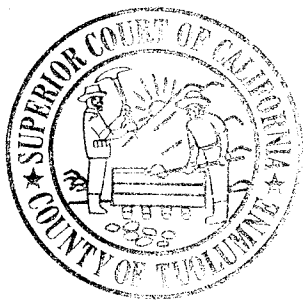




**Superior Court of California
County of Tuolumne**

41 West Yaney Avenue, Sonora, California 95370
(209) 533-5675

Chambers of
WILLIAM G. POLLEY, Judge

COPY

September 23, 2003

Ms. Norma Powell, Foreperson
And Members of the 2002 – 2003 Grand Jury

Dear Ladies and Gentlemen:

Enclosed please find the responses I have received to your report. Thanks again for your fine service to Tuolumne County, to the Court, and to the cause of good government.

Yours truly,

William G. Polley
Judge of the Superior Court

WGP/lw
enclosures

cc: Lew McClellan, Foreperson of the 2003 – 2004 Grand Jury (with enclosures)

cc: Donald Segerstrom w/ attachments 10/1/03 per WSP



Tuolumne County Veterans Service Office

20100 Cedar Road N. Suite A
Sonora, CA 95370
(209) 533-7155
Fax 533-6884

Lee Sanford
Veterans Service Officer
Beth Barnes
Senior Veterans Representative

July 24, 2003

Presiding Judge of the Superior Court
Honorable Eric L. DuTemple
41 W. Yaney Avenue
Sonora, CA 95370

Supervisors,

This letter meets the legal requirements for response to the Tuolumne County Grand Jury report of June 30, 2003 on the Tuolumne County Veterans Service Office. The Grand Jury report is well written and captures the essence of the operations and issues that need to be addressed.

Finding

There is no specific Policies and procedures Manual written for this office.

Response: Beth Barnes, Senior Veterans Service Representative has contacted other Veteran Service Offices throughout the state to obtain copies of their policy and procedure manuals. Using these as a guide she will write a similar manual for the Tuolumne County Veterans Service Office, which will be reviewed and approved by the Veteran Service Officer and the County Administrator prior to implementation.

Finding

After the initial interviews, Grand Jury members had difficulty making telephone contact with the Veterans Service Office. The telephone number listed in the telephone book and the Directory Assistance is not a valid telephone number for the Veterans Service Office. The number listed in the Veterans Corner of the Union Democrat is a disconnected number. Members had to physically go to the office to get a question answered.

Response:

I thank the Grand Jury for bringing this to my attention. Beth Barnes, Senior Veterans Service Representative has made contact with the appropriate entities to ensure that published telephone numbers exist and that they are accurate.

Recommendation

The Grand Jury recommends that the part-time position be made a full-time position.

Response:

I concur with the recommendation that the part-time position should be a full-time position. In these particularly tough budget times, where everyone in Tuolumne County government has to do more with less, it is not practical at this time to request the additional funding to enhance the part-time position to a full-time position. This will be a consideration when preparing future budget requests.

Recommendation

We also recommend that the County consider hiring additional part-time employees, as the caseload increases so the staff can adequately assist veterans and the office does not need to be closed during outreach program participation.

Response:

While I concur with this recommendation, fiscal resources are not available to hire additional part-time personnel at this time. Based on caseload increases, this will be a consideration when preparing future budget requests.

Recommendation

To facilitate veterans being able to contact the office by telephone, the Grand Jury recommends that steps be taken by Veterans Service Office to have their current phone number listed in the Veterans Corner newspaper article. The number listed in the telephone book should give a forwarding referral to the new number for the office rather than just ringing busy.

Response:

I completely concur with this recommendation. As noted above in a similar finding, Beth Barnes, Senior Veterans Service Representative has made contact with the appropriate persons to ensure the correct phone number is in the Veterans Corner newspaper article and that, if technically possible, the telephone book listing will provide a forwarding referral the correct number of the Veterans Service Office.

Respectfully Submitted,

A handwritten signature in cursive script, appearing to read "Lee Sanford".

Lee Sanford
Tuolumne County Veterans Service Officer

DEPARTMENT OF CORRECTIONS

SIERRA CONSERVATION CENTER
P O BOX 497
JAMESTOWN, CA 95327-0497
(209) 984-5291



July 25, 2003

Honorable William G. Polley
Judge of the Superior Court
County of Tuolumne
41 West Yaney Avenue
Sonora, CA 95370

Re: 2002-2003 Grand Jury Report

Dear Judge Polley:

As always, it was a pleasure to host the 2002-2003 Grand Jury during their December 4, 2002, visit to Sierra Conservation Center (SCC).

In accordance with your direction and as mandated by Penal Code Sections 933 and 933.05, SCC must respond to the findings and recommendations noted by the Grand Jury. Members were provided with an orientation briefing on the institution and its mission, a tour inside the housing units, and a tour of Baseline Conservation Camp. All members were afforded the opportunity for private conversations with inmates and staff.

This year, the Grand Jury recommended that efforts be made to reduce the time delay for treatment of ill inmates. Since the Grand Jury's tour, we have hired three new registered nurses, one senior psychologist, and one senior medical assistant. This has facilitated our effort to provide more timely medical treatment for the inmates. In addition, a Quality Management Committee (QMC) was developed approximately two months ago. This committee is comprised of medical and custody managers. The QMC is overseen by an executive Governing Body, similar to a hospital board. The QMC meets monthly to discuss medical treatment and other health care issues. The QMC has been apprised of the Grand Jury's recommendation, and will monitor the timeliness of sick call. The triage nurse is reviewing sick call slips on a daily basis, and currently there are no time delays with treatment of ill inmates.

The Grand Jury further recommended that monitoring procedures be reviewed to insure better identification and notification of people who are at risk of exposure to contagious diseases. I agree with this finding. An addendum to our Operational Procedure (OP) #021, Infectious Disease Prevention and Containment, is currently being completed to insure timely notification of persons (specifically, visitors) who may have been exposed to a contagious disease. The addendum is expected to be completed within two weeks and distributed to staff.

In conclusion the Grand Jury reported that the gymnasiums are being used as housing units and the overcrowding issue will have to be addressed by the State soon. On a positive note, the Grand Jury complimented the operation of the institution, its cleanliness and the professionalism of our staff.

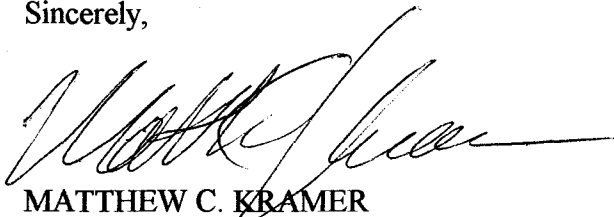
Honorable William G. Polley
Re: 2002-2003 Grand Jury Report
July 25, 2003
Page 2

Again, it was a pleasure having the members of the Grand Jury tour the institution; their recommendations have assisted us in identifying some areas of concern. I also appreciate their positive comments about staff and the operation of the institution.

In accordance with Penal Code Section 933(c), a copy of this report will be forwarded to the Tuolumne County Board of Supervisors.

Should you need additional information, please contact me directly at 984-5156.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matthew C. Kramer', with a long horizontal flourish extending to the right.

MATTHEW C. KRAMER
Warden

cc: Tuolumne County Board of Supervisors
Ana Ramirez-Palmer, Regional Administrator – North, Inst. Div.
Edward S. Alameida, Jr., Director, Department of Corrections

Big Oak Flat-Groveland Unified School District

P.O. Box 1397 • Groveland, CA 95321-1397

John Triolo, Ed.D
Superintendent

August 4, 2003

Honorable Eric L. DuTemple
Presiding Judge of The Superior Court
County of Tuolumne

Re: Grand Jury 2002/03 Final Report

The Big Oak Flat-Groveland Unified School District makes the following comments regarding the findings in the Grand Jury Report:

Board of Trustees

Gloria Marler
President

As to those items listed as findings, the district is in agreement with the exception of the following:

Cynthia Green
Clerk

- Page 73: "Doesn't the Grand Jury have better things to do?" Although that statement is attributed to me, I never made that statement.

Charles Day

- Page 73: "A letter was composed November 1, 2002 and mailed to the BOF-GUSD requesting that the following be provided by November 15". An undated letter (copy enclosed), was received in the district office on November 22nd. That letter requested materials be provided by November 28^h. A copy of the district response is enclosed. No letter was sent or materials requested by those dates as is stated in the Grand Jury Report.

Judy Myers

Larry Shaw

Recommendations:

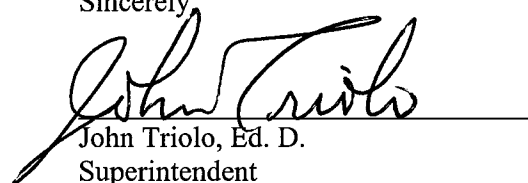
- The lines of communication between the superintendent and staff need to be opened and expanded. This has been my goal since becoming superintendent here in January, 2002. The district is in agreement with this recommendation.
- The district agrees with the recommendation of the Grand Jury that parents, students, and staff inquire about the air quality of classrooms from school board members and the superintendent.

