

This document is an extract of a larger publication.

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## **Notice to Respondents**

### **Response Requirements**

The legal requirements for responses to the Grand Jury findings and recommendations are contained in California Penal Code (PC) 933.05. Each respondent should become familiar with these legal requirements and, if in doubt, should consult legal counsel before responding.

For assistance to all respondents, PC 933.05 is summarized as follows:

### **Responding to Findings**

The responding person or entity shall indicate one of the following:

1. The respondent agrees with the finding.
2. The respondent disagrees wholly or partially with the finding. The response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons for the disagreement.

### **Reporting Action in Response to Recommendations**

Recommendations by the Grand Jury require action. The responding person or entity must report action on all recommendations in one of four ways:

1. The recommendation has been implemented, including a summary of the implemented action.
2. The recommendation has not been implemented, but will be implemented in the future. This response should include a timeframe for implementation.
3. The recommendation required further analysis. The law requires a detailed explanation of the analysis or study and the timeframe not to exceed six months. In this response, the analysis or study must be submitted to the officer, director, or governing body of the agency be investigated.
4. The recommendation will not be implemented because it is not warranted, or is not reasonable, with an explanation.

## Final Report Response Format

The following standard format is to be used when responding to the Grand Jury's report and is to be used by all agencies when responding:

Responding Agency \_\_\_\_\_

Response by \_\_\_\_\_ (Governing Body, Department Head)\_\_\_\_\_

**Finding number one:** State the finding as written in the Grand Jury Report.

Include your detailed response to the finding. Attach any supporting documentation.

**Recommendation number one:** State the recommendation as written in the Grand Jury report.

Include your detailed response to the recommendation. Response should include progress on your planned action. Attach any supporting documentation.

Follow the same procedures for each finding and recommendation as written in the Grand Jury report for this agency.

## **2017-2018 Amador County Grand Jurors**

### **Officers**

Erik Forberg

Chris Cantwell

Debbie Trafzer

Mary Stillman

Jury Foreman

Pro Tempore

Corresponding Secretary

Recording Secretary

### **Members**

Douglas Brown

Sherry Burr

Bruce Burvant

Donny Collins

James Daughetee

Janelle Foyil

Jacob Heitz

Joe Impina

Bruce Langston

Carole Myers

Joe Reymann

Pam Smith

Stephanie Swaim

Robert Tennyson

Beatrice Wright

# **Criminal Justice Committee Report**

Amador County Jail Inspection

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# OVERFLOWING

## AUTHORITY

California Penal Code (PC) 919 mandates that the Grand Jury shall inquire into the condition and management of all public prisons and detention facilities within the county.

## SUMMARY

The Amador County Jail (ACJ) is still in very dire need of expansion and updating. A project was proposed which would add two housing pods, each consisting of 20 beds, and an outdoor exercise area. The proposal was approved by the Amador County Board of Supervisors on November 2, 2015. The project was scheduled to be occupied in November 2019 using Senate Bill 863 funding, adding an additional 40 beds.

The Capital Facilities Fee (CFF) can only be used for development and construction of the Jail and cannot be used for operations and maintenance costs. Due to pending legal issues, no current construction completion date of the expansion is available.

Capital Facilities Fees (CFF) are impact fees established to mitigate the impacts of new development as outlined in 66000 of the California Government Code. These fees may be used for the purchase, construction, expansion, rehabilitation, or acquisition of public facilities.

## GLOSSARY

ACJ Amador County Jail

PC Penal Code

CORE Correctional Officer Required Education

STC Standards Training for Corrections

PREA Prison Rape Elimination Act

BSCC Board of State Community Corrections Agency

CFF Capital Facilities Fees

## **BACKGROUND**

The ACJ is a Type Two Facility, a local detention facility for adult inmates either awaiting arraignment, during a trial, or upon sentencing of commitment. No minors or juveniles are held at this facility.

## **METHODOLOGY**

A briefing and tour, by the Grand Jury, were conducted by the Amador County Sheriff and staff on January 25, 2018. The following written literature was reviewed: Inmate Information Handbook; Non-Emergency Health Care Requests and Services; Inmate Grievances; and the medical receiving-screening sheet.

## **BUDGET**

The current budget is \$4,785,379, of which \$3,264,994 is allocated for Staff, \$612,192 is allocated for Services and Supplies, and \$644,950 is allocated for Inmate Health Services.

## **STAFF**

There are 30 positions in the ACJ Staff: One Captain, one Lieutenant, six Sergeants, fourteen Level 2 Correctional Officers, six Level 1 Correctional Officers, and two Correctional Assistants. The following positions are currently vacant: One Correctional Sergeant, four Correctional Officers, and two Correctional Assistants. Candidates for the Correctional Officer positions are in the background phase and interviews are scheduled. A female Officer is always on duty to attend to incarcerated females.

Jail Needs Assessments found that the current authorized staffing for the Amador Jail is inadequate. Even if every vacancy were filled with a fully trained staff member, the facility would not have enough staff to provide adequate staffing.

## **TRAINING**

Standard training consists of a Correctional Officer Required Education (CORE) course (178 hours), Introduction to Basics for Penal Officers (PC 832) course (40 hours), Standards Training for Corrections (STC) course (24 hours), a cultural diversity course (8 hours), and a mental health first aid course (8 hours).

Specialized training is also available in: Anxiety Disorders, Post-Traumatic Stress Disorder, Poly-Trauma, Inmate Hearings and Progressive Discipline, CAL-GANG (National Alliance of Gang Investigators Association), and Prison Rape Elimination Act (PREA).

## **INMATES**

The Board of State Community Corrections Agency (BSCC) has rated the jail capacity at 76 inmates: 65 males and 11 females. The current jail facility can house up to 105 inmates with the current modifications to the facility, but this still exceeds the BSCC rated capacity and Title 24 Regulations.

At the time of our tour, there were 75 inmates in the facility. Of this total, 49 are not sentenced: 41 males and 8 females; 26 are sentenced: 21 males and 5 females; and 1 inmate is housed at another jail.

A Sheriff's Parole is available after a monthly review. 6 inmates were paroled in 2015, 5 inmates in 2016, and 5 inmates in 2017.

Incoming inmates are interviewed by staff and may be refused incarceration until cleared by Sutter Amador Hospital, or by a competent mental health therapist. A nurse is available 5 days a week, while being on call 24/7. A mental health therapist visits the jail one day a week, with a Crisis Worker on call 24/7. Gynecological and pregnancy services are available. The ACJ staff ensure that all inmates are taken to health care appointments if needed. No inmate is denied necessary medical treatment.

Education classes are available from Alcoholic Anonymous, Narcotics Anonymous, Positive Parenting Life Skills Education Studies, Bible Study, Behavioral Health Studies, and High School and GED (General Education Development) Prep.

Inmate grievances are attempted to be resolved at the lowest level. If there is no resolution, then the inmate can file a Criminal Grand Jury Complaint, followed by a Superior Court Writ. Most of the grievances are medical in nature.

Assembly Bill 109 resulted in an 87% increase in felony admissions. Between 10-01-2011 and 9-30-2013, the State projected there would be 5 new parole violators with local terms in jail. There were actually 106 new parole violations during that time frame. As of 12-31-2017, there have been 199 new local felony admissions, 204 new parole violators with a local term, 91 flash incarcerations, 127 probation violations, and 43 mandatory supervision violations.

## **FINDINGS**

- F1. The Amador County Jail, built in 1984 with a 20-year lifespan, is obsolete and overcrowded. It has an ageing infrastructure; a lack of programming space; and an inability to properly classify and segregate inmates.
- F2. An expansion and renovation of the facility was approved on November 2, 2015. There is no current completion date due to legal issues.

F3. Because of California State Assembly Bill 109, the State prison system continues to work on reducing their population, and in turn, contributes to all of the State's county jail's overcrowding issues.

F4. The current authorized staffing for the Amador County Jail is inadequate.

## **RECOMMENDATIONS**

R1. The expansion and renovation plan should proceed as soon as possible.

R2. It is recommended that alternative funding be sought for the replacement of the current Jail Facility as the planned addition to the jail is seen as a short-term resolution.

It is recommended that funding be sought for additional staffing to rectify old deficiencies and to bring the current and new facility to adequate staffing levels in accordance with acceptable adult detention facility practices.

## **REQUEST FOR RESPONSES**

Pursuant to Penal Code sections 933 and 933.05, the grand jury requests responses as follows:

From the following individuals:

- Amador County Sheriff is required to respond no later than 60 days after the Grand Jury submits a Final Report.

From the following governing bodies:

- Amador County Board of Supervisors is required to respond no later than 90 days after the Grand Jury submits a Final Report.

Address response to:

- The Presiding Judge  
Amador County Superior Court  
500 Argonaut Lane  
Jackson, CA 95642
  
- Amador County Grand Jury  
PO Box 249  
Jackson, CA 95642

**Criminal Justice Committee Report**

California Department of Corrections

Mule Creek State Prison

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## **BALANCING ACT: SAFETY VS SERVICE!**

### **AUTHORITY**

California Penal Code (PC) 919 mandates that the Grand Jury shall inquire into the condition and management of the public prison within the county.

### **SUMMARY**

The 2017-2018 Grand Jury reviewed the operation of Mule Creek State Prison (MCSP). The Grand Jury was impressed with how well organized, clean, and well maintained the grounds were. The prison offers many educational and work-related programs to keep inmates engaged, and to prepare them for life outside once they are released.

During its investigation, the Grand Jury learned that it is a challenge for prisons such as MCSP to balance the need for security with the need to provide adequate medical care for the inmates. Information received by the Grand Jury indicated what could perhaps be called a “culture clash” between custody staff and medical staff. Custody staff are trained to see safety as the primary concern, whereas medical staff see the inmates as patients when they are tending to them. Yet there are mandatory procedures that both custody and medical staff are required to adhere to, which ensure the safety of staff and inmates alike. The Grand Jury found that not all mandatory procedures are being enforced adequately. In addition to this, there are also technical systems in place to ensure safety (the off-hook alarm system), which are not working properly and need to be fixed. Some of the Grand Jury’s findings and recommendations reflect this.

Every two years, the Office of the Inspector General (OIG) conducts a review and writes a report titled “Medical Inspection Results” for every state prison. In the latest report, published in May 2016, MCSP was rated as inadequate in 13 out of 14 quality indicators. The Grand Jury’s communication with the MCSP’s new Chief Executive Officer of Health Care Services indicated that the causes of these poor reviews were being aggressively addressed and that they expect to have better reviews from the OIG during the current cycle. Because of the timing of the OIG review currently being done, and recently completed upgrades to some of the medical facilities, the next OIG report might not reflect the totality of the improvements that have been made, but it should have better scores than the 2016 report. The Grand Jury felt that the administration was working hard to improve in this area.



Overhead View of MCSP

## **GLOSSARY**

CDCR- California Department of Corrections and Rehabilitation

MCSP – Mule Creek State Prison

PIA- Prison Industry Authority

MCIC- Mule Creek Infill Complex

SNY- Sensitive Needs Yard

CEO- Chief Executive Officer

ILTAG- Inmate Leisure Time Activity Group

OIG- Office of the Inspector General

PAD- Personal Alarm Device

## **BACKGROUND**

Mule Creek State Prison (MCSP) is in the City of Ione and was opened in 1987. The prison houses approximately 3700 inmates and had 1724 total employees as of August 2017. Staff includes 881 peace officers, and 463 health care staff. Other staff include support, education, executive, food services, and PIA (Prison Industry Authority) employees. MCSP is a minimum through maximum level prison (level I thru IV). All the prison yards at MCSP are labeled as Sensitive Needs Yards (SNY). Sensitive needs inmates are those who might be at risk in a normal yard due to being gang drop outs, sex offenders, former law enforcement, high notoriety, etc.

In the spring of 2016, the new In-fill Complex (MCIC) was completed. This covers 60 acres and includes 6 housing units which added 1584 beds to Mule Creek's capacity. The In-Fill is a medium level (level II) correctional facility and was built to accommodate inmates with disabilities, intermediate medical needs, and/or mental health treatment needs.

The two top positions at MCSP are the Warden, and the Chief Executive Officer of Health Care Services. The Warden oversees the custody staff and the CEO of Health Care Services oversees the medical staff. The current Warden was appointed in October 2014. The current CEO of Health Care Services joined the staff of MCSP in May 2017.

Medical care in all California state prisons was taken over by a court appointed federal receivership in 2006 after the medical care being provided was deemed to not meet constitutional requirements. Most of the state's prisons, including MCSP, remain under that receivership. The California Department of Corrections and Rehabilitation (CDCR) and the California Prison Health Care Receivership Corporation continue to try to raise the level of medical care for inmates to proper constitutional standards.

## **METHODOLOGY**

- Read previous Grand Jury reports regarding MCSP
- Online research to become familiar with basic facts about MCSP
- Obtained and read MCSP Medical Inspection Results Cycle 4 (May 2016) which is written by the Office of the Inspector General every 2 years.
- Reviewed Jail Inspection Handbook from [BSCC.CA.GOV](http://BSCC.CA.GOV)
- Requested, received, and reviewed documents from MCSP including the following:
  1. MCSP Information Booklet revised 2017
  2. Budget
  3. Incident Report for assault on staff in May 2017

4. Position Count
  5. April 2017 Security Audit
  6. Inmate Count
  7. Inmate Disciplinaries
  8. Correctional Clinical Case Management Services
  9. Possession of Controlled substance/Stimulant/Sedative
  10. Unauthorized Possession of Drug Paraphernalia
  11. Under the Influence of a Controlled Substance/Stimulant/Sedative
  12. Distribution of a Controlled Substance
  13. Positive UA
  14. MCSP ILTAG Schedule (Inmate Leisure Time Activity Group)
  15. Tender Loving Canines – Service Dog Program
  16. Ambulance usage records
- On August 30, 2017, Grand Jurors were given a site tour of MCSP
  - Interviewed one long term inmate of MCSP
  - Interviewed several employees of MCSP
  - Interviewed the CEO of Health Services of MCSP

## **DISCUSSION**

### **Mule Creek State Prison Facilities Tour**

On August 30, 2017, the Grand Jury undertook a site tour of MCSP. The Warden and the CEO of Health Care Services, along with other officers and administrators, provided a pre-tour briefing. The prison staff conducted a very thorough tour, focusing on the areas that the Grand Jury had requested to see. Overall, the grounds of the prison appeared well maintained and clean. Staff looked professional and organized. Inmates that were observed, looked neat and clean, and interactions between staff and inmates were civil. During the tour, the Grand Jury interviewed a fifteen-year inmate. The tour included, but was not limited to, the following areas:

- Receiving and Release

- Main Kitchen
- Two Housing Units (one in the In-Fill, and one in the original facility)
- Fire House
- PIA program areas for Food and Beverage Processing, Meat Processing, and Laundry
- Main Control of A, B, and C yard

Main Control is where one enters the secure part of the prison. Staff processes people through the entrances, and controls inmate movement. Items needed by staff (for example keys, weapons, personal alarms) are handed out using a chit system to keep track of who has each item.

