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BOARD OF SUPERVISORS
COUNTY OF TUOLUMNE



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TUOLUMNE COUNTY SUPERIOR CT
BY G. Biederman
DEPUTY

Edna M. Bowcutt
Clerk of the Board
of Supervisors

Linda R. Rojas
Deputy Clerk

Larry A. Rotelli, *First District*

Jesse Rountree, *Second District*

Ken Marks, *Third District*

Mark V. Thornton, *Fourth District*

Richard H. Pland, *Fifth District*

MEMO

To: Judge William Polley
Superior Court

From: Edna M. Bowcutt *EB*
Clerk of the Board of Supervisors

Date: March 14, 1997

Subject: Grand Jury Report - FY 1995/96

Attached is the long awaited responses to the Grand Jury Report that the Board of Supervisors unanimously adopted February 25, 1997.

RESPONSE TO FY 1995-96 GRAND JURY REPORT

The response to the Final Grand Jury Report represents department responses to the recommendations of the Grand Jury. The Board of Supervisors by approving the departmental responses is not committing to any specific courses of action. Action on specific recommendations come to the Board as individual items and action is taken at that point.

County Treasurer and Tax Collector (Page 7)

Recommendation

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Response

Concur.

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Tuolumne County Jail (Page 18)

Recommendations

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Unfortunately, the Tuolumne County economy did not project sufficient revenues to begin this hiring process. The final 1996-97 Jail budget contains only enough funds to continue the jail staffing at the 1995-96 level. Both the Sheriff's Department and the County Administrator are aware of the staffing problems. But until the County economy improves or the State of California

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Recommendation

Upgrading the computer communication network should result in a sharp reduction of non-valued added work for deputies.

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The Jail computer system was originally designed to accommodate the needs of the jail prior to its 1993 expansion. When it was designed, the County Data Processing Department elected to hire a programmer to design a computer system in-house, rather than purchase commercially available software. This program was written in R-base.

When the new jail areas were occupied in 1993, the jail computer program was significantly inadequate. At approximately the same time the computer need was identified, the original programmer was laid off because of a severe County budget problem. Another programmer from Information Systems and Services (ISS) was assigned to update the jail program, but decided a complete re-write was necessary. She worked on the program through 1994 and then left County employment. Another programmer was assigned. The basic modules of the new program were installed in mid-1995. To date, ISS has yet another programmer on the system, but it is still not complete. Three additional computers (purchased in 1993) have to be installed and programmed to have significant effect on distributing the workload.

The Sheriff, County Administrator and ISS staff meet every other week to review progress. However, the completion of the Jail computer system is complicated by significant computer problems with the Sheriff's Department main computer network and software. When the Jail system is finally completed, it will still not communicate outside of the jail, because the R-base database program is not compatible with other systems in use in the criminal justice system. The County does not have sufficient budget to start over with a commercial software package.

Recommendation

We recommend building a new facility with at least 200 beds. This should alleviate the potential mandate and lawsuit problems and end overcrowding.

Response

The United States Supreme Court has recently issued an opinion that severely limits future inmate law suits against jails. The Jail is meeting the current mandates by limiting the inmate population, however, staffing is a critical issue. The jail is authorized 148 beds by the State Board of Corrections, but we do not have the staff to occupy these beds.

The County has established a Long Term Jail Needs Committee to study future jail needs. A report and recommendations are expected in late September. The Committee is projecting jail needs to the year 2030. The Committee's report will address several alternatives for meeting future needs. Construction of a complete new jail facility is one of the alternatives being considered.

Recommendation

The formation of a Jail Needs Committee and recent public meetings is a positive step that will place the County in a good position to receive funds, should an initiative or bond measure pass a public election.

Response

We concur with the Grand Jury's recommendation. A bond measure was placed on the November General Election by the California legislature. Unfortunately, this bond measure failed.

Recommendation

As mentioned in one other area of this report, if and when a new County Jail is approved, we recommend the public be allowed to voice their preference for location. Building another facility in the middle of a traffic jam may need further public review.

Response

Public hearings will be conducted on the recommendations of the Long Term Jail Needs Committee. Siting of a new facility is recognized as a sensitive issue. Public input will be solicited.

