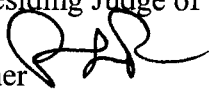


SHERIFF'S DEPARTMENT

Richard L. Rogers
Sheriff-Coroner

Lee Sanford
Undersheriff

August 29, 2001

TO: Honorable Eric L. DuTemple, Presiding Judge of the Superior Court
FROM: Richard L. Rogers, Sheriff-Coroner 
SUBJECT: Response to 2000-2001 Grand Jury Final Report

TUOLUMNE COUNTY SHERIFF'S DEPARTMENT

FINDINGS

(On page 1 it states) The Grand Jury conducted its annual mandatory investigation of the County Jail on October 25, 2000. We found the facility cramped but well kept. The kitchen was organized and very clean. The personnel we encountered appeared to be knowledgeable, open and well trained.

Response --- I agree with each of these findings.

However, we noted the need to up-grade the current system for checking outstanding warrants and for booking offenders. These systems are outdated and in need of repair.

Response — I agree with this finding. The County Jail currently has an old antiquated stand-alone computer system and is very much in need of a modern jail management system (JMS) which would integrate with the Sheriff's Department records management system (RMS). A new JMS would greatly enhance jail personnel's ability to run checks for outstanding warrants as well as perform booking procedures in a more efficient and effective manner. These problems have long been recognized and the County is currently contracting with the consulting research firm of Dwight Hunter & Associates for the development of a strategic plan for the integration of a law and justice computer system for the entire county (ie: Superior Court, District Attorney, Sheriff, County Jail, Probation, etc.). The Law and Justice Strategic Plan development has been ongoing for the past year and will be completed shortly. Upon completion of the plan certain needs will be identified and recommendations made to allow the County to move forward on acquiring specific law and justice computer systems, including a new jail management system, that will integrate with all user departments and agencies.

The Jail has requested maintenance and repair service from the county communications service department (ISS). The service, for some of these requests, has been delayed for as much as a year.

Response — I agree with this finding, however clarification is needed. The County's Information Systems & Services (ISS) Department has responded and provided service on jail computers and made repairs on parts of the current jail management system that is within ISS's capability to fix. Unfortunately, the old server on our current JMS has some problems which cannot be fixed. By replacing this very costly server we would be wasting money with an antiquated system that has no capability of interfacing with newer computer systems within the Sheriff's Department and other departments within the law and justice system. It is much more practical to operate our current jail management system on a limited basis with the existing problems of the old server and spend our money on the purchase of a new jail management system after the Law and Justice Strategic Plan is completed by Dwight Hunter & Associates. This is the reason that certain service requests that primarily deal with the old server have experienced lengthy delays.

The Grand Jury met briefly with administrative officers of the Tuolumne County Sheriff's Department. The Department has obtained an in-depth analysis of communications requirements for a new county system to service all county administrative and inter-office needs.

This observation was not intended to become a detailed review of all law enforcement communications systems. However, in an effort to obtain closing information and confirmation of the status of plans to up-grade all county communications system, we met with Assistant County Administrator, Mr. Craig Pedro.

Mr. Pedro provided documents and plans in progress for future county improvements, which include all the needs of the Sheriff's Department and the Jail.

Response — I agree with this finding. The Grand Jury was provided with the status and plans of the new Tuolumne County Radio Study prepared by the radio consulting firm of Macro Corporation which includes a "Systems Evaluation and Needs Assessment Report" and an "Options and Recommendations" report. The Grand Jury was also provided with the "Tuolumne County Telecommunications Strategic Plan" which was prepared by Communications Management Associates (CMA). These reports give an in-depth analysis of communications needs and requirements which the County is presently working to implement in new communications systems and telecommunications systems for the Sheriff's Department and County Jail.

RECOMMENDATIONS

The grand jury report made no recommendations.

Cc: Tuolumne County Board of Supervisors

DEPARTMENT OF CORRECTIONS

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



July 25, 2001

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

Re: 2000-2001 Grand Jury Report

Dear Judge Polley:

As always, it was a pleasure to host the 2000-2001 Grand Jury during their January 10, 2001 visit to Sierra Conservation Center (SCC).

In accordance with your direction and as mandated by Penal Code sections 933 and 933.05, SCC's must respond to the findings and recommendations noted by the Grand Jury. Members were provided with an orientation briefing on the institution and it's 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 noted no findings or recommendations and stated they found no problems at SCC.

Again, thank you for the professionalism displayed by the members of the Grand Jury. In accordance with Penal Code section 933(c), a copy of this report will be forwarded to the Tuolumne County Board of Supervisors.

If you have any questions or require additional information, please contact me directly at 984-5156.

Sincerely,


Kathy Prosper
Warden (A)

cc: Tuolumne County Board of Supervisors



Superior Court of California
County of Tuolumne
Office of the Jury Commissioner
41 West Yaney Avenue
Sonora, California 95370
(209) 533-5679

September 26, 2001

Re: Response to 2000/2001 Grand Jury Report

Dear Grand Jury Member:

Enclosed for your file are responses to the 2000/2001 Grand Jury report from the Department of Corrections and from the Sheriff's Department.

Should you have any comments or questions, please do not hesitate to contact me at (209) 533-5568.

Yours truly,

SUPERIOR COURT OF CALIFORNIA
COUNTY OF TUOLUMNE

MARGARET L. SMITH
Jury Coordinator

Enclosures

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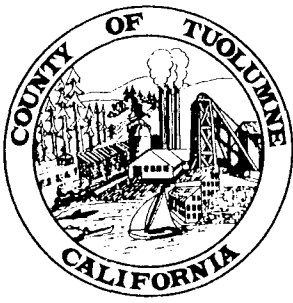
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COUNTY CLERK & AUDITOR-CONTROLLER
COUNTY OF TUOLUMNE

TIM R. JOHNSON
Clerk & Auditor - Controller
Commissioner of Marriages

Tuolumne County Administration Center
2 South Green Street
Sonora, California 95370
Telephone (209) 533-5551
FAX (209) 533-5627

Deborah Russell, C.P.A.
Assistant Auditor - Controller
(209) 533-5551

October 8, 2001

Honorable Eric L. Du Temple
Presiding Judge Tuolumne Superior Court
41 West Yaney Avenue
Sonora, California 95370

Re: 2000-2001 Grand Jury Report

Dear Honorable Judge Du Temple,

The Office of Auditor-Controller had some findings and recommendation in the 2000-01 Grand Jury Report. Here are my responses:

Recommendation # 1: Prioritize the replacement of top-level management and financial personnel at Tuolumne General Hospital.

We agree with this recommendation. In July 2001, a new Hospital Administrator, Michael Marini, and a new Chief Financial Officer, Dennis Good, were hired. Together these gentlemen have over 50 years of hospital experience. The Senior Accountant position will be filled by the end of November. At that time all of the top-level management accounting position will be filled.

Recommendation #2: The Tuolumne County Auditor-Controller should review his department to guarantee that enough depth is available to insure smooth continuity in the event a key employee leaves the department.

It has always been the policy of this office to have depth in all functions. In the last twelve months we have hire a new Senior Accountant, Donna King. This position is a new position in the office. Donna is being training to oversee major projects like the County audit.

Recommendation # 3 The outside auditors should be given the assignment of reporting on the various systems of internal controls in all areas of the county that handle cash to insure that proper safeguards are in place to prevent improper recording or misappropriation of county deposits.

This function is part of a normal audit. The outside auditors test the cash receipt functions yearly. Any findings would be reported in the management letter. None have been reported. Also, the auditor's office performs surprise cash counts on a quarterly basis. Any findings are discussed with the department head and corrected.

Recommendation # 4 Amend the current audit agreement to reinstall the definition of attendees in the audit/finance committee to include the grand jury.

We agree. The 2001 audit contract includes these changes.

Recommendation # 5 Publish the public auditor's recommendation and the "Report on Internal Control" to those who need to know and should implement the recommendations.

This has always been done. These are public documents. Departments affected have to have a management response to the report. Therefore, they are given the recommendation(s) even before the audit is completed.

Recommendation # 6 Public audits should be done in a timely manner.

We agree. The auditor's are scheduled to start the 2001 in December.

Recommendation # 7 The Tuolumne Board of Supervisors should review the auditor/controller's office to assure the degree of delegation of authority is appropriate and the interface with the public auditors and the hospital management is efficient and supportive.

The government code establishes the authority of the Auditor-Controller not the Board of Supervisors. We do agree that the Auditor-Controller's Office and the Hospital need to work closer together. Deborah Russell, Assistant Auditor-Controller, has been working closely with the new staff at the hospital. Debi has been included in the management meeting through out the last seven months.

The Auditor's accounts payable staff has been cross-trained at the Hospital. The auditor's office has been involving in the preparation of the internal monthly financial over the last several months.

It was a pleasure working with Matt Mattingly, Grand Jury Foreman, and all of the members of the different sub-committees that had questions for us.

If there are further clarifications needed, please don't hesitate to contact my staff or me.

Yours truly,

A handwritten signature in black ink, appearing to read "Tim R. Johnson". The signature is fluid and cursive, with the first name "Tim" and last name "Johnson" clearly distinguishable.

Tim R. Johnson
Auditor-Controller

cc: Board of Supervisors

C. Brent Wallace, County Administrator

Michael Marini, Hospital Administrator

Margaret Smith

From: Protem1@jud.ca.gov
Sent: Monday, October 22, 2001 2:28 PM
To: Margaret Smith
Subject: Re:Grand Jury

Hi Margaret; Go ahead and send the response out. I would like to read it first but I don't want to hold it up that long.

I'm sorry that wasn't me landing at Topaz Lake--it sounds like great fun. I did make a couple of trips to Tracy this weekend to get Susie and then on back to Fresno. Beautiful weather. I'll bet you really enjoyed your trip over the mountains. How did you keep Gary out of the casinos?

We spent the first weekend of October in Reno and had two great dinners at the El Dorado Casino (I think)--an outstanding Italian restaurant and a very good steak house.

Hope you have a good time in Tahoe...See you next week. Bill

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



Edna M. Bowcutt
*Clerk of the Board
of Supervisors*

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

Linda R. Rojas
Assistant Clerk

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

Don Ratzlaff, *Second District*

Laurie Sylwester, *Third District*
Richard H. Pland, *Fifth District*

MEMO

TO: Mela
Superior Court

FROM: Edna M. Bowcutt
Clerk of the Board of Supervisors

DATE: October 10, 2001

RE: Response to Grand Jury Report for FY 2000-01

Attached is the above document that was approved for submittal at their October 9, 2001 Board of Supervisors meeting.



COMMUNITY DEVELOPMENT DEPARTMENT

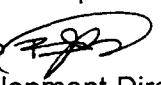
BEV SHANE, AICP
Director

BUILDING AND SAFETY - CODE COMPLIANCE - FIRE PREVENTION - PLANNING - GIS

September 12, 2001

48 W. Yaney, Sonora
Mailing: 2 S. Green Street
Sonora, CA 95370
(209) 533-5633
(209-533-5616 (fax))

TO: Honorable Board of Supervisors

FROM: Bev Shane, AICP 
Community Development Director

RE: Response to FY 2000-01 Grand Jury Final Report

The Community Development Department (CDD) was one of several County departments reviewed by the Grand Jury in fiscal year 2000-01. The Grand Jury's report on the CDD included several positive observations concerning the Department and offered the following suggestions for improved service:

Recommendation 1: The Grand Jury recommends that the Tuolumne County Board of Supervisors insist on timely annual public audits. This recommendation not only applies to CDD but also to every department in the county. Lack of timely annual public audits, together with poor internal controls, could result in dangerous loss of financial controls similar to the obviously loose and damaging situation at the county hospital.