- Classrooms
- Medical Facilities
- Exercise yard
- Karma dog program

## **Programs Available to Inmates**

Creekside Adult School provides GED and college degree programs for inmates at MCSP. There are also several technical training programs that result in industry recognized certification for inmates who complete them.

Inmate Leisure Time Activity Groups (ILTAGS) are rehabilitative programs. These include: addiction recovery programs, peer support groups and victim impact programming. Currently there are 27 ILTAGS that meet in over 100 groups weekly. 130 volunteers arrive each day to help administer some of these programs.

Prison Industry Authority (PIA) is self-supporting through the sale of its products and services, and has the goal of producing trained offenders who have a basic education, a job skill, and good work habits. There are Food and Beverage Processing, Meat Processing, Laundry, Coffee Roasting and Fabric Product PIA programs at MCSP.

## **Medical Care**

Each yard at MCSP has its own standalone Medical and Dental Clinic to handle routine medical issues. Each clinic is staffed from 7:30 am to 3:00 pm Monday through Friday, excluding holidays. Outside of those hours a doctor is on call. There is a Triage and Treatment Area (emergency room) in the central core area of the prison, along with a 10 bed Correctional Treatment Center. A comprehensive Mental Health department is also in place.

American Legion Ambulance is contracted to provide service to MCSP. American Legion also provides the rest of Amador County with ambulance service. American Legion was called to the prison 1100 times in the past year to transport inmates to off-site medical facilities. There has

been concern expressed in the community that so many ambulance runs to MCSP is resulting in other citizens not having an ambulance readily available at times. The Grand Jury believes that having doctors covering more hours on-site would reduce the number of ambulance trips required.

The OIG's Medical Inspection Results Cycle 4 (May 2016) rated MCSP as inadequate in 13 out of 14 quality indicators. The report states that during the time of their inspection MCSP had a severe shortage of physicians, high nursing staff vacancies, a lack of critical health care leadership, inadequate supervision of existing health care staff, and low staff morale.

Current staffing levels are greatly improved. As of November 2017, there were three physician vacancies. Nursing staff vacancies were also low. The Mental Health department is fully staffed. This is a large improvement compared to the vacancy rates reported in the 2016 OIG report.

The CEO of Health Care Services at MCSP was hired in May 2017. She is interested in improving the working relationship of the custody staff and the medical staff, to improve safety. She told the Grand Jury about various plans to reduce the frequency that inmates leave the prison to receive care. There are increased security risks anytime an inmate leaves the prison. It also uses resources in terms of vehicles and custody staff to accompany the inmate. The Grand Jury was told that increasing the use of Tele-Health and bringing in a mobile dialysis unit (rather than transporting inmates to an off-site facility each time they need dialysis) are being implemented. The CEO of Health Care Services is also investigating extending the hours that doctors are on-site. Overall, the Grand Jury was impressed with the new CEO and optimistic about her intent and ability to deal with the challenges of improving the health care system at MCSP.



Overhead View of Infill Facility MCSP

## **Safety**

Staff at MCSP, who are working inside the secure area, have available to them Personal Alarm Devices (PADs). PADs are a device with a button to push in case help is needed. Activating the PAD sets off an alarm in main control, and custody staff will then be able to respond to the location where help is needed. PADs are meant to be carried upon one's person. It is mandatory that staff carry their PAD. The Grand Jury learned that not all staff, particularly medical staff, have been carrying their PADs, sometimes leaving them in desks or otherwise not upon their person.

There is another safety measure at MCSP that is called the off-hook phone system. If any phone is off the hook for more than a short amount of time, it sets off an alarm in main control. The system will show a descriptor that indicates the location of the off-hook phone. Custody staff will then respond to the location. This is another way to call for help. The Grand Jury learned that the off-hook phone system needs to be sorted out. New construction, both for the In-Fill, and for new buildings added in the original part of the prison, has resulted in a lot of new phones. The descriptors used for the new phones are not matching up with the old method of naming phones, resulting in custody staff having to spend an inordinate amount of time trying to figure out where the alarm is coming from before they can respond. In addition, there are a lot of false alarms. It was reported that these alarms can go off 20 to 30 times in a shift.

Staff working inside the secured area are also issued items such as: Keys, ammunition, weapons, handcuffs, tear gas, batons, personal alarms and radios. Each item requested is exchanged for a chit. The chit has the employees name listed. At the end of the shift, employees are required to return items that were checked out at the beginning of their shift in exchange for their chits. The Security Officer is suppose to inspect and count each item exchanged before putting items back in inventory.

The Grand Jury learned from several of our interviews that the items being checked out and checked in are not being correctly inventoried. In fact, some are not being inspected during inventory for several days. The staff is assuming that what was checked out is being turned back in.

The Grand Jury learned during the interviews that two sets of keys came up missing in 2017, within three months of our interview.

The Grand Jury also learned that some bullets were not accounted for during shift transfers. It was learned that bullets were not even being inventoried.

Contraband is defined as anything that is not allowed for an inmate to have inside the walls of the prison. This would include items such as: Cell phones, cigarettes, cigarette lighters, clothing or even food.

The Grand Jury learned that cell phones and other contraband are of high value to inmates. One way inmates can acquire cell phones and other prohibited items is by having associates, who are not incarcerated, arrange payments to unscrupulous staff members to smuggle in items. A cell phone is worth between \$150 to \$200 to an inmate. Similarly, cigarettes can be worth \$100.

MCSP already has rules about not bringing in contraband, but it appears these rules are not always followed.

The Grand Jury was told, in the interview process, that inmates like to ‘snitch’ on the employees. The Grand Jury learned that, on average, five employees are walked off the premises each year for bringing in some kind of contraband.

## **FINDINGS**

- F1. Not all employees are checking out and carrying their mandated Personal Alarm Devices. Personnel place themselves and others in harm’s way by not properly using their mandated alarms.
- F2. The off-hook alarm system is not working correctly. Main Control can’t locate where the phone is that is going off quickly and with certainty. It is not uncommon for 25-30 alarms to go off during an 8-hour shift causing responding staff to run to check it out. Because the phones are not clearly describing locations, staff and inmates are placed in harm’s way.
- F3. When keys, ammunition, or other monitored items are issued, not all are being correctly inventoried before shift transfer. The Grand Jury found that two sets of keys have come up missing, in the last three months. This is a security risk and an additional financial cost to the institution.
- F4. Employees are not adhering to the “no cell phone” policy. Cellphones are not allowed within the secured area of the prison. An average of five employees a year are walked off the premises for bringing in some form of contraband. (cell phone, cigarettes, etc.).
- F5. Current physician hours are from Monday-Friday day shift (7:30 am-3 pm). Outside of those hours, a doctor is on call. Inmates are routinely transported to off - site medical facilities during and after regular doctor hours.
- F6. On a yearly average, there are 1100 ambulance runs to MCSP. While an ambulance is being used for the prison, other areas of Amador County have less protection.
- F7. The Office of Inspector General’s Report published in May 2016 found MCSP inadequate in 13 out of 14 quality indicators. The new CEO of Health Care Services indicated that she expected scores to improve somewhat in the next OIG report and then be greatly improved in subsequent reports.

## RECOMMENDATIONS

- R1. Enforcing the Policy of CDCR (California Department of Corrections and Rehabilitation) on the use of mandated Personal Alarm Devices on a shift to shift basis until all staff is abiding by the current policy. (F1)
- R2. Repair the off-hook phone system. Have the descriptors match what Main Control has available to them, so that alarms can be responded to quickly and efficiently. Rectify the cause of excessive false alarms. (F2)
- R3. Enforce current policy on shift transfers of inventory property. (F3)
- R4. Increase security checks for employee contraband. (Cell phones, etc.). (F4)
- R5. On-site doctor hours need to be extended daily, and to include weekends and holidays. (F5)
- R6. The prison should investigate whether American Legion will increase its fleet to have two ambulances dedicated for the sole use of MCSP. This would provide the citizens of the county with quicker medical transports without having unnecessary delays. If on-site doctors' hours at MCSP were increased, it would also reduce the number of ambulance runs necessary. (F6)
- R7. The Civil Grand Jury of 2018/2019 should obtain and read the next OIG report to verify that there have been improvements in the deficiencies delineated in the 2016 report.

## **REQUEST FOR RESPONSES**

Pursuant to Penal Code section 933(c), the grand jury requests responses as follows:

From the following individuals:

- Mule Creek State Prison Warden is required to respond no later than 90 days after the Grand Jury submits a final report, to Findings 1, 2, 3, and 4.
- Mule Creek State Prison CEO of Healthcare Services is required to respond no later than 90 days after the Grand Jury submits a final report, to Findings 5, 6, and 7.

Address response to:

- The Presiding Judge  
Amador County Superior Court  
500 Argonaut Lane  
Jackson, CA 95642
- Amador County Grand Jury  
PO Box 249  
Jackson, CA 95642

## APPENDIX

### Mule Creek State Prison Budget Summary for 2016/2017

MCSP BUDGET	2017	2016	
Administration	\$6,479,052	\$6,649,987	
Custody	\$115,540,119	\$105,007,028	
Inmate Support	\$35,832,534	\$31,533,205	
Education	\$6,646,377	\$5,860,969	
Healthcare	\$101,340,727	\$84,087,916	
Community Resource Partnership	\$106,861	\$102,312	
Total Budget	\$256,299,293	\$233,541,467	

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**Criminal Justice Committee Report**

California Department of Corrections and Rehabilitation

Pine Grove Youth Conservation Camp

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# INSPIRATIONAL

## AUTHORITY

California Penal Code (PC) 919 mandates that the Grand Jury shall inquire into the condition and management of all public prisons and detention facilities within the county.

## SUMMARY

The focus of the February 14, 2018 Pine Grove Youth Conservation Camp (PGYCC) inspection was the welfare of the wards and staff. The PGYCC is the only youth camp that is operated in partnership with the California Department of Corrections and Rehabilitation (CDCR), the Division of Juvenile Justice (DJJ), and the California Department of Forestry and Fire Protection (CALFIRE).

The PGYCC selects young offenders, known as wards, from the two correctional facilities managed by DJJ, houses them in a campus-like facility, and offers employment, counseling, education, and training. All of this prepares them for re-entry into civil society. The program is intended to instill the values of continuing education, self-discipline, and personal responsibility.

The job they are doing is inspirational.

## GLOSSARY

CALFIRE	California Department of Forestry and Fire Protection
CCC	Civilian Conservation Corp
CDCR	California Department of Corrections and Rehabilitation
DJJ	Division of Juvenile Justice
PC	Penal Code
PGYCC	Pine Grove Youth Conservation Camp

## BACKGROUND

The PGYCC was built during the Great Depression of the 1930's as a Civilian Conservation Corp (CCC) public-relief program for the unemployed. The California Youth Authority (the previous name of the DJJ), in conjunction with the California Department of Forestry (the

previous name of CALFIRE), acquired the Camp in 1946. It is the oldest fire camp in continuous operation in the country.

The mission of the PGYCC is to protect the public by providing fire protection to the citizens of California, performing public conservation projects, and providing the young wards with necessary treatment and training for their successful return to society.

PGYCC and CALFIRE share the facility. The wards, under the supervision of CALFIRE, provide a labor force in wildfire mitigation, brush clearing, and maintenance of the fire trails used by the local community. The wards are frequently used to fight fires in our community and throughout the state.

## **METHODOLOGY**

In conducting this inspection, the following activities were undertaken by the Grand Jury:

- A briefing was conducted by the Superintendent and Lieutenant, followed by a tour of the facilities on February 14, 2018.
- Reviewed previous Grand Jury reports.
- Viewed a promotional film for the PGYCC Camp program.
- Inspected multiple Camp facilities including the kitchen and dining area, visitor's hall, classrooms, recreation and weight room, dormitory and control room, dayroom, and a tour of transportation vehicles.

## **BUDGET**

The Pine Grove Camp facility budget for the fiscal year 2017-18 is \$4,860,531; Education budget is \$544,911; Health Services budget is \$165,658. The total budget is \$5,571,100.

Total projected reimbursements from CALFIRE (State) and other agencies is \$847,250.

The Net Fund Total is \$6,418,350.

Amount allocated to Personnel Services is \$4,336,011. The amount allocated for Operating Expense and Equipment is \$1,537,428.

## **STAFF**

The staffing of the camp can be broken into two groups, CALFIRE and CDCR.

CALFIRE has a total of 12 staff; 1 Chief, 1 Support, 1 Mechanic, and 9 Fire Captains.

CDCR has a total of 28 staff; 1 Superintendent, 2 Support, 1 Nurse, 1 Maintenance Mechanic, 16 Custody Staff, 3 Cooks, and 4 Education Teachers.

## **INMATES (WARDS)**

The population of the camp is for 69 wards ranging between 17 and 23 years of age. They are provided with services to aid them in achieving success in becoming productive citizens. They begin their stay with physical training, then classroom and field training exercises. Throughout their stay, they learn how to work together as a team including job and life skills.

Programs are offered to the wards and include treatment and life skills training to assist them in gaining personal insight, knowledge, and ethical behavior.

The wards wake up at 6:00 a.m. and are kept busy until 10:30 p.m. during the weekdays. When they are not in a work program, they are in school, a program, or have time for recreation.

Programs available to the wards are: Individual counseling, anger management, decision making, substance abuse, volunteer programs, case conference, and small group counseling.

The wards are provided with educational opportunities for those without a high school diploma or a GED. Wards with high school diplomas or GED's have the opportunities to work as a peer tutor and take college courses.

When the wards are not involved in Wild Land Fire Suppression throughout the state, they are involved in working on timber stand improvement, road maintenance, land clearing and replanting, and stream clearing.

