fire stations in widely separated unprotected areas.

43. Fresno County and the cities within the County develop an equitable annexation tax sharing agreement that includes fire protection.

Fresno County's Response to Recommendation #43: Fresno County agrees with the finding that the revenue lost by city annexations directly threatens the Fresno County Fire Protection District's ability to provide emergency services. The recommendation requires further analysis. Currently, Fresno County enters into individual tax sharing agreements with all 15 of the incorporated cities. The majority of these agreements will be due for renewal during 2005 or 2006. The agreements address the sharing of property tax and sales tax revenues between the respective cities and the County for land annexations by the cities of former unincorporated County areas. These agreements currently do not address tax sharing for fire protection, as fire protection districts negotiate their own separate agreements with cities regarding annexations of areas previously served by the respective districts. However, the County is evaluating the feasibility of adding fire protection to the tax sharing agreements as they are negotiated for renewal.

44. A developer impact fee be implemented for upgrading and maintaining the infrastructure of the Fire Districts.

Fresno County's Response to Recommendation #44: Fresno County agrees with the finding that the County does not have a developer impact fee for fire protection and the recommendation requires further analysis. The Board of Supervisors, through its recently commissioned Countywide fire protection study, will evaluate the feasibility of implementing a developer impact fee for fire protection districts throughout unincorporated Fresno County. The final report is due in January 2003.

45. Fire Districts proactively educate and assist those residents who are attempting to upgrade their ancillary fire protection.

Fresno County Fire Protection District's Response to Recommendations #38 - #42, and #45:

See page 36.

46. Future Fresno County Grand Juries continue to monitor the Fresno County Fire Protection Districts.

See Appendix A.

ELKHORN CORRECTIONAL FACILITY

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

47. The new director of Elkhorn Correctional Facility continue the current philosophy and maintain the established programs that have been successful.

Fresno County's Response to Recommendation #47: Fresno County disagrees with the findings that the Director of Elkhorn retired in April of 2002 and that the position has been filled with a temporary appointment. The prior Director retired in March 2002 and the position has been filled with a permanent appointment. The recommendation has been implemented. The Chief Probation Officer has directed that the established programming philosophy and programs be maintained.

48. Fresno County continue to fund and maintain the present high level of services at Elkhorn Correctional Facility.

Fresno County's Response to Recommendation #48: Fresno County agrees with the findings that the Elkhorn program contains many services including medical and mental health, job training, education, culinary arts program, substance abuse, and victim awareness that support the military model of discipline and teamwork. The recommendation has been implemented. During the 2002-03 budget hearings, the Board of Supervisors approved continued funding for the Elkhorn boot camp and aftercare programs for an average of 185 beds as in the prior year.

49. The City of Fresno continue to fund the Elkhorn Correctional Facility at no less than the current rate of one million dollars per year and eliminate the December 2004 sunset date.

City of Fresno's Response to Recommendation #49:

See page 8.

50. Fresno County Personnel Department establish a system to streamline the hiring process of Group Counselors prior to background checks.

Fresno County's Response to Recommendation #50: Fresno County agrees with the finding that the hiring of Group Counselor (Juvenile Correctional Officer) staff for Elkhorn is a lengthy process. The recommendation has been partially implemented. In 2001-02, the Board of Supervisors established a separate Department of Personnel Services and hired a Director for the purpose of improving the quality, effectiveness, and timeliness of services to County

departments. As part of this process, the Department of Personnel Services is conducting an internal audit of its services, including the hiring system. The department has met and will continue to meet with the Chief Probation Officer and his staff to solicit input on improving services, including streamlining the hiring process. In addition, the Department of Personnel Services has begun accepting on-line applications through the County's Internet site and is in the process of upgrading its application tracking system to allow for quicker referral of names and applications to departments electronically. Improvements to the hiring process will continue to be reviewed and implemented in an effort to minimize the time required to employ candidates for vacant County positions.

