

COUNTY OF TUOLUMNE



GRAND JURY FINAL REPORT

1996-1997

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

Dear Judge DuTemple,

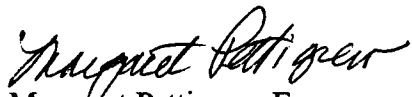
The 1996-97 Tuolumne County Grand Jury is pleased to submit its final report to the County Board of Supervisors and the citizens of Tuolumne County.

Our report reflects the dedication and work of 17-19 members of this Grand Jury and the many hours spent in regular meetings and out-of-meeting investigation time.

The Grand Jury wishes to express our sincere appreciation to you and District Attorney Nina Deane for the guidance and support during the year. We also wish to thank the County personnel for taking time from busy schedules to assist us in our research. Their cooperation and assistance was greatly appreciated. We are grateful to the secretary of the court for her assistance during our term.

As a Grand Jury, we have been honored to have the opportunity to serve our community for this year. It is our hope that the findings and recommendations presented in this report will be beneficial to our County Government in its efforts to maintain and improve the quality of living for the residents of Tuolumne County.

Sincerely,



Margaret Pettigrew, Foreperson
1996-97 Tuolumne County Grand Jury

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OATH OF GRAND JURORS

When the panel has been completed, the following oath, quoted from California Penal Code Section 911, is administered to each of the Grand Jury:

“I do solemnly swear (affirm) that I will support the Constitution of the United States and of the State of California, and all laws made pursuant to and in conformity therewith, will diligently inquire into, and a true presentment make, of all public offenses against the people of this state, committed or triable within this county, of which the Grand Jury shall have or can obtain legal evidence. Further, I will not disclose any evidence brought before the Grand Jury, nor anything which I or any other Grand Juror may say, nor the manner in which I or any other Grand Juror may have voted on any matter before the Grand Jury. I will keep the charge that will be given to me by the court.”

1996/1997 TUOLUMNE COUNTY GRAND JURY

ACTIVE MEMBERS

Margaret Pettigrew, Grand Jury Foreperson	Sonora
Jeff Hansten, Foreperson Pro-Tem	Sonora
Laurie Peakes, Secretary	Jamestown
Thelma Baca	Mi Wuk Village
Robert Boggess	Sonora
David Campbell	Sonora
Charles Collins	Twain Harte
Christine Connerley	Tuolumne
Gordon Ehmann	Groveland
Larry Jobe	Groveland
Britt Lamb	Sonora
Yvonne Morse	Sonora
Jean North-Arney	Soulsbyville
Mark Olson	Sonora
Sarah Rainey	Sonora
David Smith	Sonora
Dequita Stafford	Sonora

RESIGNED MEMBERS

Thomas Madruga	Twain Harte
Karen Morgan	Soulsbyville
Katherine Passmore	Sonora

GRAND JURY OVERVIEW

The Tuolumne County Grand Jury were sworn and impaneled in July of 1996 to serve the people of this county.

Three of the jurors took grand jury training in Yuma City in August which was helpful. We found that it was difficult to know just where to start our work but soon learned to work together through our committees. Letters of concern from the community led us to investigate the complaints that came to us through the mail and from citizens who asked to come before us by appointment.

Like other jury panels ours lost a few members through illness, personal hardships and one death. The alternates have been quick and willing learners.

In addition to the complaints that came to the jury from individuals we were able to visit several departments that were of interest to the panel.

While it sometimes seems to be a long journey through the months of service we all seemed surprised when it was time to "wrap up" our work. We leave with the knowledge that being a Grand Juror is a worthwhile contribution to our judicial system and our community.

HISTORY OF GRAND JURY SYSTEM

One of the earliest concepts of the Grand Jury dates back to ancient Greece where the Athenians used an accusatory body. Others claim the Saxons initiated the Grand Jury system. For example, in the years 978 to 1016, one of the Dooms (laws) stated that each 100 men, 12 shall be named to act as an accusing body. "They shall not accuse an innocent man nor spare a guilty one."

The original of the Grand Jury can also be traced back to the time of the Norman conquest of England in 1066. There is evidence that the courts of that time summoned a body of sworn neighbors to present crimes which had come to their knowledge. The members of that accusing jury were selected from small jurisdictions; thus it was natural and indeed expected that the members would present accusations based on their personal knowledge.

Generally, historians agree that the **Assize of Clarendon** in 1166 was the genesis of our present Grand Jury system. During the reign of Henry II (1154-1189), in an effort to regain for the crown powers usurped by Thomas Becket, Chancellor of England, twelve "good and lawful" men in each village were assembled to reveal the names of those suspected of crimes. It was during this same period that juries were divided into two types: civil and criminal, with the development of each influencing the other.

Originally, an "assize" meant a court session or assembly. As used today, it refers to accomplishments or enactments of such groups, thus, the **Assize of Clarendon**, in which the jury was used for the purpose of discovering and presenting to the royal officials persons suspected of crimes, and to report on other matters relating to the maintenance of order and good government in their district. The oath taken by these jurors was that they shall "do this faithfully that they will aggrieve no one through enmity nor deference to anyone through love, and that they will conceal those things by which they have heard."

By the year 1290, we find that the accusing jury was given the authority to inquire into the maintenance of bridges and highways, the defects of jails, and whether the sheriff had kept in jail anyone who should have been brought before justices.

A le grand inquest evolved during the reign of Edward II (1368) when the accusatory jury was increased in number from 12 to 23, with the majority vote necessary to indict one accused of crime.

The Massachusetts Bay Colony empaneled its first Grand Jury in 1635 to consider cases of murder, robbery, and wife beating. As early as 1700, the value of the Grand Jury was recognized in opposing the Royalists. These colonial grand juries expressed their independence by refusing to indict leaders of the Stamp Act (1765), and a Boston Grand Jury refused to bring libel charges against the editors

of the *Boston Gazette* (1765). A union with other colonies to oppose British taxes was supported by the Philadelphia Grand Jury in 1770.

By the end of the colonial period, the Grand Jury had become an indispensable adjunct of government: “they proposed new laws, protested against abuses in government, and wielded tremendous authority in their power to determine who should and who should not face trial.”

Although originally the Constitution of the United States made no provision for a Grand Jury, the Fifth Amendment, ratified in 1791, guaranteed that:

“... no person shall be held to answer to a capital, or otherwise infamous crime, unless on a presentment or indictment of a grand jury, except in cases arising in the land or naval forces, or in the militia when in actual service in time of war or public danger...”

Public support, sustained through the Revolutionary period, began to wane in the early 1800s. Adoption of the Fourteenth Amendment in 1868, made it illegal to “deprive any person of life, liberty or property without due process of law.” As interpreted by some states, this amendment no longer required prosecution of crimes by Grand Jury indictment or prohibited direct accusation by the prosecutor (information). California was one of the states to initiate prosecution by either indictment or preliminary hearing.