Response: This recommendation stems from the Grand Jury's request for information on the CDD's financial records from the County Auditor. Audits of the County's financial records are coordinated by the County Auditor. The CDD has no involvement in that process and, consequently, has no comments on the Grand Jury's recommendation.

Recommendation 2: We recommend that the CDD develop a specific plan to address the implementation of the general plan and report its progress to the board of supervisors on a quarterly basis. We believe that this area needs special attention over and above day-to-day operations.

Response: Concurrently with the adoption of the General Plan, the Board of Supervisors adopted Resolution 231-96 committing the County to an expeditious implementation of the policies and programs contained in that Plan, constrained only by available staff and resources, and designating the Planning Department, now CDD, as the agency responsible for the implementation.

Since the adoption of the General Plan in December, 1996, the CDD has spearheaded its implementation. Staff prepared the *Tuolumne County*

General Plan Implementation Program as the comprehensive guide for County Departments involved in the implementation process. This Program was reviewed by the Board of Supervisors Planning Committee and adopted by the Board of Supervisors in 1997. A copy of that Program with updated target dates for completing various aspects of the General Plan implementation is attached for your reference. Items that have not been completed and are not "ongoing" are highlighted to facilitate your review.

Updates on the progress of the General Plan implementation are included in the report on the CDD's activities submitted to the Board of Supervisors, Planning Commissions and other bodies involved in the County's planning process in January of each year. A copy of the annual report is also submitted to the California Office of Planning and Research (OPR) and to the Department of Housing and Community Development as required by the California Government Code.

Since the adoption of the General Plan, the CDD has drafted changes to ordinances and resolutions and assisted other departments in their efforts to update the County's development regulations to comply with the General Plan policies and programs. These ordinances and regulations have included creating new zoning districts and modifying land uses allowed in existing districts, establishing a comprehensive cultural resources management program, updating the grading ordinance, creating the *Tuolumne County Hillside and Hilltop Development Guidelines*, establishing the *Tuolumne County Guidelines for Development Along Scenic Routes*, creating standards for the installation of gates for driveways and roads, incorporating the *County Mineral Lands Classification Study* prepared by the State Department of Mines and Geology into the General Plan, and drafting the *Tuolumne County Recreation Master Plan*.

Despite these efforts, there are still many other policies in the General Plan which require changes to the County's land use regulations as shown on the attached *Tuolumne County General Plan Implementation Program*. As stated in the Grand Jury's report, Staff has been devoting time to processing land development applications as the Department's highest priority. Staff has also devoted significant time to amending the County's development regulations as directed by the Board to address issues that are outside the scope of the General Plan. These efforts include revising the Williamson Act regulations, drafting a communication facilities ordinance, addressing widths for parcels zoned AE-37, establishing standards for commercial coaches, bringing the County's variance regulations into conformance with the California Government Code, adding a provision for waiving parcel maps to the County's land division ordinance, amending the General Plan to facilitate implementation of the HOME program for first-time home buyers, and drafting General Plan Amendments and ordinances to reinstate the C-2 zoning district. The result has been an inability to meet all of the target dates established in the *Tuolumne County General Plan Implementation Program*.

During the past two years, the Board of Supervisors has authorized the addition of two planner positions. These positions have been filled and the CDD has been able to expand its efforts in implementing the General Plan

with a focus on completing the County-initiated zoning to bring all parcels into compliance with their respective General Plan land use designations. With the additional staffing, implementation of the General Plan should be completed by the end of 2003 as shown on the attached update of the *Tuolumne County General Plan Implementation Program*.

Recommendation 3: We recommend that the CDD establish department standards, particularly at this time when the department is utilizing the computerized tracking system to process building permits and other functions. These standards should measure CDD performance by comparing the number of applications processed to time expended by the staff. This would facilitate the evaluation of the need for additional staff, based on the volume of permits issued and staff ratio.

We are concerned over the past three-year trend of increased expenditures. With the consolidation of various departments and the use of a new computerized tracking system under the CDD providing for greater efficiency, we would not expect to see such an increase in costs.

Response:

The formation of the CDD coincided with a significant increase in building activity in the County. With this increased activity has come the need for additional staffing. Since the formation of the CDD in 1998, new positions have been added in the Building Division, Planning Division, Clerical Division and the Fire Prevention Bureau. A new Code Compliance Investigator position was created and a new GIS Division with increased staffing was recently approved by the Board of Supervisors. With the addition of staff has come additional costs.

The Grand Jury is correct that the CDD does not have performance standards based on a specific number of applications per employee. This is primarily due to the variation in the types and complexities of the applications, especially for discretionary entitlements, such as Conditional Use Permits, zone changes and tentative subdivision maps. Instead, for discretionary entitlements, the CDD uses the average processing time for each type of application to determine staffing needs for processing applications, primarily related to the Planning Division.

For the Building and Safety Division, the method recommended by the Grand Jury is already used to determine staffing needs in preparation of the CDD's annual budget. The Division maintains data concerning the average amount of time needed to check plans for each type of permit. The amount of time per permit is then multiplied by the estimated number of permit applications that are anticipated to be submitted during the upcoming fiscal year and that total is then divided by the number of hours each Building Inspector works in a year. The result is the number of Building Inspectors needed to plan check the anticipated number of applications. A similar process is used to determine the number of Inspectors needed for field work and also to handle other duties performed by the Inspectors, such as responding to questions at the front counter and over the telephone. A copy of the workload analysis

prepared for the Building and Safety Division for the CDD's FY 2001-02 budget request is enclosed to illustrate how the method recommended by the Grand Jury has been implemented.

Based upon the workload analysis prepared for FY 2000-01 and FY 2001-02, two new Building Inspector positions have been authorized by the Board of Supervisors.

Recommendation 4: In order to improve permit turn around time, the Grand Jury recommends that a technical person be available at the front desk to do a preliminary review of all permit applications for completeness as they are received. This could be accomplished by better utilization of existing department personnel or if that is not possible, by the addition to the staff of a qualified engineer.

Response: With the advent of the Development Information Center, professional expertise is readily available at the counter. Representatives of the Planning, Building, Fire Prevention, Public Works Engineering and Environmental Health Divisions are usually available to answer questions and provide guidance to applicants. However, the Grand Jury is correct that there is not adequate staffing at this time to provide a preliminary review of all applications as they are received. The Staff does review all site plans for compliance with the required information but there are not enough Building Inspectors to devote the time to conduct a preliminary review of the structural plans at the counter. If construction activity in the County decreases or if an additional Building Inspector was hired, this additional service could be provided. This is an excellent suggestion which we will explore if construction activity does decrease during this year or in preparing the CDD Budget for FY 2002-03 wherein we can request additional staffing to provide the recommended service.

Recommendation 5: We recommend that the CDD initiate a procedure to notify permit applicants when their permits have been approved or disapproved and are ready for pick-up and to record the time of such notification.

Response: The Grand Jury's recommendation is referring to notification of Building Permits. Notification of the County's decisions to approve or disapprove all discretionary entitlements, such as Conditional Use Permits, Site Development Permits and Design Review Permits, have been and continue to be in writing. Notice that Building Permits are ready to be issued have, however, been done by telephone.

During its review of the CDD, representatives of the Grand Jury met with members of the Department, including the Building Staff. In talking with the Building Staff, the issue of notification was raised and immediately after that meeting, the CDD Department Support Technician instituted a program for tracking all notifications concerning Building Permits. She has established a system that provides for tracking the date and time the CDD Staff calls an applicant to advise of the need for additional information or that the permit is ready to be issued. The name of the person answering the telephone and

receiving the notification is also recorded. If the applicant does not respond in a timely manner, a second call is made to advise them of the need to submit additional information or that the permit is ready; that call and all subsequent calls are recorded. This system instituted at the recommendation of the Grand Jury has resulted in improved service to our customers.

Please do not hesitate to contact me if you have any questions concerning this response to the Grand Jury's comments relative to the Community Development Department.

BJS

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TUOLUMNE COUNTY GENERAL PLAN IMPLEMENTATION PROGRAM

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
Revisions to the Tuolumne County Ordinance Code					
Title 17: Uniform Zoning Ordinance					
1. Add new zoning districts proposed in General Plan	1.A.i	FY 96-97	Completed	Planning Division	Bev Shane
2. Incorporate density bonus regulations/incentives	1.E.a, 1.B.g	FY 96-97	Completed	Planning Division	Bev Shane Stephanie Sues
3. Establish standards for residential development, such as site layout, provision of recreational and pedestrian facilities, transit facilities, fire protection and public water and sewer	1.E.f, 1.E.g, 1.E.h, 1.E.i, 1.E.j, 1.E.k, 14.C.o, 14.H.b, 14.H.d, 16.D.e, 16.D.f, 16.E.b, 16.E.c, 16.E.d, 16.E.e	FY 96-97	Partially completed/ 2002	Planning Division	Bev Shane
4. Add provisions for reduced standards for commercial development on parcels with the SC designation	1.F.f, 1.F.i	FY 96-97	Completed	Planning Division	Bev Shane
5. Establish standards for commercial development that allow for setbacks and parking areas to be compatible with historic development patterns in historic districts	1.F.h, 1.F.j, 13.B.e, 13.C.e, 13.C.f, 13.C.i, 13.C.j, 13.C.k, 14.E.d	FY 96-97	2002	Planning Division	Bev Shane
6. Establish standards for public water and sewer and fire protection for commercial development	1.F.k, 1.F.m	FY 96-97	Completed	Planning Division	Bev Shane
7. Establish standards for water, sewer, fire protection, parking and setbacks for industrial development	1.G.b, 1.G.c, 1.G.e, 1.G.g, 1.G.h	FY 96-97	Completed	Planning Division	Bev Shane
8. Address off-street parking standards for all types of development, including reductions for affordable housing and opportunities for off-site parking in historic districts	2.A.g, 3.E.d, 14.E.d, 14.E.e	FY 98-99	2002	Planning Division	Bev Shane
9. Add requirements for providing bicycle racks and storage facilities in commercial, high density residential and recreational developments near future bicycle trails	2.B.c, 8.C.e, 12.A.f, 12.B.a, 12.B.f, 14.E.h	FY 98-99	2002	Planning Division	Bev Shane
10. Address provision of transit stops in urban density subdivisions, commercial centers and business parks	2.C.i, 2.C.k, 12.A.g, 12.A.j	FY 98-99	20002	Planning Division	Bev Shane
11. Consider a less than 7,500 sq. ft. minimum parcel size for single family residences to facilitate affordable housing	3.B.a	Ongoing	Completed	Planning Division	Bev Shane Stephanie Sues