## **FINDINGS**

- F1. All of the questions that were presented by the Grand Jury were answered professionally and in detail during the preliminary briefing by the Superintendent and Lieutenant.
- F2. PGYCC produced a new and effective promotional film that encourages youth offenders across California to take advantage of this unique program.

## **RECOMMENDATIONS**

R1 We recommend that PGYCC continue to run this unique and beneficial program for youth offenders.

## **REQUEST FOR RESPONSES**

Pursuant to Penal Code section 933.05, the grand jury requests responses as follows:

From the following individuals:

- Pine Grove Youth Conservation Superintendent is required to respond no later than 60 days after the Grand Jury submits a Final Report.

Address response to:

- The Presiding Judge  
Amador County Superior Court  
500 Argonaut Lane  
Jackson, CA 95642
- Amador County Grand Jury  
P.O. Box 249  
Jackson, CA 95642

**Amador County Department of Health and Human Services**  
**Child Protective Services**

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## **Two (or more) Monologues Do Not Make A Dialogue**

### **SUMMARY**

The Grand Jury received a complaint from a foster parent regarding unsatisfactory service from Child Protective Services (CPS) and the court system concerning an individual juvenile. The Grand Jury's charge is to investigate and report on the method or system of operation of County departments, and the Grand Jury does not believe it prudent to intrude itself into specific cases proceeding within the jurisdiction of the juvenile dependency court system. This is particularly true in regard to juvenile cases which are confidential. The Grand Jury therefore chose to investigate two broader and more systemic issues:

1. Whether CPS was following and adhering to their rules, policies and procedures regarding foster care.
2. Whether there were any issues that created inefficiency among the components that comprise the foster care system.

Due to the nature of interactions between CPS, Foster Family Agencies (FFAs), foster parents, and birth families, it is difficult to prevent the occurrence of misunderstandings and differences of opinion.

The Grand Jury found that CPS staff are well-meaning, hardworking people who entered the field because they care about the welfare of children and families. They have extremely high workloads and deal with subject matter that is emotionally draining. Someone must step in and protect children who cannot protect themselves, and that someone is CPS. The public hears about problems with CPS often but rarely hears about their overwhelmingly more frequent successes. The Grand Jury would like to express appreciation for what CPS does to help the children and families of Amador County.

The overall finding of this Grand Jury investigation is that there have been breakdowns in communication between CPS, foster parents, and the Foster Family Agencies. This has resulted in inefficiency and has discouraged some foster parents who have become reluctant to recommend fostering to others. The interests of children in foster care are negatively affected by the complex bureaucratic system, and by information not always being shared effectively between the service providers involved.

In addition, the Grand Jury found that there are some written rules and procedures that are not consistently being adhered to by all involved.

The Grand Jury found that CPS management was aware of some of these issues. They are willing to take steps to improve on these and other concerns that have been raised during this investigation.

## **AUTHORITY**

Under Penal Code §925, the Grand Jury shall investigate and report on the operations, accounts, and records of the officers, departments, or functions of the county.

## **GLOSSARY**

CPS	Child Protective Services
FFA	Foster Family Agency
CDSS	California Department of Social Services
HHS	Health and Human Services
CCL	Community Care Licensing
DSS	Department of Social Services
CCWIP	California Child Welfare Indicators Project
MPP	Manual of Policies and Procedures for Child Welfare Services

## **BACKGROUND**

### **Roles of the main components involved in Amador Foster Care**

#### **Child Protective Services**

Child Protective Services is a division of the County's Health and Human Services Department. California's child welfare services programs are governed by the California Department of Social Services (CDSS) but are actually administered by the 58 individual counties. The CDSS monitors and provides support to the counties through regulatory oversight and administration and development of program policy and statute.

Amador County CPS staff includes six social workers, two case aides, one social worker supervisor, and the Program Manager.

CPS intervenes in cases of child abuse and neglect. The goal of CPS is to keep the child in his/her home when it is safe, and when a child is at risk, to develop an alternate plan for the child, which often is placement in a foster home. CPS works with the biological parents, directing them to family preservation and support services in the hopes of them becoming competent caregivers so that the family can be reunified. CPS also coordinates needed resources for the child. If reunification is determined not to be possible by the Court, then the child will be

provided with a family-type living arrangement as soon as possible. CPS has responsibility for overseeing the safety and welfare of the child until his/her case is resolved.

In Amador County each child who enters the system is assigned to a social worker who ideally will remain on the case through all stages until its resolution.

### **Foster Family Agencies**

Foster Family Agencies (FFAs) are non-profit organizations that recruit, certify and train foster parents. They provide support to those foster parents and find homes for placement of children for temporary or permanent care. They are licensed by the Community Care Licensing (CLL) division of the CDSS.

Once the child is placed in a foster home, the FFA continues to be heavily involved. A social worker from the FFA will visit the child's home at least once a month, and frequently as often as once a week. Questions from foster parents typically go through their assigned FFA social worker, who then coordinates with CPS for what is needed. An FFA social worker is assigned to a foster home, not a specific child.

In Amador County there are two Foster Family Agencies that CPS uses for child placement. Both FFA's operate in multiple counties and it is not uncommon for a child to be placed in an out-of-county home if a suitable foster parent cannot be found in Amador County.

### **Foster Parents**

A license is required to become a foster parent in California. This involves passing background checks, receiving training, and meeting minimum personal, safety and space requirements in the home. In Amador County, Foster Family Agencies certify foster parents and homes to the CDSS which issues a license.

Foster Parents are reimbursed by the state for each child they foster. The amount varies depending on the needs of the child.

## **METHODOLOGY**

### **Interviews**

The Grand Jury interviewed multiple current and former foster parents, multiple CPS social workers, the social worker supervisor, the Program Director for CPS, and the Director of Health and Human Services (HHS). Also interviewed were a Court Appointed Special Advocate employee, and employees of both Foster Family Agencies in Amador County.

### **Documents Reviewed**

CDSS Manual of Policies and Procedures for Child Welfare Services

Amador County DSS Review Request Procedures for Foster Care dated 10-16-13

Amador County CPS Template for Monthly Contact with Children

California Foster Parent Bill of Rights

SOC 154A Placement Agency-Foster Family Agency Agreement

SOC 156 Agency-Foster Parents Agreement

Structured Decision Making Substitute Care Provider Safety Assessment

ACL 05-09 Reporting and Investigation Requirements for Child Abuse Allegations Regarding Children in Out-Of-Home Placements.

CDSS information on allegations against caregivers:

<http://www.fosterfamilyhelp.ca.gov/pg2995.htm>

Amador County DSS Policy and Procedure on Handling Complaints/Grievances dated 8-29-17

All County Letter 05-09 Reporting and Investigation Requirements for Child Abuse Allegations Regarding Children in Out-of-Home Placement

Various reports generated from California Child Welfare Indicators Project (CCWIP). CCWIP is a collaborative venture between the University of California and CDSS which provides direct access to customized information on California's child welfare system.

## **DISCUSSION**

### **Foster Parent Concerns**

Foster Parents reported the following frustrations and concerns with CPS:

1. Not having accurate and updated current information concerning the child that had been placed with them.
2. The perception of CPS having an unappreciative attitude about foster parents, to include being looked down upon as "glorified babysitters".
3. Poor communication when they made direct contact with CPS. They felt CPS was slow at times with relaying required paperwork, and at returning emails and phone calls.
4. A perceived threat of possible retaliation from CPS should they argue or disagree with CPS workers. Foster parents reported that they were more likely to work around an issue if they were unhappy with interactions with CPS rather than to make a complaint. They were unaware of an official complaint handling process to use if they have a problem with a CPS employee.

5. CPS not consistently adhering to the child visitation requirement. Most reported inconsistent visits. Some reported not seeing their social worker for several months.
6. CPS not always giving a 7-day notice when removing a foster child from their home.
7. When an allegation has been made against a foster parent, resulting in a child being removed from the home, CPS has not always provided the results of the investigation to the foster parents.
8. Foster parents feel a great deal of stress caused by the complexities of the system as well as the stress inherent with providing care for foster children who are often troubled.

Due to these factors, most foster parents that were interviewed openly stated that they were hesitant to or would not recommend fostering children to other people they knew. All still found their role fulfilling in helping children they had fostered. Many have adopted some of the children they had fostered.

### **CPS Social Worker Concerns**

CPS social workers had the following concerns:

1. Their job is extremely stressful. The social workers have high caseloads and are dealing with subject matter that is often emotionally draining. These issues are not unique to Amador County.
2. Foster parents were contacting CPS social workers directly rather than going through their FFA social worker, who should be the intermediary between the two.
3. According to State law, there is certain information that the foster parents are not privy to. This can cause confusion and even anger in the foster parents.
4. FFA's do not consistently share pertinent information with CPS, nor share all information from CPS with the foster parents.
5. CPS social workers do feel that they have the support of their coworkers and of CPS management. An open-door policy exists between CPS management and social workers.
6. CPS social workers had varying statements about the frequency requirements for home visits to children in foster care. Social workers report that to the best of their ability, they make monthly visits to foster children.
7. CPS social workers were uncertain regarding the state requirement to notify foster parents 7 days before removing a foster child from the foster home. However, the 7-day notice is not required if immediate danger to the child is suspected.
8. CPS social workers were unaware that any follow-up contact was needed with a foster parent after CPS had removed a foster child from the home without a 7-day notice, or during and after investigations of allegations.

9. Amador County has a Template for Monthly Contact with a child which provides a checklist of items to follow during such visits, including aspects of the child's foster home. Until recently social workers had not been required to use it but have now been instructed by management to do so.

10. CPS social workers were unaware that foster families feel undervalued and expressed concern about this.

11. CPS holds weekly staff meetings, during which cases are discussed. CPS social workers do not make decisions alone.

### **Foster Family Agency Employee Concerns**

Foster Family Agency employees in Amador County had the following concerns, which largely coincided with those of the foster parents.

1. They believe there is a need for improvement in communications between CPS and the FFA and between CPS and the foster parents.
2. They feel CPS is often slow to communicate with the FFA about events that are important for the foster parents they are managing.
3. Most FFA employees feel that when making decisions regarding foster children, CPS does not seek consistent input from those more directly involved in the child's daily life.

### **CPS Management Concerns**

CPS Management had the following concerns:

1. There were serious concerns about FFA inadequately reporting to CPS incidents occurring in foster homes. CPS Management strongly suggests that increased training is needed on Mandated Reporting Laws regarding sharing information with CPS, as required, about foster parents. This information includes pictures of injuries, and past allegations against foster parents made by other counties.
2. CPS Management was unaware and concerned that foster parents feel undervalued.
3. CPS Management has recently met with the director of one Foster Family Agency and agreed on implementing measures to improve the consistent documentation, sharing, and accessibility of information.
4. There are projects being worked on currently, including an upgrade to the statewide CPS computer system, obtaining better information for foster parents to prepare children for initial placement, and work on training staff in implementing Trauma Informed Care.
5. The new computer system for CPS needs an alert for Suspected Child Abuse Reports involving foster homes.

6. There are plans for upcoming projects involving increasing support for foster parents.
7. A form (SOC 154a) exists that is completed and signed by the Foster Family Agency and CPS when a child is placed in one of the FFA's homes. This agreement outlines what is expected of both parties and includes most of the previously stated items.
8. Another form (SOC 156) similarly outlines the expectations of the foster parent and CPS when a child is placed.

## Assessment

The Grand Jury's assessment after these interviews and reviews of policy documents falls into three main areas:

1. There are breakdowns in communications in all directions. Foster parents, FFA's and CPS all have a different perspective on specific problems, but all agree that "communication" needs to be increased and improved by all parties.
  - a. Foster parents were not aware that there has been a complaint process developed by Amador County to be used when they have a problem with CPS. This was developed by the director of HHS in August of 2017.
  - b. FFA's and CPS have agreed that information sharing is an important area needing improvement.
  - c. Foster parents are not aware of what information CPS is not legally allowed to share with them.
2. CPS social workers are overworked and the nature of the work itself guarantees high levels of stress. They put in a lot of overtime. These issues contribute to frequent turnover of CPS staff. They also contribute to some of their tasks not being accomplished in a timely matter. When one social worker quits in a county as small as Amador, the remaining social workers have a much higher workload until a replacement is found and trained. Bringing a new social worker up to the point that they can carry a full case load takes a significant amount of time. Training new social workers is costly.

Grand Jury recommends that the Board of Supervisors work with CPS to allocate funds to help increase retention of social workers and reduce their workload. Providing the funds for more CPS staff, be it an additional social worker, case aide, or other personnel that will reduce workload is a worthwhile expenditure. The Grand Jury believes this would pay for itself in the long run and result in improved service for the children and families of Amador County.

3. There are some state mandated procedures not being consistently adhered to. These include:
  - a. CPS social workers are to visit the foster child once a month (*Manual of Policy and Procedure(MPP) 31-320*). There are some exceptions, but the goal for most

cases is once a month. The child may be visited outside the home, but it is preferable that it be in the foster home. The majority of visits with each child in a calendar year shall take place in the child's foster home. According to the California Child Welfare Indicators Project (CCWIP), in 2017 45.3 percent of visits to Amador County foster children were made in the home. This is compared to a rate of 76.7 percent for California as a whole. Foster parents reported inconsistent visits by CPS social workers. (Appendices 1 and 2)

b. Foster parents are normally to be given a 7- day notice when CPS is going to remove a foster child from their home unless the child is determined to be in immediate danger. (*MPP 31-440*). Amador CPS considers the child's welfare above all else and will err on the side of safety from their perspective. However, after removals without the 7-day notice, some foster parents reported not being told the specific reason for the removal and not knowing if they are "under investigation". (Appendix 3)

c. State policy requires that when there is an allegation against a foster parent, an investigation will be conducted, and it will be determined if the allegation is unfounded, inconclusive, or substantiated. The caregiver will be given information regarding this action and have input into its outcome. After the investigation is completed the foster parent will be notified by CPS of the decision made. (*CDSS-<http://www.fosterfamilyhelp.ca.gov/PG2995.htm>*)

There was a reported lack of follow-up with the foster parent in these situations, and no notification of the results of any investigation by CPS. Some CPS social workers did not know if any follow-up was required in these cases.