51. The Probation Department expedite the background investigations procedures.

Fresno County's Response to Recommendation #51: No findings applicable to this recommendation were identified. The recommendation has been implemented. Internal procedures have been modified to expedite the background process. In addition, the Probation Department employs four part-time extra-help employees to conduct background investigations and they are completed as timely as possible within the guidelines of ensuring that candidates are appropriately qualified to become Probation Peace Officers. The Department of Personnel Services has created a Release of Information form that allows contracted psychologists to speak directly to background investigators, which will reduce the amount of time spent by each applicant in the psychological evaluation component of the background process.

52. The Probation Department actively promote in the community the need for volunteers with vocational skills including agricultural expertise, providing a broader farming experience for the cadets.

Fresno County's Response to Recommendation #52: Fresno County agrees with the finding that the Probation Department has volunteer programs, but few meet the unique needs of Elkhorn. The recommendation will be implemented. The Probation Department is pursuing recruiting volunteers with vocational skills including agricultural expertise to enhance Elkhorn's farming program.

53. The Chief Probation Officer continue monitoring the recidivism rates and statistics on cadet performance in aftercare programs.

Fresno County's Response to Recommendation #53: Fresno County agrees with the finding that the Elkhorn recidivism rate for the prior year for cadets successfully completing the program was 14% for regular boot camp cadets and 18% for Delta program cadets, which is significantly lower than recidivism rates for boot camps throughout the country. The recommendation has been implemented. The Probation Department will continue to report annually on Elkhorn recidivism rates and statistics on cadet performance in aftercare programs.

54. Future Fresno County Grand Juries continue to monitor the activities at the Elkhorn Correctional Facility, the on-site Heintz School, and the off-site Forward Bound Academy at Teilman School.

See Appendix A.

SECTION III

EDUCATION, LIBRARY & YOUTH COMMITTEE



**NON-COMPLIANCE OF ENGLISH PROFICIENCY PROGRAM
IN PARLIER UNIFIED SCHOOL DISTRICT**

Recommendation

The 2001-2002 Fresno County Grand Jury recommends that:

55. Master plan to ensure compliance with Title VI of the Civil Rights Act of 1964 to provide services to Limited English Proficient students be completed, approved by the Parlier Unified School District Board of Trustees, and accepted by the Office of Civil Rights.

Parlier Unified School District's Response to Recommendation #55:

No response to date.

WEST FRESNO ELEMENTARY SCHOOL DISTRICT

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

56. The West Fresno Elementary School District make available to and provide training for parents/guardians to aid them in operating home computers.
57. The West Fresno Elementary School District encourage parents/guardians to learn to operate home computers.
58. The West Fresno Elementary School District encourage parents/guardians to access and utilize the school's computer data system to gain information concerning student grades, assignments, academic progress, and disciplinary issues.
59. The West Fresno Elementary School District provide information to parents/guardians listing locations in the community where they may gain access to computers.
60. The West Fresno Elementary School District consult with Washington Union High School to coordinate curricula and in-service training.
61. The West Fresno Elementary School District consult with other Washington Union High School feeder schools with a goal of coordinating text books, curricula, and in-service training.

West Fresno Elementary School District's Response to Recommendations #56 - #61:

No response to date from West Fresno Elementary School District. See page 43 for response from Fresno County Office of Education.

62. The 2002-2003 Fresno County Grand Jury continue to monitor West Fresno Elementary School District's educational progress.

See Appendix A.

**CURRICULA ALIGNMENT OF WASHINGTON UNION HIGH SCHOOL
AND FEEDER SCHOOLS**

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

63. Washington Union High School and its feeder schools coordinate curricula.
64. A Curriculum Committee comprised of representatives from Washington Union High School and all of its feeder schools be established and meet on a regular basis.
65. A Superintendents Committee, comprised of the Superintendents from each of the feeder schools, be formed to provide a forum to discuss items of mutual concern.
66. Coordinated curricula be used and in-service training be offered teachers of all feeder schools.
67. Student exit exams be utilized as a reference for aligning the curricula.
68. A central based Learning Center be established for in-service training.

Washington Union High School District's Response to Recommendations #63 - #68:

See page 41.