The first California Penal Codes contained statutes providing for a Grand Jury, to be empaneled quarterly, at the same time as the trial jurors were drawn. Early grand juries investigated local prisons, conducted audits of county books and pursued matters of community interest.

As cited, the role of the Grand Jury in California is unique in that by statutes passed in 1880, the duties included investigation of county government by a Grand Jury beyond alleged misconduct of public officials. Only California and Nevada mandate that grand juries be empaneled annually to function specifically as a “watchdog” over county government. It is interesting to note that while the Grand Jury was abolished in England in 1933, it has established itself as a component part of our judicial system.

As constituted today, the Grand Jury is a part of the judicial branch of government — an “arm of the court.” It does not have the functions of either the legislative or administrative branches and is not a police agency. It is an inquisitorial and investigative body and is part of the machinery of government having for its object the detection and correction of flaws in government and the detection of crime among its citizens.

AGRICULTURAL COMMISSION

REASON FOR INVESTIGATION

The Grand Jury is charged to review various County Departments periodically.

METHODOLOGY

The Grand Jury interviewed the Commissioner of Agriculture, Gerald Benincasa.

FINDINGS

The Agricultural Commissioners office, which included Weights and Measures, Pest Detection, Pesticide Use Enforcement, and Air Quality Control Areas appears to be operated in a professional manner.

CONCLUSIONS

Although the Department seems comfortable working within its existing budget, as air quality requirements increase there may be required increase in the budget.

BUILDING DEPARTMENT

REASON FOR INVESTIGATION

The Grand Jury Received complaints alleging the Building Department may have signed off some projects without using proper inspection procedures. As a high profile, public contact agency, the Grand Jury felt an overview of the Building Department was warranted.

METHODOLOGY

The head of the Building Department, Greg Lamb, was interviewed at length. Employees were interviewed. Building Department procedures, requirements and records were checked. Tuolumne County's policies regarding heads and employees were reviewed with Mark Mitton, County Administrator. A copy of "Personnel Rules and Regulations of the County of Tuolumne" was reviewed.

FINDINGS

The Building Department is generally very efficient and well run. Inspections are usually accomplished the day following their request. The county encourages their employees to take part in professional groups and organizations, which relate to their field of expertise. Greg Lamb, with county support, is very active in several professional organizations. Building Inspectors are encouraged and aided in obtaining higher qualifications and certification. Most of the problems evidenced within the Building Department seem to stem from the rapid growth of Tuolumne County. The Building Department has done a good job of modernizing to keep pace with this growth, and in the process has changed from a "good ole boy" department to a more impersonal and impartial department — which is how it should be where inspections are concerned. The Building Department is doing a reasonable job of holding everyone to the same standard. This transition from "good ole boy" to modern Building Department may account for some of the Building Department's users' and employees' angst. There is in place a method by which a Building Department customer may appeal any decision which he or she feels is unfair. Though rarely used, it is encouraging to note that this "Board of Appeals" is available to settle disputes.

CONCLUSIONS

While the Building Department's overall health is good, the Grand Jury does feel that employee morale could be higher. In a department which deals actively with the public over sensitive issues, it is understandable that the employee needs to feel supported in his or her job. Every effort must be made by management to recognize employee initiative and performance. Employees need to feel that they are given credit when credit is due. Employees need to be knowledgeable enough to make the right decisions and management needs to support them in their decisions.

RECOMMENDATION

The head of the Building Department should actively seek ways to improve employee recognition and morale.

Future Grand Juries should continue to monitor the Building Department practices and employee morale.

COUNTY EMERGENCY PREPAREDNESS

REASON FOR INVESTIGATION

For Tuolumne County to be eligible for funding for response costs from the State of California the county needed to be in compliance with State Bill 1841, Petris, Emergency Management Systems by December 31, 1996. Standardized Emergency Management Systems is a government statewide county program to educate and coordinate political subdivisions for emergency preparedness throughout the state.

METHODOLOGY

Interviews were conducted with the Office of Emergency Services Director Maureen Frank, the County Schools Superintendent Orville Millhollin, Walter Kruse and Dan Kermoyan at the Office of Environmental Health, Dick Nutting at the Sheriff Department, Mike Efford at Sonora Police Department and Art Long at the California Highway Patrol.

FINDINGS

The County Office of Emergency Services with the use of an Emergency Assistance Program Grant hosted the Standardized Emergency Management Systems training. It coordinated the creation of the Tuolumne County Operation Area Plan between all political subdivisions within the county. The result of the Tuolumne County Operational Area Plan has brought forth various agencies into organized committees which meet every four to six weeks to work to maintain good cooperations and communications under emergency status. A clear understanding has been created as to who is the Incident Commander. The role of other supporting agencies and their effort to coordinate under the Incident Commander and staff. The result of the Operational Area Plan is an effective use of personnel, materials and a coordinated effort.

The Tuolumne County Area Response Plan for Hazardous Materials Incidents was reviewed this last year. The Hazmat Committee was created under the Standardized Emergency Management Systems. This committee includes all agencies in the county that participate in potentially dangerous hazard materials incidents.

The Environmental Health Department requires business in the county storing hazardous materials to keep them alert on site locations of the materials. The information is mapped and supplied to the thirteen county fire districts for emergency response. Tuolumne County has a contract with Calaveras Hazardous Materials Team. This specialized team has four highly trained members supported by grants covering the tri-county area. It has participated three times in the last five years with incidents in this county. When there is a drug lab bust Environmental Health's hazardous material staff participates and advises about the toxicity and health hazards to the public.

The Tuolumne County Schools Superintendent Orville Millhollin contracted to have a School Emergency Plan created that gives clear instructions who to contact and how to handle school related emergencies. There is a well established communication chain, including law enforcement, available through his office for inter-district ALERTS, also information to and from surrounding counties when appropriate.

The school districts has not participated in the Standardized Emergency Management System Training since the State Board of Education has been negligent in their communications to the local districts. This situation will undoubtedly be resolved due to the state disaster funding to school districts affected by the January 1996 flooding in the central valley.