A failure of CPS to complete and document an investigation can result in no information being submitted to a database of improper care by foster parents. This could cause the placing of future children in an inappropriate placement. (Appendix 4)

Improving these issues is not something that will happen overnight. It is a worthwhile goal, as all the parties are part of a team working for the safety of children and families in need. CPS, foster parents and FFA's are all on the same side with the goal of helping children and families. Too often the parties feel they are working at cross purposes and are reluctant to address issues with each other for fear of creating strain or reprisal. Improved communications and better sharing of information will help them understand each other's challenges and lead to improved outcomes.

The Grand Jury encourages future Grand Juries to examine the progress that has been made on the issues identified in this report.

## **FINDINGS**

- F1. Monthly contacts by CPS social workers to children in foster care, particularly in-home visits are not occurring as often as they should. Consistently visiting the children in their foster homes would allow problem areas to be spotted and addressed by CPS before they rise to the level where a child needs to be pulled from a home with no notice.
- F2. Foster parents are not aware of the complaint process when they have a problem with a CPS employee. Many are also reluctant to make a complaint, even if they wanted to, due to fear of repercussions.
- F3. Increased sharing of information is needed between CPS and the Foster Family Agencies. In both directions.
- F4. When a child is removed from a foster home, the foster parent is unsure of their rights and not notified of the outcome of any investigation if the removal was due to an allegation against the foster parent.
- F5. Foster parents often feel unappreciated or treated poorly by CPS. They are reluctant to recommend fostering to others. We need people willing to foster so that at-risk children can be properly placed.
- F6. By the very nature of the business, all involved in the CPS system are under extreme stress and constant tension. This increased stress is experienced by CPS staff, FFA staff, and foster parents.
- F7. CPS workers have a very high workload. There is frequent turnover among CPS social workers, resulting in higher workload for those remaining until a new social worker is hired and trained.

## RECOMMENDATIONS

- R1.
  - a. CPS social workers should increase the frequency of monthly in-home visits to foster children. (MPP 31-320)
  - b. CPS social workers should continue using the Template for Contact with Children consistently during their visits to foster children.
  - c. CPS should add a signature line for parents to the Template for Contact with Children to verify in-home visits by all parties.
- R2. CPS should ensure that all parties involved are made aware of the complaint protocol outlined in Amador County DSS Policy and Procedure on Handling Complaints/Grievances dated 8-29-17.
- R3. CPS should continue working closely with FFA's to sort out difficulties and improve information exchange.
- R4.
  - a. CPS should inform the foster parent of what is happening, allow them input, and inform them of the outcome of an investigation when allegations of maltreatment are made against them. (Appendix 4)
  - b. When a child is removed from a foster home, CPS should ensure that the foster parent receives a copy of the Review Request Procedure for Foster Care document.
- R5. CPS should carry through on plans to increase their support for foster families.
- R6. CPS should institute a scheduled roundtable discussion (perhaps quarterly) to include FFA social workers, CPS social workers, and foster parents, bringing in experts on the subjects of stress, relaxation, communication, etc.
- R7. The Board of Supervisors should work with CPS to see where additional funding can be most appropriately allocated to increase retention and reduce the workload of CPS social workers.
- R8. CPS should report quarterly to the Board of Supervisors the progress made towards improving the issues in the Grand Jury's findings.

## REQUEST FOR RESPONSES

Pursuant to Penal Code section 933.05, the grand jury requests responses as follows:

- From the following individuals:  
Amador County CPS Program Manager is required to respond no later than 90 days after the Grand Jury submits a final report to Findings F1 through F7 and Recommendations R1 through R8.
- From the following governing bodies:  
Amador County Department of Health and Human Services is required to respond no later than 90 days after the Grand Jury submits a final report to Findings F1 through F7 and Recommendations R1 through R8.
- Amador County Board of Supervisors is required to respond no later than 60 days after the Grand Jury submits a final report to Finding F7 and Recommendations R7 and R8.

## INVITED RESPONSES

- Environmental Alternatives Foster Family Agency to F3, F5 and F6 and R3, R5 and R6.
- Sierra Child and Family Services Foster Family Agency to F3, F5 and F6 and R3, R5 and R6.

Address responses to:

- The Presiding Judge  
Amador County Superior Court  
500 Argonaut Lane  
Jackson, CA 95642
- Amador County Grand Jury  
PO Box 249  
Jackson, CA 95642

Reports issued by the Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Grand Jury.
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## **APPENDIX**

1. California Child Welfare Indicators Project Measure 2S by Year- Timely Monthly Caseworker Visits (In Home) Amador County vs. California 2017
2. Excerpt from Child Welfare Services Program Manual of Policy and Procedure regarding Social Worker Contacts with the Child. (MPP 31-320)
3. Child Welfare Services Program Manual of Policy and Procedure regarding Foster Parent Notification Requirements (MPP 31-440)
4. Excerpt from CDSS Information regarding Allegations Against Foster Parents (<http://www.fosterfamilyhelp.ca.gov/PG2995.htm>).

## Appendix 1

California Department of Social Services, Child Welfare Data Analysis Bureau  
 California Child Welfare Indicators Project (CCWIP)  
 University of California at Berkeley  
**Measure 2S By Year - Timely Monthly Caseworker Visits (In Home)**  
**Agency Type: Child Welfare**  
**JAN2017-DEC2017**

### Amador County

Age Group	Children Receiving In-Home Services	Service Months	Months with Visits	Percent with Visits	Months with Visits in Residence	Percent with Visits in Residence
	n	n	n	%	n	%
Under 1	7	33	24	72.7	13	54.2
1-2	9	37	28	75.7	19	67.9
3-5	10	38	35	92.1	17	48.6
6-10	18	123	94	76.4	41	43.6
11-15	13	61	55	90.2	18	32.7
16-17	5	19	18	94.7	8	44.4
<b>Total</b>	<b>62</b>	<b>311</b>	<b>254</b>	<b>81.7</b>	<b>116</b>	<b>45.7</b>

### California

Age Group	Children Receiving In-Home Services	Service Months	Months with Visits	Percent with Visits	Months with Visits in Residence	Percent with Visits in Residence
	n	n	n	%	n	%
Under 1	7,905	34,716	32,255	92.9	24,862	77.1
1-2	10,094	47,730	43,658	91.5	34,342	78.7
3-5	12,395	59,896	54,254	90.6	42,046	77.5
6-10	18,373	90,168	81,144	90.0	62,116	76.6
11-15	13,504	67,718	58,363	86.2	43,742	74.9
16-17	3,600	15,658	12,274	78.4	8,581	69.9
<b>Total</b>	<b>65,871</b>	<b>315,886</b>	<b>281,948</b>	<b>89.3</b>	<b>215,689</b>	<b>76.5</b>

## Appendix 2

### **31-320 SOCIAL WORKER/PROBATION OFFICER CONTACTS**

#### **WITH THE CHILD**

- .1 The social worker/probation officer shall arrange for visitation, as determined in the child's case plan, for each child.
- .2 The social worker shall visit the child at least three times in the first 30 calendar days, including the initial in-person response.
  - .21 If the case plan is completed in the first 21 calendar days after the initial removal of the child or in-person response, the social worker shall be permitted to have less frequent visits, up to a minimum of twice in the first 21 calendar days.
- .3 The social worker shall visit each child with an approved case plan who remains in the home at least once each calendar month.
  - .31 The social worker shall be permitted to have less frequent visits, up to a minimum of once every two months, only if all the following criteria are met and written supervisory approval has been obtained:
    - .311 The child has no severe physical or emotional problems caused or aggravated by remaining in his/her own home.
    - .312 The child is visited at least once a week by a family preservation social worker or public health nurse when such persons are providing services pursuant to the case plan; and there is a verbal or written agreement with any such services provider, documented in the case record, that he/she will provide contact reports to the social worker.
      - (a) The social worker shall ensure that verbal or written reports are received and documented in the case record.
- .4 The majority of visits with the child in each calendar year shall take place in the child's foster home/placement.
  - .41 Whenever possible and practicable, the social worker shall visit the child alone and in a quiet and private setting.
- .5 The purpose of social worker contact with the child is to assess the safety and well being of the child and to achieve the following objectives:
  - .51 Verify the location of the child.
  - .52 Monitor the child's physical, emotional, social, and educational development.

Appendix 2 (continued)

.53 To the extent possible, engage and involve the child and the caregiver in the development of the case plan.

.54 Gather information about the child to identify needed services to be included in the case plan and monitor the effectiveness of those services provided to meet the child's needs.

.55 Ensure the child is able to maintain a relationship with siblings, relatives, and adults who are important to the child.

.56 Assist the child in preserving and maintaining religious and ethnic identity.

.57 Establish and maintain a helping relationship between social worker and child to provide continuity and a stability point for the child.

.58 Solicit the child's input on his/her future and to inform the child as to current and future placement plans and progress and discuss these plans and progress with the child.

.59 Evaluate and assess the child's educational needs and progress and the potential need for special educational services such as an Individual Education Plan.

.6 The social worker/probation officer shall do the following for each child with an approved case plan who is placed in out-of-home care with a relative, foster family home, FFA, or a legal guardian:

.61 Visit the child at least once each calendar month.

.611 The social worker shall be permitted to have less frequent visits, no less than necessary to ensure the safety and well being of the child as specified in 31-320.5. In no case shall the visits be less frequent than once every six calendar months, provided the following criteria are met and documented in the case plan, and written supervisory approval has been obtained:

(a) The child has no severe physical or emotional problems caused or aggravated by the placement.

(b) The child has been in the same placement for at least six months and the social worker has determined that the placement is stable.

Appendix 2 (continued)

(c) The child is visited once each calendar month by social worker staff of a foster family agency provided they meet the minimum qualifications at Title 22, Section 88065.3 and are providing services pursuant to a case plan. A written placement agreement shall be required between the foster family agency and the county and documented in the case record.

(d) The social worker shall ensure that at least one written report of a visit is received each calendar month and documented in the CWS/CMS case record.

.612 The social worker shall be permitted to have less frequent visits, up to a minimum of once every six consecutive calendar months if the child is receiving permanent placement services, is in placement with a legal guardian, and dependency has been dismissed or the child has never been a dependent.

.613 If the child is placed in a group home, whether in-state or out-of-state, or a community treatment facility, the social worker/probation officer shall visit the child at least once each calendar month, with at least a two-week time frame between visits and document the visits in the child's case plan.

.7 The minimum visitation requirements by the county social worker/probation officer are not applicable under the following circumstances:

.71 The child has an approved case plan, is a dependent or ward of the court and either:

.711 The child's whereabouts are unknown and the court has been informed. The county social worker/probation officer must attempt to locate the child and document those attempts in the case record. The social worker must confirm and document in the child's case record that the child's whereabouts are unknown once every 30 days from the date of the initial discovery, or

.712 The child is residing out of state in a relative, guardian or foster family home under the provisions of the Interstate Compact on the Placement of Children, is receiving services from the receiving state, and the receiving state is providing written or verbal reports to the social worker that are documented in the case record.

**31-440 FOSTER PARENT(S) NOTIFICATION REQUIREMENTS 31-440**

.1 The foster parent(s) shall be given at least seven calendar days' advance written notice of intent to remove a child, and of the right to request a grievance review.

.11 The county shall have the authority to include a waiver of the notice requirement specified in Section 31-440.1 in the written placement agreement with the foster parent(s).

.111 Waivers shall not exceed six months from the date of placement.

.112 Waivers shall be considered exceptions used solely to meet unusual individual needs.

.2 The county shall not be required to provide the notice specified in Section 31-440.1 if one or more of the following conditions exist:

.21 The child is in immediate danger.

.22 A signed waiver of notice has been obtained from the foster parent(s), as specified in Section 31-440.11.

.23 A court has ordered the child's removal.

.24 Adverse licensing or approval actions have occurred that prohibit the foster parent(s) from continuing to provide services.

.25 Removal of a voluntarily placed child is made or requested by the child's parent(s)/guardians.

.26 The child is removed from an emergency placement.

.3 For foster parents providing permanent placement services the social worker shall provide the foster parent(s) with written notice explaining the court order that permanent placement services be terminated.

.31 The county shall be permitted to use a copy of the court report or modified service plan for purposes of notifying the foster parent(s), if appropriate.

.4 A relative or nonrelative extended family member whose home has been deemed not to meet the approval standards shall be given notice that their home does not meet approval standards and that they have access to the grievance procedures set forth in MPP Section 31-020, provided they appeal the agency's decision in writing within 5 working days of their receipt of the notice.

## Appendix 4

### **Excerpt from CDSS Information regarding Allegations Against Foster Parents (<http://www.fosterfamilyhelp.ca.gov/PG2995.htm>)**

When a problem develops the caregiver should immediately notify the social worker and the minor's attorney. Each child in the foster care system has a social worker who helps with supervision of the child, and provides support and guidance to caregivers. In addition, each minor in the foster care system has an attorney. Foster care works best when caregivers, social workers, and minor attorneys work as a team to meet the foster children's needs.

#### **WHEN AN ALLEGATION IS MADE:**

When an allegation is made, an investigation will be conducted to determine if the allegation is unfounded, inconclusive, or substantiated. The caregiver will be given information regarding this action and will have input into its outcome. If the caregiver feels that adequate input was not provided, the caregiver should contact the county social worker or the social worker's supervisor.

Depending upon the allegations made, the Child Welfare Services (CWS) agency will initiate an investigation into the allegations by conducting a visit to your home, from immediately up to ten days after CWS receives the allegations. You generally will not receive advance notice of the allegations made against you, or the home visit, until the social worker arrives at your home. After the investigation is completed, but not more than thirty days later (unless a longer timeline was previously agreed upon) you will be notified by County CWS of the decision made.

Depending on the preliminary findings regarding the allegations, the foster child may be removed from your home immediately.

If it appears that other children in the home, including your biological family, have been subjected to abuse or neglect, an investigation will be initiated.

If the decision is made to revoke your license as a resource / foster parent, County CWS is required to submit documentation to substantiate the allegations to the California Department of Social Services (CDSS) and there is a formal procedure that ends with an administrative hearing by the State. (Health and Safety Code section 1538, Title 22, Division 6, Chapter 9.5, Regulation 89242)

#### **CAREGIVER HAS THE RIGHT TO:**

To be provided a fair, timely, and impartial investigation of allegations or complaints.

To have a support person of the caregiver's choosing present during investigation inquires with the caregiver.