County Hospital-Safety and Security (Page 21)

Recommendations

During the course of this review the Grand Jury recommended that the security of Tuolumne County General Hospital be upgraded using cameras and monitors, improved outside lighting, and the hiring of an evening security guard. This Grand Jury recommends the 1996-97 Grand Jury follow-up on this report and specifically monitor the following:

- night-time security of the emergency room and access to emergency room
- security of drug cabinet
- installation and use of cameras and monitors for outside entries
- parking lot lighting
- safety/security planning/training for employees
- night-shift security guard for hospital

Response

The safety of patients, visitors and staff has always been a priority for Tuolumne General Hospital. With the increase in violence associated with hospitals in urban areas of California, legislation was passed requiring a security assessment and the development of a security plan. Tuolumne General Hospital utilized the services of a security consultant who provided a comprehensive security assessment of the hospital.

A subcommittee of the Safety Committee is responsible for following up on recommendations of the security consultant and has completed the following:

- Promoted security awareness in all areas
- Revised Security Plan
- Implemented new security policies and procedures
- Reviewed current policies and procedures with staff
- Improved all parking lot lighting
- Provided photo identification for all staff and volunteers
- Published educational articles in newsletters and posted tips for personal safety on bulletin boards
- Offered self defense classes
- Offered course for identifying and dealing with violent individuals
- Performed scheduled testing of "silent alarms" in sensitive areas
- New medication dispensing unit ordered to replace drug locker
- Rerouted internal traffic flow in sensitive departments to eliminate intruders
- Replaced door handles and rekeyed all locks in Health and Wellness Bldg.
- Replaced pharmacy window with high security window
- Installed new staff lockers in Long Term Care
- Installed security doors in the Emergency Department
- Initiated Security Log

Staff responsibility for security is discussed during initial hospital wide orientation, within the department orientation program and annually during reorientation. Security has been, and will continue to be, an ongoing focus for administration and staff at Tuolumne General Hospital.

911 Emergency Response System (Page 22)

Recommendation

An intensive effort should be undertaken using local media, school systems, public access TV, and other appropriate venues to educate the public concerning 911.

Response

The Sheriff's Department concurs with the Grand Jury's comments. The problem of improper use of the 911 system is a national problem as well as a local problem. The Department has used

several public awareness programs, including newspaper articles, service club presentations, and school class presentations. The limiting factor for the Department is the limited staffing to maintain day-to-day responsibilities. A concentrated media and public program requires staffing that is not available. Volunteers in the Department's Community Service Unit include proper use of 911 in many of the presentations they make. The long term improvements will occur when a national organization undertakes a national media campaign to which the Department can rally its efforts.

Monument Fees-Assessor/Surveyor Office Public Works Department (Page 24)

Recommendations

In the future, if revenues exceed the funding needs for establishing/re-establishing monuments and corners, it is our recommendation to reduce or eliminate the fee. Future Grand Juries should check if this fee is still needed.

Response

The program is monitored each year and this practice will continue in the future.

Traffic and Services Mitigation Fees (page 26)

Recommendations

The Board of Supervisors should request the Department of Public Works to insure the earliest possible completion of the County-Wide Traffic Circulation System Model, Transportation Improvement Program and Fund Strategy.

Response

The Countywide Traffic Circulation System Model, Transportation Improvement Program and Funding Strategy have been completed by TJKM, Transportation Consultants, Inc., and approved by the Local Transportation Commission (LTC). On June 26, 1996, the LTC recommended to the County of Tuolumne and the City of Sonora a new road improvement program and funding strategy for it. The funding program proposes a combination of traffic impact mitigation fees and a ½ cent sales tax increase over the next 20 years as well as continued partnerships with the State of California and Federal financing programs.

Recommendation

Review the policy that allows for a 100% waiver of fees. It would appear that every project has some traffic impact generating a fee requirement.

Response

In June 1993, the Board of Supervisors certified an Environmental Impact Report (EIR) in conjunction with establishing the waiver program for the County's Traffic Impact Mitigation Fees (TIMF) and the County Services Impact Mitigation Fees (CSIMF). As stated in the EIR, the objectives of the Board of Supervisors in establishing the fee waiver program were:

1. To eliminate an economic burden on land uses that provide benefits to the public or fill a need in the community, such as low-income housing.
2. To provide an incentive to entice certain land uses to locate in Tuolumne County, such as new industrial development, that will create new jobs for the County's residents.
3. To enable the County to meet its housing needs and goals by providing a mechanism to reduce or eliminate fees that might otherwise discourage the construction of such housing.
4. To enable the County to meet its societal obligations to provide adequate medical facilities, housing, jobs, schools, churches, residential care homes, day care centers and other community needs.