Meets Second
Wednesday
Of Each Month
6:00 p.m.

Conclusions:

Since I was not in the district when the events that precipitated this investigation occurred, I really am unable to make other comments about specific events that occurred regarding this air quality issue.

Sincerely,



John Triolo, Ed. D.
Superintendent

Telephone
209 962-5765
Fax
209 962-6108
email
bofg@bofg.k12.ca.us

Big Oak Flat-Groveland Unified School District

P.O. Box 1397 • Groveland, CA 95321-1397

John Triolo, Ed.D
Superintendent

November 25, 2002

Dennis C. Boylan
Grand Jury - County of Tuolumne
Tuolumne County Administration Center
2 South Green Street
Sonora, CA 95370

Dear Grand Jury Members:

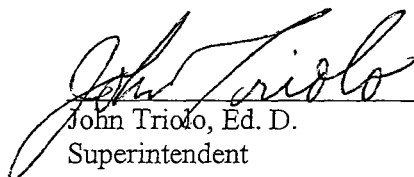
We received your letter (not dated) on November 22, 2002. This office has been able to compile the following information with respect to your request:

- Board Minutes of July 18, 2001 (Item 7.10) with respect to Tenaya HVAC units and parking lot
- Board Minutes of April 11, 2001 (Item 6.7) with respect to air quality and the possibility of modification to the Deferred Maintenance Plan
- Board Minutes of June 13, 2001 (Item 8.18) with respect to Deferred Maintenance
- Student Attendance Records per your request
- General Engineering information for the paving project at Tenaya School.

We are also including a copy of letter from Charles Koeber with respect to his recent visit to Tenaya Elementary School as well as the packet we sent to you on September 23rd as this packet includes some of the information you are looking for in this latest letter request.

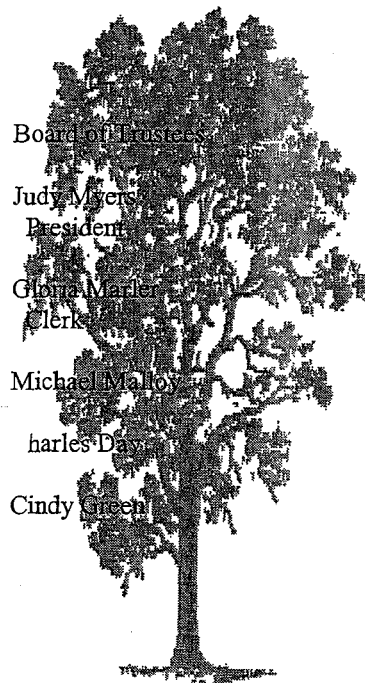
Allen Armstrong, our Building and Grounds Facilitator, will be bringing copies of HVAC maintenance records for Tenaya School and Cathy Ames from our Business Office will be providing this office with copies of staff attendance records and copies of invoices for the air quality expenses incurred.

Sincerely,


John Triolo, Ed. D.
Superintendent

COPY

Enclosures



Board of Trustees

Judy Myers
President

Gloria Marler
Clerk

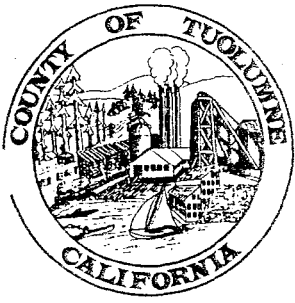
Michael Malloy

Charles Day

Cindy Green

Meets Second
Wednesday
Of Each Month
7:00 p.m.

Telephone
209 962-5765
Fax
209 962-6108
Mail
jofg@bofg.k12.ca.us



Grand Jury — County of Tuolumne

2 South Green Street
Sonora, CA 95370

Received
11/22/02

Ed Triolo
Big Oak Flat- Groveland School District
PO Box 1397
Groveland, CA 95321-1397

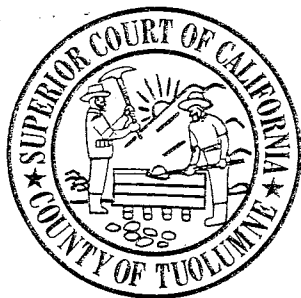
Dear Sir,

Please provide the following information to the Grand Jury on or before November 28, 2002.

- Minutes of Board meetings with respect to Tenaya School HVAC unit modifications, upgrades or plans for replacement.
- Minutes of Board meetings, memos, and letters with respect to decisions about changing plans for modification, upgrading or replacement of HVAC units at Tenaya School.
- Minutes of Board meetings, memos, letters with respect to altering planned HVAC maintenance logging, classroom-monitoring program.
- Attendance records for staff and students of all primary building classrooms at Tenaya School for years 1999, 2000, 2001 and 2002.
- All HVAC maintenance records for primary building Tenaya School. Include purchase orders, work orders and part invoices for both inside (staff), and outside (contractor) work performed.
- Minutes of Board meetings, memos and letters with respect to Tenaya School parking lot re-paving.
- Parking lot repaving contractor name and license number.

I can be reached at home if you have any questions. My telephone number is (209) 532-5344.

Dennis c Boylan
Grand Jury



Superior Court of California County of Tuolumne

Judge Eric L. DuTemple, Presiding Judge
(209) 533-5650 Fax (209) 533-6572

Fran Jurcsio
Court Executive Officer/Jury Commissioner
(209) 533-6504 Fax (209) 533-5618

Michelle Raine
Assistant Court Executive Officer
(209) 533-6504 Fax (209) 533-5618

July 11, 2003

Dept. 1, 2 & 5

41 W. Yaney Ave.
Sonora, Ca 95370

Dept. 3 & 4

60 N. Washington St.
Sonora, CA 95370

Administrative Services

(209) 533-6504
Fax (209) 533-5618

Arbitration

(209) 533-6936

**Calendar
Coordination**

(209) 533-5937
Fax (209) 533-6572

Civil/Probate

(209) 533-5555

Court Reporters

(209) 533-5677

Criminal

(209) 533-5563
Fax (209) 533-5581

Family Law

(209) 533-6936
Fax (209) 533-6941

Financial Services

(209) 533-6928
Fax (209) 533-5618

**Jury Services
Coordinator**

(209) 533-5679

Juvenile

(209) 533-5563
Fax (209) 533-5581

Mediation

(209) 533-6936

Small Claims

(209) 533-6509

Traffic

(209) 533-5671
Fax (209) 533-5581

Dr. John Triolo, Superintendent
Big Oak Flat/Groveland School District
P. O. Box 1397
Groveland, CA 95321

Re: 2002- 2003 Grand Jury Report

Dear Dr. Triolo:

Enclosed is a copy of the 2002- 2003 Grand Jury Report, which addresses your department or agency. Penal Code sections 933 and 933.05 require that you comment as to each finding and recommendation that affects your department or agency to the Presiding Judge of the Superior Court, Honorable Eric L. DuTemple, within sixty (60) days.

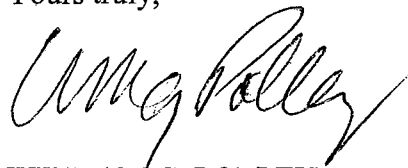
As to each finding, you must state whether you agree or disagree with the finding. If you disagree in whole or in part you must specify the portion of the finding that is disputed and explain the reasons you disagree.

As to each recommendation, you must report one of the following:

1. The recommendation has been implemented, with a summary regarding the implemented action.
2. The recommendation has not yet been implemented, but will be implemented in the future, with a time frame for implementation.
3. The recommendation requires further analysis, with an explanation and the scope and perimeters of an analysis or source study, and a time frame for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. The time frame shall not exceed six months from the date of publication of the Grand Jury Report.
4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefore.

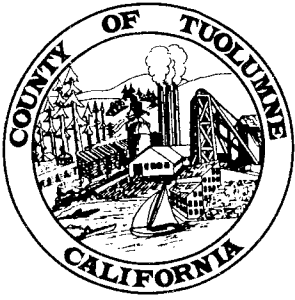
Penal Code section 933.05 requires that you have this report two working days before its public release. We plan to release the report to the public on Thursday, July 17, 2003. Please be advised that section 933.05 also requires that you not disclose the contents of this Grand Jury Report prior to its public release. Thank you for your attention to these matters.

Yours truly,

A handwritten signature in black ink, appearing to read "Wm G Polley", with a long, sweeping horizontal stroke extending to the right.