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
12. Establish emergency and transitional housing as permitted uses	3.E.b	FY 96-97	2002	Planning Division	Bev Shane Mike Laird
13. Add and clarify provisions for timber related activities and facilities in the agricultural and TPZ zoning districts	4.C.a, 4.C.b	FY 97-98	Completed	Planning Division	Bev Shane Mike Laird
14. Provide for flexibility in development standards to facilitate the retention of scenic resources, landmarks and natural landscape	4.I.f, 13.A.a, 13.A.e, 13.C.i	FY 97-98	2002	Planning Division	Bev Shane Robin Wood
15. Require new urban development to be connected to public water and public sewer	4.L.g, 4.L.h, 7.G.a, 7.K.b	FY 98-99	Completed	Planning Division	Bev Shane
16. Expand list of permitted uses in the O and O-1 zoning districts to include water conservation facilities and recreational uses which do not adversely impact water resources	4.L.i, 4.M.a	FY 98-99	2002	Planning Division	Bev Shane Robin Wood
17. Review and if necessary update height regulations to reflect the County's fire protection capabilities	6.J.i	FY 98-99	Completed	Planning Division	Bev Shane Mike Laird
18. Provide for alternative schools as conditional uses	7.A.b	Ongoing	Completed	Planning Division	Bev Shane
19. Require new residential development of five or more units to participate in the provision of recreational facilities	8.D.b, 14.C.c, 14.H.b, 14.H.d, 16.D.f, 16.E.e	FY 98-99	2002	Planning Division	Bev Shane
20. Provide for reduced and/or modified standards for development and provide measures to protect cultural resource features important to the context or setting of cultural resources in the H and HDP zoning districts	9.B.b, 9.B.c, 13.C.i, 13.C.j, 13.C.k, 14.E.d	FY 98-99	Completed	Planning Division	Bev Shane Robin Wood
21. Provide for streamlining the process for entitlements that comply with the Historic Preservation Review Commission's list of acceptable standards and eliminate reference to historic preservation review by area committees in the H and HDP districts	9.B.e	FY 98-99	Completed	Planning Division	Bev Shane Robin Wood
22. Require review by Historic Preservation Review Commission of building and demolition permits in the H and HDP districts, require property owner consent before zoning parcels to H or HDP, and encourage use of the Secretary of the Interior Standards and Guidelines for Rehabilitation and Historic Preservation Projects	9.B.i, 9.C.c, 14.I.f	FY 98-99	Completed	Planning Division	Bev Shane Robin Wood
23. Provide for ministerial entitlements to be discretionary and subject to review under the California Environmental Quality Act (CEQA) when there is potential impact to a cultural resource	9.B.h	FY 98-99	Completed	Planning Division	Bev Shane Robin Wood
24. Update as needed to maintain Certified Local Government status	9.C.j	Ongoing	N/A	Planning Division	Bev Shane Robin Wood

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
25. Provide for mandatory preconstruction meetings to implement cultural resource mitigation measures, provide for penalties for noncompliance with cultural resource management standards and provide procedures for evaluating subsurface cultural resources discovered during construction	9.B.o, 9.B.p, 9.B.q	FY 97-98	Completed	Planning Division	Bev Shane Robin Wood
26. Provide for home occupations and cottage industries in all residential zoning districts	10.E.c	FY 97-98	Completed	Planning Division	Bev Shane
27. Continue to provide for review of the design of new commercial and industrial development for compatibility with the Mother Lode, including landscaping, signage, conformance with natural terrain and architectural style	10.F.a, 10.F.b, 10.F.c, 10.F.d, 10.F.e, 10.F.f, 13.C.e, 13.D.f	FY 97-98	Completed	Planning Division	Bev Shane
28. Establish standards for buffer zones between non-agricultural and agricultural land uses including a 200' setback for new non-agricultural related buildings from high value agricultural land and maintenance of preexisting common fence lines	11.C.a, 11.C.b, 11.C.c, 11.C.f	FY 97-98	Completed	Planning Division	Bev Shane Mike Laird
29. Provide for agricultural support services as permitted or conditional uses in agricultural zoning districts, limit those support services which are conditional to be accessory to a permitted use and require new or expanded agricultural support services to be operated in a manner that will not be substantially detrimental to existing non-agricultural uses	11.D.a, 11.D.b, 11.D.c	FY 97-98	Completed	Planning Division	Bev Shane Mike Laird
30. Establish buffer zones to separate air pollution sensitive receptors and air pollution generating land uses	12.A.j, 12.A.k	FY 97-98	2002	Planning Division	Bev Shane
31. Allow flexibility in development standards to promote cluster development	13.A.e, 15.B.g	FY 98-99	2002	Planning Division	Bev Shane Mike Laird
32. Modify the sign regulations to incorporate those specified in the Jamestown, Columbia and East Sonora Community Plans	14.A.e, 15.A.g, 16.A.o	FY 98-99	2003	Planning Division	Bev Shane Brad Michalk
33. Incorporate the residential, commercial and industrial development standards and amenities specified in the Jamestown, Columbia and East Sonora Community Plans	14.A.f, 14.C.b, 14.C.o, 14.D.d, 14.D.e, 14.E.k, 14.E.l, 14.H.b, 14.H.d, 15.B.o, 15.B.d, 15.D.l, 16.B.e, 16.D.e, 16.D.f, 16.E.b, 16.E.o, 16.E.d, 16.E.e	FY 98-99	2003	Planning Division	Brad Michalk
34. Establish a building setback from the East Sonora Bypass right-of-way line	16.A.a	Ongoing	N/A	Planning Division	Bev Shane
Title 11: Road Standards					
1. Amend road standards to address LOS, intersection spacing and right-of-way standards	2.A.b, 2.A.o, 2.A. d, 2.A.e, 2.A.f, 2.A.h	FY 98-99	2002	Public Works	Bev Shane
2. Add bicycle/pedestrian facility standards	2.B.d, 12.A.f, 12.B.a, 12.B.e, 14.E.g, 14.E.j, 14.E.j, 15.D.g, 15.D.h, 15.D.i	FY 98-99	2002	Public Works	Bev Shane

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
3. Require new development in R-1, R-2, R-3, C-O, C-1, C-K and M-U zoning districts to contribute to bicycle/ pedestrian facilities	2.B.e, 2.B.f, 12.A.f, 12.B.a, 12.B.e, 14.E.g, 14.E.i, 14.E.j, 15.D.g, 15.D.h, 15.D.i	FY 98-99	2002	Public Works	Bev Shane
4. Add widened shoulder standards and right-of-way dedication for bicycle/ pedestrian facilities	2.B.h, 2.B.i, 8.C.b, 12.A.f, 12.B.a, 12.B.e, 14.E.g, 14.E.i, 14.E.j, 15.D.g, 15.D.h, 15.D.i	FY 98-99	2002	Public Works	Bev Shane
5. Review for compliance with and, if necessary, update to comply with PRC 4290 and contemporary fire prevention measures	6.J.b, 6.J.c, 6.J.j	FY 98-99	2002	Public Works	Mike Laird
6. Develop standards which allow flexibility in the design of new roads to facilitate blending with the natural terrain, reduction in grading and reflection of the rural character of the area	13.C.i, 16.A.f, 16.E.a	FY 98-99	2002	Public Works	Mike Laird Robin Wood
7. Develop a comprehensive bicycle and pedestrian facility plan for the Jamestown Community and for the Columbia Community	14.E.f, 15.D.e, 15.E.d	FY 98-99	2002	Public Works/ Planning Division	Bev Shane
8. Provide for shared ingress and egress along Parrotts Ferry Road, Mono Way and Tuolumne Road	15.B.f, 16.B.h	FY 98-99	2002	Public Works	Bev Shane
Title 16: Land Division					
1. Require new land divisions in R-1, R-2, R-3, C-O, C-1, C-K and M-U zoning districts to contribute to bicycle/ pedestrian facilities	2.B.e, 2.B.f, 12.A.f, 12.B.a, 12.B.e	FY 98-99	2002	Public Works	Mike Laird
2. Add widened shoulder standards and right-of-way dedication for bicycle/ pedestrian facilities for urban density subdivisions	2.B.h, 2.B.i, 12.A.f, 12.B.a, 12.B.e	FY 98-99	2002	Public Works	Mike Laird
3. Consider use of reversionary rights for calculating parcel size for affordable housing developments	3.B.f	FY 98-99	2002	Public Works	Mike Laird
4. Review for compliance with and, if necessary, update to comply with PRC 4290 and contemporary fire prevention measures	6.J.b, 6.J.c, 6.J.j	FY 98-99	2002	Public Works	Mike Laird
5. Require new residential land divisions of five or more units to participate in the provision of recreational facilities	8.D.b, 14.C.c, 14.H.b, 16.D.f	FY 98-99	2002	Public Works	Mike Laird
6. Encourage the provision and maintenance of all types of trails within new subdivisions by private developers or the property owners	8.E.o	FY 98-99	2002	Public Works	Mike Laird
7. Develop standards which allow flexibility in the design of new roads to facilitate blending with the natural terrain, reduction in grading and reflection of the rural character of the area	13.C.i, 16.A.f, 16.E.a	FY 98-99	2002	Public Works	Bev Shane
Chapter 16.04: Construction Codes					

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
1. Establish buildings listed on the Tuolumne County Register of Cultural Resources as qualifying for use of the State Historic Building Code	9.B.d	FY 98-98	Completed	Building and Safety	Robin Wood
2. Provide for ministerial entitlements to be discretionary and subject to review under the California Environmental Quality Act (CEQA) when there is potential impact to a cultural resource	9.B.h	FY 97-98	Completed	Building and Safety	Robin Wood
3. Provide for mandatory preconstruction meetings to implement cultural resource mitigation measures, provide for penalties for noncompliance with cultural resource management standards and provide procedures for evaluating subsurface cultural resources discovered during construction	9.B.o, 9.B.p, 9.B.q	FY 97-98	Completed	Building and Safety	Robin Wood
4. Require woodstoves or pellet stoves to be EPA certified and encourage the incorporation of energy conservation into the design of residential and commercial buildings	12.C.b, 12.C.c	FY 97-97	Completed	Building and Safety	Larry Houseberg
Chapter 15.20: Fire Safety Standards					
1. Review for compliance with and, if necessary, update to comply with PRC 4290 and contemporary fire prevention measures, add criteria for new development in areas subject to wildland fire, require public water for new urban development, require fire protection measures in Uniform Building and Fire Codes, and establish fire hydrant, defensible space, access road clearance and street sign identification standards	6.J.b, 6.J.c, 6.J.d, 6.J.e, 6.J.f, 6.J.h, 6.J.j, 6.J.k, 6.J.l, 6.J.m, 6.J.n	FY 98-99	Completed	Fire Prevention Bureau	Mike Laird
2. Develop standards which allow flexibility in the design of new roads to facilitate blending with the natural terrain, reduction in grading and reflection of the rural character of the area	13.C.l	FY 98-99	2002	Fire Prevention Bureau	Bev Shane
Chapter 15.28: Landscaping Requirements for Commercial and Industrial Development					
1. Add program to provide incentives for retaining native vegetation and to require revegetation for premature vegetation removal	4.I.k	FY 97-98	2003	Planning Division	Mike Laird Robin Wood
2. Address use of xeriscape landscaping plants and other water conservation measures and provide for use of graywater irrigation	4.L.c, 4.L.d	FY 98-99	2003	Planning Division	Mike Laird Robin Wood
3. Incorporate the landscaping provisions of the Columbia and East Sonora Community Plans	15.A.h, 15.B.e, 16.B.f	FY 98-99	2003	Planning Division	Mike Laird Brad Michalk
Title 13: Water and Sewer					
1. Require provision of public water from existing water purveyors when public water is proposed for new residential development	7.I.c	Ongoing	N/A	Environmental Health	Larry Bell Larry Houseberg
2. Limit discontinuous water service to those administered by water districts	7.I.d	Ongoing	N/A	Environmental Health	Larry Bell Larry Houseberg