CHARTER SCHOOLS

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

69. Sponsoring school districts located in Fresno County limit their charter schools to locations within the County of Fresno and adjacent counties.
70. Sponsoring school districts located in Fresno County review their monitoring practices of charter schools with a goal of providing necessary over-sight.

Fresno County Office of Education's Response to Recommendations #69 and #70:

See page 43.

SECTION IV

HEALTH AND SOCIAL SERVICES COMMITTEE



FOOD INSPECTION REPORTING AND FOOD HANDLING

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that the Fresno County Department of Environmental Health:

71. Establish an ABC grading system that is defined and publicized for retail food facilities and the public. (Response combined with #72)
72. Require ABC grading results be clearly posted at the entrance of the food facility.

Fresno County's Response to Recommendations #71 and #72: Fresno County agrees with the findings that the California Uniform Retail Food Facilities Law (CURFFL) requires each retail food facility to have an owner or employee pass an accredited food safety certification examination. Fresno County also agrees that the food safety certification examination should define the four elements listed in the Grand Jury report. CURFFL also requires additional elements of knowledge in the food safety certification examination beyond the four items listed in the Grand Jury report, including, but not limited to:

- Foodborne illness, including terms associated with foodborne illness, microorganisms, hepatitis A, and toxins that can contaminate food and the illness that can be associated with contamination, definition and recognition of potentially hazardous foods, chemical, biological, and physical contamination of food, and the illnesses that can be associated with food contamination, and major contributing factors for foodborne illness.
- The relationship between time and temperature with respect to foodborne illness, including the relationship between time and temperature and microorganisms during the various food handling, preparation, and serving states, and the type, calibration, and use of thermometers in monitoring food temperatures.
- Methods of preventing food contamination in all stages of food handling, including terms associated with contamination and potential hazards prior to, during, and after delivery.
- Procedures for cleaning and sanitizing equipment and utensils.
- Problems and potential solutions associated with facility and equipment design, layout, and construction.
- Problems and potential solutions associated with temperature control, preventing cross-contamination, housekeeping, and maintenance.

Fresno County agrees that a local governing body is not prohibited from adopting an evaluation or grading system for retail food facilities, that a local governing body is not prohibited from adopting an employee health certificate program and that retail food facilities are being inspected on a regular unannounced basis.

Fresno County disagrees with the finding that food facility managers are not required to perform health screening of food handlers. While CURFFL does not require health screening as a condition of employment, it indicates that the owner, manager, or operator of a food facility is responsible for any violation of an employee of any provision of CURFFL or regulation adopted pursuant to CURFFL. CURFFL requires the owner, manager, or operator to assume responsibility for ensuring that all employees meet the requirements for food handlers.

Fresno County agrees that food handlers and servers are not routinely required to be tested for tuberculosis and hepatitis as a condition of employment. CURFFL does not require tuberculosis testing since tuberculosis is not transmitted through food handling or serving. However, when information as to the possibility of transmission of any foodborne illness, including but not limited to tuberculosis or hepatitis, is presented to the owner, manager, or operator of a food facility or to the public health authority, an investigation shall be conducted. The owner, manager, or operator is required to take appropriate action including, but not limited to, requiring a medical examination of any employee and laboratory testing if warranted.

Fresno County agrees with the finding that inspection results are not displayed in public view. CURFFL does not require posting of the inspection report. However, CURFFL does require a copy of the most recent inspection report to be maintained at the food facility, and that the food facility must post a notice advising patrons that the most recent inspection report is available for review.

Fresno County agrees with the finding that some counties in California utilize an ABC grading system for retail food facility inspections, and that the resulting grade is posted in clear view for the public to see prior to entering the facility or making a purchase. Fresno County also agrees with the finding that there currently is no grading system to convey inspection results for food facilities in Fresno County.

The recommendation will not be implemented as a grading system is not the most appropriate policy to provide full disclosure and communicate risk prior to the public patronizing a retail food facility. The public may have an unrealistic expectation that a Grade A facility is risk free, however, there is no guarantee that a facility with an "A" grade will not be responsible for a foodborne illness outbreak.