WILLIAM G. POLLEY
JUDGE OF THE SUPERIOR COURT

Enclosure



LAW OFFICES OF THE PUBLIC DEFENDER

ROBERT J. PRICE
Public Defender

99 N. Washington Street • Sonora, California 95370
(209) 532-0430 • Fax (209) 532-1185

August 20, 2003

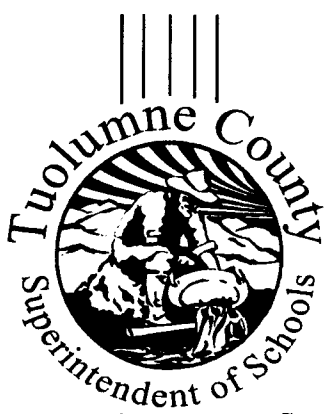
To: Honorable Eric L DuTemple
From: Robert J Price, Public Defender *RJP*
Subject: Grand Jury 2002 - 2003 Final Report

I have had the opportunity to review the Grand Jury's recommendations for the Public Defender's Office. Namely: that the Public Defender's Office take the lead in coordinating the development of a solid set of guidelines for determining a defendant's eligibility for representation.

I scheduled a meeting with Judge Douglas Boyack. Under the current Court calendar, he is the first Judge to speak to a potential Public Defender client. Judge Boyack feels the method he is currently using to appoint the Public Defender is working fine. The current system works and no streamlining needs to take place. I agree with Judge Boyack. The system he uses is fair to the clients and the court system.

The second recommendation of the Grand Jury has been implemented. The Public Defender's office; since March 2003, has been closing files and then submitting the number of attorney hours and investigator hours to the Office of Revenue Recovery. I have met with Chuck Wagner several times to insure the new procedures are being followed. During an e-mail exchange with Mr. Wagner I have been informed that as of August 19th over \$40,000 has been billed to past clients. I do not have a prediction of how much will be collected.

Should anyone have any questions concerning this response please contact me at your convenience.



JOSEPH A. SILVA, JR.
Superintendent

September 5, 2003

The Honorable Eric L. DuTemple
Judge of the Superior Court, Tuolumne County
41 West Yaney Avenue
Sonora, California 95370

Dear Judge DuTemple:

As per our requirement of Penal Code 933 and 93.05, this letter is my response to findings and recommendations of the 2002-2003 Grand Jury Report. There are two areas in the Report that pertain to education: Special education and unification.

1. In response to the area of special education, I am in agreement with the findings. As to the special education recommendations, each recommendation has already been implemented since I assumed office in January of 2003. Specifically, county special education personnel will continue to provide trainings for district staff throughout the 2003-2004 school year. These trainings include least restrictive environment and other supports to general education teachers.
2. While I acknowledge the accuracy of the information in the findings regarding salary and benefits for superintendents in Tuolumne County, the recommendation that unification should be looked at again is not warranted at this time. The rationale is simple: a petition to unify was circulated several years ago. The State Board of Education, the County Board of Education, and all but one district voted against the idea. It is also misleading to say that unification saves money. The County Schools Business Department and School Services of California completed studies on the costs of unification. In each study it was found that unification does not save money.

Sincerely,

A handwritten signature in cursive script that reads "Joseph A. Silva, Jr." is positioned above the printed name.

Joseph A. Silva, Jr.
County Superintendent of Schools

JAS:dlf



DAVID W. WYNNE
Assessor-Recorder

COUNTY OF TUOLUMNE

OFFICE OF ASSESSOR-RECORDER

Administration Center • 2 South Green Street • Sonora, CA 95370

Assessor: (209) 533-5535
Recorder: (209) 533-5531
Fax: (209) 533-5674

September 15, 2003

Honorable Eric L. Du Temple
Presiding Judge of the Superior Court
41 West Yaney
Sonora, CA 95370

Re: Response to Grand Jury Report Recommendations- Carlo De Ferrari Archives

Honorable Judge Du Temple,

Please accept the following as my response to the 2002-2003 Grand Jury recommendations for the Carlo M. De Ferrari Archives.

Recommendation # 1: The Grand Jury recommends that Archives continue with the current course of book restoration, file cataloging and volunteer participation.

Response: We agree with this recommendation. We are developing a conservative project plan for historical book restoration and cataloging. The county's ability to fund these projects will determine how long it will take to complete the project. We are, of course, very dependant on volunteers. We do what we can to maintain their interest and willingness to work on archives projects. Mr. Charles Dyer, Archives Coordinator, has been instrumental in developing our volunteer program. I am confident that under his leadership the program will flourish.

Recommendation # 2: The Grand Jury recommends that Archives continue with the current course of record retention schedules and the destruction of records at the end of the retention period.

Response: We concur with this recommendation. This recommendation essentially recognizes the importance of implementing a records management program for all county departments. It takes time to fully implement a records management system, but it is essential from a risk management and operational efficiency standpoint.

Tuolumne County' records program is about 50% complete. We estimate that we will have a fully implemented and very effective records management program in 3 to 5 years. Tuolumne County is well ahead of most counties in recognizing the importance of archiving and records management. Under Mr. Dyer's guidance we are playing a leadership role in development and implementation of records management and archiving programs for local government.

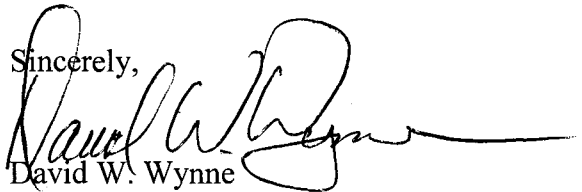
Recommendation # 3: The Grand Jury recommends that Archives explore the feasibility of renting available space to other government agencies.

Response: The Archives is currently renting space to the United States Forest Service and the Superior Court. We have always considered the possibility of renting space to other agencies. First we need to determine how much surplus space is available taking into consideration the county's annual storage needs.

There is a great demand for records storage by both public and private organizations. However, we need to be cautious not to get into an area that is better left to private enterprise. Records storage programs usually come with certain expectations for service that the county may not be equipped to provide. We will proceed with such caution.

I want to thank the Grand Jury for their review of the Archives and Records Center operations. They clearly understand and appreciate the functions and importance of this department. The Grand Jury is especially astute in recognizing the professionalism and ability of Mr. Charles Dyer, Archives and Records Coordinator. Mr. Dyer has provided the leadership that has made the Archives a huge success in a very short time period.

Sincerely,

A handwritten signature in dark ink, appearing to read 'David W. Wynne', with a long horizontal flourish extending to the right.

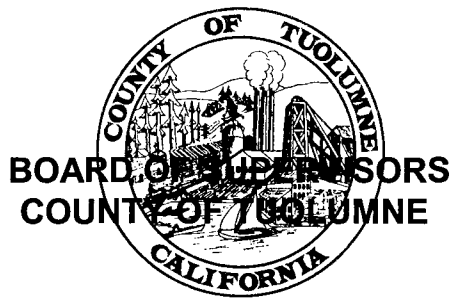
David W. Wynne
Assessor-Recorder

cc: Tuolumne County Grand Jury
Honorable Board of Supervisors
C. Brent Wallace, County Administrator
Charles Dyer, Archives and Records Coordinator

Tuolumne County
Administration Center
2 South Green Street
Sonora, California 95370

Phone (209) 533-5521
Fax (209) 533-6549

Larry A. Rotelli, *First District*
Mark V. Thornton, *Fourth District*



Paolo Maffei, *Second District*

Alicia L. Jamar
Clerk of the Board of Supervisors

Linda R. Rojas
*Assistant Clerk of the Board
of Supervisors*

Jim Peterson, *Third District*
Richard H. Pland, *Fifth District*

MEMORANDUM

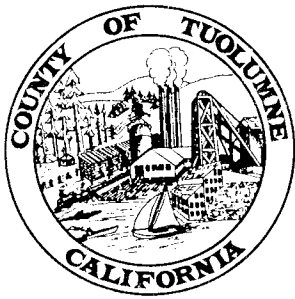
TO: Judge William Polley
Superior Court

FROM: Alicia L. Jamar 
Clerk of the Board of Supervisors

DATE: September 19, 2003

SUBJECT: 2002-2003 Response to Grand Jury Report -

Attached please find the responses to the 2002-2003 Grand Jury Report approved by the Board of Supervisors on September 16, 2003.



County Administrator's Office

C. BRENT WALLACE
County Administrator

Tuolumne County Administration Center
2 South Green Street
Sonora, CA 95370
Phone (209) 533-5511
FAX (209) 533-5510

September 5, 2003

TO: Board of Supervisors

FROM: C. Brent Wallace, County Administrator *C.B.W.*

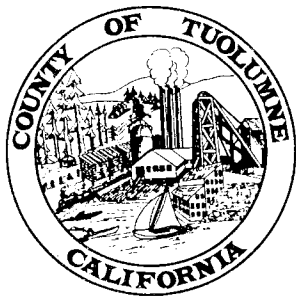
SUBJECT: Response to 2002-2003 Grand Jury Report

The 2002-2003 Grand Jury provides a complete analysis of the salary of the County Administrator and states, "An in-depth investigation revealed some inconsistencies in the figures previously reported." I appreciate the thoroughness of the 2002-2003 Grand Jury in their report.