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
3. Establish standards for sewage disposal in areas of known or suspected geological limitations and require public sewer for development within 300' of a public sewer system	7.K.c	Ongoing	N/A	Environmental Health	Larry Bell Larry Houseberg
4. Provide for ministerial entitlements to be discretionary and subject to review under the California Environmental Quality Act (CEQA) when there is potential impact to a cultural resource	9.B.h	FY 97-98	Completed	Environmental Health	Robin Wood
5. Provide for mandatory preconstruction meetings to implement cultural resource mitigation measures, provide for penalties for noncompliance with cultural resource management standards and provide procedures for evaluating subsurface cultural resources discovered during construction	9.B.o, 9.B.p, 9.B.q	FY 97-98	1998	Environmental Health	Robin Wood
Title 12: Grading Ordinance					
1. Provide grading and surface runoff standards necessary to protect water resources	4.L.k	FY 98-99	2003	Public Works	Robin Wood
2. Address impacts of earth disturbing development activities on slope stability and erosion potential	6.E.b, 6.F.a	FY 97-98	2003	Public Works	Robin Wood
3. Address stream carrying capacity and measures for new development to mitigate impacts on downstream drainage facilities	6.G.i, 6.G.k	FY 97-98	2003	Public Works	Robin Wood
4. Provide for ministerial entitlements to be discretionary and subject to review under the California Environmental Quality Act (CEQA) when there is potential impact to a cultural resource	9.B.h	FY 97-98	Completed	Public Works	Robin Wood
5. Provide for mandatory preconstruction meetings to implement cultural resource mitigation measures, provide for penalties for noncompliance with cultural resource management standards and provide procedures for evaluating subsurface cultural resources discovered during construction	9.B.o, 9.B.p, 9.B.q	FY 97-98	Completed	Public Works	Robin Wood
Chapter 5.20: Right to Farm Ordinance					
1. Include the "management and harvesting of timber" for clarification of applicability to timber related activities	4.B.c	FY 97-98	Completed	Planning Division/Ag Commissioner	Mike Laird Robin Wood
Chapter 3.40: Fees					
1. Continue to waive fees for applications to zone property to H or HDP and expand fee waiver to applications for permits related to Tuolumne County Register or National Register sites or structures	9.B.a, 13.C.h	FY 97-98	Completed	Planning Division/ County Administration Office	Robin Wood Bev Shane

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
2. Consider allowing graduated payment of fees	10.C.b	FY 97-98	2002	Planning Department/ County Administration Office	Bev Shane
Chapter 2.38: Historic Preservation Review Commission					
1. Expand the responsibilities of the Commission to include review of Section 106 projects related to rehabilitation and restoration of housing units	9.B.j	FY 97-98	Completed	Planning Division	Bev Shane Robin Wood
2. Designate the Commission as an advisory agency in reviewing County sponsored development projects	9.F.a	FY 97-98	Completed	Planning Division	Bev Shane Robin Wood
3. Designate the Commission as the responsible agency for preparing applications for listing eligible County-owned properties on the National, State and Tuolumne County Registers and for inventorying all County-owned properties over 50 years old	9.F.b, 9.F.c	FY 97-98	Completed	Planning Division	Bev Shane Robin Wood
4. Update as needed to maintain Certified Local Government status	9.C.j	Ongoing	N/A	Planning Division	Robin Wood
Chapter 2.40: Emergency Services					
1. Revise periodically to review consistency with State and Federal laws and regulations	6.O.a	Ongoing	N/A	Office of Emergency Services	Mike Laird
New Chapter: Noise Ordinance					
1. Consider formulating and adopting a noise ordinance	5.A.d	Ongoing	N/A	Planning Division	Larry Bell
New Chapter: Recovery and Reconstruction Ordinance					
1. Adopt a recovery and reconstruction ordinance to provide for streamlined processing of permits required for reconstruction of structures destroyed or damaged in a disaster	6.O.f	FY 97-98	2002	Office of Emergency Services	Mike Laird Robin Wood
New Chapter: Cultural Resources					
1. Adopt cultural resource classification system and development standards in Appendix 9.F of General Plan and provide for project review procedures based on Appendices 9.C, 9.D and 9.E	9.B.f, 9.B.g	FY 97-98	Completed	Planning Division	Bev Shane Robin Wood

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
2. Establish standards for cultural resource studies and adopt Secretary of the Interior Standards and Guidelines for Rehabilitation and Historic Preservation Projects	9.B.l, 9.B.m	FY 97-98	Completed	Planning Division	Bev Shane Robin Wood
3. Specify that property owner consent is required for inclusion in cultural resource inventories and inclusion in Tuolumne County Register and provide for written notice to owners when their properties meet National Register Qualifications	9.C.d, 9.C.e, 9.C.f	FY 97-98	Completed	Planning Division	Bev Shane Robin Wood
4. Maintain, expand and update the existing GIS cultural resource database	9.C.g	FY 97-98	Initial Update Completed/On-going updates	Planning Division/GIS Division	Robin Wood Larry Bell
5. Designate a repository for cultural resources documents, maps, etc.	9.C.h	FY 97-98	Completed	Planning Division	Robin Wood
6. Create an Historic Corridor designation and program for its Implementation	9.C.i	FY 97-98	Discussed during Cultural Resource Ordinance Drafting	Planning Division	Robin Wood
7. Provide for mandatory preconstruction meetings to implement cultural resource mitigation measures, provide for penalties for noncompliance with cultural resource management standards and provide procedures for evaluating subsurface cultural resources discovered during construction	9.B.o, 9.B.p, 9.B.q	FY 97-98	Completed	Planning Division	Robin Wood
Other Development Regulations					
Resolutions 134-85 and 122-70: Land Conservation/Williamson Act Contract					
1. Add and clarify provisions for timber related activities and facilities	4.C.a, 4.C.b	FY 97-98	Incorporated in WA Regulation Update	Planning Division/ Ag Commissioner	Bev Shane Mike Laird
Other Programs					
1. Review and update Traffic Impact Mitigation Fee	2.A.n, 10.B.a, 10.C.b	FY 98-99	Completed	Public Works	Bev Shane
2. Update County Road Improvement Program	2.A.o, 10.B.b	FY 98-99	Completed	Public Works	Bev Shane
3. Implement Transit Development Plan, monitor transit program, adopt and implement transit marketing plan and consider Transportation Demand Management Programs	2.C.a, 2.C.b, 2.C.c, 2.C.d, 2.C.e, 2.C.f, 2.C.g, 2.C.h, 2.C.i, 2.C.j, 2.C.l, 12.A.f, 12.A.i, 12.B.c, 12.B.g	Ongoing	N/A	Public Works	Bev Shane
4. Support rehabilitation and expanded use of the Sierra Railroad	2.D.a, 2.D.b, 2.D.c, 10.B.c	Ongoing	N/A	Public Works	Brad Mickalk

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
5. Support improvements to and expanded use of the County's airports	2.E.a, 2.E.b, 2.E.c, 2.E.d, 2.E.e, 2.E.f, 2.E.g, 2.E.h, 2.F.a, 2.F.b, 2.F.d, 2.F.e, 10.B.e, 10.B.f	Ongoing	N/A	Airports	Mike Laird
6. Initiate rezoning for consistency with General Plan and to increase inventory of land zoned for affordable housing and commercial, industrial, business park and recreational land uses	3.A.d	FY 97-98	2003	Planning Division	Mike Laird
7. Continue to support the provision of affordable housing by "fast tracking" applications, waiving fees, encouraging financing programs and cooperating with other agencies responsible for housing programs	3.A.b, 3.A.c, 3.B.b, 3.B.c, 3.B.d, 3.B.e, 3.B.h, 3.B.i, 3.C.a, 3.C.b, 3.C.c, 3.D.a, 3.D.b, 3.D.c, 3.D.d, 3.D.e, 3.D.f, 3.D.g, 3.D.i, 3.D.j, 3.D.k, 3.E.a, 3.E.c, 3.E.e	Ongoing	N/A	Planning Division	Mike Laird
8. Create a job-housing balance program	1.C.c	FY 97-98	2003	Planning Division	Brad Michalk
9. Support the timber industry through tax and other incentive programs and minimizing conflicts between land uses	4.A.a, 4.B.a, 4.B.b	Ongoing	N/A	Planning Division	Mike Laird
10. Create and maintain mineral resource database, protect classified mineral lands from incompatible land uses, record notice on mineral lands and require reclamation after extraction	4.D.a, 4.D.b, 4.D.c, 4.D.d, 4.E.a, 4.E.b, 4.E.c	Ongoing	N/A	Planning Division/ GIS Division	Larry Bell (project by project basis)
11. Continue to support energy conservation through participation in the Recycling Market Development Zone program, expediting entitlements for conservation programs and facilities, encouraging alternate transportation and providing information on energy conservation	4.F.a, 4.F.b, 4.F.c, 4.F.d, 4.G.a, 4.G.c, 4.G.c, 4.H.a, 4.H.b	Ongoing	N/A	Public Works	Mike Laird Brad Michalk
12. Establish guidelines for new hillside development	4.I.c, 13.A.a, 14.F.a, 15.E.a, 16.A.b	FY 97-98	Completed	Planning Division	Mike Laird
13. Establish guidelines for new development along designated scenic routes	4.I.g	FY 97-98	Completed	Planning Division	Mike Laird
14. Establish a Heritage Tree Program	4.I.j	FY 97-98	2003	Planning Division	Robin Wood
15. Retain the County's scenic character by retaining sign regulations, reviewing design of new development and supporting communities which desire design review	4.I.d, 4.I.e, 4.I.h, 4.I.j, 13.A.c, 13.A.d, 13.B.e, 13.C.d	Ongoing	N/A	Planning Division	Brad Michalk
16. Formulate and maintain a Biological Resources Conservation Handbook that recognizes open space provided by agricultural and timber lands	4.J.a, 4.J.b	FY 98-99	2003	Planning Division	Robin Wood
17. Coordinate with other agencies to develop mitigation for impacts to wetlands and specified second priority habitats and to address conflicts between vehicles and wildlife	4.J.c, 4.J.d, 4.J.e	FY 98-99/ Ongoing	2003	Planning Division	Robin Wood

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
18. Create a voluntary conservation/incentive program to manage biological resources	4.K.a, 4.K.b, 4.K.c, 4.K.d	FY 98-99	2003	Planning Division	Robin Wood
19. Update Tuolumne County Wildlife Brochure	4.K.e	FY 98-99	2003	Planning Division	Robin Wood
20. Develop a water resources conservation program	4.L.a	FY 98-99	2003	Planning Division	Robin Wood
21. Conserve the County's water resources by considering the regulation of groundwater exportation, requiring confirmation of public water availability and coordinate with water and sewer purveyors on the County's long range planning program	4.L.e, 4.L.f, 4.L.m	Ongoing	In progress	Planning Division/Environmental Health	Bev Shane
22. Create and update septic system hazard maps and address septic system hazard areas	4.L.i, 4.L.j	FY 98-99	Ongoing	Environmental Health	Larry Bell
23. Promote improvements to and rehabilitation of the watersheds in the County	4.L.n, 4.L.o, 4.L.p, 4.L.q	Ongoing	N/A	Planning Division	Robin Wood
24. Develop a program to identify and provide access to public waterways	4.M.b	FY 98-99	2003	Planning Department	Bev Shane
25. Conserve the County's noise environment by enforcing noise standards, analyzing potential noise conflicts affiliated with new development and considering a procedure to notify property owners of potential noise impacts	5.A.a, 5.A.b, 5.A.c, 5.A.e	Ongoing	N/A	Planning Department	All on project by project basis
26. Protect the public from geological disasters by updating geotechnical maps periodically, requiring engineered geological and seismic or geotechnical studies for new development in geologic hazard areas	6.B.a, 6.B.b, 6.B.c, 6.B.d, 6.E.a	Ongoing	N/A	Planning Division	Larry Bell
27. Maintain earthquake and other geologic hazard standards for critical use and high occupancy structures and for human occupancy structures proposed within 100 feet of a capable fault	6.C.a, 6.C.b, 6.C.c, 6.D.a, 6.D.b, 6.D.c, 6.D.d	Ongoing	N/A	Building and Safety	Larry Bell
28. Minimize flooding by creating a flood hazards inventory, notifying owners of property within flood zones, updating flood hazard maps, providing public information and maintaining stream capacity	6.G.a, 6.G.b, 6.G.c, 6.G.d, 6.G.e, 6.G.h, 6.G.j	FY 97-98	Ongoing	Planning Department	Larry Houseberg
29. Update the Tuolumne County Emergency Plan to address dam failure and continue to coordinate flood emergency plans with jurisdictional State and Federal agencies	6.G.f, 6.G.g	FY 97-98	Completed	Office of Emergency Services	Larry Houseberg