The EIR also identified that new development projects do indeed contribute to the cumulative impact on the County's transportation system and that impact cannot be mitigated when the traffic fees are waived. In instituting the fee waiver program, the Board of Supervisors recognized this impact, and the inability to mitigate it, through the adoption of a statement of overriding considerations that said that waiving the County's mitigation fees would provide benefits to the public which outweigh the unavoidable significant adverse environmental effects associated with such fee waivers. These benefits are articulated in the objectives listed above.

Recommendation

The planning staff should review the current fee schedule for inequities, pending completion of the study cited above.

Response

The Countywide transportation study was prepared by a qualified consulting firm and was based upon current data relative to traffic counts and engineering standards for trip generation for various land uses. As such, the study recommends an equitable mitigation fee schedule for the various land use categories relative to the traffic estimated to be generated by these respective land uses. Since the new fee schedule is recommended by the Local Transportation Commission to replace the existing one, review and changes of the fee schedule currently in effect would not be timely.

Recommendation

Consider the use of a Surety Bond to be posted by developers for traffic mitigation fees that were waived. This could be for a one-year time-frame after project completion. The Planning staff could provide follow-up and ascertain that the applicant did indeed meet the "need and public benefit" conditions that were the original basis for fee reductions or waivers.

Response

The Traffic Impact Mitigation Fee waiver program was instituted as an interim measure until the Countywide traffic model study was completed and a new fee schedule adopted. In establishing the fee waiver program, the issue of accountability was raised and discussed extensively by the Board of Supervisors Planning Committee. During those discussions, many issues were raised, such as:

What type of security should be posted to ensure that the public benefits of the project were being provided?

What type of documentation would have to be provided to demonstrate compliance with the fee waiver provisions?

Would the County provide for "good faith effort" towards compliance or require full compliance? For example, if a business proposed ten jobs but had only created eight or nine by the time frame specified, would that be sufficient "good faith effort" on the part of the business?

How would the traffic fee be prorated if there was only partial compliance?

Would there be provisions for extending the time frame for creating the jobs or providing other public benefits?

The Board of Supervisors Planning Committee discussed these issues and, after considering that the fee waiver program was intended to be only temporary and since the recession and loss of jobs from such businesses as Blue Shield and Sonora Mining Corporation was significantly impacting the local economy, the Committee decided to not recommend a provision of bonds or other securities as a condition of granting a waiver of the traffic fees. The rationale was that posting a bond or other financial security would entail the expenditure or setting aside of funds to cover the cost of traffic fees and, therefore, defeat the purpose for the fee waiver which was to assist development projects, such as low income housing or the expansion of local businesses, to be able to afford to build during a recessionary time.

Recommendation

Future Grand Juries should review the waiver procedures to ensure compliance with the intent of existing policy.

Response

If the Board of Supervisors adopts the proposed new fee schedule, the traffic fee waiver program will no longer be warranted. The rescission of this program will, therefore, eliminate the need for future monitoring by the Grand Jury. Delay by the Board in adopting the new fee schedule will have a corresponding extension of the fee waiver program. An annual report of the activities associated with the collection, expenditure and waiver of traffic mitigation fees is presented to the Board of Supervisors and copies of the annual report will be sent to the Grand Jury to assist them in their monitoring of this program during its tenure.

Release Programs (Page 28)

Recommendations

This Grand Jury concurs with previous Grand Juries that a serious need continues to exist for a new detention facility/jail as addressed previously in this report. We recommend a detailed study be undertaken, with public involvement, concerning building/rebuilding in the present downtown location or other alternative sites.

Response

See Response to Tuolumne County Jail recommendations.

County Officials' Travel (Page 31)

Recommendations

Establish more formal procedures for out-of-county travel. There should be great accountability for improved control. Other local, state and federal travel managers have travel regulations and procedures already in place for travel anywhere in the world. We recommend county officials consider using one of these as their standard.

If unable to do so in advance, County Supervisors and officials should report travel at the next Board of Supervisor's meeting following the trip.

The procedures for the formation of a community facilities district must be revised and formalized to clarify and/or define the uses of a due diligence account. This policy should clearly articulate those authorized to expend due diligence funds, for what purposes, and to what exclusions. This will address the public's questions whether monies can be expended for travel by elected officials or by those committee members,

Any information, including official correspondence concerning County management activities that is subject to public scrutiny should be retained on file for an appropriate specified time period to allow citizen review of pertinent documents. This will not only help the media get the complete story but the public at large also.