RECOMMENDATIONS

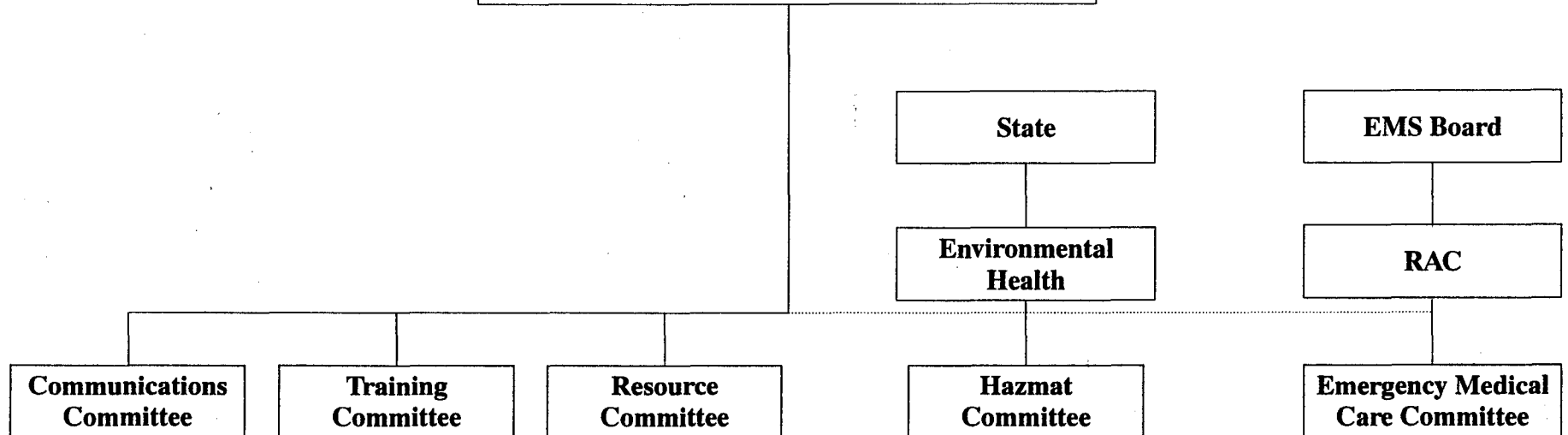
The county needs a large mobile generator to maintain an Office of Emergency Service sight in case of disaster or power outage.

To maintain an update current list of names and phone numbers of personnel takes consistent effort of all participants in the aforementioned area plans.

ACKNOWLEDGMENTS

The Tuolumne Operational Area personal successes during the Fire Storms '96 proved the value of their coordinated efforts and communications. Congratulations to all agencies involved! Much appreciation to the local newspaper and radio stations for their efforts to keep the public current and informed under this and every emergency situation.

POLICE COMMITTEE



Policy Committee

Maureen Frank, County OES Coord.
Mike Schnarr, Deputy County Fire Warden
Nick Nutting, Sheriff
Bob Townsend, Public Works Director
Kent Skellenger, Human Services Agency
Mike Efford, Chief of Police
Mike Barrows, Fire Chief
Art Long, California Highway Patrol
Larry Caplinger, U.S. Forest Service

Resource Committee

Frank Wentworth, American Red Cross
John Stearman, California Highway Patrol
Pat Tonegato, Sonora Police Department
Steve Beightler, California Forestry Dept.
Gary Egger, Tuolumne Utilities District
Newel Egger, Public Works Dept.
Keith Oeverndiek, Public Works Dept.
Maureen Frank, County OES Coord.

Training Committee

Preston Birdwell, Columbia F.P.D.
Bill Sponsellor, Sheriff's Office
Mitch Mueller, California Highway Patrol
Dan Ward, California Forestry Dept.
Pat Perry, City of Sonora
Leonard Mauro, Tuolumne Utilities District.
Maureen Frank, County OES Coord.

Communications Committee

Sue West, Sheriff's Office
Steve Beightler, California Forestry Dept.
Jerry McDonald, U.S. Forest Service
Katherine Van Ness, Sonora Police Dept.
Telema Jennings, California Highway Patrol
Phil Fish, RACES
Maureen Frank, County OES Coord.

Hazmat Committee

Dan Kermoyan, Environmental Health
Mike Barrows, City Fire
Marion Chambers, Deputy Ag. Comm.
Mike Schnarr, Deputy County Fire Warden
Art Long, California Highway Patrol
Leonard Mauro, Tuolumne Utilities District
Dick Nutting, Sheriff
Steve Williamson, Groveland Fire Chief
Lisa Woodward, American Red Cross
Maureen Frank, County OES Coord.

Emergency Medical Care Committee

Ken Marks, Board of Supervisors
Make Schnarr, Deputy County Fire Warden
Mike Costa, Sheriff's Office
Bill Caldera, Tuolumne County Ambulance
Kent Skellenger, Human Services Agency
Darlene Heib, Tuolumne General Hospital
Lary Davis, Sonora Community Hospital
Craig Peterson, City of Sonora
Doug Buchanan, Local EMS Agency
Art Long, California Highway Patrol
Maureen Frank, County OES Coord.

DISTRICT ATTORNEY

REASON FOR INVESTIGATION

The Grand Jury did an overview of the county justice system.

METHODOLOGY

The Grand Jury met with District Attorney, Nina Deane.

FINDINGS

The majority of criminal cases handled by the Tuolumne County District Attorney's office are drug and alcohol related. Because of the effective work done by the DA's office, there is a 90-95% conviction rate, with plea bargaining used about 75% of the time. The District Attorney believes more attorneys in the office would cut down the plea bargaining rate. Repeat offenders make up 67% of the crime taking place in Tuolumne County. Ninety percent of the crime is committed by about 10% of the offenders.

The District Attorney office child support division rate is high in the state social services administration. There is a significant alcohol/drug problem in the county. There is great concern over pregnant women addicts and lack of prenatal care and the effect on the development of the children. The outcome being a fetal alcohol syndrome baby or drug addicted baby which affects their ability to function throughout life.

RECOMMENDATION

The Grand Jury recognizes that the District Attorney's office contributes towards setting the right tone in its vigilant prosecution rates and effective child support revenue recovery. Recommend that the office replace staff as needed to continue their successful work.

The Grand Jury would like to have a follow-up study of the scope of the Victim Witness program.

TUOLUMNE COUNTY FINANCIAL SERVICES— OFFICE OF TREASURER/TAX COLLECTOR OFFICE OF CLERK & AUDITOR/CONTROLLER OFFICE OF ASSESSOR/RECORDER

OVERVIEW

The Finance/Audit committee is responsible for investigating and reporting on financial and budget related matters of the County, including any fiscal related matters pertaining to special legislative districts, joint powers agencies, and the City of Sonora. The Finance/Audit Committee, when requested, also assists other Grand Jury committees in interpreting fiscal records during their investigations. If necessary, when expertise beyond that of the members of the Grand Jury is required, the Finance/Audit Committee can also recommend the use of the specific selection of private contractors to conduct budget or management audits of the general County budget or of specific County departments.