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
30. Protect the public from fire hazard by coordinating road improvement plans with the Local Transportation Commission, minimizing response times, requiring mitigation for potential impacts on fire protection, maintaining fire protection service levels, requiring maintenance of fire reduction measures, requiring safe ingress and egress for new development, coordinating with other jurisdictional fire protection agencies, providing facilities for fire suppression aircraft operations, establishing baseline service level zones, constructing and equipping new fire protection facilities and seeking funding for fire prevention and protection programs	6.H.a, 6.H.b, 6.H.c, 6.H.d, 6.H.e, 6.I.a, 6.I.b, 6.I.c, 6.I.d, 6.I.e, 6.I.f, 6.I.g, 6.I.h, 6.I.i, 6.I.j, 6.I.k, 6.J.n, 6.K.a, 6.K.b, 6.K.c, 6.L.a, 6.L.b, 6.L.c, 6.L.d, 6.M.a, 6.M.b, 6.M.c, 6.M.d, 6.M.e, 6.M.f	Ongoing	N/A	Fire Prevention Bureau	Mike Laird
31. Protect public safety by establishing and maintaining a level of service for the County's criminal justice system, retaining the law and justice center in the County's Capital Improvement Plan, exploring the options for a juvenile correction program, encouraging use of private security in new large scale development, referring new development projects to the Sheriff for review and comment and exploring funding sources for constructing more efficient space for the criminal justice departments	4.N.a, 4.N.b, 4.N.c, 4.N.d, 4.N.e, 4.N.f, 4.N.g, 4.N.h	Ongoing	N/A	Sheriff, Probation, District Attorney, Courts, Public Defender	Mike Laird
32. Protect the public in the event of natural disaster or other emergency by maintaining an effective County Emergency Plan, training personnel, conducting emergency preparedness training, providing ambulance service and seeking funds for emergency service training and equipment	6.O.b, 6.O.c, 6.O.d, 6.O.e, 6.P.a, 6.P.b, 6.Q.a, 6.Q.b	Ongoing	N/A	Office of Emergency Services	Mike Laird Larry Houseberg
33. Minimize risks associated with hazardous materials and waste by reviewing development proposals for compliance with the Tuolumne County Comprehensive Hazardous Waste Management Plan, developing household hazardous waste collection facilities at County transfer stations and implementing the Multi-jurisdictional Household Hazardous Waste Element of the County's Integrated Waste Management Plan	6.R.a, 6.R.b, 6.R.c, 6.R.d, 6.R.e	Ongoing	N/A	Public Works	Mike Laird
34. Support the provision of acceptable levels of education by coordinating the County's long range planning with the school districts, providing assistance to schools in their master planning efforts, providing bicycle and pedestrian facilities to link schools to residential communities and supporting Columbia College's provision of post secondary educational programs	7.A.a, 7.B.a, 7.C.a, 7.C.b, 7.C.d, 7.C.e, 7.C.f, 7.C.g, 7.D.a, 7.D.b, 7.D.c, 7.D.d, 7.D.e, 12.A.h, 12.B.d, 12.B.e	Ongoing	N/A	Planning Division	Mike Laird Larry Houseberg
35. Establish and maintain levels of service for the County Library	7.E.a, 7.E.b, 7.E.c, 7.E.d	Ongoing	N/A	County Administration Office/ Library Services	Bev Shane
36. Promote coordination between the County and water purveyors and insure adequate water is available to serve new development without impacting current water uses	7.F.a, 7.F.b, 7.F.c, 7.F.d, 7.G.c, 7.H.a, 7.H.b, 7.I.a, 7.I.b	Ongoing	N/A	Planning Division	Larry Houseberg
37. Promote coordination between the County and sewer providers and insure adequate sewage disposal is provided for new development	7.J.a, 7.J.b, 7.J.c, 7.J.d, 7.J.e, 7.K.a,	Ongoing	N/A	Planning Division	Larry Houseberg

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
38. Maintain County provided services at an adequate level	7.L.a, 7.L.b	Ongoing	N/A	County Administration Office	Bev Shane
39. Formulate and adopt a Recreation Master Plan to identify recreational needs, inventory existing recreational facilities, establish priorities for providing new and expanding existing County administered regional recreational facilities	1.D.d, 7.C.o, 8.A.a, 8.A.b, 8.A.c, 8.A.d, 8.A.e, 8.A.f, 8.A.g, 8.B.a, 8.B.b, 8.B.c, 8.B.d, 8.B.e, 8.B.f, 8.C.b, 8.C.d, 8.D.a, 8.E.a, 8.E.b, 8.E.d, 8.E.e, 8.E.f, 8.F.a, 8.F.b, 8.F.c, 8.F.d, 8.F.e, 8.F.f, 8.G.a, 8.G.b	FY 98-99	In progress	Planning Division	Bev Shane
40. Promote the conservation of cultural resources through incentive programs	9.A.a, 9.A.b, 9.A.c, 9.A.d, 9.A.e, 9.A.f, 9.A.g	Ongoing	N/A	Planning Division	Robin Wood
41. Review design guidelines for the various communities for consistency with Secretary of the Interior's Standards and Guidelines for Rehabilitation and Historic Preservation Projects	9.B.n	FY 97-98	2003	Planning Division	Brad Michalk
42. Continue to inventory the County's cultural resources, consider the formation of historic districts, add properties to the Tuolumne County Register of Cultural Resources, create a list of properties eligible for the National Register, maintain and update the GIS database of cultural resources, designate Heritage Corridors at the request of affected property owners and conserve Table Mountain through project review	9.C.a, 9.C.b, 9.C.d, 9.C.e, 9.C.f, 9.C.g, 9.C.i, 9.C.k, 9.D.a, 9.D.d, 9.F.b, 9.F.c, 13.C.a, 13.C.g	Ongoing	N/A	Planning Division	Robin Wood
43. Prepare public information on cultural resource conservation and disseminate information through workshops and making presentations to interested groups	9.E.a, 9.E.b, 9.E.c, 9.E.d, 9.E.e	FY 97-98	Ongoing	Planning Division	Robin Wood
44. Support local business through political advocacy, streamlining permitting processes, establishing a single point of contact for each development project, cross training staff in permit processing, training staff in public relations, creating single land development application form, providing handouts on permitting processes and business related fees, providing customer surveys, standardizing development requirements, educating staff and County officials on importance of economic development and including economic information relative to development projects in reports submitted to Planning Commissions and Board of Supervisors	10.A.a, 10.A.b, 10.A.c, 10.A.d, 10.A.e, 10.A.f, 10.A.g, 10.A.h, 10.A.i, 10.A.j, 10.A.k, 10.A.l, 10.A.m, 10.A.n, 10.A.o	Ongoing	N/A	Planning Division with all Development Departments participating	Brad Michalk
45. Develop a business inventory list, review County entitlement programs and streamline where possible, provide technical assistance to and participate in local economic development seminars and workshops, support Columbia College Speakers Bureau and maintain section at Tuolumne County Library on economic development and business related matters	10.C.a, 10.C.b, 10.C.c, 10.C.d, 10.C.e	Ongoing	N/A	Planning Division with all Development Departments participating	Brad Michalk

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
46. Identify financial resources for the County's economic development program	10.D.a, 10.D.b, 10.D.c, 10.D.d	Ongoing	N/A	County Administration Office	Brad Michalk
47. Create and maintain GIS database inventory of land suitable for industrial, commercial and recreational development and prezone land for such uses	10.E.a, 10.E.b, 10.F.h	FY 97-98	Completed	Planning Division	Larry Bell Brad Michalk
48. Encourage economic development by continuing to offer tax incentives for historic preservation, promoting recreational opportunities, giving preference to local vendors in supplying goods, materials and services to the County, and assisting with local job training programs	10.F.g, 10.F.i, 10.F.j, 10.F.k, 10.F.l, 10.G.a, 10.G.b	Ongoing	N/A	Development Division/County Administration Office	Brad Michalk
49. Conserve agricultural lands by considering a transfer of development rights program, utilizing the Agricultural Rating System Matrix in evaluating applications for land development projects and limiting the conversion of non-urban land for urban uses to property located in or around existing urban areas	11.A.a, 11.A.b, 11.A.c, 11.A.d, 11.A.e, 11.A.f, 11.B.a, 11.B.b	Ongoing	N/A	Planning Division/Board of Supervisors	Mike Laird
50. Apply Right to Farm Ordinance provisions to resolve disputes between agricultural operations and non-agricultural land uses and impose conditions of approval on new entitlements to minimize or resolve such conflicts	11.C.d, 11.C.e	Ongoing	N/A	Planning Division/Agricultural Commissioner	Mike Laird
51. Maintain air quality by coordinating with State, Federal and other local agencies in air quality planning, encouraging the use of alternative energy sources, alternative forms of transportation and alternative disposal of biomass, enforcing open burning regulations and actively participating in future smoke management programs	12.A.a, 12.A.b, 12.A.d, 12.A.e, 12.A.f, 12.A.g, 12.A.h, 12.A.i, 12.A.j, 12.A.l, 12.B.a, 12.B.b, 12.B.c, 12.B.d, 12.B.e, 12.B.f, 12.B.g, 12.B.h, 12.D.a, 12.D.b, 12.D.c, 12.D.d, 12.D.e, 12.D.f, 12.D.g, 12.D.h	Ongoing	N/A	Air Pollution Control District	All on a project by project basis
52. Establish standards to limit fireplace installations in new development	12.C.a	FY 97-98	2003	Planning Division/ Air Pollution Control District	Mike Laird
53. Conserve the individual identities of the County's communities by providing a program for conservation easements to protect prominent viewsheds, supporting communities which desire design regulations, maintaining distinct boundaries around communities, promoting the formulation of community plans, encouraging incorporation of private and public open areas and providing incentives for preservation of cultural resources, such as the Mills Act	13.A.b, 13.A.c, 13.A.d, 13.B.a, 13.B.c, 13.B.d, 13.B.e, 13.B.f, 13.C.b, 13.C.c, 13.C.d, 13.C.g, 13.C.m	Ongoing	N/A	Planning Division	Robin Wood Brad Michalk
54. Update the Jamestown Design Guide	14.A.d, 14.l.i	FY 98-99	2002	Planning Department	Brad Michalk