In addition, a single grade communicates limited information relative to the risk a food facility may pose to the public, and the public may not understand the level of risk based on the different grades. For example, a facility could be down

graded on the basis of non-critical violations that require time and capital to correct (i.e., structural violations of floors, walls or ceiling) although these violations may not accurately reflect an increase in the potential for a foodborne illness outbreak. The posting of a grade does not account for differences in public perception, personal biases, or cultural differences.

Because of these variables, as the majority of jurisdictions don't utilize a grading system, the California Restaurant Association sponsored legislation that mandates all retail food facilities to post a notice in a conspicuous place informing patrons that a copy of the most recent inspection report is available upon request. The intent is to allow the consumer to make a fully informed decision through reviewing all of the violations noted on the inspection report. This will eliminate confusion between different grading scales and minimize impacts to facilities that are located in multiple health jurisdictions where the inspection formats or grading systems are not standard.

Fresno County has exceeded the minimum legislative mandate by printing the notices for retail food facility operators in both English and Spanish. The notice includes the County logo, the official agency name and a telephone number should the public want additional information. The purpose of printing a standard notice was to provide consistency for the public to easily recognize the notice. Facility operators may post their own notice; however, it must first be approved by the Department to ensure that it complies with the legislative requirements.

73. Monitor and encourage food handlers to wear gloves in compliance with state law.

Fresno County's Response to Recommendation #73: Fresno County agrees with the findings that CURFFL requires food handlers to wear gloves under specific circumstances. It should also be noted that whenever gloves are worn, they shall be changed, replaced, or washed as often as hand washing is required in CURFFL. When single-use gloves are used, they shall be replaced after removal.

Fresno County disagrees with the finding that there are many instances when gloves are not utilized by food handlers as required by law, because CURFFL does not require gloves to be worn at all times except under specific circumstances. These specific circumstances state that gloves shall be worn when contacting food and food contact surfaces if the employee has any cuts, sores, rashes, artificial nails, nail polish, rings (other than a plain ring, such as a wedding band), uncleanable orthopedic support devices, or finger nails that are not clean, neatly trimmed, and smooth. The Department notes that proper use of gloves can only be determined during the course of an inspection of a retail food facility by an authorized representative.

The recommendation has been implemented and Fresno County has never ceased monitoring food handlers to ensure that they wear gloves in compliance with the specific circumstances listed in CURFFL. Observations relative to the appropriate use of gloves can only be determined during the course of an

inspection of a retail food facility. In the event a failure to use gloves is observed during an inspection, it will be communicated to the owner, manager, or operator of the food facility and will be documented as a violation on the inspection report.

74. Monitor and encourage food safety trainers, food handlers, and servers to adhere to state rules established by California Uniform Retail Food Facilities Law 2001.

Fresno County's Response to Recommendation #74: The recommendation has been implemented and Fresno County has never ceased monitoring to ensure food safety trainers, food handlers, and servers adhere to CURFFL. The Department has primary responsibility for enforcement of the provisions of CURFFL in the California Health and Safety Code and the Fresno County Ordinance Code as it pertains to regulation of retail food facilities.

THE DEVELOPMENT OF COMPREHENSIVE "ONE-STOP" REGIONAL CENTERS BY THE HUMAN SERVICES SYSTEM

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

75. The Human Services System (HSS) continue to develop comprehensive "one-stop" Regional Centers in Fresno County where the largest rural population of HSS consumers live.

Fresno County's Response to Recommendation #75: The County of Fresno agrees with the findings that there have been significant barriers in providing health and social services for those most in need in Fresno County and that HSS opened its first "one-stop" Regional Service Center in Selma as a new approach to human service delivery on November 1, 1999. The recommendation that HSS continue to develop comprehensive "one-stop" Regional Centers in Fresno County is being implemented. The Human Services System will be opening the Coalinga Regional Center, the second such center in the County, this fall upon conclusion of a major rehabilitation project in that community's downtown area. In partnership with the Fresno Area Workforce Investment Board, HSS will be opening a combination regional center/employment one-stop in Reedley by the end of calendar year 2002. In addition, HSS is an active member of several community collaboratives throughout the County and continues to work with rural communities and community-based organizations exploring ways to continue to enhance and expand services to rural communities.