To be provided due process during the investigation.

Appendix 4 (continued)

To request and receive management review of decisions.

Unless the child is in immediate danger, he/she shall remain with the foster parent(s), pending decision of the county director, when removal is the basis for a complaint. (Reference 31-020 GRIEVANCE PROCEDURES).

If the allegation is substantiated, the county will refer information regarding the caregiver along with case information to the Child Abuse Central Index (CACI) of the California Department of Justice for inclusion in the statewide database. The Caregiver will receive notice that referral to CACI is to occur and at the same time, will receive a Request for Grievance Hearing form. This form can be used to challenge the CACI listing.

CHILD ABUSE CENTRAL INDEX (CACI) GRIEVANCE PROCEDURES (DIVISION 31-021)

Within five (5) business days of submitting an individual's name to the Department of Justice (DOJ) for listing on the CACI pursuant to Section 31-501.4, the following forms shall be sent to the individual at his/her last known address:

The Notice of Child Abuse Central Index Listing (SOC 832),

Grievance Procedures for Challenging Reference to the Child Abuse Central Index (SOC 833),  
and

Request for Grievance Hearing (SOC 834).

Grievance Procedures for Challenging Reference to the Child Abuse Central Index  
SOC 833 (3/10)

Notice Of Possible Listing On the Child Abuse Central Index – What You Need to Do

ALL COUNTY LETTER NO . 12-21 – April 24, 2012 - This All County Letter is to inform counties of the provisions of Assembly Bill (AB) 717, Chapter 468, Statutes of 2011. AB 717 made changes to the Child Abuse Central Index (CACI) reporting requirements, effective January 1, 2012

Generally, inclusion of caregiver's name in the CACI means that no future placements will be made with caregiver. If the allegation is unfounded or inconclusive the county may continue to place children in caregiver's home. However, placements are at the discretion of the county [CCL regulation 89045(a)].

Appendix 4 (continued)

**GRIEVANCE PROCEDURES:**

If you are unable to resolve your issues with the social worker or social worker's supervisor, file a grievance in writing and request a grievance hearing. Each county shall provide grievance procedures to review complaints from foster parents, legal parents, guardians, and children concerning the placement or removal of a child from a foster home. All issues shall be resolved in the best interest of the child. See Grievance Procedures – Division 31-020 Manual of Policies and Procedures CHILD WELFARE SERVICES .

Request For Grievance Hearing - SOC 834 (3/10)

END

**Joint Powers Agency**

Mountain-Valley Emergency Medical Services Agency

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# **SAVING TIME, SAVING LIVES: OVERCOMING THE CHALLENGES INHERENT TO RURAL EMS RESPONSE**

## **AUTHORITY**

California Penal Code (PC) 925a allows the Grand Jury to examine the books and records of any joint powers agency located in the county; investigate and report upon the operations, accounts, and records of the officers, departments, functions, and the method or system of performing the duties of any such joint powers agency; and make such recommendations as it may deem proper and fit.

Additionally, PC 933.1 allows the grand jury to examine the books and records of a joint powers agency, and to investigate and report upon the method or system of performing the duties of such agency or authority.

## **SUMMARY**

The 2017-2018 Grand Jury (GJ) reviewed the operations of Mountain-Valley Emergency Medical Services Agency (MVEMSA), a State and County authorized service agency. MVEMSA operates under a Joint Powers Authority (JPA) to coordinate and regulate local emergency services for a five county Emergency Medical Service (EMS) system that includes Amador, Alpine, Calaveras, Stanislaus, and Mariposa counties. MVEMSA does not provide EMS for Amador County, but administers the contract between the county and the ambulance service provider, American Legion Ambulance (ALA).

The investigation was prompted by a concern that the medical transport needs of Mule Creek State Prison (MCSP) were causing an undue impact on the local community. However, we were pleased to learn that ALA had already addressed this by placing a second ambulance into operation in the city of Ione, mitigating any delay in EMS response times.

During its investigation, the GJ learned that despite the reporting structure, MVEMSA autonomously administers the EMS contract with little or no input from the county level. While we set out to simply understand how ambulance services are provided to the county, we quickly learned of the complexities of operating an EMS system in a rural area. We did not review the entire county EMS operations, but it was necessary to gain an understanding of how the various entities in the county cooperate to respond to calls for medical care and transport. We found that there are steps that can be taken to ensure that residents, especially those outside of city limits and upcountry, may receive quicker medical care if emergency services are requested.

Overall, we found that MVEMSA is doing an adequate job of administering the ambulance service contract, but improvements can be made at the county level to increase the readiness of EMS response. This report details some of the challenges and obstacles of rural EMS response, a description of how MVEMSA provides oversight for Amador County EMS, and what the county should be doing to provide oversight for a critical function being outsourced to a third-

party outside of county control. Finally, we include actions that we can take at the county level to increase the EMS readiness in the field independent of the ambulance service.

## **GLOSSARY**

AEMT – Advanced Emergency Medical Technician

ALA – American Legion Ambulance

AEMCC – Amador Emergency Medical Care Committee

BoS – Board of Supervisors

EMS – Emergency Medical Services

EMT – Emergency Medical Technician

EMT-P – Emergency Medical Technician - Paramedic

FD – Fire Department

GJ – Grand Jury

HSC – Health and Safety Code

JPA – Joint Powers Authority

LFPD – Lockwood Fire Protection District

MCSP – Mule Creek State Prison

MVEMSA – Mountain-Valley Emergency Medical Services Agency

## **BACKGROUND**

In the absence of a local Emergency Medical Services (EMS) agency, California Health and Safety Code section 1797.200 allows for the county to contract with “a joint powers agency created for the administration of emergency medical services by agreement between counties.” For counties with smaller populations and budgets, this is an effective method of ensuring a competitive and responsive EMS system without the overhead of maintaining its own EMS agency.

MVEMSA’s mission statement is "to ensure the appropriate provision of quality pre-hospital care services to the public in a cost effective manner as an integrated part of the overall health care system." The agency’s primary responsibility is to ensure that contracts entered into with an ambulance service provider meet all Health and Safety Code (HSC) requirements, and provide

adequate oversight. In this County, American Legion Ambulance continues to be retained as the service provider due to a grandfather clause in the HSC allowing for MVEMSA to not advertise the contract through the public bidding process. ALA is allowed to maintain its status as the county's ambulance service provider so long as it meets the contract requirements. If it does not, MVEMSA has the right to terminate the contract.

The agency is supervised by a Board of Directors consisting of a member of the Board of Supervisors from each county. The Board hires an Executive Director and Medical Director, who oversee agency operations. Other duties include participating in county level EMS planning and education and outreach for various programs, such as CPR training.

At the county level, the Amador Emergency Medical Care Committee (Amador EMCC) was established by the Board of Supervisors (BoS) to assist with planning and provisioning EMS, including ambulance services. Of note, and perhaps the most important duty, is to “establish goals for the provision of emergency medical care annually at the first meeting of the calendar year and advise the Board of Supervisors and the local EMS Agency of their recommendations and observations.” As will be discussed later in this report, this group is not as involved with EMS planning as stated in the mission statement.

There are seven Fire Departments (FD) serving Amador County. All rely on volunteers as part of their staffing – including for medical services. Some of these, such as Lockwood Fire Protection District (LFPD) are staffed by volunteers and rely on agreements with Cal Fire and other local FDs to respond to calls. When 911 is dialed and EMS is dispatched, the FD is most often on scene before the ambulance. FDs maintain medical staffing and training and can treat many illnesses and injuries on-scene.

## **METHODOLOGY**

The following resources were used as part of the investigation. Documents included in this report are noted in parentheses.

- Read 2001-02 Grand Jury report on MVEMSA
- Online research to become familiar with MVEMSA mission and operations
- Requested, received, and reviewed the following documents from MVEMSA:
  17. Current contract between MVEMSA and ALA
  18. Previous contract between MVEMSA and ALA
  19. 2017 call log for ALA
  20. 2017 ALA responses to MCSP (Appendix I)
  21. Paramedic vs. Advanced EMT scope of practice (Appendix II)

22. Paramedic vs. Advanced EMT minimum training and licensing requirements (Appendix III)

23. Paramedic vs. Advanced EMT inventory requirements (Appendix IV)

24. ALA vehicle records from 2015-2018

- Reviewed the publicly available 2017 ALA report
- Reviewed the current contract between MCSP and ALA
- Reviewed the March 28, 2018 Cal Fire news release regarding the cooperative fire protection agreement with LFPD
- Interviewed the Executive Director of MVEMSA
- Interviewed the MVEMSA Quality Improvement Coordinator
- Interviewed the MVEMSA Response and Transport Specialist
- Interviewed the Amador County District III Supervisor assigned to AEMCC

## **DISCUSSION**

### **Operations**

The Director of MVEMSA was interviewed in January 2018. When attempting to schedule a follow-up interview in April, we learned that he had departed the agency. Instead, we met with the agency's Response and Transport Specialist, who was most helpful in helping explain many of the agency functions and statistics. Together we reviewed many documents that shed light on how MVEMSA administers the contract. Items of note include:

- Statistics are provided by ALA call logs manually generated by the service provider. In 2019, the First Alert Computer Assisted Dispatch system will be placed online to automate collection of these metrics. This is an important, universally accepted auditing practice that safeguards the integrity of the data.
- Many calls were listed as having a zero-minute response time. An EMS dispatch requires two calls (patient to sheriff's dispatch, and sheriff's dispatch to ALA), so it would seem quite incredible to have an ambulance arriving on-scene in less than a minute (or even a few) of picking up the phone. However, these log entries can be explained in two ways: either the call is cancelled, or the ambulance was already close to the destination. This is feasible as ALA will use metrics to "post" an ambulance to a centralized location where they expect to receive calls. This method proves highly accurate in helping to decrease response times.

- Response times are based on population density. ALA is graded on its ability to respond to calls within the required times at least 90% of the time. This is the commonly used benchmark for ambulance contracts.

## **MCSP Impact**

With a population of over 4,000 inmates, MCSP is the largest single consumer of EMS in the county. In addition, it is common for inmates to falsely claim medical care is needed to receive a “field trip” to a local hospital, abusing the medical response capabilities. Being that the county is rural and served by a small ambulance provider, this can have a severe impact on response times.

The assertion that ALA responds to a large volume of calls is not anecdotal evidence and is supported by the call logs. Over 35% of the ALA responses in 2017 were to MCSP. Many of these calls are for non-urgent situations. If there is a requirement to dispatch an ambulance while it is already responding to a call at MCSP, the call taken second may have to wait until the first call is finished. Although ALA typically maintains five ambulances on duty at a time, it is a valid concern that county residents may have to wait for service, and results in the perception that inmates receive priority for medical care over county residents.

To address and manage the volume, MCSP maintains an agreement with ALA to provide medical response. We discovered, during the investigation, that ALA had recently placed a second ambulance into service, including renting a building in the city of Ione. ALA should be commended for proactively recognizing and addressing this concern.

## **Oversight for MVEMSA**

The understood reporting structure was that MVEMSA, while operating as a JPA wholly separate from Amador County, was reportable to a member of the BoS; and that the BoS member would be operating under advisement from EMCC inputs, of which MVEMSA is a member. We were told that the EMCC is a “member driven” body that meets for the purposes of information sharing and does not necessarily review contracts or provide inputs. Contract language is not necessarily standardized, but much of it is based on HSC requirements, population density, and medical standards. It is also written by the two parties (MVEMSA and ALA). While no malfeasance was discovered, it is important to note that no one from the county was consulted or represented in writing the contract. This is an important omission as it provides a third-party to ensure that someone from the county is taking an active part in writing a contract that has a significant effect on the county residents.

The MVEMSA Board of Directors and EMCC both meet regularly, but meeting notes and agendas are not being shared to the website. In EMCC’s case, the most recent materials available are from 2012.

## EMS Challenges

Amador County, like many rural communities, has many challenges in implementing an EMS system that is responsive to the needs of the residents. The unique geography, remote communities, and low population make it a challenge to respond quickly in many circumstances. Regardless of how well the FDs are staffed, the simple fact of living in a rural mountain community with only one hospital is an obstacle. LFPD is one example of a rural fire department that relies heavily on volunteers and was recently forced to enter into a cooperative agreement with CalFIRE due to inadequate staffing. This can force a resident living in a geographically isolated area to have to wait even longer for emergency response. This risk is even higher when one considers that the demographic of many of our upcountry communities consists of senior citizens, who are more likely consumers of EMS.

In the most critical medical emergency situations, every second counts when a patient has to wait for EMS personnel to arrive. One way to mitigate the risk of loss of life or permanent medical consequences is to ensure that FDs are adequately staffed with qualified medical personnel. While the service provider must be used to transport patients, the FD is fully capable of treating patients in the field – if they are trained and qualified. The HSC defines three levels of Emergency Medical Technician (EMT): EMT, Advanced EMT (AEMT), and EMT-Paramedic (EMT-P). Most firefighters are trained as EMTs and can administer basic first aid. AEMTs can provide a higher level of care, such as starting an IV, intubating patients, and administering some medications. Finally, the EMT-P, or paramedic, is educated and trained in all elements of prehospital advanced life support.

Of course, as the level increases so does the cost and time it takes to train for the certification. The service provider is required to be staffed with EMT-P, but smaller fire departments would not be expected to have firefighters certified to this level. MVEMSA also stated that it would not be recommended to place EMT-Ps at the FD as their skills may deteriorate due to lack of practice. However, it is certainly possible to have firefighters certified at the AEMT level. The departments can maintain training programs or pay a stipend to hire firefighters that already hold the AEMT certification. It was also noted that if the FDs are to maintain AEMTs, they should ensure that there are enough to cover a 24x7x365 rotation and not leave skill gaps on the schedule.

Limited personnel and long distances is not a problem specific to Amador County as many, if not most remote areas, have the same challenge. One method mentioned in several of our interviews was to look into using a tiered dispatch system. If transport is not needed, AEMTs can handle a fair amount of calls without dispatching an ambulance. Certainly, this is not a perfect system as it relies on variables outside of anyone's control: Accurate diagnoses cannot be made via phone, often the patient condition is worse than thought prior to arrival, and the patient/caller may not communicate the correct information. However, the automated call log system will help with studying creative ways of adding context to EMS dispatches and maximizing our limited resources.