The County financial services division is made up of three departments: The OFFICE OF TREASURER/TAX COLLECTOR, the OFFICE OF CLERK & AUDITOR/CONTROLLER and the OFFICE OF ASSESSOR/RECORDER. The head of each of these departments are elected officials.

REASONS FOR INVESTIGATION

The Grand Jury received no complaints directly related to county financial matters, but did receive complaints about County and Joint Powers management practices that incidentally involved some financial questions. As needed, the reporting of the investigations of those complaints has been handled by other Grand Jury committees that were in charge of those investigations.

The Finance/Audit committee had been informed of the newly enacted Senate Bills 564 and 866 that pertained to investment obligations of the County as mandated by State law. An investigation was conducted into how the County was progressing with implementation of the new requirements.

METHODOLOGY

The Finance/Audit committee visited the office of Frank D. "Del" Hodges, the County Treasurer/Tax Collector. An overview of the department's activities for this year was given by Mr. Hodges, who also provided information on how the County is handling their available investments funds. The Grand Jury was provided a copy of the 1996-97 final budget as a reference for all Grand Jury fiscal-related investigations.

FINDINGS

After receiving applications from the general public, the County has established an investment oversight committee in compliance with the newly enacted state law. Offers for participation were small and Mr. Hodges hopes that more people will apply for the committee in the future. The committee's job will be to review investment policy, set rules for investments, make sure the rules are followed, and assure that investments stay within the prescribed limits.

The County currently has about thirty-three million dollars invested. Twenty million dollars of that is locked up in three to five year investments and ten million dollars is in savings-like funds that can be readily accessed as needed. The County has not experienced any investment problems and the establishment of an investment oversight committee is not expected to significantly change the way the County currently invests its funds.

The County's finance services computers have software that was developed particularly for Tuolumne County tax records. There is no standardized tax record/tax collection software that is universally utilized by counties in California. The County would be interested in purchasing such a program if it became available and met the county's needs.

Most of the funds provided by the State are received electronically. Mr. Hodges feels that his job would be easier if more of the funds that the County receives could also be transferred electronically.

CONCLUSIONS

Taxes, fees, grant monies, and other collections are efficiently collected and recorded. Funding allocations to County departments are made in a timely manner. Available funds are invested wisely and in compliance with State Law. The final budget for fiscal 1996-97 is well documented and explained in a 600 page report compiled by County Auditor/Controller, Tim R. Johnson.

The Grand Jury identified no needs to hire private contractors to assist with a general budget review or with any specific management or fiscal audits.

RECOMMENDATIONS

While revenues coming into the County are generally decreasing, due in part to lessened support from Federal and State grant funds, the demands for services for County residents are increasing county "belt-tightening" measures have been effective, but the public's demand for increased support from the County is fast approaching a point where new revenues must be found or some services must be curtailed. Future Grand Juries should closely monitor any increases in revenues that have occurred due to tax or fee increases to assure that the increased financial burden is being fairly distributed. Equally, they should monitor any County services or programs that have had to be cut back due to falling revenues or demands for increased services in order to determine the basic needs of County residents are being provided in an adequate manner.

HUMAN SERVICES— ADULT WELFARE

REASON FOR INVESTIGATION

The Grand Jury was interested in how our county was/would fare with the recent federal and state restrictions on welfare applicants.

METHODOLOGY

The Director of Human Services, Ken Skellenger made a presentation to the Grand Jury and supplied us with organizational charts and budgets. He also discussed the department's responsibilities and their goals.

The Jurors visited the department, met with the supervisors and toured the facilities.

In April the Grand Jury made a return visit as a follow-up on the 1997 welfare changes.

FINDINGS

We were advised by the Director that the State Legislature has not yet agreed on how the new Federal Laws will be implemented in California. Most changes are awaiting legislative decisions that are not expected until 1998. The restrictions on the benefits for the illegal aliens are in effect.

The recent computer connection to the Statewide Automated Welfare System will give the department access to welfare records statewide. This service will save time and minimize fraud.

CONCLUSIONS

The Jurors feel that our county has a talented and dedicated professional staff that will continue to assist those eligible clients under the present and changing regulations.

In-Home Supportive Services (HSS) has published a handbook detailing eligibility, authorized services and responsibility of both the clients and the service providers. These services are for the aged, blind and disabled, who prefer to remain in their own homes. We would like to give recognition to those who contributed to this informative handbook.

CONCERNS

The Grand Jury is concerned that some eligible citizens are not aware of or may be reluctant to apply for assistance when needed.

RECOMMENDATIONS

The Grand Jury recommends a sample distribution of In-Home Supportive Services handbook, perhaps through the Senior Citizens Center, local churches and hospitals/social services.

HUMAN SERVICES— ANIMAL CONTROL

REASON FOR INVESTIGATIONS

The Grand Jury was interested in the new facilities under construction and also had received a letter of complaint that two dogs were destroyed after arrangements had been made to pick them up.

METHODOLOGY

Jurors obtained copies of the original complaint report of the incident from the Animal Control Office. Copies of the ordinance 6.04 through 6.12 governing Animal Control were reviewed.

The Grand Jury toured the existing shelter. We were able to look at the plans for the new facility. We visited the site for the new animal shelter, which should be in use this summer.

FINDINGS

The Jurors found the Animal Control Officers had acted appropriately on the complaint. The dogs were held at the shelter for seven days. This is three days beyond the required four. The complainant was contacted and did not respond in a timely manner. The limited capacity of the present facility does determine the days animals can be kept at the shelter.

Jurors found the complainant in violation of (1) dogs at large, (2) dogs not licensed, (3) failure to pick up dogs and pay impoundment fees for the animals.

The Animal Control Shelter and the Humane Society will share the new facility in Jamestown. The Humane Society will handle the adoptions of the animals. Both organizations have many common goals, and both should benefit greatly by sharing the site.

CONCLUSIONS

The Grand Jurors conclude that there were no grounds to the complaint and that the Animal Control Officers acted in an appropriate manners. All incidents were properly recorded. The responsibility for animals belongs with the owner and includes consideration and protection of the county residents.

License information is used to notify an impounded animal owner and insure the public that the animal's rabies shot is current.

The Grand Jurors felt that the Animal Control Officers were genuinely concerned and caring about the animals and only reluctantly destroyed animals when necessary.

CONCERNS

It is estimated that only one quarter of the dogs in the county are licensed and have rabies shots. Fees

are not unreasonable.

Of the 1,800-2,000 dogs handled each year two thirds must be destroyed. Only 1% of the 2,500 cats the shelter handles are reclaimed and the rest destroyed.

RECOMMENDATIONS

Due to the sensitivity and emotional nature of dealing with the animal owners, the Animal Control Department may wish to consider taping all phone conversations to the department.