76. The Human Services System develop true "one-stop" centers within crucial areas of the City of Fresno.

Fresno County's Response to Recommendation #76: The County agrees with the finding that multiple comprehensive "one-stop" centers be developed

throughout Fresno County in high need areas and that these centers partner with other community-based services. The recommendation is being implemented. HSS is currently partnering with other agencies and service providers within Workforce Investment One-Stop Centers. Two such centers, called "Workforce Connection", are located within the City of Fresno. The largest and most comprehensive center is located in Manchester Mall, the second is located at Executive Plaza in downtown Fresno.

In addition, HSS provides combined services and resources at two other Fresno locations. Staff from the Departments of Employment and Temporary Assistance and Adult Services comprise the backbone of the new Area Agency on Aging Multi-purpose Senior Services Center (formally Sierra Hospital). At the Heritage location (formerly Valley Children's Hospital), co-located services are provided by the Departments of Employment and Temporary Assistance and Children and Family Services and the District Attorney's Office. As service demands, community support, and funding allows, other metropolitan service centers will be pursued.

77. The Human Services System increase the ratio of substance abuse educators and counselors to consumers at the Selma Regional Center and all future centers.

Fresno County's Response to Recommendation #77: Fresno County disagrees with the finding that the Center needs more substance abuse educators and counselors and the recommendation will not be implemented with regard to enhanced Substance Abuse Specialist staffing at the Selma Center, as it is not warranted at this time. While there is always need for "more" services to prevent and treat substance abuse across the County of Fresno, State and Federal funding is extremely limited for these services. The Human Services System has allocated significant resources to meet the consumer demand at the Selma Center. Each consumer referred by Center staff is assessed for Substance Abuse needs within a 24-48 hour period. Those in need can be enrolled into educational classes immediately and as required, and if referred for outpatient treatment, can enter treatment immediately. There is no waiting list for the outpatient treatment program in the Selma/Sanger area. HSS does not plan further expansion of substance abuse services in the Selma Area, as this would decrease resources available to address documented unmet need in other communities.

With regard to future centers, the recommendation will be implemented. Substance abuse screening, needs assessment, and treatment referral services are planned for inclusion in service menus available through all Regional Centers and will reflect both available funding and service demand.

78. Future Fresno County Grand Juries monitor the progress of planned "one-stop" Regional Centers.

See Appendix A.

SECTION V

LAW ENFORCEMENT COMMITTEE



OFFICE OF THE FRESNO COUNTY PROBATION DEPARTMENT

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

79. The Fresno County Probation Department review the current process for monitoring and collecting restitution and fines, in order to establish a process to efficiently track and collect payments.

Fresno County's Response to Recommendation #79: Fresno County agrees with the finding that the Probation Department Financial Services Unit monitors defendants ordered by the Superior Court to pay restitution as a term of their probation. The recommendation is in the process of being implemented. The Probation Department, in conjunction with the Information Technology Services Department and the Revenue Reimbursement Division (RRD) of the Auditor-Controller/Treasurer-Tax Collector Department, have been working over the last few months to identify and implement programs/systems including automation enhancements to efficiently track payments and improve revenue collections.

Two key components of this process are participation in the State's Court Ordered Debt program and the development of an interface between Probation and the RRD. In June of 2002, the Board of Supervisors approved a contract with the Franchise Tax Board for Fresno County's participation in the Court Ordered Debt program. The estimated implementation date is October 10, 2002. County staff is working on the interface, which will provide an integrated accounts receivable system. As a result, RRD staff time currently spent inputting data can be more appropriately spent on collections. The final implementation date for the interface is pending.

80. Additional Probation Department personnel be hired in order to support the department's needs and maintain the integrity of the judicial system.

Fresno County's Response to Recommendation #80: Fresno County agrees with the findings that it is difficult for Probation Officers to monitor defendants effectively due to excessive caseloads. The recommendation requires further analysis. The request for additional Probation personnel will be reevaluated and reconsidered for funding as part of the 2003-04 recommended budget process.