The Grand Jury states, in its Conclusions, that the negotiations between the Board and County Administrator were in no way illegal, "... we believe that there is the 'appearance of impropriety'..." I disagree with this conclusion. I followed the law precisely as it is written. Each of my requests is recorded and available for public review. All actions that were taken by the Board were taken in open session with a duly published agenda notifying the public of the proposed action. All the written material that accompanied that agenda included the proposed salary adjustment and the rationale for making the adjustment, all of which was available for public review. There were no "secret negotiations" with members of the Board of Supervisors individually or collectively. I do not know how I could have done it differently. The 2002-2003 Grand Jury relied exclusively on the report of the previous Grand Jury, or the statements of one individual, to reach this conclusion. The Grand Jury made no attempt to discuss its conclusion with me.

The Grand Jury makes a recommendation that in the future the Board of Supervisors be more thorough in their investigations of proposals relating to personnel salaries to determine whether or not they will have an impact on other salaries. I concur with this recommendation in general, but it implies that the Board did not deliberate properly in establishing the County Administrator's salary. In fact, the Board was specifically informed on three separate occasions that I would make a specific request to increase my salary based upon a salary paid to the Hospital Administrator. I specifically requested that the Board designate some other individual to negotiate the salary of the Hospital Administrator. The Board determined not to do so and unanimously voted to approve the requested salary increase.

As to the specific recommendation, that your Board be more thorough in its salary deliberations, your Board should accept the recommendation, in my opinion.



County Administrator's Office

C. BRENT WALLACE
County Administrator

Tuolumne County Administration Center
2 South Green Street
Sonora, CA 95370
Phone (209) 533-5511
FAX (209) 533-5510

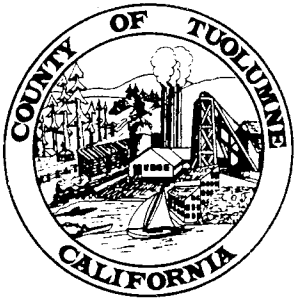
September 5, 2003

TO: Board of Supervisors

FROM: C. Brent Wallace, County Administrator *C.B.W.*

SUBJECT: Response to 2002-2003 Grand Jury Report - Airports

With the departure of the Airports Director prior to the release of the Grand Jury Report a comprehensive response to the Findings, and Conclusions cannot be made. Staff has reviewed the Report and concurs with the Recommendations of the Report and would request that your Board accept the Report and direct that the new Airports Director consider implementation of all recommendations.



Tuolumne County Human Services Agency

KENT E. SKELLENGER
Director

20075 Cedar Road North
Sonora, CA 95370
(209) 533-5718
Fax: (209) 533-7330

Memorandum

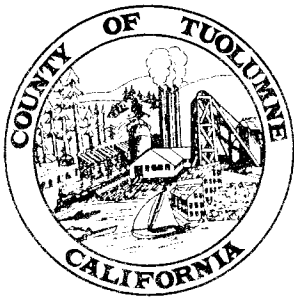
Date: August 6, 2003
To: Board of Supervisors
From: Kent E. Skellenger *KES*
Re: 2002/2003 Grand Jury Response

Upon review of the Grand Jury Report of Child Welfare Services, it is evident that the Grand Jury was thorough and fair in their investigation. The Grand Jury issued two recommendations, which may be summarized as: 1) make efforts to recruit more foster parents, and 2) develop a user-friendly brochure to explain client rights. Child Welfare Services agrees with both of these recommendations.

Child Welfare Services staff and Foster Care Licensing staff are actively working together to develop and implement creative and effective means of recruiting foster parents. Staff is currently meeting to brainstorm ideas, identify viable ideas and develop plans for implementation. Current ideas being explored include giving presentations to an array of community groups and developing a foster parent mentor program to provide support and follow up to individuals who have expressed interest in foster parenting.

Child Welfare Services staff agrees that the brochure titled, "Your Rights Under California Welfare Programs," is vague and lacking in clarity. The distribution of the brochure is mandated by the State. When families enter the Juvenile Court process, additional information is provided including a brochure titled, "Tuolumne County Juvenile Court, The Dependency Court: How it Works." This brochure uses a simple question and answer format to address common concerns. Additionally, families are provided contact information for the Public Defender's Office if appropriate and are encouraged to participate fully in their own defense. Child Welfare Services may consider creating an additional brochure for local use that outlines the basic process, the clients' rights and grievance procedures.

c: C. Brent Wallace



County Administrator's Office

C. BRENT WALLACE
County Administrator

Tuolumne County Administration Center
2 South Green Street
Sonora, CA 95370
Phone (209) 533-5511
FAX (209) 533-5510

September 3, 2003

TO: Board of Supervisors

FROM: 
Craig L. Pedro, Assistant CAO
Gregg Jacob, ISS Manager

SUBJECT: Response to 2002-03 Grand Jury Report Related to ISS

The 2002-03 Grand Jury Report contains a section covering Information Systems & Services (ISS). In general, the Grand Jury was very supportive of ISS operations and actions taken to proactively address issues. This reflects the high level of support that your Board has provided ISS over the last several years. This response attempts to make important clarifications in some of the findings contained in the report as well as address the specific recommendations contained in the report.

Clarifications of Findings

Three Year PC Replacement Policy: The report states, "The Board of Supervisors has requested that ISS ensure no system is more than three years old". While there is an informal budgeting policy to replace 1/3 of all desktop systems each year, it would be inaccurate to suggest that this is a "request" or directive of the Board. In normal financial years, the 1/3 replacement plan is followed as much as possible, but in tight fiscal years the replacement objective falls to 1/4 of the workstations replaced or less.

Data911 to PeopleSoft Link: Staff had several conversations with Grand Jury members during which many system interfaces were discussed. While the Findings accurately state that the County uses PeopleSoft for financial and human resources systems and that the Sheriff's department uses Data911 for its dispatching system, there is no plan for a new interface between Data911 and PeopleSoft. There is, however, a plan to connect the County Network and the Sheriff's Justice Network in a secure manner. The Sheriff's Justice Network is connected to the State Department of Justice's (DOJ) "California Law Enforcement Telecommunications System" (CLETS), which has security policies and procedures in place to protect the sensitive information on the system. ISS and the Sheriff's department have been working with the California DOJ and a plan has been approved that will allow a trusted connection to be established. The projected completion of the long sought after connection is November 2003.

Staffing: The Grand Jury's Findings accurately describe both the establishment of a prioritized IT Project List by the Board and increased staffing in ISS, which were correct at the time of the interviews. Unfortunately, the new position of IT Project Coordinator was left unfilled due to budget constraints. The loss of this position affected the progress on the project list that was forecast at the time the list was approved. Budget constraints required the position to be eliminated entirely from the FY 2003-04 Final Budget.

Web Project: The Findings state correctly that a County web site is under development. The Board did add funding for the Webmaster position in the FY 2003-04 Final Budget. Meaningful progress will be made on website development during the year with this position but an additional \$117,000 in equipment, phone lines and services will be needed before the website can be activated. This need and potential funding options will be agendaized for Board consideration in October 2003.

New Data Center Ready: An update is necessary to the Grand Jury's Findings regarding the new data center. The Network Operations Center, as it is now called, was completed at the end of July and is now operational.

Responses to Recommendations

The recommendations stated in the Grand Jury's Report are repeated below followed by staff's suggested response.

- **ISS evaluate personnel needs to include both maintenance and growth. This way the systems are maintained with sufficient staffing and new projects can be handled properly. Once this evaluation is completed, it is recommended that the Board of Supervisors allocate the necessary funds for the staff needed.**

The recommendation has not been implemented. Restoration of the IT Project Coordinator position is a known, immediate priority. A complete re-evaluation of staffing would best be accomplished in tandem with development of a new IT Strategic Plan for the County. Budget constraints make funding of either the Project Coordinator or IT Strategic Plan problematic.

- **ISS Continue to let the Board of Supervisors determine the priority of projects so that proper funding and staffing is given in an organized manner.**

This recommendation has been implemented. The Board will soon be presented with a plan that would make further improvements to processes used to identify, fund, prioritize and manage County IT projects.

- **The Board of Supervisors makes it a priority of Tuolumne General Hospital to create a solid training program for both PeopleSoft and Meditech. This is important if the finances of the hospital are to improve and be accurate.**

This recommendation has not yet been implemented. TGH Administration is working with ISS to develop a "Core Team" to manage Meditech issues and a "Hospital IT Committee" for planning and prioritizing all hospital IT projects. It is anticipated that both bodies will be operational by fall of this year.