## **FINDINGS**

- F1. The service provider provides their own call and response statistics, making it difficult to determine if response times are being met.
- F2. Not maintaining AEMTs in the county fire departments may lead to residents having to wait for an ambulance to arrive to a call rather than being able to be treated by a firefighter.
- F3. The lack of a stipend for EMT or AEMT certifications makes it a challenge to hire candidates that are already qualified.
- F4. The MVEMSA-ALA was written by the two parties, without review or representation of someone from the county.
- F5. MVEMSA Board of Directors and Amador EMCC do not share agendas, meeting minutes, and other materials in a timely manner via the MVEMSA website.

## **RECOMMENDATIONS**

- R1. Implement an automated system to track calls and response times. (F1)
- R2. Ensure that fire departments are staffed to include AEMTs to provide 24x7x365 coverage. (F2)
- R3. Implement a multiple tiered dispatch solution that ensures, when possible, EMT-Ps are not dispatched to situations that an EMT or AEMT is qualified to handle and patient transport is not required. (F2)
- R4. Ensure that fire departments have the funding to pay for training for EMT or AEMT certifications. (F2)
- R5. Ensure that fire departments have the funding to pay a stipend to firefighters that have the EMT, AEMT, or EMT-P certifications. (F3)
- R6. Require a contract review prior to approving any future contracts between MVEMSA and the service provider. (F4)
- R7. Ensure that the MVEMSA and EMCC are regularly posting agendas and minutes to the MVEMSA website. (F5)

## REQUEST FOR RESPONSES

Pursuant to Penal Code sections 933 and 933.05, the grand jury requests responses as follows from the following individuals:

- MVEMSA Board of Directors is required to respond no later than 90 days after the Grand Jury submits a final report, to Findings 1-5.
- Board of Supervisors is required to respond no later than 90 days after the Grand Jury submits a final report, to Findings 1-5.
- CalFIRE Division Chief, Amador-El Dorado Unit Southern Division is invited, but not required to respond no later than 60 days after the Grand Jury submits a final report, to Findings 2 and 3.

Address response to:

- The Presiding Judge  
Amador County Superior Court  
500 Argonaut Lane  
Jackson, CA 95642
- Amador County Grand Jury  
PO Box 249  
Jackson, CA 95642

Reports issued by the Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Grand Jury.
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# APPENDIX I: 2017 ALA RESPONSES TO MCSP

## Amador County Urban Calls 2017 Responses to Mule Creek State Prison

2017 Code 2 Urban Responses					2017 Code 3 Urban Responses			2017 Total Responses		
MONTH	TOTAL # OF CALLS	# RESPONSES TO PRISON	% OF CALLS THAT WERE AT PRISON		TOTAL # OF CALLS	# RESPONSES TO PRISON	% OF CALLS THAT WERE AT PRISON	TOTAL # OF CALLS	TOTAL # OF RESPONSES TO PRISON	OVERALL % OF CALLS THAT WERE AT PRISON
January	72	33	45.8%		181	59	32.6%	253	92	36.4%
February	60	22	36.7%		167	48	28.7%	227	70	30.8%
March	68	28	41.2%		198	62	31.3%	266	90	33.8%
April	64	32	50.0%		175	60	34.3%	239	92	38.5%
May	54	32	59.3%		162	63	38.9%	216	95	44.0%
June	63	27	42.9%		162	37	22.8%	225	64	28.4%
July	63	25	39.7%		190	57	30.0%	253	82	32.4%
August	74	32	43.2%		156	52	33.3%	230	84	36.5%
September	58	27	46.6%		157	37	23.6%	215	64	29.8%
October	78	39	50.0%		177	54	30.5%	255	93	36.5%
November	65	25	38.5%		162	52	32.1%	227	77	33.9%
December	70	32	45.7%		177	63	35.6%	247	95	38.5%

## APPENDIX II: PARAMEDIC VS. ADVANCED EMT SCOPE OF PRACTICE

Paramedic versus Advanced EMT Scope of Practice
<i>Information is within the AEMT and Paramedic Scope of Practice</i>
<b><i>Perform any activity indentified in the scope of practice of an EMT in Title 22 California Code of Regulations , Division 9, Chapter 2.</i></b>
Utilize electrocardiographic devices and monitor electrocardiograms, including 12 lead ECG
Perform Defibrillation, Synchronized Cardioversion, and external cardiac pacing
Visualize the airway by use of the laryngoscope and remove foreign bodies with forceps
<b><i>Perform tracheo-bronchial suctioning of an intubated patient</i></b>
Perform pulmonary ventilation by use of lower airway mutli-lumen adjuncts, the esophageal airway, perilaryngeal airways, stomal intubation, and adult oral endotracheal intubation
Utilize mechanical ventilation devices for CPAP, BiPap, and PEEP
<b><i>Perform pulmonary ventilation by use of a Perilaryngeal Airway</i></b>
<b><i>Institute IV catheters, saline locks, needles, or other cannulae (IV Lines) in peripheral veins; and monitor and administer medications through pre-existing vascular access</i></b>
Intitute IO needles or catheters
<b><i>Administer IV or IO glucose solutions or isotonic balanced salt solutions, including Ringers' Lactate solution</i></b>
<b><i>Obtain venous blood samples</i></b>
<b><i>Use glucose-measuring device</i></b>
Use laboratry devices, including point of care testing, for pre hospital screeninguse to measure lab values including, but not limited to, glucose, capnometry, capnography, and carbon monoxide when appropriate authorization is obtained from State and Federal agencies, including from the Centers for MediCare and MediCaid Services pursuant to CLIA.

Utilize Valsalva's maneuver
Perform percutaneous needle cricothyrotomy
Perform needle thoracostomy
Perform nasogastric and orogastric tube insertion and suction
Monitor thoracostomy tubes
Monitor and adjust IV solutions containing potassium equal to or less than 40 mEq./L.
<b>Administer approved medications by following the following routes: IV, IO, intramuscular, subcutaneous, inhalation, transcutaneous, rectal, sublingual, endotracheal, intranasal, oral, or topical.</b>
Administer, using prepackaged products when available, the following medications:
<b>10%, 25% and 50% Dextrose</b>
<b>Activated Charcoal</b>
Adenosine
Amiodarone
Aerosolized or Nebulized beta-2 specific bronchodilators
<b>Inhaled beta-2 agonists (bronchodilators)</b>
<b>Aspirin</b>
Atropine Sulfate
Calcium Chloride
Diazepam
Diphenhydramine Hydrochloride
Dopamine Hydrochloride
<b>Epinephrine</b>
Fentanyl
<b>Glucagon</b>
Ipratropium bromide

Lorazepam
Midazolam
Lidocaine Hydrochloride
Magnesium sulfate
Morphine Sulfate
<b><i>Naloxone Hydrochloride</i></b>
Nitroglycerine Preparations, except IV unless permitted under (c)(2)(A) of Section 100146 of the CCR
<b><i>Sublingual Nitroglycerine</i></b>
Ondansetron
Pralidoxime Chloride
Sodium Bicarbonate

## APPENDIX III: PARAMEDIC VS. ADVANCED EMT MINIMUM TRAINING AND LICENSING REQUIREMENTS

Minimum Training Requirements							
Advanced EMT				Paramedic			
PreRequisites	Didactic/Skills	Hospital Clinical	Field Internship	PreRequisites	Didactic/Skills	Hospital Clinical	Field Internship
HSGrad or GED	80 hours	40 hours	40 hours	Current EMT	450 hours	160 hours	480 hours
Current EMT			15 ALS Patient Contacts	Enrollment criteria of program			40 ALS Patient Contacts
Enrollment criteria of program							

Licensing Requirements				
Advanced EMT		Paramedic		
Current EMT Certification in the State of CA		Current EMT Certification in the State of CA		
Receive course completion		Receive course completion		
National Registry Exam		National Registry Licensure Exam		
MVEMSA Certification Requirements		State of CA Licensure Requirements		
36 hours of CE every two years		MVEMSA Accreditation Requirements		
Document skills competency every two years		48 hours of CE every two years		

## APPENDIX IV: PARAMEDIC VS. ADVANCED EMT INVENTORY REQUIREMENTS

### Advanced First Response Standard Inventory

Items in ***Italics and Bold*** are necessary for both AEMT and Paramedic programs.

	Standard Inventory	Price	AEMT Cost	Paramedic Cost
<b><i>KED or comparable device</i></b>	<b>1</b>	140	<b>140</b>	140
<b><i>Scoop Stretcher, Long Backboard or Comparable Device</i></b>	<b>1</b>	870	<b>870</b>	870
<b><i>Backboard Straps</i></b>	<b>1 set</b>	128	<b>128</b>	128
<b><i>Pediatric Immobilization Device or Comparable Device</i></b>	<b>1</b>	640	<b>640</b>	640
<b><i>Burn Pack(clean sheets, towels, gown, sterile gloves)</i></b>	<b>1</b>	55	<b>55</b>	55
<b><i>Rigid Collars(pediatric, no-neck, short, regular, tall)</i></b>	<b>1 ea</b>	8	<b>32</b>	32
<b><i>Foam or Cardboard head restraints</i></b>	<b>1</b>	6	<b>6</b>	6
<b><i>Cold Packs</i></b>	<b>4</b>	2	<b>8</b>	8
<b><i>Hot Packs</i></b>	<b>4</b>	2	<b>8</b>	8
<b><i>Traction Splints (adult &amp; pediatric)</i></b>	<b>1 ea</b>	530	<b>1060</b>	1060
<b><i>Rigid Extremity splints (leg &amp; arm; ped &amp; adult)</i></b>	<b>1 ea</b>	6	<b>24</b>	24
<b><i>Petroleum Jelly (Sterile, Vaseline) gauze</i></b>	<b>3</b>	1	<b>3</b>	3
<b><i>12" sterile bandage compresses (or equivalent)</i></b>	<b>4</b>	2	<b>8</b>	8
<b><i>3 X 3 or 4 X 4 Sterile compresses (or equivalent)</i></b>	<b>4</b>	2	<b>8</b>	8
<b><i>2, 3, 4, or 6 inch roller bandages</i></b>	<b>4</b>	2	<b>8</b>	8
<b><i>Bandage Shears</i></b>	<b>1</b>	2	<b>2</b>	2

<i>10 X 30 inch or large universal dressings</i>	<b>2</b>	2	<b>4</b>	4
<i>Rolls of tape</i>	<i>Assorted</i>	2	<b>12</b>	12
<i>4 X 4's Non-sterile, Bag</i>	<b>1</b>	2	<b>2</b>	2
<i>Triangular Bandage, roller gauze</i>	<b>2</b>	2	<b>4</b>	4
<i>Exam gloves, small, medium, large</i>	<i>1 box ea</i>	2	<b>6</b>	6
<i>Non-Latex exam gloves, small, medium, large</i>	<i>2 pairs ea</i>	1	<b>6</b>	6
<i>Sterile gloves in various sizes</i>	<b>2 pairs</b>	1	<b>2</b>	2
<i>Commercial/Pre-packaged pack meeting Title 13, section 1 103.2(a)(17) requirements</i>	<b>1</b>	10	<b>10</b>	10
<i>Commercial, survival style, aluminum type blanket for conserving newborn warmth</i>	<b>1</b>	2	<b>2</b>	2
<i>Sterile scissors or scalpel (may be part of OB kit)</i>	<b>1</b>	2	<b>2</b>	2
<i>Blood Pressure cuff adult</i>	<b>1</b>	27	<b>27</b>	27
<i>Blood Pressure cuffs pediatric and extra long</i>	<b>1 ea</b>	27	<b>54</b>	54
Broselow Tape - latest version	<b>1</b>	47	0	47
<i>Catheter tip syringes 2 oz</i>	<b>1</b>	1	<b>1</b>	1
<i>Stethoscope</i>	<b>1</b>	47	<b>47</b>	47
<i>Normal Saline for Irrigation 1000 ml</i>	<b>2</b>	4	<b>8</b>	8
<i>Blankets</i>	<b>2</b>	5	<b>10</b>	10
<i>Emesis basins</i>	<b>2</b>	1	<b>2</b>	2
<i>Antibacterial disinfectant solution for cleanup</i>	<b>1</b>	10	<b>10</b>	10
<i>Pulse Oximeter</i>	<b>1</b>	175	<b>175</b>	175
12 Lead EKG Monitor with paper print out capable of transcutaneous pacing	1	6700	0	6700
<i>Glucose Monitoring System</i>	<b>1</b>	81	<b>81</b>	81
<i>Oral Pharyngeal airways (sizes 00 through 6)</i>	<b>1 set</b>	6	<b>36</b>	36