FRESNO POLICE DEPARTMENT PROPERTY ROOM

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

81. The Fresno Police Department continue to improve monitoring the bookings and safeguarding of evidence.
82. The Fresno Police Department implement a bar code system for the property room.
83. The Fresno Police Department conduct random drug testing of all property room personnel.
84. All evidence booked be verified by two persons.

City of Fresno's Response to Recommendations #81 - #84:

See page 9.

85. Future Grand Juries revisit and review the property rooms.
See Appendix A.

CITY OF FRESNO POLICE CHIEF'S ADVISORY BOARD

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

86. The Fresno Chief of Police prepare and issue a mission statement for the Chief's Advisory Board.
87. The Fresno Chief of Police specify the number of members of the Chief's Advisory Board.
88. The Fresno Chief of Police establish a format to allow for the rotation of terms for members of the Chief's Advisory Board.
89. The Chief's Advisory Board be comprised solely of unpaid volunteers.
90. Members of the Chief's Advisory Board be accessible to the public.

91. Member of the Chief's Advisory Board continue to be comprised of a broad cross section of the community to provide diversity.
92. The Chief's Advisory Board remain in an advisory capacity and continue to serve as a conduit for information between the citizens of the City of Fresno and the Fresno Police Department.

City of Fresno's Response to Recommendations #86 - #92:

See page 11.

**MULTI-AGENCY GANG ENFORCEMENT CONSORTIUM
(MAGEC)**

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

93. The necessary officers and resources assigned to the Multi-Agency Gang Enforcement Consortium (MAGEC) be continued in order to deal with escalating gang activities.

Fresno County's Response to Recommendation #93: Fresno County agrees with the findings that MAGEC is comprised of peace officers from various law enforcement agencies in Fresno County and that MAGEC has become a model for agencies throughout the United States. The recommendation has been implemented for the Sheriff, District Attorney, and Probation Departments. The 2002-03 Fresno County Recommended Budget included the elimination of one Deputy Probation Officer assigned to MAGEC. However, the Board of Supervisors restored all Deputy Probation Officer cuts during the budget hearing process, which will allow for the continuation of all current County assigned staff to MAGEC.

94. Cities within Fresno County currently not participating in the Multi-Agency Gang Enforcement Consortium (MAGEC) reconsider participating in the program.

Fresno County's Response to Recommendation #94: Fresno County agrees with the findings that every city in Fresno County benefits from MAGEC, though not every city contributes personnel and that gang activity does not follow city boundaries. The recommendation requires further analysis. The Sheriff's Department, in conjunction with the California Highway Patrol and City of Fresno Police Department, have been and will continue to actively pursue participation in the MAGEC program by all cities within Fresno County.

City of Clovis' Response to Recommendation #94:

See page 55.

City of Coalinga's Response to Recommendation #94:

See page 57.

City of Firebaugh's Response to Recommendation #94:

See page 59.

City of Fowler's Response to Recommendation #94:

See page 60.

City of Fresno's Response to Recommendation #94:

See page 13.

City of Huron's Response to Recommendation #94:

See page 62.

City of Kerman's Response to Recommendation #94:

See page 64.

City of Kingsburg's Response to Recommendation #94:

See page 65.

City of Mendota's Response to Recommendation #94:

See page 18.

City of Orange Cove's Response to Recommendation #94:

See page 67.

City of Parlier's Response to Recommendation #94:

See page 68.

City of Reedley's Response to Recommendation #94:

See page 69.

City of Sanger's Response to Recommendation #94:

See page 70.

City of San Joaquin's Response to Recommendation #94:

See page 71.

City of Selma's Response to Recommendation #94:

See page 72.

SECTION VI

TRANSPORTATION COMMITTEE



MOTOR VEHICLE-CAUSED INJURIES AND DEATHS IN FRESNO COUNTY

Recommendations

The 2001-2002 Fresno County Grand Jury recommends that:

95. The number of traffic control officers within the Fresno Police Department be increased and enforcement be significantly intensified.
96. Enhanced traffic enforcement be used frequently by the Fresno Police Department at unannounced checkpoints as an on-going process on heavily traveled streets, including morning and evening commutes.
97. During daylight hours, the use of unmarked cars for traffic enforcement be considered by the Fresno Police Department.
98. The City and County of Fresno work together to change the 1977 Memorandum of Understanding to provide revenue to the City of Fresno for enhanced traffic control.