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
55. Conserve Woods Creek by limiting crossings of the Creek, requiring appropriate mitigation for new development's potential impacts to the Creek, requiring filtration of runoff entering the Creek, discouraging the enclosure of the Creek and encouraging new development along the Creek to accommodate provision of a trail	14.F.b, 14.F.c, 14.F.d, 14.F.e	Ongoing	N/A	Planning Division	All on project by project basis
56. Continue to recognize the existence of the Mother Lode Gun Club by requiring new development bordering the club to provide recreational easements	14.H.a	Ongoing	N/A	Planning Division	All on project by project basis
57. Continue to recognize Jamestown's history by updating the Jamestown Historical Survey, considering the expansion of the HDP boundaries, providing for review of development projects by the Historic Preservation Review Commission and Jamestown Area Planning Commission, considering the establishment of Main Street as a Heritage Corridor and providing tax incentives, such as the Mills Act	14.I.a, 14.I.b, 14.I.c, 14.I.d, 14.I.e, 14.I.g, 14.I.h, 14.I.i, 14.I.j	Ongoing	N/A	Planning Division	Brad Michalk Robin Wood
58. Update the Columbia Design Guide and consider including "how to" guidelines for rehabilitation of historic properties	15.A.a, 15.A.e	FY 98-99	2003	Planning Division	Mike Laird Robin Wood
59. Continue to recognize Columbia's history by supplementing the Columbia State Historic Park inventory, considering the establishment of an HDP district and zoning individual parcels to H, considering the establishment of Heritage Corridors, providing tax incentives, such as the Mills Act, considering expansion of the design review area and discouraging strip development along Parrotts Ferry Road	15.A.b, 15.A.c, 15.A.d, 15.A.f, 15.A.i, 15.A.k, 15.A.l	Ongoing	N/A	Planning Division	Mike Laird Robin Wood
60. Coordinate with utility districts to develop an infrastructure plan for Columbia	15.B.a	FY 98-99	2003	Planning Division	Mike Laird
61. Continue to coordinate land use planning in the Columbia area with the Airport Land Use Commission	15.C.a, 15.C.b	Ongoing	N/A	Planning Division	Mike Laird
62. Work with the Columbia Chamber of Commerce to outline a needs profile related to tourist support enterprises around the Columbia State Historic Park and to promote commercial and industrial businesses in the Columbia area	15.C.c, 15.C.d, 15.C.e	FY 98-99/ Ongoing	2003	Planning Division	Mike Laird
63. Promote the development of a Parrotts Ferry Road bypass	15.D.b	Ongoing	N/A	Public Works	Mike Laird
64. Require appropriate mitigation measures for impacts to Woods Creek, Mormon Creek, Dondero Trail and the North and South Forks of the Stanislaus River	15.E.c, 15.E.g	Ongoing	N/A	Planning Division	Mike Laird Robin Wood
65. Develop plans for the preservation of native trees and blocks of vegetation along the East Sonora Bypass	16.A.g	Ongoing	2003	Planning Division	Mike Laird Robin Wood
66. Consider formulating a design guide for East Sonora	16.B.a, 16.D.a, 16.D.b, 16.D.c	Ongoing	N/A	Planning Division	Brad Michalk
67. Encourage the provision of public displays of art in East Sonora	16.B.g	Ongoing	N/A	Planning Division	Brad Michalk

TASK	IMPLEMENTATION PROGRAM	GENERAL PLAN TARGET DATE	PLANNING COMMITTEE TARGET DATE	LEAD AGENCY	PLANNER
68. Conduct a landmarks survey of the East Sonora Community	16.C.a	Ongoing	2003	Planning Division	Brad Michalk
69. Encourage the provision of recreational opportunities in East Sonora by promoting a pedestrian facility linking the community via Curtis, Sonora and Sullivan Creeks and the Sierra Railroad	16.C.c	Ongoing	N/A	Planning Division	Brad Michalk
70. Conserve waterways in East Sonora by limiting crossings, requiring appropriate mitigation for new development's potential impacts, requiring filtration of runoff entering the waterways, discouraging the enclosure of the waterways, encouraging new development along the waterways to accommodate provision of a trail and supporting the development of Elsie's Pool as a regional park	16.C.d, 16.C.e, 16.C.f, 16.C.g, 16.E.f, 16.E.g	Ongoing	N/A	Planning Division	Brad Michalk Robin Wood

Updated 9/12/01

2/12/97

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DIVISION OF BUILDING AND SAFETY

This analysis has been prepared to evaluate the workload of the Division of Building and Safety and determine staffing adequacy. Aside from the general administrative duties of the Division, the workload is divided basically into the areas of clerical/office work and technical enforcement of the Building Code. The subsequent report can be subdivided into three functional areas (all of which involves technical code enforcement duties). First, there is plan checking; second, field inspection during construction; and third, post-construction enforcement, usually involving complaints of violations and mobilehome activity.

From January 1, 2000 to December 30, 2000, Building and Safety made 7,214 inspections. Our three inspectors have driven 63,012 miles and Building and Safety has plan checked and issued 1,876 Building Permits. Also, during this time frame we have investigated 168 complaints, which requires an inspection, letter to the owner, then follow up inspections and letters until the complaint is resolved. The 168 complaints represent a 25% increase from the 135 complaints processed in 1999.

The last time the Division made this many inspections was in FY 1992-93 and we had one more inspector than we currently have on staff now.

Manpower Requirements:

The workload figures detailed below are used to determine Staff requirements for the Division of Building and Safety.

1. Building Inspectors

There were 7,214 inspections performed. Mileage records from the Division of Building and Safety, when applied to the number of inspections show the average travel distance per inspection is 9 miles. At average speeds of 25 miles per hour, including starts and stops, each inspection will require 25 minutes of travel time and an average of 30 minutes for the inspection itself. Therefore, between travel time and inspection time the average inspection will require a total of 50 minutes.

Inspectors' work days are four-10 hour days, however, allowing for two-15minute breaks each day, lunch and time to answer questions each morning, only eight hours are available for inspection work. Therefore, using 50 minutes per inspection, each inspector can comfortably do 10 inspections per day with an average of 184 work days per year (after allowing for weekend, vacations and holidays) a total number of inspectors required is computed as follows:

$$\frac{7,214}{10 \text{ inspections} \times 184 \text{ workdays per year}} = 4 \text{ Inspectors}$$

This average of 10 may go as high as 20 inspections during peak times.

The Building and Safety Division requires a minimum of 4 inspectors to maintain the service the Board of Supervisors and the construction industry has come to expect and to maintain our two-week turnaround time for residential plan check and the standard of 24 hour turnaround time for inspections; which is the industry standard throughout the State. Anything less would be a hardship on the contractors in Tuolumne County.

Plan Checking

Prior to issuance of a Building Permit, plans have to be reviewed and approved by the Building Division. The time necessary to review and approve plans varies greatly, depending on the scope of the construction project. For example, an application for a small remodel can take only an hour or so to plan check and complete the permit. A major commercial project may take days to review, make corrections and review again. The bulk of these permits are for remodels, additions for single family projects. Using these as the norm, most plans can be reviewed in two hours or less. If we assume that, on the average, two hours is necessary for each plan check, the manpower requirements are calculated as follows:

$$\frac{1,876}{3.5 \text{ review/day} \times 208} = 2.5 \text{ Plan Checkers}$$

To maintain our turnaround time of two weeks for residential construction, our residential plan checker along with working at the counter and answering questions on the phone, must check or recheck at least three single family dwellings a day. The field inspectors help with plan check of additions and remodels in the morning before leaving for daily inspections. Currently, everybody in the Division is helping with residential plan check to help keep our turnaround time of two weeks.

Commercial plan check is handled through the Supervising Senior Inspector. He plan checks all the small commercial projects and gathers data for the larger commercial projects prior to sending them to our plan checking firms. He issues commercial permits and holds pre-construction meetings. He also handles complaints and problems in the field.

The Building Division has highs and lows, and it is difficult or impossible to forecast construction trends and to staff accordingly. There are some signs, and they can be most helpful, but at best, forecasting is quite unscientific. During the last couple of years construction has shown a steady increase in activity. I believe the increase will continue. The Division is currently down one inspector and the Division has taken on additional assignments such as Mobile Home Rent Control, which takes time from every function in the Division. In a recent legislative change to Mobile Home Park Inspections, Tuolumne County Building and Safety will be required to make an inspection of every mobile home space in Tuolumne County, have the owner make corrections and an inspection report shall be sent to the Department of Housing and Community Development in Sacramento. This will be very time consuming as there are 3,102 mobilehome spaces in Tuolumne County.

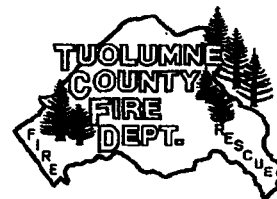
As indicated in this analysis, 6.5 building inspectors are currently needed to handle the existing and anticipated workload. The Division of Building and Safety is currently comprised of four (4) Building Inspectors, one (1) Supervising Building Inspector and the Chief Building Official. While the Chief Building Official does assist with plan checking and field inspections, his primary duties are related to administration, enforcement of the rent control ordinance and construction codes, and public relations at the Development Information Center or in telephone conversations. Consequently, the four inspectors and the Supervising Inspector handle the majority of the inspecting and plan checking duties. Despite their efforts, five positions cannot adequately handle the workload of 6.5 positions without a decrease in customer service.

In March, 2000, a Relief Building Inspector was hired to assist the Division. While this arrangement has proven to be an excellent temporary solution, it does not address the long term staffing needs of the Division of Building and Safety. To address those needs, one (1) full-time permanent Building Inspector I/II position is proposed to be added to the CDD Staff and funding is also requested for a Relief Building Inspector to be hired during peak development periods in order to maintain the Division's standards for issuing permits and conducting inspections and to cover the work of the Supervising Senior Building Inspector who is anticipated to be on medical leave for the first six (6) months of Fiscal Year 2001-02.



**CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION
TUOLUMNE COUNTY FIRE DEPARTMENT**

Cooperative Fire Protection Services



Del Albright
County Fire Warden

Andrew McMurry
Asst. County Fire Warden

To: C. Brent Wallace, County Administrative Officer

From: Andy McMurry, Assistant County Fire Warden

Subject: Response to Grand Jury Report

Attached per your request, is the Fire Department Response to the 2000-2001 Grand Jury Report.

A handwritten signature in black ink, appearing to read 'Andy McMurry'.

Andy McMurry
Assistant County Fire Warden

Response to 2000-2001 Grand Jury recommendations for the Tuolumne County Fire Department

Recommendation-

- 1. Increase recognition of the volunteers in the fire department by the Tuolumne County Board of Supervisor's and by the people of Tuolumne County.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Partially implemented**

Justification: The Fire Department has been allocated \$200,000 in the 2001/2002 FY to implement a Paid Call Firefighter program. This will provide some compensation to Volunteer Firefighters for their work. Other strategies that are outlined in the Fire Department's Long Range Plan will be implemented on approval of the plan by the Tuolumne County Board of Supervisors.

- 2. Remove the training officer position from the CDF contract and create a new TCFD Training Officer Position, to ensure continuity and stability in training and eliminate frequent turnover in the position.*

Fire Department response to recommendation: **Disagree**

Status of implementation: **Will not implement**

Justification: The Grand Jury has not correctly identified the problem with the Fire Department Training Officer position. The problem surrounds the workload of the Training Officer. Without a greater number of employees working in the training section, the same problems would continue without regard to employing agency of the employee.

Some efforts have been made to share resources with other fire agencies in the County to provide a high level of efficiency in the delivery of training to the fire service in Tuolumne County as a whole.

- 3. Introduce a schedule of payment for personal equipment and expenses such as personal vehicle use while responding to emergencies.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Will not implement**

Justification: The intent of this recommendation will be covered in the Paid Call Firefighter program implementation.

- 4. Seek agreements with employers to continue pay while volunteer firefighters are on emergency calls.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Not Implemented**

Justification: This is a recommendation that will be researched within the next 12 to 18 months.

- 5. Establish a countywide volunteer auxiliary to facilitate family support, activities and fund raising.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Implemented**

Justification: This concept is in existence right now, and is supported by current Fire Department policy. There are several very successful groups in Cedar Ridge and Don Pedro. If the intent of the Grand Jury recommendation were to eliminate the individual auxiliaries in lieu of a single countywide auxiliary, the Fire Department would not support that recommendation. The strength of our current system is local identity, and local involvement in local communities.

6. *Present the CAO and Board of Supervisors a prioritized list of operational requirements, including a suggested budget schedule.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Implementation within 6 months**

Justification: This recommendation is a component of the Long Range Plan that will be delivered to the Board of Supervisors within the next 6 months for consideration.

7. *Tuolumne County Board of Supervisors should review, on an annual basis, the effectiveness of the contract with CDF to see if it is still meeting the needs of the county.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Implemented**

Justification: CDF Management is committed to a cooperative fire protection model in Tuolumne County. The County has an opportunity review the CDF contract upon renewal, and any time there are amendments to the contract, and this is done annually.