- **The Board of Supervisors fund ISS and the Sheriff's Department to resolve their current conflict with the Data911 system and the PeopleSoft software.**

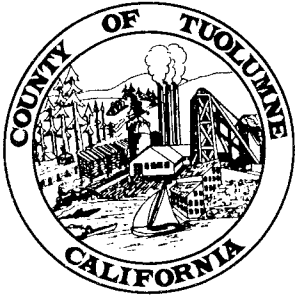
This recommendation (see clarification above) is not yet implemented. Completion of the connection between the Sheriff's Network and the County Network is slated for November 2003.

- **The County Administrative Office continues to explore cost effective ways to keep workstations up to date.**

This recommendation has been implemented. Desktops are refreshed every three to four years. In addition, the County has enrolled in the special California Counties agreement with Microsoft to control costs and ensure the software on the workstations is always up to date. ISS also calls for bids every few years to ensure the County is getting the best price per value for the PC's it purchases.

- **The ISS department continues to network all County departments together securely.**

This recommendation has been substantially implemented. Only one satellite office, the Visiting Nurses Association, still needs to be added to the network. The segment that will allow the connection has been installed. Re-cabling of the building is awaiting the systems requirements analysis and software selection for a new system. Completion of this project is forecast for this fiscal year. There are some smaller offices around the County that will remain unconnected until cost effective means to do so are identified.



LAW OFFICES OF THE PUBLIC DEFENDER

ROBERT J. PRICE
Public Defender

99 N. Washington Street • Sonora, California 95370
(209) 532-0430 • Fax (209) 532-1185

August 20, 2003

To: Board of Supervisors

From: Robert J Price, Public Defender *RJP*

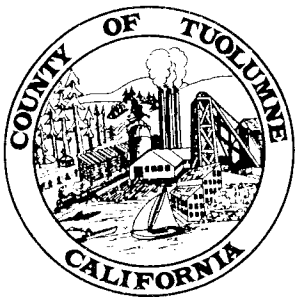
Subject: Grand Jury 2002 - 2003 Final Report

I have had the opportunity to review the Grand Jury's recommendations for the Public Defender's Office. Namely: that the Public Defender's Office take the lead in coordinating the development of a solid set of guidelines for determining a defendant's eligibility for representation.

I scheduled a meeting with Judge Douglas Boyack. Under the current Court calendar, he is the first Judge to speak to a potential Public Defender client. Judge Boyack feels the method he is currently using to appoint the Public Defender is working fine. The current system works and no streamlining needs to take place. I agree with Judge Boyack. The system he uses is fair to the clients and the court system.

The second recommendation of the Grand Jury has been implemented. The Public Defender's office; since March 2003, has been closing files and then submitting the number of attorney hours and investigator hours to the Office of Revenue Recovery. I have met with Chuck Wagner several times to insure the new procedures are being followed. During an e-mail exchange with Mr. Wagner I have been informed that as of August 19th over \$40,000 has been billed to past clients. I do not have a prediction of how much will be collected.

Should anyone have any questions concerning this response please contact me at your convenience.



County Administrator's Office

C. BRENT WALLACE
County Administrator

Tuolumne County Administration Center
2 South Green Street
Sonora, CA 95370
Phone (209) 533-5511
FAX (209) 533-5510

August 6, 2003

To: Board of Supervisors

From: C. Brent Wallace, County Administrator, and Kent E. Skellenger, Human Services Director

Re: 2002/2003 Grand Jury Response

We have reviewed the Grand Jury 2002/2003 recommendations on the Tuolumne County Jail. Our response is as follows:

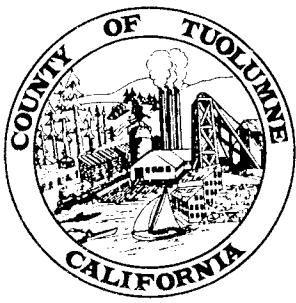
The recommendation includes a 24-hour per day, 7 days per week nurse coverage. The CAO, HSA Director, Sheriff, County Health Officer, TGH Hospital Administrator and the Mental Health Director met on July 22, 2003 to discuss this issue.

While increasing nursing coverage seems a simple solution, the cost of this increase needs to be considered, as does an evaluation of when each day nursing coverage is required.

California Forensic Medical Group, the current contract medical service provider for the Jail, has indicated that adding 8 hours per day of coverage would increase the contract amount by approximately \$150,000 per year. This contract is currently funded by revenue within the Health Department budget. A \$150,000 increase in Health Department expenses cannot be covered by current available revenue. To meet this increase, other important Health Services would need to be reduced. County funds in the Sheriff's budget are not available to supplement this increase. There is not sufficient discretionary revenue within the County General Fund to absorb this increase. Reductions in other areas would be necessary.

A review of peak times of inmate admissions indicate that part of the uncovered time from 11:00 p.m. to 7:00 a.m. justifies the need for nursing coverage (11:00 p.m. to 3:00 a.m.) while 3:00 a.m. to 7:00 a.m. does not justify the need for this coverage.

The contract for the provider of medical services with California Forensic Medical Group expires on November 30, 2003. Efforts will be made to construct the new contract for jail medical services to include coverage during peak times without significantly increasing the cost.



Recreation Department

~providing educational, cultural and recreational opportunities for all~

MICHAEL E. RUSSELL
Director

August 21, 2003

BETTY CONES
Recreation Supervisor

YOUTH CENTERS

Groveland
962-7310
Jamestown
984-4188
Tuolumne
928-4527
Fun On Wheels
533-5663

STANDARD PARK

533-2678
Sport Schedules
533-1071

PUBLIC POOLS

Columbia
532-3656
Sonora
532-0441
Tuolumne
928-3932
Twain Harte
586-1842

TINY TOTS Pre-School

533-2058

TO: Tuolumne County Board of Supervisors

FROM: 
Mike Russell, Recreation Director

SUBJECT: **GRAND JURY REPORT**

The 2002-2003 Grand Jury prepared a thorough review into the operation and management of the County's Recreation Department. The Recreation Department appreciates their interest and research. Information contained in the report required the Grand Jury to visit numerous facilities, work sites, and conduct many personal/personnel interviews.

In accordance with Penal Code sections 933 and 933.05 the following comments/responses are made to the Tuolumne County Superior Court, Honorable Eric L. DuTemple, and your Board.

1.) RECOMMENDATION

The Grand Jury recommends that an aggressive effort should be made to increase the outfield advertising at Standard Park. The Department should seek a sponsor for the scoreboards and could consider enlisting outside sources to help recruit local businesses in this effort.

RESPONSE

The Recreation Department concurs with the Grand Jury, and is already in process of implementing increased promotion and sale of outfield advertising. This task has been assigned to the "new" Recreation Supervisor that oversees operations of Standard Park, who by the way, was highly praised by the Grand Jury as "dedicated and enthusiastic".

2.) RECOMMENDATION

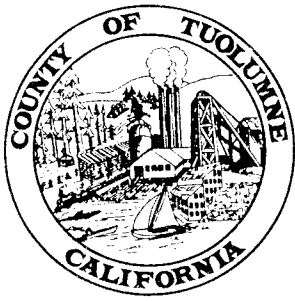
The Grand Jury recommends that the County upgrade the Tiny Tots Director from relief to a 3/4-time position with benefits. This is an essential position and every effort should be made to retain the employee.

RESPONSE

The Recreation Department concurs with the Grand Jury. Their recommendation and action is needed, however, in light of the budget crisis that Tuolumne County is currently facing it is not anticipated that funding will be available. The cost to implement the Grand Juries recommendation would be approximately six thousand five hundred dollars (\$6,500.00). If your Board were able to allocate funds for the Tiny Tots Coordinator, the Recreation Director would support and encourage your approval.

Cc: C. Brent Wallace, CAO
file

P:\ADMIN\grandjury03.wpd



Recreation Department

~providing educational, cultural and recreational opportunities for all~

MICHAEL E. RUSSELL
Director

September 5, 2003

BETTY CONES
Recreation Supervisor

YOUTH CENTERS

Groveland
962-7310
Jamestown
984-4188
Tuolumne
928-4527
Fun On Wheels
533-5663

STANDARD PARK

533-2678
Sport Schedules
533-1071

PUBLIC POOLS

Columbia
532-3656
Sonora
532-0441
Tuolumne
928-3932
Twain Harte
586-1842

TINY TOTS Pre-School

533-2058

TO: C. Brent Wallace, County Administrative Officer
Tuolumne County Board of Supervisors

FROM:  Mike Russell, Recreation Director

SUBJECT: **2002-2003 GRAND JURY REPORT/SIERRA RAILROAD RIGHT-OF-WAY**

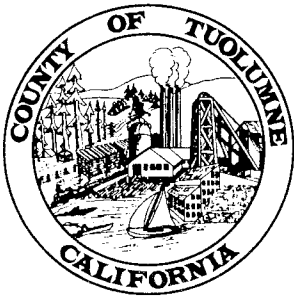
Pursuant to our conversation and your direction today, I have reviewed the Grand Jury's opinion on the Sierra Railroad Right-of-Way. The Grand Jury's comment relates to the SIERRA RAILROAD RIGHT-OF-WAY located on pages 59 through 62 of the 2002-2003 Grand Jury Report. The comments made by the Grand Jury do not directly apply to the Recreation Department, but rather the Tuolumne City Parks and Recreation District. However, on page 61 under recommendations, there is a specific note that the Tuolumne City Park and Recreation District and the County Recreation Department, "... work together to try and determine if there is a way for the Sierra Railroad Right-of-Way between Standard and Tuolumne City to be converted into a public trail."