This Grand Jury recommends that the next Grand Jury follow-up on the much delayed completion of the new animal shelter.

HUMAN SERVICES—CHILD WELFARE

REASON FOR INVESTIGATION

The Grand Jury received correspondence questioning the number of the Child Protective Service social workers with a master's degree. Access to and availability of Child Protective Service for case referrals, and the percentage of follow-ups in referred cases were also questioned.

METHODOLOGY

The Grand Jury reviewed the organizational charts, state job descriptions and federal, state and local requirements of Child Protective Service and social workers.

The Jurors visited Child Welfare facility to become familiar with the department, and sat in on a Child Protective Service staff discussion of pending cases. We also interviewed the child welfare supervisor, and several of the staff members.

The Grand Jury contacted the correspondents and other child welfare professionals for their perspective of the complaints. We checked the access to the listed Child Protective Service telephone number.

FINDINGS

The State Department of Social Services requires that at least 50 percent of the professional staff providing emergency response services possess a master's degree. The department is working to fulfill this requirement, and have received a deferment from the state until 1999. A social worker with a master's degree has recently been hired, and another is currently working toward this degree. Child Protective Service client volume qualifies the department for eight social workers and the department is now at full staff.

The director acknowledges a less than desirable percentage of follow-up on referrals. The department is working to improve this.

The telephone system consists of one answering line. Calls are transferred by the receptionist to the appropriate area. Access calls were made in answer to the complaint and only one busy signal was received. The new Child Welfare Service/Case Management System (CWS/CMS computer system) was activated April 14, 1997. During the installation and training period there was an overload on the telephone system.

The Jurors found that Child Protective Service cases are well organized, documented and tracked. The department has a good record of security in protecting the privacy of their clients.

CONCLUSIONS

The department has had difficulty in attracting social workers with a master's degree. Wages also appear to be a consideration in retaining these professionals with the Child Protective Service.

The new computer system will connect the department with other counties statewide. It will keep track of cases and their histories.

RECOMMENDATIONS

We request a wage survey to compare Child Protective Service workers with other departments with the same or similar educational and experience requirements. Objective being a wage to attract social workers who hold a master's degree.

The Grand Jury request the 1997-98 Grand Jury follow-up on the wage survey, and the Child Protective Service goal to improve their follow-up on the referrals.

MENTAL HEALTH—HOSPITAL ADMINISTRATION

REASONS FOR INVESTIGATIONS

The 1995/96 Grand Jury requested a follow up on security recommendations at the Tuolumne General Hospital. State Juries includes reviewing Mental Health.

METHODOLOGY

The Grand Jury visited the Tuolumne General Hospital and interviewed the director Joseph Mitchell. We also visited the Mental Health outpatient facilities at 12801 Cabezut Road.

FINDINGS

Night security and access to the emergency room has been improved. The doors between the waiting room and emergency area close and lock automatically. Patients entry is controlled at the desk. A microphone beside the door to the emergency room allows the patient contact with personnel.

The drug cabinet is behind the desk in the emergency room, with double doors and with locks requiring different keys. The restricted access to that area should add to drug security.

The Hospital Administrator has found installation of cameras and monitors with required observers too costly. The doors for the basement, third floor and Health and Wellness building are now locked. Traffic through the hospital has been rerouted to limit unauthorized access. Personnel now wear photo identification badges.

Parking lot lighting has been improved.

A security consultant has provided the hospital with a security assessment. A Security Sub Committee has been acting on those recommendations. Safety, new security policies, planning and employee training are included in the changes. (See attached report)

Adding a night shift security guard is not possible at this time. The director has had good response from the Police Department.

The Mental Health Director, Tuolumne Hospital Administrator and Veterans Service Officer are no longer part of Human Services but a separate department.

Mental Health outpatient services, day treatment, and drug and alcohol services are handled by a contractor, Kings View, under a three year contract. The contractor is audited by the State and Federal Government.

CONCLUSIONS

The recommendations concerning security at the hospital from the 1995-96 Grand Jury have been acted upon. Recommendations that were not followed completely, were addressed with alternate solutions that were within their budget.

PLANNING DEPARTMENT

REASON FOR INVESTIGATION

Public interest in the proposed (now passed) General Plan along with several complaints from builders and developers of long delays in receiving approval of plans and necessary permits, prompted the Grand Jury to do an overview of the department.

METHODOLOGY

The Grand Jury interviewed the head of the Planning Department—Bev Shane. Other employees were also interviewed. Several builders and developers in Tuolumne County were interviewed at length.

FINDINGS

The Planning department attempts to handle all plans and permits in a prompt and expeditious manner. However, the Grand Jury finds that this does not always occur. The reasons for plans and permit delays are varied and do not easily lend themselves to any one solution. While some delays could be considered beyond the control of the Planning Department, it is clear that every effort must be made by the Planning Department to handle plans and permits in a timely fashion. Builders and developers within Tuolumne County should expect that every effort will be made by the Planning Department to move the planning and permitting process along in a “customer friendly” manner with a “can do” attitude. This will allow builders and developers to plan and schedule their projects and workforce with a minimum of county caused delay. Indeed, several of the builders and developers the Grand Jury interviewed evidenced a lack of confidence in various heads of county departments that oversee development and building activities. (For more on this, see the report on Public Works.)

The builders and developers felt that on the whole the Planning Department had a non cooperative and negative attitude. Builders and developers also felt that when key people (department heads) are gone or absent the planning/permitting process comes to a halt. Builders and developers felt that the Planning Department staff was unable or unwilling to act in their department heads’ absence.

RECOMMENDATION

The Planning Department heads should actively seek suggestions from the building and development community on ways the county might become more “user friendly”. Methods should be developed to streamline the process burden and make it less cumbersome. This is something that both the Planning Department head and building/development community should work on together. The “noncooperative” attitude perception could be overcome if the Planning Department strove to develop/maintain a “let’s see how this can be done” attitude as opposed to the perceived “this can’t be done” attitude. Department heads need to insure, that in their absence, work will continue in an uninterrupted manner. Responsibility should be delegated to qualified staff, and they should have the

authority to act. Recognizing that, at times, the Planning Department may find itself short staffed or under a cascade of work, which may slow the process down, it is recommended that the Planning Department establish additional fees, which will be earmarked for the express purpose of hiring additional qualified temporary personnel or paying overtime to present personnel during times of staff shortages or work overload.

PROBATION OFFICE

METHODOLOGY

The Grand Jury met with personnel from the adult and juvenile divisions of the Probation Office as part of an overview of the county legal system.

FINDINGS

The areas of responsibility of the Probation Office are victim witness, collections, degree of violence assessment, restitution, consideration of rules of the court, counseling for violent offenders, batterers and sex offender, drug testing and monitoring, prearranged and surprise visits with offenders, and networking people into services. The department utilizes a number of resources for networking, including Kings View.