8. *Improve recruitment through the creation of an organized recruitment program.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Implementation within 12 months**

Justification: This recommendation is a component of the Long Range Plan that will be delivered to the Board of Supervisors within the next 6 months for consideration.

9. *Actively pursue the availability of grants to generated income to support TCFD.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Implemented**

Justification: Staff applied for and received a \$130,000 grant from the U.S. Fire Administration for use in the Fire Department Training program. Staff continues to pursue grant funding when it becomes available.

10. *We recommend the volunteers meet every six months with board of supervisors.*

Fire Department response to recommendation: **Disagree**

Status of implementation: **Will not implement**

Justification: The Fire Department is a paramilitary organization. The Board of Supervisors is the policy making body of the County Fire Department. In the chain of command the County Fire Warden and the Assistant County Fire Warden are the points of contact for the political body as relates to the operations of the County Fire Department.

However, the operation of the County Fire Department should not prevent various Supervisors from showing their support to the noble efforts that are put forth by their Volunteer County Firefighters through attendance at social and auxiliary functions.

11. *Upgrade the compliment of ladders to include at least one more 35' ladder.*

Fire Department response to recommendation: **Agree**

Status of implementation: **Will implement when necessary**

Justification: When ordering new apparatus, consideration will be given to adding another 35' ladder to the Department inventory.



Tuolumne County Human Services Agency

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Director
533-5716

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FAX (209) 533-5714

NANCY LINDGREN
Staff Services Manager
533-5787

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Senior Accountant
533-7323

MEMORANDUM

Date: August 8, 2001
To: C. Brent Wallace
From: Kent E. Skellenger *KES*
Re: Grand Jury Report

The Grand Jury Report for Fiscal Year 2000/2001 discusses part of the Tuolumne County Human Services Agency (pp 30-48).

Page 30 quotes the "Mission Statement". This is the Mission Statement of the Department of Social Services not the Human Services Agency.

Responses to their comments on the Eligibility Division (pp 31-35) are included in Attachment 1.

Responses to their comments on In-Home Supportive Services are included in Attachment 2 (pp 3-5).

Responses to their comments on the Child Welfare Division (pp 41-45) are included in Attachment 3.

Responses to their comments on the Adult Protective and Public Guardian Division (pp 36-40) are included in Attachment 2 (pp 1-3).

In summary, I would like to thank the Grand Jury members for the time and energy they invested in learning about some very complex programs within the Human Services Agency. They asked relevant questions as they approached each area with an open mind and a willingness to offer suggestions when appropriate. I view their report as a positive statement to the County and to my employees who work tirelessly to provide services to individuals and families.

FACTS

GRAND JURY FACT NUMBER 1: The number of staff is not adequate for the caseload that is maintained in Tuolumne County. As of October 16, 2000, five vacancies had occurred, turnover rates were as high as 40%, and 50% of the staff had only one year of experience.

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY FACT NUMBER 2: The rate of pay employees in the eligibility positions of Tuolumne County is less than their counterparts in neighboring counties. A 9.5% to 13.4% difference occurs in the rate of pay between Tuolumne and Calaveras County.

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY FACT NUMBER 3: The annual allocation of state and federal subsidies is adequate to compensate employees competitively.

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY FACT NUMBER 4: Training for new eligibility workers presently takes place out of county. It appears that the method of instruction and the information provided eligibility workers are inadequate for newly hired workers. The eligibility training in Kings County (current fiscal year) costs approximately \$20,000. The cost per person (lodging, transportation, food and tuition) is \$3,380. Training that is provided is paid by the State of California.

DSS RESPONSE: *The Department of Social Services disagrees with the fact that the "method of instruction and information provided eligibility workers are inadequate for newly hired workers" when trained in Kings County. Kings County provides basic regulation training in the CalWORKS, Food Stamp, Medi-Cal and County Medical Services Program. In addition, they provide basic training in the use of the Statewide Automated Welfare System (SAWS). A comparison of the number of employees that are successful or unsuccessful based on whether they received training in Kings or Tuolumne County indicates that the results are essentially the same (67% success in Kings and 64% success in Tuolumne). The Department of Social Services agrees that the costs are as stated.*

GRAND JURY FACT NUMBER 5: Performance evaluation forms used are generic forms provided by the County of Tuolumne for use of all county employees in all agencies. These generic forms are not helpful for this division. In addition, some

employees did not receive their evaluations in a timely manner as required by policy and procedures.

DSS RESPONSE: *The Department of Social Services agrees that the Job Performance Evaluation form is difficult to use when evaluating performance at three and six months but we have successfully used the narrative to clarify both positive and negative behavior. We understand the need for using one prescribed form throughout the county and will continue to make every effort use this method of appraisal system to communicate performance requirements, allowing staff to communicate their problems and needs. We will make every effort to see that all employees receive their evaluations timely.*

GRAND JURY FACT NUMBER 6: The eligibility division uses promotional selection process that involves a promotion list established through the State Merit System. Once supervisors receive their list, they need specific information to rate individuals. This would provide more uniformity and standardization. Employees can and have been promoted out of order in respect to their order on the promotion list.

DSS RESPONSE: *The Department of Social Services agrees.*

CONCLUSIONS

GRAND JURY CONCLUSION NUMBER 1: As the grand jury reviewed vacancies, turnovers and lack of experience of at least one half of the staff, the jury concluded that hiring qualified applicants and maintaining experienced staff must be a priority.

During the last testing period for eligibility workers, 20 passed the written exam; of the 20 individuals 13 passed the orals; one did not and 6 were no shows. The list was seven individuals for four vacancies and two relief worker as of May 2001.

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY CONCLUSION NUMBER 2: When members of the grand jury reviewed the pay scale of neighboring counties with Tuolumne County and reviewed job descriptions, the conclusion reached was that individuals in classifications of entry levels needed to be compensated competitively.

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY CONCLUSION NUMBER 3: Conclusions reached by the grand jury on training procedures out of county were that after one year 67% were successful with Kings County training and 33% were unsuccessful. The skills and abilities that the employee brings to the job are better predictors for the probationary period.

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY CONCLUSION NUMBER 4: Supervisors in the division and employees were not in agreement with the line items requested on the generic evaluation form. The supervisors must adapt their comments to correspond to this form. These generic forms are not useful and not appropriate during probationary evaluations.

DSS RESPONSE: *The Department of Social Services disagree in part. Refer to the DSS RESPONSE to GRAND JURY FACT NUMBER 5.*

GRAND JURY CONCLUSION NUMBER 5: The promotion process used by human services is not fully understood by employees. If an employee is placed on the top of the promotion list and is bypassed for promotion, this can result in lower morale and has resulted in additional turnovers.

DSS RESPONSE: *The Department of Social Services agrees.*

COMMENTS

In support of the eligibility division the grand jury observed jobs that were very challenging and demanding. The use of the computer system of the State of California makes the tasks of eligibility workers difficult because (according to employees) of the inconsistencies in software program. As a result of the difficulties presented, employees are not able to acquire the knowledge/aptitude to handle tasks.

When questions were asked about morale, employees rated the department high with comments that "everyone goes the extra mile to accomplish a task". Supervisors utilize the open-door policy and coworkers to meet deadlines.

The grand jury received comments on communication. As in any organization there are always comments concerning additional communication needs.

DSS RESPONSE: *The Department of Social Services disagree in part. Despite the complexity and difficulties eligibility staff encounter, the majority of our permanent staff are able to acquire the knowledge/aptitude to handle the tasks necessary to do the job.*

RECOMMENDATIONS

GRAND JURY RECOMMENDATION NUMBER 1 - RECRUITMENT: To reduce caseloads, vacancies and turnovers, we recommend intern positions with community/state colleges as recruitment alternatives. Cooperation should be sought with colleges to provide employment to students with a major in social work. This employment would consist of a stipend and college credits towards the student's degree.

DSS RESPONSE: *The Department of Social Services disagrees in part. Intern positions have occurred in the past. Any hiring of staff must be done through Merit System Services/California State Personnel Board in Sacramento.*

GRAND JURY RECOMMENDATION NUMBER 2 - CLASSIFICATION: Develop guidelines with the Tuolumne County Department of Human Resources to provide a new classification entitled "Eligibility Worker Aide" and to cooperate with the hiring of this classification.

DSS RESPONSE: *The Department of Social Services disagrees. The Eligibility Worker I is a trainee classification. Recruitment and hiring must be done through Merit System Services.*

GRAND JURY RECOMMENDATION NUMBER 3 - TRAINING: Provide in-house training with the expansion of duties from the current "help desk". A "help desk" assists eligibility workers to access information on the social services statewide computer system. Include additional training for employees in any new aspects of the overall assignments of the organization.

DSS RESPONSE: *The Department of Social Services agrees. We will continue to attempt to provide all appropriate training.*

GRAND JURY RECOMMENDATION NUMBER 4 – PERFORMANCE

EVALUATION: Performance evaluation forms should be tailored to meet expectations of the specific job description. Evaluations and the evaluation form must be completed to meet the specific time intervals prescribed for the probationary period.

DSS RESPONSE: *The Department of Social Services disagrees. The County Human Resources designates the appropriate form for performance evaluations. This form is generic and allows for explanation of the performance in the narrative section.*

GRAND JURY RECOMMENDATION NUMBER 5 - PROMOTION: Review and rewrite the departmental promotional process and policy so that employees can clearly understand the process.

Standardization with the interview format and communication with the employees and the applicant for promotion should be maintained at all times.

DSS RESPONSE: *The Department of Social Services agrees.*

Memorandum

To: Kent E. Skellenger, Director
From: Marilyn Day, Adult Services Program Manager
Date: 08/07/01
Re: ADULT SERVICES RESPONSE TO GRAND JURY REPORT

The following is the Department of Social Services, Adult Services Unit, response to the 2000-2001 Grand Jury Report:

ADULT PROTECTIVE SERVICES/PUBLIC GUARDIAN PROGRAMS (APS/PG)

FACTS (APS/PG)

GRAND JURY FACT NUMBER 1: In September 2000 the caseload was 87 on-going cases with the division receiving 30 to 35 new referrals each month. As the program has become better known by the public, the referrals are showing an increase. Twenty-five new referrals per month or 40 continuing cases should be considered a full caseload, according to the director of human services.

DSS RESPONSE: *The Department of Social Services agrees with this finding.*

GRAND JURY FACT NUMBER 2: Adult Protective Services records show that the year 2000 caseload was a 27% increase over 1999. Public Guardian records show the workload in the year 2000 was an 18% increase over 1999.

DSS RESPONSE: *The Department of Social Services agrees with this finding.*

GRAND JURY FACT NUMBER 3: As documented with all other divisions in the Social Services Department, the rate of pay for employees in the Adult Protective Services and Public Guardian division is less than that of their counterparts in neighboring and other counties. A 10.4% divergence occurs in the rate of pay between Tuolumne and Calaveras County.

DSS RESPONSE: *The Department of Social Services agrees with this finding.*

GRAND JURY FACT NUMBER 4: Personal observations revealed that workstations tended to be rather small and somewhat overcrowded.

DSS RESPONSE: *The Department of Social Services agrees that a two person office was being used for three staff members when the Grand Jury toured the agency. Since that time Adult Services has been given two additional workstations eliminating that problem.*

GRAND JURY FACT NUMBER 5: Publicizing of information on Adult Protective Services is provided. Less than \$3,000 is spent on marketing. More money is needed to provide additional information to the community.