Response

1. A County travel Policy is in final draft form and will be presented to the Board of Supervisors for approval by March 1, 1997.
2. Policies and Procedures are already in place for public financing proposals. In addition, all documents are already retained and provided to any member of the public or press that requests documents.
3. Information requested by Supervisor Rountree regarding different funds:

The funds used to fund the Supervisors' trips to Washington, D.C. were donations collected by private individuals which were then given to the EDC for delivery to the County. The County receives donations from many sources including but not limited to the Hospital Foundation, Friends of the Library and other private individuals. Donations are deposited into a fund and used for the purposes for which they were donated.

The funds put on deposit by the Beck's were to be used for investigation of the proposed South Shore Golf Project. These funds belonged to the Beck's and any funds not used for the investigation were returned to the Beck's.

Department for Social Services, Human Services Director (Page 35)

Recommendations

Employees should take advantage of other avenues of appeal available to themselves, for instance their unions.

During initial hiring procedures, Directors should insure all employees are presented with this Oath and explain the reasoning to them. This would eliminate problems later on in their employment.

Response

The Human Services Agency is developing a process in conjunction with the Elections Office to subscribe an Oath of Office to all employees within the first 30 days of their employment.

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We recommend building a new facility with at least 200 beds. This should alleviate the potential mandate and lawsuit problems and end overcrowding.

Response

The United States Supreme Court has recently issued an opinion that severely limits future inmate law suits against jails. The Jail is meeting the current mandates by limiting the inmate population, however, staffing is a critical issue. The jail is authorized 148 beds by the State Board of Corrections, but we do not have the staff to occupy these beds.

The County has established a Long Term Jail Needs Committee to study future jail needs. A report and recommendations are expected in late September. The Committee is projecting jail needs to the year 2030. The Committee's report will address several alternatives for meeting future needs. Construction of a complete new jail facility is one of the alternatives being considered.

Recommendation

The formation of a Jail Needs Committee and recent public meetings is a positive step that will place the County in a good position to receive funds, should an initiative or bond measure pass a public election.

Response

We concur with the Grand Jury's recommendation. A bond measure was placed on the November General Election by the California legislature. Unfortunately, this bond measure failed.

Recommendation

As mentioned in one other area of this report, if and when a new County Jail is approved, we recommend the public be allowed to voice their preference for location. Building another facility in the middle of a traffic jam may need further public review.

Response

Public hearings will be conducted on the recommendations of the Long Term Jail Needs Committee. Siting of a new facility is recognized as a sensitive issue. Public input will be solicited.

County Hospital-Safety and Security (Page 21)

Recommendations

During the course of this review the Grand Jury recommended that the security of Tuolumne County General Hospital be upgraded using cameras and monitors, improved outside lighting, and the hiring of an evening security guard. This Grand Jury recommends the 1996-97 Grand Jury follow-up on this report and specifically monitor the following:

- night-time security of the emergency room and access to emergency room
- security of drug cabinet
- installation and use of cameras and monitors for outside entries
- parking lot lighting
- safety/security planning/training for employees
- night-shift security guard for hospital

Response

The safety of patients, visitors and staff has always been a priority for Tuolumne General Hospital. With the increase in violence associated with hospitals in urban areas of California, legislation was passed requiring a security assessment and the development of a security plan. Tuolumne General Hospital utilized the services of a security consultant who provided a comprehensive security assessment of the hospital.

A subcommittee of the Safety Committee is responsible for following up on recommendations of the security consultant and has completed the following:

- Promoted security awareness in all areas
- Revised Security Plan
- Implemented new security policies and procedures
- Reviewed current policies and procedures with staff
- Improved all parking lot lighting
- Provided photo identification for all staff and volunteers
- Published educational articles in newsletters and posted tips for personal safety on bulletin boards
- Offered self defense classes
- Offered course for identifying and dealing with violent individuals
- Performed scheduled testing of "silent alarms" in sensitive areas
- New medication dispensing unit ordered to replace drug locker
- Rerouted internal traffic flow in sensitive departments to eliminate intruders
- Replaced door handles and rekeyed all locks in Health and Wellness Bldg.
- Replaced pharmacy window with high security window
- Installed new staff lockers in Long Term Care
- Installed security doors in the Emergency Department
- Initiated Security Log

Staff responsibility for security is discussed during initial hospital wide orientation, within the department orientation program and annually during reorientation. Security has been, and will continue to be, an ongoing focus for administration and staff at Tuolumne General Hospital.