My response to the Grand Jury's recommendation on "working together" with the Tuolumne City Parks and Recreation District should go without saying. The County Recreation Department will be glad to assist. It has always been our goal to help whomever and whenever possible.

To address the Grand Jury's trail comment (page 61, paragraph 2), it is a well-known fact that Tuolumne County needs to improve its trail system. Unfortunately, there never has been enough funding or staffing to address the County's trail system. The Recreation Department is on record stating that without dedicated funding for research

and implementation, the County's Recreation Master Plan will not effectively progress, this of course includes the trail element of the Recreation Master Plan. To exacerbate the problem of implementing the Recreation Master Plan or the recommendation of the Grand Jury, this year's County Recreation budget was reduced by more than 9%. The impact of this reduction not only cuts successful Recreation Department programs, but places the Recreation Master Plan further back on the list of essential projects that must be implemented.

If the Tuolumne City Parks and Recreation District were to ask for help, and upon direction from the County Board of Supervisors, the County Recreation Department would willingly help if possible in converting this Right-of-Way into a public trail.



County of Tuolumne

Department of Public Works

PETER REI, R.C.E., P.L.S.
Director of Public Works

A.N. Francisco Building
48 West Yaney Avenue
Mailing: 2 South Green Street
Sonora, California 95370

Engineering and Road Operations Divisions
(209) 533-5601
Transportation Division
(209) 533-5603
County Surveyor Division
(209) 533-5626
Environmental Management
(209) 533-5588
Fax (209) 533-5698

Date: August 21, 2003
To: Honorable Board of Supervisors
From: Peter Rei, Director of Public Works *Peter Rei*
Subject: 2002-03 Grand Jury Report and Recommendations Pertaining to
Tuolumne County Transit

Background:

Tuolumne County has been providing transit services since December 1976, with the City of Sonora serving as the hub of transportation service. Initially, the system operated in Sonora, Columbia, Jamestown, Tuolumne and the State Route 108 corridor. Service to Groveland was added in 1982. Today, Fixed Route and demand response services are extended to the surrounding areas of Jamestown, Columbia, Mi-Wuk Village, Willow Springs, Twain Harte and Sierra Village. The County operated the service directly until November 1985, at which time it began contracting with the private sector for transit management, supervision, vehicle maintenance and operations. The current contractor is MV Transportation, Incorporated.

The County's Department of Public Works Transportation Division oversees, monitors and manages the transit system contractor along with performing various functions unrelated to public transit. The Department of Public Works Transportation Division consists of a Deputy Director of Transportation Services, a Transportation Program Coordinator, a Transportation Planner and a Department Support Technician. The contractor's staff consists of a Project Manager, Supervisor/Dispatcher, Dispatcher, Relief Dispatcher, Maintenance Manager, Mechanic, Utility Worker and 22 drivers. The contractor's operating facility is currently located at 126(E) Old Wards Ferry Road. The County owns twenty-one transit buses housed at this location.

Transportation considerations play a key role in the quality of life provided by any community. Access to social services and medical services, employment opportunities, educational resources and basic necessities are topics of universal concern, as they have a strong impact on the economy, ease of movement and quality of life for the residents of an area. In addition to providing mobility to residents without easy access to a private automobile, transit services can provide a wide range of economic development and environmental benefits.

Tuolumne County is aware of the importance of public transportation in our community. We have been pleased to accommodate the Grand Jury's review of Tuolumne County

Transit. Additionally, we are proud the Grand Jury concluded that the system is managed efficiently. Furthermore, it should be noted that the Grand Jury's favorable findings regarding drivers, maintenance programs and most riders opinion of services are consistent with the Department of Public Works sentiments towards public transit programs. The drivers, mechanics, dispatchers, manager and County staff that are responsible for delivery of this important public service are commended for their quality efforts.

Grand Jury Recommendations:

1. It is recommended that Tuolumne County Transit System develop a more friendly bus schedule pamphlet.

Response: MV Transportation is developing the 2003-04 marketing plan for Tuolumne County Transit and will propose changes to the bus schedule pamphlet to make it more user friendly. A new rider pamphlet should be available to the public by January 1, 2004.

2. It is recommended that Tuolumne County Transit System consider the downtown daytime traffic congestion, before implementing its new expanded transit development plan.

Response: The Grand Jury's report does not provide any descriptive information to help staff understand in what context the downtown daytime traffic congestion should be considered before implementing its new expanded transit development plan. It is possible that the Grand Jury is suggesting that an increased number of routes through downtown might increase traffic congestion, or on the other hand, the Grand Jury may be suggesting that an increased number of routes should be provided as an incentive to get people out of their cars, thereby reducing congestion. Staff notes that the existing schedule routes 28 fixed routed buses through downtown from 6:00 a.m. to 7:00 p.m. The Transit Development Plan considered three new alternative fixed route schedules which provides 27, 29 and 33 trips through downtown between 6:00 a.m. and 7:00 p.m.

Staff has implemented the Grand Jury's recommendation to consider downtown traffic congestion and determined that decreasing the number of routes by 1 trip over 13 hours or increasing the number of trips over 13 hours by 5 trips would be insignificant to congestion levels downtown.

3. It is recommended that Tuolumne County Transit consider the recommendations outlined in the November 2001 Triennial Performance Audit to construct a County-owned transit facility.

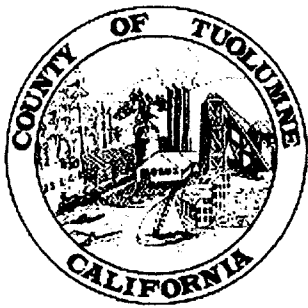
Response: The November 2001 Triennial Performance Audit did not actually recommend construction of a County-owned transit facility. The audit only recommended completion of a feasibility study of constructing a County owned

transit facility. Staff has completed the feasibility study and determined that a County-owned facility is desirable and achievable. The County project development team is analyzing alternative site locations and site designs. The project is estimated to cost approximately \$2.8 million for a stand alone transit facility. Combining such a facility with other Public Works facilities would reduce overall costs. The proposed FY 2003-04 Tuolumne County Transit budget provides reservation of \$215,000 for future transit facility construction. The County is also exploring other grant financing options. However, due to the uncertainty of future funding it is impossible to predict a construction time frame.

DG/cj

Attachments

CC: C. Brent Wallace, CAO



Tuolumne County Veterans Service Office

20100 Cedar Road N. Suite A
Sonora, CA 95370
(209) 533-7155
Fax 533-6884

Lee Sanford
Veterans Service Officer
Beth Barnes
Senior Veterans Representative

July 24, 2003

Tuolumne County Board of Supervisors
2 South Green Street
Sonora, CA 95370

Supervisors,

This letter meets the legal requirements for response to the Tuolumne County Grand Jury report of June 30, 2003 on the Tuolumne County Veterans Service Office. The Grand Jury report is well written and captures the essence of the operations and issues that need to be addressed.

Finding

There is no specific Policies and procedures Manual written for this office.

Response: Beth Barnes, Senior Veterans Service Representative has contacted other Veteran Service Offices throughout the state to obtain copies of their policy and procedure manuals. Using these as a guide she will write a similar manual for the Tuolumne County Veterans Service Office, which will be reviewed and approved by the Veteran Service Officer and the County Administrator prior to implementation.

Finding

After the initial interviews, Grand Jury members had difficulty making telephone contact with the Veterans Service Office. The telephone number listed in the telephone book and the Directory Assistance is not a valid telephone number for the Veterans Service Office. The number listed in the Veterans Corner of the Union Democrat is a disconnected number. Members had to physically go to the office to get a question answered.

Response:

I thank the Grand Jury for bringing this to my attention. Beth Barnes, Senior Veterans Service Representative has made contact with the appropriate entities to ensure that published telephone numbers exist and that they are accurate.

Recommendation

The Grand Jury recommends that the part-time position be made a full-time position.

Response:

I concur with the recommendation that the part-time position should be a full-time position. In these particularly tough budget times, where everyone in Tuolumne County government has to do more with less, it is not practical at this time to request the additional funding to enhance the part-time position to a full-time position. This will be a consideration when preparing future budget requests.

Recommendation

We also recommend that the County consider hiring additional part-time employees, as the caseload increases so the staff can adequately assist veterans and the office does not need to be closed during outreach program participation.