RECOMMENDATIONS

We found both departments staffed by informed, effective, concerned personnel very forthright in detailing the operations of the Probation Office.

Although mandated by the State of California, sex offenders are currently not receiving counseling in Tuolumne County, and have no opportunity to do so. Any counseling for sex offenders is done out of the county. We recommend that the Probation Department make every effort to comply with the State mandate to provide counseling for convicted sex offenders.

We feel that there is likely enough need within the Department to have the support of a qualified professional therapist. The person in the therapist's position can well facilitate situations and conditions that arise in the course of decisions made on a daily basis by the probation officers. There are continuing problems reported in last year's Grand Jury report that are still apparent which relate to the services provided for juvenile offenders: 1) at the present time, caseload has increased from 50 to 60; 2) the foster homes available have decreased sharply; 3) repeat juvenile offenders are placed in juvenile facilities out of county anywhere from Fresno to Lassen County; 4) staff from probation and public defender's offices have less of a chance at face-to-face interaction with juvenile offenders.

The juvenile section of the Probation office does have an officer whose main function is to direct work release programs and coordinate with school staff and offender's family members. The staffing for juveniles appears to be adequate for present caseload, and officers enthusiastic in their approach to monitoring the youthful offenders. The department feels this program has been very successful in reaching its goals towards a positive future for their clientele.

We share a serious problem in common with other foothill communities in our inability and unwillingness to retain existing juvenile programs in county. Grants have been approved by the State

Board of Corrections for alternatives to incarceration, although voters have turned down funds for new jail facilities. We need to take advantage of what is available by hiring a grant administrator for this purpose, and put them to the best use.

OFFICE OF THE PUBLIC DEFENDER

METHODOLOGY

The Grand Jury interviewed Mr. Jerry Kahl, Public Defender, as part of an overview of the County legal system.

FINDINGS

Mr. Kahl has three full-time attorneys as well as four attorneys on an as-needed basis. The Public Defender's office processes 1,400 cases per year, 163 of which are juveniles, mostly misdemeanors and violation of probation, etc. Approximately 150 cases each year go on trial. The majority of cases are directly or indirectly related to the abuse of alcohol and drugs, mostly methamphetamine.

CONCLUSIONS

The Public Defender's office appears to work effectively with other related departments.

RECOMMENDATIONS

To better serve the public utilizing their services, additional funding is needed for computer software and related items to enable the office to make more efficient use of research time.

PUBLIC WORKS

REASON FOR INVESTIGATION

The Grand Jury received complaints alleging that the Public Works Department was discriminatory in their leveling of requirements on developers for various projects in Tuolumne County. It was also alleged that the Public Works Department, and in particular the head of the department, Robert Townsend, was nonresponsive, hostile, uncooperative, and, in general, autocratic in dealing with the builder/developer community in Tuolumne County.

METHODOLOGY

The Grand Jury interviewed the head of Public Works, Robert Townsend. Many Public Works files on various projects throughout Tuolumne County were examined and compared for equable treatment. Several Public Works departments of other California counties were contacted and questioned as to their methods and procedures. Public Works Department employees were also interviewed. Several builders and developers, as well as individuals within Tuolumne County, were interviewed at length. The "Personnel Rules and Regulations of the County of Tuolumne" were read, and Mark Mitton, County Administrator, was interviewed.

FINDINGS

County employees cannot be arbitrarily selective in their treatment of builders or developers, dispensing equity to those who please them and withholding it from those who do not. Under Tuolumne County's present system, the opportunity for preferential treatment or retaliatory treatment exists. It cannot be ascertained with certainty that such abuses have occurred. However, the Grand Jury finds that some builders and developers within Tuolumne County feel that such abuse has occurred. The present system does not afford the builders or developers an avenue by which they may address their concerns or complaints without running the risk that they might anger someone. Thus, the risk being "held to a higher standard" on their projects and could be subjected to unnecessary delay in the completion of regulatory requirements. At present, their only recourse is through the political process with its attendant delays and uncertainty. As Public Works is presently structured, anyone who has a complaint or wishes to take issue with the requirements put on them for their projects must first appeal that complaint or issue to the head of Public works. This is the same department or individual who, hopefully, determined that those requirements were fair, equitable, and necessary in the first place. If the problem is not resolved at this level, it moves to the Planning Commission (the Commission is comprised of members appointed by the Board of Supervisors). Failing resolution there, the next appeal is to the Board of Supervisors — a time-consuming process where personalities and politics can have a strong influence. The Grand Jury of 1995-96 issued reports that touched on some of the foregoing subject matter. From the 1995-96 Grand Jury report "REVIEW OF THE COUNTY-WIDE TRAFFIC CIRCULATION SYSTEM MODEL TRANSPORTATION IMPROVEMENT PROGRAM AND FUNDING STRATEGY FOR TUOLUMNE

COUNTY AND CITIES AREA PLANNING COUNCIL, "page 10, last paragraph: "In as much as Traffic Mitigation Fees generate the preponderance of income for now roads and highways and their maintenance, County officials should insure fees are equitable. Fees should be structured to preclude the never-ending "waiver" routine that raises public questions concerning fairness and equability" (emphasis added). From "TRAFFIC AND SERVICE MITIGATION FEES", page 26, in their conclusions, the 1995-96 Grand Jury stated: "The Grand Jury could not ascertain if the Traffic Mitigation Fee Schedule is realistic or fair"... "Even if there is no political intervention, the appearance of such must be eliminated" (emphasis added). As to the charge that the head of Public Works is uncooperative and autocratic in dealing with some members of the builder/developer community of Tuolumne County, the Grand Jury makes note of the fact that the nature of the job that the Public Works Department and its head must do is not likely to endear them to the builders and developers of Tuolumne County. The Public Works Department and its director must insure that the citizens of Tuolumne County are served without regard to the profitability of the builders or developers. However, the builders and developers must be afforded a reasonable avenue of appeal which does not exist at the present time. The Grand Jury makes note of Tuolumne County's policies regarding the treatment of the public and of fellow employees as stated in the county's "Personnel Rules and Regulations of the County of Tuolumne," page 29, under Rule 9, Disciplinary Action, section B, cause(s) of action, line 13 — "Discourteous treatment of the public or other employees" is cause for disciplinary action.