911 Emergency Response System (Page 22)

Recommendation

An intensive effort should be undertaken using local media, school systems, public access TV, and other appropriate venues to educate the public concerning 911.

Response

The Sheriff's Department concurs with the Grand Jury's comments. The problem of improper use of the 911 system is a national problem as well as a local problem. The Department has used

several public awareness programs, including newspaper articles, service club presentations, and school class presentations. The limiting factor for the Department is the limited staffing to maintain day-to-day responsibilities. A concentrated media and public program requires staffing that is not available. Volunteers in the Department's Community Service Unit include proper use of 911 in many of the presentations they make. The long term improvements will occur when a national organization undertakes a national media campaign to which the Department can rally its efforts.

Monument Fees-Assessor/Surveyor Office Public Works Department (Page 24)

Recommendations

In the future, if revenues exceed the funding needs for establishing/re-establishing monuments and corners, it is our recommendation to reduce or eliminate the fee. Future Grand Juries should check if this fee is still needed.

Response

The program is monitored each year and this practice will continue in the future.

Traffic and Services Mitigation Fees (page 26)

Recommendations

The Board of Supervisors should request the Department of Public Works to insure the earliest possible completion of the County-Wide Traffic Circulation System Model, Transportation Improvement Program and Fund Strategy.

Response

The Countywide Traffic Circulation System Model, Transportation Improvement Program and Funding Strategy have been completed by TJKM, Transportation Consultants, Inc., and approved by the Local Transportation Commission (LTC). On June 26, 1996, the LTC recommended to the County of Tuolumne and the City of Sonora a new road improvement program and funding strategy for it. The funding program proposes a combination of traffic impact mitigation fees and a ½ cent sales tax increase over the next 20 years as well as continued partnerships with the State of California and Federal financing programs.

Recommendation

Review the policy that allows for a 100% waiver of fees. It would appear that every project has some traffic impact generating a fee requirement.

Response

In June 1993, the Board of Supervisors certified an Environmental Impact Report (EIR) in conjunction with establishing the waiver program for the County's Traffic Impact Mitigation Fees (TIMF) and the County Services Impact Mitigation Fees (CSIMF). As stated in the EIR, the objectives of the Board of Supervisors in establishing the fee waiver program were:

1. To eliminate an economic burden on land uses that provide benefits to the public or fill a need in the community, such as low-income housing.
2. To provide an incentive to entice certain land uses to locate in Tuolumne County, such as new industrial development, that will create new jobs for the County's residents.
3. To enable the County to meet its housing needs and goals by providing a mechanism to reduce or eliminate fees that might otherwise discourage the construction of such housing.
4. To enable the County to meet its societal obligations to provide adequate medical facilities, housing, jobs, schools, churches, residential care homes, day care centers and other community needs.

The EIR also identified that new development projects do indeed contribute to the cumulative impact on the County's transportation system and that impact cannot be mitigated when the traffic fees are waived. In instituting the fee waiver program, the Board of Supervisors recognized this impact, and the inability to mitigate it, through the adoption of a statement of overriding considerations that said that waiving the County's mitigation fees would provide benefits to the public which outweigh the unavoidable significant adverse environmental effects associated with such fee waivers. These benefits are articulated in the objectives listed above.

Recommendation

The planning staff should review the current fee schedule for inequities, pending completion of the study cited above.

Response

The Countywide transportation study was prepared by a qualified consulting firm and was based upon current data relative to traffic counts and engineering standards for trip generation for various land uses. As such, the study recommends an equitable mitigation fee schedule for the various land use categories relative to the traffic estimated to be generated by these respective land uses. Since the new fee schedule is recommended by the Local Transportation Commission to replace the existing one, review and changes of the fee schedule currently in effect would not be timely.

Recommendation

Consider the use of a Surety Bond to be posted by developers for traffic mitigation fees that were waived. This could be for a one-year time-frame after project completion. The Planning staff could provide follow-up and ascertain that the applicant did indeed meet the “need and public benefit” conditions that were the original basis for fee reductions or waivers.