DSS RESPONSE: *The Department of Social Services disagrees with this finding. The actual cost of the media campaign is within our means, but we do not have adequate staff to provide services to the additional referrals that a media campaign will generate. Senate Bill 2199 mandated a comprehensive, fully funded by state and federal money, Adult Protective Services program effective January 31, 2000. However, the state has cancelled the additional funding and reduced some existing funding that was promised for fiscal year 2001/2002. Since there is insufficient funding to hire new staff to respond to additional referrals that a media campaign would generate, and existing staff is working at their maximum, we are discontinuing the media campaign. However, we will continue to provide informational presentations when requested by an agency or a group. In addition, before we knew funding was being cut, we had ordered 24,000 Save-Mart pharmacy bags that are imprinted with Adult Protective Services information. The media campaign will be reinstated immediately if the state provides adequate funding.*

CONCLUSIONS (APS/PG)

GRAND JURY CONCLUSION NUMBER 1: At the time of the investigation, there was one social worker position vacant in the division. With the anticipated filling of this position, it is reasonable to assume that the caseloads will become lower and reduce some of the employee pressure.

DSS RESPONSE: *The Department of Social Services agrees in part that the hiring of another social worker, which brings the total of our current staff to 2 social workers, has helped considerably. However, it was agreed that 25 new referrals OR 40 continuing cases constitutes a full caseload for one social worker. We continue to receive between 30 and 35 referrals a month and average approximately 70 ongoing cases which equates to approximately three social workers.*

GRAND JURY CONCLUSION NUMBER 2: After a review of the pay scale of neighboring counties, the conclusion reached by the grand jury was that employees should be considered for additional compensation comparable at least with neighboring counties.

DSS RESPONSE: *The Department of Social Services agrees with this conclusion.*

GRAND JURY CONCLUSION NUMER 3: Current problems with office space deserve mention. Lack of office space cause inefficiency and stress.

DSS RESPONSE: *The Department of social Services agrees that a two person office was being used for three staff members when the Grand Jury toured the agency. Since that time Adult Services has been given two additional workstations eliminating that problem.*

GRAND JURY CONCLUSION NUMBER 4: Additional funds would be needed to achieve the goal to provide additional information to the community.

DSS RESPONSE: *The Department of Social Services disagrees with this finding. The actual cost of the media campaign is within our means, but we do not have adequate staff to provide services to the additional referrals that a media campaign will generate. Please see Grand Jury Finding Number 5, for additional explanation of this issue.*

RECOMMENDATIONS (APS/PG)

GRAND JURY RECOMMENDATION NUMBER 1: Consideration is needed for employee workspace to improve working relations and reduce employee stress levels; therefore, additional office space should be provided employees.

DSS RESPONSE: *This recommendation has already been implemented. The Administrative Unit moved from the 20075 Cedar Road building vacating several offices. As a result, Adult Services was given two additional offices which meet current needs. The rental contract for the Department of Social Services buildings will expire in six years. It is projected that major space issues will be resolved at that time.*

GRAND JURY RECOMMENDATION NUMBER 2: A campaign has begun to inform the public to contact Adult Protective Services when needed. Promotion with appropriate funding must be given a higher priority to maximize information to the public.

DSS RESPONSE: *The recommendation will not be implemented unless the state provides adequate funding to respond to the additional referrals that a media campaign will generate. See Finding Number 5 for a complete explanation.*

IN HOME SUPPORTIVE SERVICES PROGRAM (IHSS) FACT (IHSS)

GRAND JURY FACT NUMBER 1: In 2003 the law will require that for in-home services (a) there must be an employer of record (b) the method of providing the in-home services must be noted by the provider and, (c) the client has the right to choose the provider.

DSS RESPONSE: *The Department of Social Services agrees with this finding. To clarify, IHSS recipients currently have the right to choose their provider and they will continue to have that right after we implement Assembly Bill 1682.*

GRAND JURY FACT NUMBER 2: At the present time homemakers receive \$6.25 per hour (minimum wage); however, once an employer of record is established, individual providers can negotiate salaries and benefits. Negotiation by the individual providers will depend on the mode of service delivery that the Board of Supervisors selects to use in Tuolumne County.

DSS RESPONSE: *The Department of Social Services agrees with this finding. To further clarify, Independent Homemaker Providers are paid minimum wage; however, County Homemaker's starting wage is \$8.17 per hour.*

GRAND JURY FACT NUMBER 3: As of January 1, 2001, the eligibility requirements of individuals that can receive services was raised to an income of \$926 per month.

DSS RESPONSE: *The Department of Social Services agrees with this finding. To expand on this finding, individuals who are within the resource maximum and whose income exceeds the \$926 per month are eligible for the program under certain circumstances with a share of cost.*

CONCLUSIONS (IHSS)

GRAND JURY CONCLUSION NUMBER 1: The conclusion reached by the grand jury was that individual providers deserve additional compensation, as they currently receive minimum wage. This additional compensation will take place in the year 2003, as legislation has been enacted to provide for the possibility of an increase in hourly wage.

DSS RESPONSE: *The Department of Social Services agrees with this conclusion. The county is working diligently toward complying with legislation and the designation of an employer of record for the independent providers by January 1, 2003 which will provide an avenue for salary negotiation.*

GRAND JURY CONCLUSION NUMER 2: The change in hourly wage and the increase in the client's income limit to \$926 for eligibility of services will have a major impact on the budget of in-home supportive services.

DSS RESPONSE: *The Department of Social Services agrees with this conclusion.*

RECOMMENDATION (IHSS)

GRAND JURY RECOMMENDATION NUMBER 1: Since the law changes in the year 2003, it is recommended that the managers in the division, with the input of employees, start developing policy changes to be ready for the year 2003.

DSS RESPONSE: *This recommendation is currently being implemented. The process to designate an employer of record for independent providers requires the county to select an IHSS Advisory Committee. The Board of Supervisors approved the recruitment of this Committee on April 12, 2001 and approved the recommended Committee on June 26, 2001. Currently the Committee is being provided a comprehensive overview of the legislation, the IHSS program, the employer of record options and the financial impact. The Committee should be ready to make a recommendation as to the employer of record to the Board of Supervisors by November 1, 2001. We are projecting that we will be ready to comply with Assembly Bill 1682 by January 1, 2003 as mandated.*

FACTS (Child Welfare Services)

GRAND JURY FACT NUMBER 1: The division receives approximately 127 referrals per month that require emergency response. In November 2000, the case load was 40 children receiving services in their own homes, 63 children in permanent placement homes and 41 more children in the process of reunifying with their parents.

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY FACT NUMBER 2: The unit in November 2000 had four vacant positions. Recruiting is an on-going process with a low number of applicants

DSS RESPONSE: *The Department of Social Services agrees.*

GRAND JURY FACT NUMBER 3: The agency has trouble recruiting qualified social workers because the salary range offered is not competitive.

DSS RESPONSE: *The Department of Social Services agrees. Increases for social worker staff is being requested of the Board of Supervisors during the final budget hearings.*

GRAND JURY FACT NUMBER 4: A full staff of 12 would be able to adequately provide the services needed in this division. At the time of the investigation there are 8 social workers. During the month of November 2000 the following information provides the caseload of Tuolumne County and the State of California Recommendations:

Tuolumne County	State of CA Recommends	Number Needed to Meet State Standards
127 new referrals	15.8 referrals/worker	8.03
40 services in their own home	35	1.14
63 in permanent placement homes	54	1.16
41 reunifying with parents	27	1.51
Total		11.84

DSS RESPONSE: *The Department of Social Services agrees.*

CONCLUSION (Child Welfare Services)

Employee turnover is the major problem within the division. At the time of the investigation four social worker positions are vacant. The result is excessive caseloads, overtime and stress for the employees that remain.

The Human Services Agency is losing social workers. Social workers can receive a higher hourly rate at Tuolumne General Hospital and in neighboring counties.

DSS RESPONSE: *The Department of Social Services agrees. See response to Grand Jury Fact number 3.*

RECOMMENDATIONS (Child Welfare Services)

- (1) New classification

DSS RESPONSE: *The Department of Social Services agrees. Two Social Services Aides have been included in the Proposed 2001/2002 County budget.*



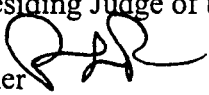
SHERIFF'S DEPARTMENT

Richard L. Rogers
Sheriff-Coroner

Lee Sanford
Undersheriff

August 29, 2001

TO: Honorable Eric L. DuTemple, Presiding Judge of the Superior Court

FROM: Richard L. Rogers, Sheriff-Coroner 

SUBJECT: Response to 2000-2001 Grand Jury Final Report

TUOLUMNE COUNTY SHERIFF'S DEPARTMENT

FINDINGS

(On page 1 it states) The Grand Jury conducted its annual mandatory investigation of the County Jail on October 25, 2000. We found the facility cramped but well kept. The kitchen was organized and very clean. The personnel we encountered appeared to be knowledgeable, open and well trained.

Response — I agree with each of these findings.

However, we noted the need to up-grade the current system for checking outstanding warrants and for booking offenders. These systems are outdated and in need of repair.

Response — I agree with this finding. The County Jail currently has an old antiquated stand-alone computer system and is very much in need of a modern jail management system (JMS) which would integrate with the Sheriff's Department records management system (RMS). A new JMS would greatly enhance jail personnel's ability to run checks for outstanding warrants as well as perform booking procedures in a more efficient and effective manner. These problems have long been recognized and the County is currently contracting with the consulting research firm of Dwight Hunter & Associates for the development of a strategic plan for the integration of a law and justice computer system for the entire county (ie: Superior Court, District Attorney, Sheriff, County Jail, Probation, etc.). The Law and Justice Strategic Plan development has been ongoing for the past year and will be completed shortly. Upon completion of the plan certain needs will be identified and recommendations made to allow the County to move forward on acquiring specific law and justice computer systems, including a new jail management system, that will integrate with all user departments and agencies.

The Jail has requested maintenance and repair service from the county communications service department (ISS). The service, for some of these requests, has been delayed for as much as a year.

Response — I agree with this finding, however clarification is needed. The County's Information Systems & Services (ISS) Department has responded and provided service on jail computers and made repairs on parts of the current jail management system that is within ISS's capability to fix. Unfortunately, the old server on our current JMS has some problems which cannot be fixed. By replacing this very costly server we would be wasting money with an antiquated system that has no capability of interfacing with newer computer systems within the Sheriff's Department and other departments within the law and justice system. It is much more practical to operate our current jail management system on a limited basis with the existing problems of the old server and spend our money on the purchase of a new jail management system after the Law and Justice Strategic Plan is completed by Dwight Hunter & Associates. This is the reason that certain service requests that primarily deal with the old server have experienced lengthy delays.

The Grand Jury met briefly with administrative officers of the Tuolumne County Sheriff's Department. The Department has obtained an in-depth analysis of communications requirements for a new county system to service all county administrative and inter-office needs.

This observation was not intended to become a detailed review of all law enforcement communications systems. However, in an effort to obtain closing information and confirmation of the status of plans to up-grade all county communications system, we met with Assistant County Administrator, Mr. Craig Pedro.

Mr. Pedro provided documents and plans in progress for future county improvements, which include all the needs of the Sheriff's Department and the Jail.

Response — I agree with this finding. The Grand Jury was provided with the status and plans of the new Tuolumne County Radio Study prepared by the radio consulting firm of Macro Corporation which includes a "Systems Evaluation and Needs Assessment Report" and an "Options and Recommendations" report. The Grand Jury was also provided with the "Tuolumne County Telecommunications Strategic Plan" which was prepared by Communications Management Associates (CMA). These reports give an in-depth analysis of communications needs and requirements which the County is presently working to implement in new communications systems and telecommunications systems for the Sheriff's Department and County Jail.

RECOMMENDATIONS

The grand jury report made no recommendations.

Cc: Tuolumne County Board of Supervisors