<i>Nasal Pharyngeal airways (sizes peds through adult)</i>	<b>1 set</b>	13	<b>78</b>	78
<i>Bag-valve device (adult, pediatric, neonate)</i>	<b>1 ea</b>	40	<b>120</b>	120
<i>Nasal Cannulas adult size</i>	<b>2</b>	1	<b>2</b>	2
<i>Nasal cannulas pediatric size</i>	<b>2</b>	1	<b>2</b>	2
<i>Oxygen mask with reservoirs adult and pediatric size</i>	<b>2 ea</b>	2	<b>8</b>	8
<i>Oxygen Supply &gt;10 liters/min x 20 minutes</i>	<b>1</b>	500	<b>500</b>	500
<i>Portable oxygen supply with bottle</i>	<b>1</b>	194	<b>194</b>	194
<i>Spare portable bottle</i>	<b>1</b>	72	<b>72</b>	72
<i>Wrench for oxygen valves</i>	<b>1</b>	2	<b>2</b>	2
<i>Suction handle-tip catheters</i>	<b>1</b>	1	<b>1</b>	1
<i>Non-collapsible suction tubing</i>	<b>1</b>	1	<b>1</b>	1
<i>Suction device, portable, capable of developing 12 mm mercury negative pressure and moving 30 lpm</i>	<b>1</b>	688	<b>688</b>	688
<i>Suction catheters size 6 – 14 French</i>	<b>Multiple</b>	1	<b>5</b>	5
<i>Bite Stick</i>	<b>1</b>	1	<b>1</b>	1
<i>Perilaryngeal Airway Device - King Airway or Combitube</i>	<b>1</b>	42	<b>210</b>	210
Endotracheal Tube Introducer (ETTI) -+ Optional Item	1		0	
ETT/CO2 Detector	2	10	0	20
Defibrillator with variable power control and capability to perform synchronized cardioversion	1	20000	0	20000
CPAP device capable of delivering adjustable CPAP pressures ranging from 5 - 10 cm H <sub>2</sub> O with FiO <sub>2</sub> concentrations equal to or greater than 30% oxygen and capable of fitting small, medium and	1	650	0	650

large adult sizes .				
Laryngoscope with two sets of batteries	2	70	0	140
Laryngoscope blades 1 set of 5 straight (sizes 4 to 0)	1 set	30	0	150
Laryngoscope blades 1 set of 5 curved (sizes 4 to 0)	1set	30	0	150
Spare light bulbs – 1 large & 1 small for blades	1 ea	15	0	30
Endotracheal tubes and adapters ranging in size from 2.0 through 5.0 (uncuffed), and 5.5 through 9.5 (cuffed) in increments of 0.5 mm.	1 set	2/7	0	59
Endotracheal tube stylets to fit all size tubes	1 set	10	0	10
McGill Forceps both child and adult sizes	1	5	0	10
<b>Water soluble lubrication jelly</b>	<b>Multiple</b>	5	<b>30</b>	30
Nebulizer (hand held or mask style)	2	1	2	2
Jet Insufflation Device capable of delivering 50 psi with on-off valve and Luer Lock Tip	1	400	0	400
IV Catheter Needles Size 10 or 12 gauge	2	18	0	18
<b>Set of five MCI vests per Policy #810.00</b>	<b>1</b>	88	<b>88</b>	88
<b>Triage Tags</b>	<b>25</b>	1	<b>25</b>	25
<b>Set of MCI Forms and Duty Sheets as specified in Policy #810.00</b>	<b>2</b>	1	<b>2</b>	2
<b>Complete set of oral airways ranging from sizes #0 to #6</b>	<b>1</b>	6	<b>6</b>	6
<b>Additional airways in each of the following sizes: 4, 5, 6.</b>	<b>1</b>	6	<b>6</b>	6
<b>4x4 trauma compresses with ties</b>	<b>4</b>	2	<b>8</b>	8
<b>Tourniquets</b>	<b>4</b>	2	<b>8</b>	8

<i>Pair of bandage scissors/shears.</i>	<b>1</b>	4	<b>4</b>	4
<i>Radio able to communicate with authorized dispatch center in area of operation.</i>	<b>1</b>	2100	<b>2100</b>	2100
<i>Radio able to transmit and receive communications on appropriate med-net frequencies and private line tones with hospitals and DCF in unit's service area and surrounding counties. Radios used for communication with hospital must be accessible in the patient compartment.</i>	<b>1</b>	1700	<b>1700</b>	1700
<i>Portable radio able to transmit and receive communications with authorized dispatch center in area of operation.</i>	<b>1</b>	2000	<b>2000</b>	2000
<i>Cell Phone (Optional)</i>	<b>1</b>	1000	<b>1000</b>	1000
<i>Satellite Phone (Optional)</i>	<b>1</b>	450	<b>450</b>	450
<i>Activated Charcoal</i>	<b>50 gm</b>	27	<b>27</b>	27
Adenosine 6 mg/2 ml concentration	18 mg	47	0	141
<i>Albuterol 3 ml of a .5% solution or 12 unit-dose vials</i>	<b>12 vials of unit dose</b>	1	<b>12</b>	12
Amiodarone	6	3	0	18
Aspirin (chewable) tablets	16 tablets	5	5	5
Atropine Sulfate 1 mg/10 ml concentration (1 mg preload)	4 preload 1mg/10ml (4 mg)	3	0	12
Atropine Sulfate 20 ml of a .4 mg/1 ml concentration	1 vial	4	0	4
Calcium Chloride	1 gm	115	0	115
<i>Dextrose 50% preload 25 mg/50ml</i>	<b>25 mg (2 preload)</b>	15	<b>30</b>	30
<i>Dextrose 25% (2.5 gm/preload)</i>	<b>2.5 gm(2 preload)</b>	15	<b>30</b>	30

	<b>= 5 gm</b>			
Diphenhydramine (Benadryl) 50mg/1ml or a 25 mg/ml concentration	100 mg	5	0	10
Dopamine 400 mg/250 ml (pre-mix) or equivalent	1	30	0	30
Epinephrine 1:10,000 (1mg/10ml)	6 mg	6	0	36
<b>Epinephrine 1:1,000 (1 mg/ml)</b>	<b>3mg</b>	2	<b>6</b>	6
Fentanyl Provider must carry Fentanyl or Morphine Sulfate or both if they choose	400 mcg	5	0	5
<b>Glucagon 1mg/ml</b>	<b>2/1 mg</b>	168	<b>336</b>	168
Ipratropium Bromide	4	1	0	4
Lorazepam	2	8	0	16
<b>Instant Glucose</b>	<b>2 tubes</b>	6	<b>12</b>	12
Lidocaine 10mg/ml or 100mg/10ml (preloads) - Provider must carry either Amiodarone or Lidocaine or both, if they choose.	300 mg (3 preloads)	18	0	54
Lidocaine Jelly 1% (optional)	1 tubes	20	20	20
<b>Mucosal Atomizer 3 ml</b>	<b>3</b>			
Magnesium Sulfate	2	4	0	8
<b>Naloxone (Narcan) (2mg/5ml or 2mg/2ml)</b>	<b>8 mg</b>	20	<b>80</b>	80
<b>Nitroglycerine spray bottle capable of providing a metered dose of 0.4 mg/spray or bottle of 0.4 mg tablets</b>	<b>1 bottle</b>	239	<b>239</b>	239
Nitroglycerine Paste 2% ointment with tape for application	1 ointment	44	44	44
Odansetron (Zofran)	24 mg	260	0	624
Normal Saline for dilution	20 ml	5	5	5
Sodium Bicarbonate 50 mEq/50 ml concentration	50 mEq	11	0	11

Controlled Substances				
Midazolam (Versed) – 20 mg (5mg/ml)	40 mg	6	0	24
Morphine Sulfate – 10 mg/ml	40 mg	4	0	16
IV Solutions and Supplies				
Arm boards (infant, child and adult sizes)	1 ea	2	2	2
Non-alcohol sterile preps	Multiple	1	6	6
Band-Aids Miscellaneous sizes	1 pk	2	2	2
Medication added labels	Multiple	5	0	5
<b><i>Intraosseous Needles (Stainless Steel) 15 &amp; 18 gauge (IO Drill is optional)</i></b>	<b>1 ea</b>	29	<b>58</b>	58
<b><i>IV Catheter Needles Size 14 or 22 gauge</i></b>	<b>5 ea</b>	4	<b>40</b>	40
Huber Needle 20 gauge, 1", bent tip, non-coring	<b>2</b>	11	<b>22</b>	22
<b><i>Needles for injections Size 18 or 19 gauge, Size 24 or 25 gauge</i></b>	<b>3 ea</b>	1	<b>6</b>	6
<b><i>Normal Saline 250 ml</i></b>	2 (or add 1 500 ml)	3	<b>6</b>	6
<b><i>Normal Saline 500 ml</i></b>	<b>2/4</b>	<b>3</b>	<b>6</b>	<b>12</b>
<b><i>Normal Saline 1,000 ml</i></b>	<b>2/8</b>	3	<b>6</b>	24
<b><i>Macro-Drip Set (10-20 gtts/ml)</i></b>	<b>2/4</b>	3	<b>6</b>	12
<b><i>Micro-Drip Set (60 gtts/ml)</i></b>	<b>2/4</b>	3	<b>6</b>	12
<b><i>Pediatric 100 ml Volume Control Chamber Administration Sets</i></b>	<b>2</b>	3	<b>6</b>	6
<b><i>Extension Tubing</i></b>	<b>2/4</b>	2	<b>4</b>	8
<b><i>Syringes 1, 3, 5, 60 ml</i></b>	<b>2 ea</b>	1	<b>8</b>	8
<b><i>Tape (one roll must be hypo-allergenic)</i></b>	<b>4 rolls</b>	2	<b>8</b>	8
<b><i>Constricting Bands</i></b>	<b>3</b>	1	<b>3</b>	3

<b>Sharps Container(s) as necessary, incl. one at bedside</b>	<b>1</b>	5	<b>5</b>	5
<b>Alcohol Preps</b>	<b>Multiple</b>	1	<b>6</b>	6
<b>AED with 1 set of extra pads for adult and children</b>	<b>1</b>	2860	<b>2860</b>	0
Defibrillator Pads	Multi	46	0	276
Pediatric defibrillation paddles or pads	1 set	46	0	46
Charged batteries (backups for defibrillator)	2	270	0	540
12-lead electrode pads	Multiple	235	0	1175
12-lead monitor cables (one with monitor, one backup)	2	320	0	640
<b>Total Equipment and Supplies</b>			<b>\$ 16,726.00</b>	<b>\$ 45,932.00</b>

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**County Administration**

County Budget Process

General Lack of Maintenance and State of County Roads

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## **Crumbling Roads and Decaying Facilities: Matter of Dollars and Sense?**

### **AUTHORITY**

Under Penal Code (PC) 925 the grand jury shall investigate and report on the operations, accounts, and records of the officers, departments, or functions of the county including those operations, accounts, and records of any special legislative district or other district in the county created pursuant to state law for which the officers of the county are serving in their ex officio capacity as officers of the districts.

### **SUMMARY**

#### **Facility Maintenance Issues**

In October 2017, members of the Amador Civil Grand Jury's County Administration Committee (ACGJCAC) recognized the general lack of maintenance of the landscaping outside both the County Administration Center (CAC) and the Health and Human Services (HHS) facilities. The 2017-2018 Grand Jury began to investigate the deferred maintenance of most county facilities and the use of funding available for maintenance at county owned facilities. The County Administration Center, constructed in 2006, stands in stark contrast to the deferred landscape maintenance surrounding it.



The long list of needed Capital Improvement Projects changes little from year to year as approvals and funding are difficult to receive. In addition to infrequently maintained building exteriors, we found:

- ❖ Many Amador County buildings lag far behind in meeting all current ADA accessibility standards.
- ❖ The District Attorney's office, a converted hospital from yesteryear and a historically protected structure, has only the minimum ADA accessibility and is very "tired".

### **Road Maintenance Issues**

Complaints on the delays in re-opening Shake Ridge Road from storm related damages in the winter of 2016/17 led to the inclusion of an investigation into the state of roads in the county.

Shake Ridge Road was re-opened and then, after heavy rains in March 2018, was closed again for a period of time as the extensive repair failed, resulting in the surface cracking on the centerline.

As stated by the CAO in a Memorandum dated August 5, 2015 *"The 2014 California Statewide Local Streets & Roads Needs Assessment, which was funded by the CSAC and the California League of Cities, shows Amador County as having the lowest PCI (41) of all the counties in the State of California."* Amador's PCI scores since the 2014 report have varied from 51 to 56.

The 2016 PCI number of 56 put Amador's roads index in a tie for 43<sup>rd</sup> down from the top (or 15 up from the bottom) of 58 rated counties.

This was confirmed by multiple roadway tours in 2017 and 2018. Jurors surveyed the roads they travel daily and share the results as Appendix V.

During our investigation, we met with representatives of General Services Administration, Public Works and Budget personnel. We interviewed The Amador County Administration Officer and the Community Development Director. We received documents detailing the budget process from several county employees.

We found that routine maintenance is seldom performed on a regular basis to both our roadways and structures. Road repair, rather than replacement, is the priority.



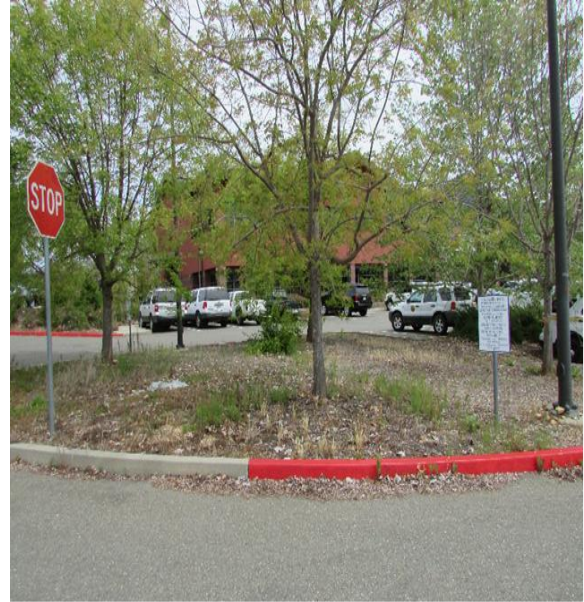
One damaged section of Shake Ridge Road,  
Fall 2017



Shake Ridge Road Repair, March 2018

During our interviews with GSA and Public Works staff, several concerns as to uses of funds and resources were mentioned and have resulted in expansion of our investigation to include topics not related directly to facility and road maintenance. It is apparent that these problems have existed for some time and will continue to worsen rather than improve, unless spending decisions take a new direction. These issues helped fuel an overall review of the budget process and use of funding through-out the county.

***We commend all Amador County employees we interviewed: all were courteous and all interviews were “friendly”, meaning no request for documents met with resistance or delays. Thank you all for your dedication and hard work.***



Employee Entrance Side of the County Administration Center (Photo taken 04/30/18)

## GLOSSARY

PCI: Pavement Condition Index, on a scale of 1 to 100 with 100 being a perfect road

BoS: Amador County Board of Supervisors

CAC: Amador County Administration Center at 810 Court Street Jackson

HHS: Health and Human Services, leased building on Conductor Boulevard Sutter Creek

GSA: General Services Administration

(SB) 1: Fuel and other road taxes funds

CAO: County Administrative Officer

CIP: Capital Improvement Projects

CGJCAC: Civil Grand Jury County Administration Committee

ADA: Americans with Disabilities Act

COLA: Cost of Living Adjustment

## BACKGROUND

Amador County was created by the California Legislature on May 11, 1854. The county was organized on July 3, 1854 and split into Amador, Calaveras and El Dorado Counties. In 1864 part of the county was given to Alpine County.

Today Amador County is made up of the incorporated cities of Amador City, Ione, Jackson, Plymouth and Sutter Creek. Unincorporated areas consist of Jackson Rancheria and the upcountry communities of Pine Grove, Pioneer and Volcano. The northern part of the county contains the communities of Fiddletown and River Pines near the Shenandoah Valley.