CONCLUSION

The Grand Jury concludes that the regulatory process as it currently exists is certainly open to both personality conflict and political process. The builders/developers of Tuolumne County have every right to expect to be treated in a courteous, civil, and professional manner when dealing with county departments and department heads. The atmosphere created by the regulatory process should be supportive and non-oppressive. At no time should any builder/developer feel that evidencing a complaint or concern with Tuolumne County departments could result in their being put in an untenable position and subject to possible extended delays and unreasonable demands in the form of discretionary mitigation measures or regulatory requirements. Recognizing that Public Works' responsibilities are often counter to the aims and desires of the builders and developers, it is suggested that Public Works is fertile ground for a public relations effort on the part of Tuolumne County. Builders and developers need a system or mechanism in place which affords them the ability to ensure that mitigation requirements are fair, equitable and required. The county at the same time must insure that each builder/developer contributes his or her fair share. No builder/developer in Tuolumne County should be given "special treatment" either good, or bad, but all should be held to the same standard.

RECOMMENDATIONS

The Grand Jury recommends that the Public Works Department put into place a method or procedure that the builder/developer community may avail themselves of to resolve regulatory or mitigation

conflicts or disputes with that department. One method available is a state-appointed arbitrator or mediator. He or she could be requested by the Public Works Department or builder/developer to arbitrate/mediate regulatory/mitigation conflicts or disputes. Another option would be a “Board of Appeals” made up of Tuolumne County representatives and builder/developer representatives. This “Board of Appeals” would necessarily need to have power to act in a binding manner. (A “Board of Appeals” already exists in the Building Department — however, structures for Public Works Department would necessarily be different.) No matter what procedures or methods are put into place by the Public Works Department, it is imperative that the potential for personality conflict and/or political influence be minimized.

As to the feeling or fear within the builder/developer community that complaints result in reprisals and/or being “held to a higher standard”, it is incumbent upon the County Administrator, as manager of county department heads, to insure that all departments act in the best interest of Tuolumne County, conduct themselves in a manner that reflects well on Tuolumne County and is consistent with the position of trust that Tuolumne County has placed in them. Thus, the County Administrator should actively seek comments from the various users of county services, soliciting input concerning county policies, procedures, and employees — including department heads. There should be the ability to make these views and opinions known to the County Administrator — either anonymously or with the assurance that the identity of the parties involved will remain confidential so there is no risk of reprisal. A well-thought-out survey on such departments could go a long way towards public relations, identifying problems and perhaps making our departments more “service oriented”.

Future Grand Juries should review and insure that the Public Works Department operates in such a fashion that all builder/developers are treated in the same manner, and that procedures have been instituted to remove the specter of personality or politics from the regulatory/mitigation process.

SHERIFF'S DEPARTMENT

REASON FOR INVESTIGATION

California county grand juries are directed to inspect/review the Sheriff's Department.

METHODOLOGY

The Grand Jury visited the Sheriff's Criminal Civil Division on July 24, 1996. Three hours were spent with Sheriff Richard Nutting and senior staff members. Items covered were drug/alcohol abuse, sexual assault for both adult and children, victim witness protection, property clerk, storage and handling of evidence, disposition of post-trial evidence, hospital, mental health, autopsy, blood collecting and frozen specimen areas.

FINDINGS

Evidence room leaks, both sewer and water found in basement area, homicide evidence mixed with other evidence, evidence drying room totally inadequate, small cubicles used for offices, no ventilation, poor lighting, and in general very poor working conditions.

RECOMMENDATIONS

- 1) A complete new location, including space for evidence storage, two property clerks, more parking and storage area.
- 2) A permanent funded position, a forensic child specialist, for KIT, Kids Intervention Team for sexually abused children.
- 3) The Grand Jury highly recommends a computer management information system that is compatible with the district attorney office, mental health, the courts, Sonora Police Department, the jail, and child protective services. Having a system in place would increase the effectiveness of the staff.

SIERRA CONSERVATION CENTER

REASON FOR INVESTIGATION

California County Grand Juries are directed to inspect/review all prison facilities within their jurisdiction.

METHODOLOGY

Members of the Grand Jury visited the Sierra Conservation Center in separate groups on three separate visits. Jurors met with the Warden and his Executive Staff who provided an overview of their individual departments. The prison and nearby Baseline Conservation Camp were toured, followed by a question and answer session with the Executive Staff and Warden.

FINDINGS

The Sierra Conservation Center is responsible for housing around 4100 inmates. Camps under their jurisdiction increase this population to approximately 6,300. The prison has a twofold training and vocational mission:

- train and prepare inmates for wildland firefighting through discipline and teamwork
- textile manufacturing items such as prison garments for the entire prison system in California, and adult diapers for state facilities.

All areas appeared to be well equipped and secure. Inmates are provided adequate eating and living facilities. In Level I and II, living quarters consist of 76 dorms and each dorm housing 38 inmates in five separate buildings. Level I was designed for 608 inmates and now houses 1200. Level II, was designed for 618 inmates where 1300 now live. The gyms are filled to capacity, 300 inmates each, which appears to be a permanent condition. In Level III, rated as medium security, facilities were designed for 500 and now houses 1100.

The Sierra Conservation Center is operated by the California Department of Corrections. Approximately 70% of all employees reside within Tuolumne County. The present warden, Matt Kramer, is considered a permanent appointment. He has been in the system for 27 years, and was transferred from Susanville. The Sierra Conservation Center is the main training facility for inmate firefighters. Once inmates are trained, they are sent to one of 21 fire camps located throughout Southern and Central California, all under the jurisdiction of the California Department of Corrections. Fire camps across the state are operated in conjunction with the California Department of Forestry.

We were given an extensive tour of the sewage treatment and fresh water facilities and found they were adequate and up-to-date, with plans for future expansion. The staff was knowledgeable about all aspects of the operations and well prepared to answer our questions.

The Baseline Camp is considered a low security/risk facility. Their primary mission is fire suppression and protection of life and property. The camp is responsible for housing 70-100 inmates. These inmates are paid one dollar per hour when they are engaged in firefighting. When not on fire assignment, these inmates are engaged in community cleanup projects, maintenance projects at school yards during the summer, environmental projects, and reforestation.

Inmates are offered three choices:

- participate in education programs
- participate in work programs, or
- do “straight time”

Participants in education or work programs receive halftime credits. Every day an inmate goes to work or school for a minimum of six hours, one day is removed from his sentence. Thus, a participating inmate with a five-year sentence could get out after serving two and a half years. There are a limited (156) number of openings available for vocational programs such as: auto body and mechanics, building maintenance, computer repair, masonry, meatcutting, mill and cabinet shop, graphic arts and welding.

CONCLUSIONS

The Grand Jury found the staff of this facility to be extremely capable professionals. Operations appear to be well coordinated, safe, secure, and adequately meet inmates needs without being “soft on inmates”. Additional permanent facilities continue to be needed due to overcrowded housing conditions. The temporary nature of housing in the gymnasium continues to be a problem that has not been alleviated. The absence of evaporative coolers in most buildings was noted. The new warden, Matt Karmer, has been permanently assigned, which addresses one of the concerns of the previous Grand Jury.