Fresno County's Response to Recommendation #98: Fresno County agrees with the findings that the number of motor vehicle-caused injuries and deaths in Fresno County is increasing. These findings are also confirmed by recent reports issued by the Fresno Police Department as it pertains to the increase in the number of traffic-related deaths in the City of Fresno.

The recommendation has been implemented as on August 27, 2002, the Board of Supervisors approved an agreement with the City of Fresno to share the growth of fines and forfeitures with the City to improve traffic enforcement and safety. The City of Fresno is planning to use revenues from this contract to hire from 10 to 20 new police officers to be assigned traffic enforcement duties. This increased traffic enforcement effort should have a positive impact in reducing traffic-related deaths and injuries in Fresno County.

Effective July 1, 2002, the Superior Court has implemented a new Delinquent Fines Collection System to maximize payment of delinquent accounts of individuals who have failed to make payment or who have failed to appear in court. This new system involves the use of private collection agencies that will use all available means to track down and collect from these individuals. The new collection system is an additional tool being implemented to ensure that penalties associated with traffic violations are enforced to the extent possible.

99. Driver education students be made aware of personal injury or death which can occur through reckless driving, speeding, or driving under the influence. Graphic videos are available to the schools for this purpose.

100. The penalties for driving under the influence be vigorously enforced for all offenders and to the maximum extent of the law.

City of Fresno's Response to Recommendations #95 - #100:

See page 14.

101. The 2002-2003 Fresno County Grand Jury make additional inquiry into the cause and circumstances that result in only ? of all traffic citations being responded to by those cited.

See Appendix A.

102. The 2002-2003 Fresno County Grand Jury continue to monitor the progress in reducing injuries and deaths caused by vehicular accident s.

See Appendix A.

SECTION VII

APPENDIX A



APPENDIX A

THE 2001-02 FRESNO COUNTY GRAND JURY RECOMMENDATIONS TO THE 2002-03 GRAND JURY

The 2001-02 Grand Jury made eleven recommendations to the 2002-03 Grand Jury:

Recommendation #3: The 2001-02 Grand Jury recommends that Future Grand Juries monitor decisions that may affect the art on the Fulton Mall.

Recommendation #13: The 2001-02 Grand Jury recommends that Future Fresno County Grand Juries monitor the financial activities of the City of Mendota.

Recommendation #15: The 2001-02 Grand Jury recommends that Future Fresno County Grand Juries continue to monitor the City of Fresno budget.

Recommendation #26: The 2001-02 Grand Jury recommends that Future Grand Juries monitor the progress of the implementation of security improvements throughout the County of Fresno.

Recommendation #46: The 2001-02 Grand Jury recommends that Future Fresno County Grand Juries continue to monitor the Fresno County Fire Protection Districts.

Recommendation #54: The 2001-02 Grand Jury recommends that Future Fresno County Grand Juries continue to monitor the activities at the Elkhorn Correctional Facility, the on-site Heintz School, and the off-site Forward Bound Academy at Teilman School.

Recommendation #62: The 2001-02 Grand Jury recommends that the 2002-03 Fresno County Grand Jury continue to monitor West Fresno Elementary School District's educational progress.

Recommendation #78: The 2001-02 Grand Jury recommends that Future Fresno County Grand Juries monitor the progress of planned "one-stop" Regional Centers.

Recommendation #85: The 2001-02 Grand Jury recommends that Future Grand Juries revisit and review the property rooms.

Recommendation #101: The 2001-02 Grand Jury recommends that the 2002-03 Fresno County Grand Jury make additional inquiry into the cause and circumstances that result in only ? of all traffic citations being responded to by those cited.

Recommendation #102: The 2001-02 Grand Jury recommends that the 2002-03 Fresno County Grand Jury continue to monitor the progress in reducing injuries and deaths caused by vehicular accidents.