Response:

While I concur with this recommendation, fiscal resources are not available to hire additional part-time personnel at this time. Based on caseload increases, this will be a consideration when preparing future budget requests.

Recommendation

To facilitate veterans being able to contact the office by telephone, the Grand Jury recommends that steps be taken by Veterans Service Office to have their current phone number listed in the Veterans Corner newspaper article. The number listed in the telephone book should give a forwarding referral to the new number for the office rather than just ringing busy.

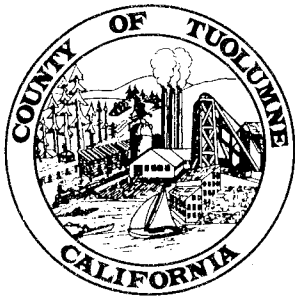
Response:

I completely concur with this recommendation. As noted above in a similar finding, Beth Barnes, Senior Veterans Service Representative has made contact with the appropriate persons to ensure the correct phone number is in the Veterans Coroner newspaper article and that, if technically possible, the telephone book listing will provide a forwarding referral the correct number of the Veterans Service Office.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Lee Sanford".

Lee Sanford
Tuolumne County Veterans Service Officer



Tuolumne General Hospital

101 Hospital Road • Sonora, California 95370-5297 • (209) 533-7100

MEMO

DATE: September 3, 2003

TO: Board of Supervisors
C.Brent Wallace, County Administrative Officer

FROM: Barry Woerman, Tuolumne General Hospital Administrator 

SUBJECT: 2002-2003 Responses to Report of the Grand Jury

BACKGROUND:

Members of the Board of Trustees of Tuolumne General Hospital (TGH) received a copy of the Tuolumne County Grand Jury Report for 20002/2003. A formal report from Administration was prepared for the August 7th Meeting of the Hospital Board of Trustees, reviewed and accepted without modification. The following is a summation of the Grand Jury's Findings and response.

That portion of the report directly addressing issues at Tuolumne General Hospital (TGH) begins on page 95, concluding on page 98 with two recommendations. However, TGH is also referenced in the narrative of several other sections (Note pages 5,17,27, 38 and 41); and in the ISS Recommendation on page 29.

I find no substantive disagreements with the report other than semantics with the Findings, Conclusions, and Recommendations as presented. Administration's response is as follows:

Page 29, paragraph 3, **Information System Services (ISS)**: (Status: 1/2) TGH is in total agreement with the recommendation to formalize a training program at TGH for both the Peoplesoft and the Medi-Tech Programs. A new management Core Users Group has been identified at TGH, for implementation of upgrades and new releases. An additional position has been identified to manage this process and resources allocated in the Hospital's 2004 fiscal year budget. In addition, reinforcement of existing policies and procedures in regards to in-service training will be reinforced.

Page 97, First Paragraph of **Recommendations** (TGH). (Status 1) The Board of Supervisors has been very diligent in monitoring the financial and operating issues at TGH. All issues are reviewed and discussed in detail, and are not approved by the consent

agenda. The Recovery Plan is monitored and updated monthly and results are reported to both the Hospital Board of Trustees, and the County Board of Supervisors. The Board of Supervisors has implemented a Hospital loan policy that is monitored closely by the County Auditor's office.

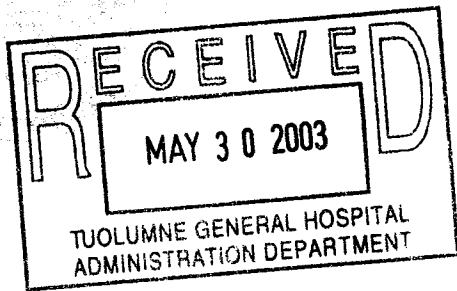
Page 98, First Paragraph, **Second Recommendation (TGH): (Status 1 / 2)** Mr. Wallace, with the support and approval of the Board of Supervisors, convened a task force such as the one envisioned by the Grand Jury to address the defining issues that will determine the extent and service level that Tuolumne County should provide in the future. A formal report with recommendations was compiled by Mr. Wallace and presented to the Board of Supervisors along with an implementation plan (May 28, 2003, and attached) Issues that need to be addressed include: the financial and economic impact on the county if hospital is closed; the financial risk the County assumes for providing indigent care; the feasibility of "scaling back" hospital services to an "outpatient model," etc.etc. In addition to the AD Hoc Task Force, the operations of the hospital is under the review of the Tuolumne General Hospital Board of Trustees, who meet with staff on a monthly basis.

The Grand Jury is always welcome to attend/ have representation at the Board of Trustee meetings, since the agenda is open to the public.

County Administrator's Office

C. BRENT WALLACE
County Administrator

Tuolumne County Administration Center
2 South Green Street
Sonora, CA 95370
Phone (209) 533-5511
FAX (209) 533-5510



May 28, 2003

TO: Board of Supervisors

FROM: C. Brent Wallace, County Administrator *C.B.W.*

SUBJECT: Outline of Potential Study to Determine Health Care
Alternatives for Tuolumne County

A staff working group was formed to discuss an overall approach to seeking answers to questions raised by members of your Board during the February 11, 2003, Study Session regarding the recommended Restructuring Plan for Tuolumne General Hospital (TGH). The staff working group developed an outline of how your Board could approach obtaining answers to questions raised.

Attached is the list of the staff working group members and a list of the questions, and resulting responses, the group addressed (Attachment A). The questions and responses were then sent to each member of the group for review and comment, after which this memorandum and recommendation were prepared.

Based upon the working group's product the issues of importance with regard to TGH are:

1. What are the core problems?
 - 1.1 Cash outflow. Negative cash position from unprofitable operations.
 - 1.2 Resource allocation. Funds allocated to TGH as a result of unprofitable operations are not available for other county needs/priorities.
 - 1.3 Patient mix and volume of patients. Under reimbursed and unreimbursed care combined with low patient volume in essential areas of operation.
 - 1.4 Cost of medical care to the County without TGH is a significant unknown. Would the County general fund contribution be greater or less without TGH.

2. What are the alternatives?
 - 2.1 Improved performance of TGH. Continue with Recovery Plan implemented March 2003.
 - 2.2 Establish an outpatient form of medical care that would have the least impact upon the general fund.
 - 2.3 Determine what medical care must be offered in tandem with the following, if it is assumed that these services would be continued:
 - 2.31 Psychiatric Inpatient
 - 2.32 Long Term Care
 - 2.33 Adult Day Health Care
 - 2.34 Rural Health Clinic Services
 - 2.35 Dental Clinic Services
 - 2.4 Do nothing
 - 2.5 Create a County-wide Hospital District
 - 2.6 Re-authorization by the Board of Supervisors to seek merger or affiliation with another health care organization
 - 2.7 Close TGH and provide medical care that would only meet the intent of Code Section 17000.
3. Define problems that are associated with the alternatives.
 - 3.1 What alternative will most significantly reduce the unprofitable provision of medical care?
 - 3.2 What alternative will most significantly reduce the County allocation from the general fund?
 - 3.3 What alternative will have the best impact upon the community for the provision of medical care?
 - 3.4 What alternative will have the worst impact upon the community for the provision of medical care?
 - 3.5 What will be the economic impact upon the community for the various alternatives?

- 3.6 What is the potential impact upon other County departments for the various alternatives?
- 4. What are the limitations/constraints to providing alternatives?
 - 4.1 Willingness of other providers to treat the uninsured.
 - 4.2 Control of quality, quantity and cost of medical care or other providers for the uninsured.
 - 4.3 Obtaining accurate information from the medical community.
- 5. What research needs to be completed?
 - 5.1 How wide/narrow should the research be conducted for the various alternatives?
 - 5.2 Should research include an analysis of expanded TGH services?
 - 5.3 Should research be limited focus for limited range of alternatives?
 - 5.4 What is the potential success of the Recovery Plan?
- 6. What assumptions have been made? Are these assumptions accurate?
 - 6.1 County is responsible for indigent medical care (W&I Code 17000).
 - 6.2 Health care costs will continue to increase - reimbursements of those costs will continue to decrease.
 - 6.3 The cash flow to TGH will continue to decrease.
 - 6.4 There is divided public opinion as to the need for TGH.
 - 6.5 Labor costs for TGH will continue to increase.
 - 6.6 The patient pool, both inpatient and outpatient, is limited.

7. What specific research is needed?

7.1 Staff Research

- 7.11 Projected cash flow
- 7.12 Secure DHS payment resources
- 7.13 Legal issues
- 7.14 Experience in other counties
- 7.15 Ballot measure for continued operation of TGH

7.2 Consultant Research - What research should/could be considered?

- 7.21 Opinion polls. Public Relations firm. Physicians; public. There is a need to study demographics now and for the future.
- 7.22 Estimate of impact health care provided by Sonora Community Hospital and other providers. Projections would include opening of new SCH facility.
- 7.23 Estimates of health care services gap. Measurement of gap in-County; at TGH - conducted by Health Care Economist.
- 7.24 Examination of specific issues:
 - 7.24.1 Licensing
 - 7.24.2 Reimbursements
 - 7.24.3 What services would be absorbed by other providers?
 - 7.24.4 What services would not be absorbed by other providers?
- 7.25 Assuming TGH remained in some form, what services would be retained for optimum service to the community.