CONCERNS

It is not within the authority of the Grand Jury to become involved with the prison employee disputes, policy, or other management concerns. However, there are some areas of concern regarding inmates:

- 1) There appears to be inadequate opportunities for vocational pursuits of marketable skills;
- 2) There is concern about the availability of continuing education in pursuit of a GED, a general education degree, at Sierra Conservation Center.
- 3) Evaporative coolers would be a welcome addition to the facilities. They would increase comfort and decrease stress.
- 4) The overcrowded conditions at SCC appear to be accepted as reality, and mirror conditions at the other prisons.

SONORA UNION HIGH SCHOOL

REASON FOR INVESTIGATION

The Grand Jury obtained information on aspects of Sonora Union High School.

METHODOLOGY

Members of the Grand Jury interviewed the superintendent of Sonora Union High School, Michael King, students and parents.

FINDINGS

The Sonora Union High School district is composed of Sonora High School, Cassina High School, Ted Bird High School/Independent Study, ROP program, and Adult Education. The total enrollment in the district is about 1600 students.

Policies are generally district wide with a few special policies for each campus. Policies are generated from a need or problem though instigation by parents, administrators, school board or faculty. They are drafted by the superintendent with the guidance of the California School Board Association. After checking the legal implications, they follow the adoption process lined out by the school board.

Several policies were discussed:

Restricted campus vs. closed campus; due to the access logistics Sonora High is not able to patrol all six avenues of egress.

Zero tolerance of possession of controlled substances, weapons and other threatening behavior; students were to be suspended or expelled if they broke established guidelines.

School unification of feeder schools and year round school were discussed with fiscal implications. Funding for certain projects and Average Daily Attendance (ADA) money were explored.

Relationships between the school board and Sonora Police Department were explained and several existing problems such as parking and restricted campus violations during lunch hour were talked about.

COMMENTS AND RECOMMENDATIONS

Unification of the feeder schools into the Sonora Union High District would increase costs but would provide up to \$500,000 above those costs. Continued funding for a part time presence of a police officer on campus has caused a deterrence of the many crimes associated with high school aged students and has provided a sense of safety to other students.

Serious consideration should be given to construction of a new campus on the Tuolumne Road property. This should solve many of the problems associated with parking and the restricted campus. The new campus could be financed with a bond issuance and old campuses could be sold or rented to other institutions to provide ongoing funds.

The Zero Tolerance Policy seems to be effective in helping students be responsible for their actions on campus.

We also recommend that the 1997-98 Grand Jury track special education with the demise of the Tri-County Consortium on special education.

TUOLUMNE COUNTY AIRPORTS

REASON FOR INVESTIGATION

Prompted by the overview function of the County Departments mandated to the Grand Jury by state law.

METHODOLOGY

The Grand Jury heard a presentation by Mark Bautista, the County Airports Director, covering all aspects of airports operations. Several Grand Jury members visited both airports. Numerous newspapers articles were read. The Tuolumne County Airports master plan, dated 1996, and covering the next twenty years, was obtained and discussed. The audit report for 1995-96 was studied. Employees were interviewed.

FINDINGS

Tuolumne County operates two public use airports (Pine Mountain Lake and Columbia). Both airports provide Tuolumne County with a base for fire fighting, medical air ambulance, law enforcement, airborne search and rescue, forest reseeding and commercial air taxi operations. In addition the airports are a draw for tourism and sports aviation (general aviation).

The airports generate several related businesses — aircraft repair shop, aircraft restoration, pilot shop, flying school, fuel supplies, small package and express services, etc. Businesses unrelated to aviation are also attracted to Tuolumne County because the airports provide a rapid means of access to major metropolitan airports and markets, and as such are an integral part of Tuolumne County's transportation system.

The airports are funded from an enterprise fund and do not draw from Tuolumne County's general fund. Both airports contribute to the general fund in the form of higher taxes on homes which have greater value by virtue of the fact that they have taxi access to the airports. All aircraft based in Tuolumne County pay personal property taxes which go into the general fund.

Tuolumne County has two large very active pilot groups — Pine Mountain Lake Aviation Association and Tuolumne County Airman's Association. Both groups participate in the annual "Father's Day Fly-In" at the Columbia Airport. Both groups have been instrumental in several improvements to the county airports. They have also participated in field trips for local school children in the airport.

Noise complaints are few, but as is the case with all airports, they do exist. Where they exist, the complainants tend to be zealous and inconsolable. Tuolumne County has been diligent in their investigation of a noise resolution.

CONCLUSION

The uses of the airports are varied and many. They are a vital asset which allows Tuolumne County to offer a wide range of activities, interest, and business incentives. Tuolumne County is very fortunate to have an excellent and innovative airports, director (Mark Bautista). Both airports are operated with minimum of personnel, (four budgeted positions with no change anticipated). Both airports are well used, well run, and assets to which Tuolumne County can point with pride.

RECOMMENDATION

The county must strive to maintain the airports as first rate facilities.

Noise problems must be addressed and mitigated as far as possible with air easements and noise impact zones. Present noise impact zones may need to be expanded.

We would like to see signs and directions from transit aircraft parking to and along the trail leading to the old town of Columbia.

Transit tie-down fees could be increased (suggest a fee which does not require coinage) and locked metal boxes installed in the transient area for fee deposit.

TUOLUMNE COUNTY LIBRARY

REASON FOR INVESTIGATION

The Grand Jury is directed to investigate all county departments periodically.

METHODOLOGY

Members of the Grand Jury visited the library and interviewed Shirley Oller, librarian.

FINDINGS

The library consists of the main branch on Greenley Road along with six satellite stations in: Groveland, Jamestown, Tuolumne City, Mi Wuk, Pinecrest and Twain Harte. The satellite stations are manned for 12-15 hours each week by part time employees. The Groveland branch currently has plans to expand and incorporate a museum in a new building. Approximately \$100,000 has been raised so far.

The main library is in the midst of automating the present cataloging system. When this is finished the library will have twelve computer terminals hooked up to the Internet and the state library system. Approximately 60% of a typical budget is allotted for salaries, with volunteers really making the difference of a smooth operation at the main library. The Friends of the Library help to raise between \$3000 and \$4000 annually.

A book security system now in place has cut down theft noticeably.

CONCLUSION

The library is well run, with loyal employees and volunteers making the difference in a service oriented department.

There is a need for additional paid staff to keep up with demands as Tuolumne County grows.

Additional parking is necessary when there are functions at the Senior Center and Facilities Management has the conference room rented out.