Response

The Traffic Impact Mitigation Fee waiver program was instituted as an interim measure until the Countywide traffic model study was completed and a new fee schedule adopted. In establishing the fee waiver program, the issue of accountability was raised and discussed extensively by the Board of Supervisors Planning Committee. During those discussions, many issues were raised, such as:

What type of security should be posted to ensure that the public benefits of the project were being provided?

What type of documentation would have to be provided to demonstrate compliance with the fee waiver provisions?

Would the County provide for “good faith effort” towards compliance or require full compliance? For example, if a business proposed ten jobs but had only created eight or nine by the time frame specified, would that be sufficient “good faith effort” on the part of the business?

How would the traffic fee be prorated if there was only partial compliance?

Would there be provisions for extending the time frame for creating the jobs or providing other public benefits?

The Board of Supervisors Planning Committee discussed these issues and, after considering that the fee waiver program was intended to be only temporary and since the recession and loss of jobs from such businesses as Blue Shield and Sonora Mining Corporation was significantly impacting the local economy, the Committee decided to not recommend a provision of bonds or other securities as a condition of granting a waiver of the traffic fees. The rationale was that posting a bond or other financial security would entail the expenditure or setting aside of funds to cover the cost of traffic fees and, therefore, defeat the purpose for the fee waiver which was to assist development projects, such as low income housing or the expansion of local businesses, to be able to afford to build during a recessionary time.

Recommendation

Future Grand Juries should review the waiver procedures to ensure compliance with the intent of existing policy.

Response

If the Board of Supervisors adopts the proposed new fee schedule, the traffic fee waiver program will no longer be warranted. The rescission of this program will, therefore, eliminate the need for future monitoring by the Grand Jury. Delay by the Board in adopting the new fee schedule will have a corresponding extension of the fee waiver program. An annual report of the activities associated with the collection, expenditure and waiver of traffic mitigation fees is presented to the Board of Supervisors and copies of the annual report will be sent to the Grand Jury to assist them in their monitoring of this program during its tenure.

Release Programs (Page 28)

Recommendations

This Grand Jury concurs with previous Grand Juries that a serious need continues to exist for a new detention facility/jail as addressed previously in this report. We recommend a detailed study be undertaken, with public involvement, concerning building/rebuilding in the present downtown location or other alternative sites.

Response

See Response to Tuolumne County Jail recommendations.

County Officials' Travel (Page 31)

Recommendations

Establish more formal procedures for out-of-county travel. There should be great accountability for improved control. Other local, state and federal travel managers have travel regulations and procedures already in place for travel anywhere in the world. We recommend county officials consider using one of these as their standard.

If unable to do so in advance, County Supervisors and officials should report travel at the next Board of Supervisor's meeting following the trip.

The procedures for the formation of a community facilities district must be revised and formalized to clarify and/or define the uses of a due diligence account. This policy should clearly articulate those authorized to expend due diligence funds, for what purposes, and to what exclusions. This will address the public's questions whether monies can be expended for travel by elected officials or by those committee members,

Any information, including official correspondence concerning County management activities that is subject to public scrutiny should be retained on file for an appropriate specified time period to allow citizen review of pertinent documents. This will not only help the media get the complete story but the public at large also.

Response

1. A County travel Policy is in final draft form and will be presented to the Board of Supervisors for approval by March 1, 1997.
2. Policies and Procedures are already in place for public financing proposals. In addition, all documents are already retained and provided to any member of the public or press that requests documents.
3. Information requested by Supervisor Rountree regarding different funds:

The funds used to fund the Supervisors' trips to Washington, D.C. were donations collected by private individuals which were then given to the EDC for delivery to the County. The County receives donations from many sources including but not limited to the Hospital Foundation, Friends of the Library and other private individuals. Donations are deposited into a fund and used for the purposes for which they were donated.

The funds put on deposit by the Beck's were to be used for investigation of the proposed South Shore Golf Project. These funds belonged to the Beck's and any funds not used for the investigation were returned to the Beck's.

Department for Social Services, Human Services Director (Page 35)

Recommendations

Employees should take advantage of other avenues of appeal available to themselves, for instance their unions.

During initial hiring procedures, Directors should insure all employees are presented with this Oath and explain the reasoning to them. This would eliminate problems later on in their employment.

Response

The Human Services Agency is developing a process in conjunction with the Elections Office to subscribe an Oath of Office to all employees within the first 30 days of their employment.