Your Board will note, by reviewing Attachment A, that not all of the issues listed by the working group have been included in the above outline. Any further research, by staff and/or a consultant(s), would require many more questions to be asked and answered, but the focus would not change. What alternatives for providing health care to the residents of Tuolumne County are available and how may TGH fulfill those alternatives? This question implies that there are alternatives available for your Board to consider that would have a range of considerations for the quality, quantity and cost of health care.

There has been no estimate made as to the cost or time it would take to complete the research needed. Based upon the last study completed regarding TGH, it is assumed the cost would be substantial. The Casey Study completed more than two years ago cost about \$130,000.

It is interesting to note that many of the recommendations contained in the Casey study have, in fact, been implemented. However, the recommendations below are substantially different than those of the Casey study. It is unknown to staff if this difference would increase or decrease consultant costs. It is recommended that the following be considered if your Board decides to proceed with a study of alternatives:

- a. Conduct an opinion poll to determine community/physician support of TGH.
- b. Conduct an economic study to determine the impacts of changing the nature of how health care is provided in the County. This study should also include costs of indigent medical care.
- c. Conduct a study to determine what alternative program of health care could be provided by Tuolumne County based upon a. and b. above.

Staff believes that the essence of the focus of such a study would be the functionality of what TGH provides to the community, which is more than the sum of its individual components of service. There may be functions, or services, of TGH that could be split off, and offered separately, but the answer to the question of financial impact would only be provided with the passing of time. It is not known how such "split off" services would be accepted. The resulting financial impact would only be a guess. For example, when TGH was required to reduce its Emergency Room Surgical coverage for three weeks due to the absence of available surgeons, the ambulance usage of TGH changed. Historically, approximately 45% of ambulance trips ended at TGH, with 55% arriving at Sonora Community Hospital. When the surgeon shortage occurred the ratio dropped to 40%/60%, and remains so as of today.

There is some thought in the County that TGH may close some services and start them again later if finances improve. From past experience with numerous County programs, staff does not support this thought. It is extraordinarily difficult to attract and recruit a quality professional staff for a program that has been closed and re-opened. With health care programs this would seem to be virtually impossible to accomplish. There would be no employment security for those already in high demand, low supply occupations. Additionally, re-opening of a health care program, which requires specialized supplies and equipment, would be expensive.

A final thought is presented for your consideration, which is captured in recommendation "c" below. Your Board could consider retaining a consultant to define costs associated with indigent medical care and to evaluate current and future operations of TGH to assist in the creation of a Strategic Plan.

The evaluation of indigent medical care is difficult. Some data is immediately available, such as costs of the County Medical Services Program (CMSP). However, staff has neither the time or expertise to evaluate all of the indigent medical care costs associated with TGH. Such a

study should also include estimated costs of indigent medical care if TGH were not a provider. This information would be valuable for the creation of a strategic plan.

For several years the Board of Supervisors, Board of Trustees and staff have discussed the need for a TGH Strategic Plan. Several attempts to complete this plan have been made. With the changing demographics of the County and the changes in the manner in which medical care is provided in Tuolumne County, TGH should have a long term plan to guide its future. A consultant study could combine the issues of indigent medical care and help establish a Plan for the future of TGH.

RECOMMENDATION

That your Board direct staff to pursue one of the following:

- a. Issue a Request for Proposal to select one or more consultants to complete studies as outlined above.
- b. Take no action and allow the approved TGH Recovery Plan to continue to run its course.
- c. Issue a Request for Proposal to select a consultant to perform a limited scope study. Such a study could focus on defining the costs associated with indigent medical care, with and without Tuolumne General Hospital. The study could also focus on current and future operations of TGH with the intent of providing information that would assist your Board and the Board of Trustees to develop a TGH Strategic Plan.
- d. Other action as deemed appropriate by your Board.

cc: Working Group Members
All Department Heads

Hospital Strategy Group Notes

March 7, 2003

Group Members: Barry Woerman, Hospital Administrator
 Kent Johnson, Hospital Chief Financial Officer
 Darlene Hieb, Director of Nursing
 Debi Russell, Assistant Auditor-Controller
 Del Hodges, Treasurer-Tax Collector
 Dr. S. Todd Stolp, Health Officer
 Kent Skellenger, Human Services Agency Director
 Bea Readell, Behavioral Health Director
 Gregory Oliver, County Counsel
 Bill Morse, Human Resources Analyst
 Craig Pedro, Assistant County Administrator

1. What is the core problem that needs to be evaluated for the Board?
 - a. Cash outflow
 - b. Balance cash outflow with requirement for health care services (ID services for community)
 - c. Resource allocation - TGH vs. other County needs
 - d. What is cost without TGH indigent care, etc. (CMSP)
 - e. Lack of loyalty of medical providers to TGH
 - f. Antiquated/old facilities and SB 1953
 - g. Public perception (credibility of TGH and BOS)
 - h. Volume of patients
 - i. Creation of other problems w/o TGH (SO, Jail, HSA, MH, etc.)
 - j. Quality, quantity and cost of health care and choice (Pick 3+)
 - k. Current patient mix
 - l. Difficulty of recruiting and retaining core employees
 - m. Governance - local decision making
 - n. Lack of investment capital

2. What is the rationale for alternatives?
 - a. Outpatient clinic (contract for services implied)
 - b. Shut down TGH (contract for services implied)
 - c. Improve acute model
 - d. Merger or affiliation or contract
 - e. Do nothing - least possible services
 - f. Niche services - volume
 - g. All or nothing (acute vs. outpatient clinic) - what is blend?
 - h. Hospital District with taxing authority

3. Clearly define/state the problem.
 - a. Best alternative for cash
 - b. Time restraints
 - c. Too late?
 - d. Physician support?
 - e. Public support for TGH - Yes/No
 - f. Economic impact of closing TGH
 - g. Sonora Community Hospital - contract willingness
 - h. Do we need to contract?
 - i. How effective is County's bargaining position with SCH?
 - j. Public Health issues (quality of care)
 - k. Ability to influence employee's use of TGH
 - l. Cost of alternatives vs. current practice - impact to other County programs
 - m. Can SCH manage caseload?
 - n. Licensing question - Dept. of Health
4. What are the limitations/constraints to providing alternatives?
 - a. Willingness of other providers to treat
 - b. Access
 - c. Control over quality
 - d. Control over cost
 - e. Fiscal - #
 - f. Physical facilities
 - g. Personnel
 - h. W/o TGH, accountability
 - i. Politics
 - j. Lack of cooperation by SCH
5. What should be the scope of the research – the limitations (narrow - wide)?
 - a. Broad alternatives
 - b. Focused analysis
 - c. Benefits of process/results
 - d. Expand services/access
 - e. Practicality

6. What assumptions have already been made?
 - a. Duty to provide services
 - b. Board opinion $\pm$
 - c. Public opinion $\pm$
 - d. Inflation of health care cost
 - e. Deflation of health care reimbursement
 - f. Cash flow will be less than current
 - g. Changes must be made - status quo is not acceptable
 - h. Debate of preferred hospital amongst physicians
 - i. Desire to provide services to government reimbursed patients
 - j. Employee costs
 - k. Aging plant
 - l. Limited resources
7. What specific research is needed?
 - a. Old reports (e.g. Lewin/ICF alt. report - Hurt/Campbell era)
 - b. Poll physician
 - c. Licensing - entire array
 - ER vs. standby
 - Psych
 - DHS payment
 - Cash flow
 - d. What services are limited to TGH?
 - Psych
 - Pregnancy
 - e. What services cannot be absorbed by others?
 - f. Public research - what is public thinking?
 - g. Putting in on the ballot (San Luis Obispo)
 - h. Resource cost to complete
 - How much?/How long to get info?
 - i. Ongoing - SB 1953
 - j. Underutilized benefits - company hospital
 - k. Demographic studies
 - l. Projections for new SCH
 - m. Health care service gaps (currently and under alts.)
8. How and who can do the research?
 - a. CAO
 - b. Experienced consultants
 - Health care services
 - Health care economists
 - Architects/plant specialists

- c. Public relations firm
Well designed services
- d. Legal issues
County Counsel
Consultants
- e. Old staff
- f. Other counties - w/o closed hospitals
- g. Other counties - w/open hospitals

9. Do we need to define any specific items?

- a. Surgery - in/out patient, blurry lines
- b. Outpatient facility "Outpatient Model"
- c. Acute services
- d. Departments (ie. VNA)
- e. Profitability
- f. Indigent
- g. Access to care
- h. Quality
- i. Service gap