California Government Code Section 25000 requires each county to have a Board of Supervisors consisting of five members. Unlike the separation of powers that characterizes the federal and state governments, the Board of Supervisors is both the legislative and the executive authority of the county.

Reporting directly to the Board of Supervisors is the Amador County Administrative Officer (CAO). As directed by the Board, responsibilities for the CAO include development and maintenance of the County budget and administrative coordination for all County departments and programs, staff support to the Board of Supervisors and management of specific programs.

Facilities and Project Management is responsible for maintaining all County buildings and grounds. It is part of the General Services Administration (GSA) which also includes Internal Support Services, External Community Services and Animal Control. Facilities Maintenance has an annual budget for 11.31 employees with a 2017-18 annual budget of \$310,553. This number reflects the total budget of \$1,246,517 less the Countywide Cost Allocation Plan adjustment of (\$935,964).

The Department of Transportation and Public Works provides County roads, bridges, infrastructure maintenance and construction, Waste Management oversight and land development infrastructure, plan review and inspection. The 2017-18 annual budget grand totals are \$8,098,076 after the Countywide Cost Allocation Plan adjustment of \$192,292. This department is budgeted for 22.58 employees.

For 2017-18, Amador County has full cash assessed valuations of \$4,748,453,161 with total budget requirements of \$82,417,786. The following chart shows past budgets and percent change from the previous year.

Budget	Total	Percent
Year	Budget	Change
2005-06	\$79,395,174	

2006-07	\$76,358,079	-3.83%
2007-08	\$76,080,296	-0.36%
2008-09	\$72,181,350	-5.12%
2009-10	\$71,858,937	-0.45%
2010-11	\$70,304,421	-2.16%
2011-12	\$65,892,611	-6.28%
2012-13	\$60,980,178	-7.46%
2013-14	\$61,696,691	1.17%
2014-15	\$61,891,463	0.32%
2015-16	\$70,474,695	13.87%
2016-17	\$73,361,741	4.10%
2017-18	\$76,183,446	3.85%

### **Amador County Mission and Values Statement**

*The Mission of Amador County is to provide essential services that are responsive to the needs of the community and create a safe and secure environment.*

It is the vision of Amador County to allow the Elected Board, Commissions, appointed advisory Committees and departments to focus on services through the following values:

- Amador County understands the importance of professional ethical standards and is dedicated to providing high quality services in a courteous and timely manner.
- Amador County strives to ensure the safety of our citizens and treat them with dignity and respect. Amador County strives to maintain an economical structure to ensure cost effective services.
- Amador County believes in working together through cooperation, partnership and innovative means to resolve issues and provide services to our citizens.
- Amador County understands the need for protecting our environment, agricultural, historical and open space areas.

## Method of Study

This investigation followed various avenues of inquiry. Public documents reviewed included:

- 2016/2017 Amador County Budget
- 2017/2018 Amador County Budget
- Local Street and Road Program
- Amador County Board of Supervisors Salary History
- Board of Supervisors Expenditure Status Report
- Prior Amador County Grand Jury Reports
- County Policies and Procedures: Building and Real Property Usage (un-adopted)
- 2016 Capital Improvement Project list

Interviews were conducted with various county officials. These included:

- Amador County Budget Director
- General Services Administration Director
- County Administrative Officer
- Community Development Director
- Public Works Maintenance Supervisor
- Facilities and Project Manager
- Airport Manager

Several county sites were toured, including:

- District Attorney's Office Building
- General Services Administration Buildings
- Road Maintenance facilities shops and yard
- Health and Human Services Building
- County Administration Center
- County Airport
- Jackson Library
- County Education Center
- Chew Kee store Fiddletown
- Amador County Jail (2017 and 2018)

## DISCUSSION

The economic downturn that started in 2008 and continues to reduce property values and associated tax funds today, significantly reduced the tax dollars available for all county operations.

**Facility maintenance** services, provided by the GSA staff of 5.5 budgeted employees (not including janitorial employees), have resorted to “firefighting”, deferring most significant capital improvement projects. The Capital Improvement Projects summary (CIP), last updated in 2016, totals over \$26 million dollars. GSA staff has little time to make significant progress on almost the entire CIP list, with their small staff further hampered by work days lost to the continuance of voluntary furloughs, vacations, holidays and sick days. It was stated by the GSA management that they achieve 47 work weeks per calendar year.



### VISUAL INVESTIGATION OF COUNTY OWNED BUILDINGS

#### *County Administration Center*

Viewed weekly

Plants around outside of building not irrigated

Dead plants

Debris in the parking lot

Selection of plantings on North side require full sun, not best choices for shaded location

#### *General Services Building*

Parking lot uneven; in need of resurfacing

Viewed fall 2017 and spring 2018

Overflow parking gravel, full of pot holes

***Corporate Yard – Martell***

Toured Jan. 29 2018

Paving pitted and full of pot holes  
Crew quarters carpeting is old and stained  
Lockers in need of replacement  
Exterior and interior painting warranted

***District Attorney Office – Jackson***

Toured Oct. 16, 2017

Exterior paint peeling  
Interior paint needed  
Deck surrounding building lacks handrails  
Wood deck in need of replacement

***Jackson Library*** Aug. 27, 2017

Carpeting old and stained  
Landscaping maintenance very poor

***Health & Human Services Building***

(Leased by and maintained by Amador County)

Dead plants resulted from improper pruning  
Debris in parking lot

Viewed Bi-Weekly

***County Education Building***

Aug. 27, 2017

Plants in need of watering  
Debris on ground of facility

***Chew Kee Store – Fiddletown***

March 25, 2018

Stucco damaged

***Amador County Jail***

Justice committee tours in both 2017 & 2018

Overall condition is very poor  
Facility is over crowded  
Control panels reported to intermittently operate

Since the Civil Grand Jury County Administration Committee (CGJCAC) first started our investigation, it is noted that in early 2017, some landscape maintenance has occurred at the

CAC building exterior by county staff. The northern street side of the CAC parking area was trimmed and mulched in early spring of 2017. Chipper material, gained by brush clearing efforts, is used as mulch to lower the cost of material. (Chipper mulch often contains undesirable weed seeds, such as Star Thistle.) Later in 2017, very aggressive pruning was performed at the HHS building to reduce the habitat attractiveness to rattlesnakes. In several instances, the work at the HHS building resulted in the failure of many plants due to aggressive pruning. Thirdly, trimming and clean-up was performed at the CAC building in early 2018. Again, waste chipper material was used for mulch. The entire South and Eastern sides of the CAC have received no recent attention.

## Grand totals of the CAPITAL IMPROVEMENT PROJECT list 2016

(Does not include the new jail project which is idle)

<b>Priorities</b>	<b>TOTAL=</b>	<b>\$ 1,148,100.00</b>
<b>Current Obligations</b>	<b>TOTAL=</b>	<b>\$ 53,000.00</b>
<b>ADA Projects</b>	<b>TOTAL=</b>	<b>\$ 1,958,570.00</b>
<b>Remaining CIP's</b>	<b>TOTAL=</b>	<b>\$ 6,051,592.00</b>
	<b>SUB-TOTAL=</b>	<b>\$ 9,211,262.00</b>

The Capital Improvement Project list, (See Appendix IV (the grand total appears above) last updated in 2016, reflects work to be done that totals over 9 million dollars. All county-owned buildings have needs identified on this document, some rather minor, such as window washing on the CAC building, and some require hundreds of thousands of dollars. The list has continued to grow and progress and/or completion of dozens of listed items has been slow. We learned that “Facilities maintenance is the one area that has perhaps suffered the most over the past few years, as staff has simply evolved into a situation where they do little more than address emergency repairs to various facilities.” (Quote from CAO in August 5, 2015 Memorandum to the BoS).

The GSA solicits the bids and will contract out the the majority of items on the list. Finding the funding for existing items on the list receives little attention. While there are frequent additions to the list, many are emergency fix now situations. The items on this Capital Improvement Project have changed little in the past 3 years.



Photo above shows a push-up which frequent Curran Road drivers learn to avoid. A 25 cent piece was inserted for scaling purposes.

**Road maintenance** services are provided by the Public Works Roads total staff of 15.08 staff members (1 Supervisor, 2 Lead Workers, 7 Maintenance Workers III, 3 Maintenance Workers II, 1 Maintenance Worker I and 1.08 “extra help” Maintenance Worker II Employees). (See Appendix VI – Roads Maintenance Staff Organizational Chart). Recently, with the aid of above-average rainfall, Amador’s Pavement Condition Index (PCI) score was 51 in 2017, dropping from the 56 measured in 2016.

The 2017/2018 fiscal year budget shows our roadway maintenance planned costs of \$10,329,372.00, or approximately one- eighth of the Amador’s total annual budget

One example of current road maintenance practice is a section of the very heavily traveled Curran Road from its start at Camanche Road to Village Drive. This section of roadway is 1.9 miles long and drivers enjoy 16 to 18 transitions of small sections of “dig out and replace” pavement in just 4/10ths of a mile of the 1.9 miles total. According to (SB) 1 Summary of Proposed Projects list, these “band-aides” have a stated life of 5 to 10 years. The (SB) 1 summary also states no work will occur in 2018 on Curran Road despite one very poor area that has been identified for replacement long ago, indicated by markings around the section. The paint markings identifying this section are faded and barely legible.



One of several small “dig-outs” on Curran Road which has been repeatedly replaced.  
Note pile of failed pavement to left of road.



- Curran at Village (photo above), note shoulder erosion, many sections of Curran have similar significant drop-offs from pavement to shoulder.
- Just around the corner from Village, **no** shoulder remains above the culvert; white paint stripe indicates recent culvert survey work. This is a big drop-off, but is immediately after a 90-degree corner; traffic is going slow from making the turn and drivers avoid the brush protruding into the roadway, unwittingly avoiding this drop-off. (Photo below)



- In 2016, a 36 inch culvert was replaced by county crews in the same 1.9-mile section of Curran Road mentioned above. In summary, this single culvert replacement costs \$15,887.20 in county staffing and equipment. The forty foot culvert and band to connect the sections cost an additional \$1,161.90, as stated by the Roads Maintenance Supervisor. The total of one-culvert-replacement job now stands at \$17,049.10. However, there was an electronic message board on each end of the area where culvert replacement occurred; the messages on the boards became outdated as the work took nearly three months (8/05 to 10/26) to conclude. During this time, several pieces of equipment were parked continuously at the site while the electronic traffic control signs were on site the same almost 3 months. Not included are costs for the traffic control signs. One juror interviewed a person setting and programming the signs at the commencement of the project. That person stated he was an outside contractor providing Amador County with the signs; in interviews with a Supervisor, in the Roads division, it was stated it was not an outside contract for the signage. During the same time period, an 18” culvert was also replaced but those costs are not included in this report.



The eastern end of the .4 mile section with 16-18 transitions of section-replaced pavement. The culvert in this view is the recently replaced 18” one mentioned above.

Use of (SB) 1 funds in 2017/18 total \$554K. An expected shortfall of revenues has resulted in several culvert replacements being moved to the FY 2018/19. This current year’s work will include a few dig-outs and safety painting. Projected 2018/19 revenue from (SB) 1 is over \$1.6 million. Plans for spending include \$880,000 in dig out projects, all by contract as opposed to Amador Road Crews doing the dig-outs.

### **Furloughs and Effects on Facility and Road Maintenance**

- A mandatory furlough program was commenced in 2009 by the BoS in response to the plummeting property tax revenues of 2008. “Furlough Fridays” started in FY 2009/10 and lasted for 36 months. County employees, by scheduling in advance, are today able to take a furlough day. The county saves the salaries that the employee would have earned but still pays its usual share of PERS retirement. Savings projected for the FY 2017/18 are \$153,000 in wages. The county still contributes in PERS liability of \$11,811.53, as a reward to participants for saving the treasury the wages forgone in lieu of the time off. It is not clear if the OASDI expense is an additional county cost or savings, including Social Security and Medicare payments to federal coffers of \$10,530.79. The furlough affects the road crew heavily, with five of its workers participating in the program in the 2017/18 FY. On some days, the balance of the crews, via further loss of staff to

sick days and vacations, are too small in numbers to perform planned work. Department heads have the choice to end furloughs; Public Works Supervisors have chosen to continue making the furlough the employee's choice, while GSA has proposed ending voluntary furloughs. (See Appendix II – General Services Administration Directors memo dated February 23, 2017.)

- Voluntary furloughs hamper efforts on the roads department, with two 6-person crews maintaining Amador's 411 to 422 miles of roadways. Furloughs reduce this 12 person workforce to 7 or 8 staff on Fridays. In the summer months, the staff works 4/10 hour days, reducing staff on duty on both Monday's and Friday's. Furlough participants work 9 hour days instead of 10, as their co-workers do.
- The GSA staff of 5.5 has three employees choosing furloughs, reducing their numbers by over half on several workdays per year. Two GSA staff appear on the furlough summary (Appendix III). One more senior maintenance worker was mentioned as participating but does not appear on the summary.
- Department heads polled, confirmed that ending voluntary furloughs would not be popular with their staffs.

## **In Review**

When reviewing the entire Amador County fiscal year budgets of 2016/2017 and 2017/2018, Grand Jurors noted budget sections and line items that piqued our interest and became topics of investigation outside of the concerns around road and facility maintenance. "Follow the Dollars" as we were instructed to do in Grand Jurors' Training sessions.

## **Possible Additional Sources of Maintenance Funds; Some Observations**

- The planned expansion of the County Jail and delays associated with the expansion brought up the purchase of a new jail site off Wicklow Way, adjacent to Wal-Mart. The county purchased a 201.37 acre parcel in 2008 at a purchase price of \$1.8 million. Since there are no immediate or mid-range thoughts of resurrecting plans for a new jail the County could develop, for re-sell, some of the parcel and provide funding for more immediate concerns.
- In addition to the Wicklow Way property, the county also holds two parcels totaling over 215 acres near Carbondale and 2 parcels, one over 59 acres and the second over 35 acres, on Buena Vista Road. There are many smaller pieces of county-owned real estate, ranging from as small as 215 square feet to 6 acres. Some of the smaller parcels are "house sized" lots that might find buyers if listed. The sale of these properties could fund additional facility and road maintenance efforts. Selling of these parcels would result in collection of property taxes from the new owners, providing additional funding for the county. See Appendix VII for the full list of properties held by Amador County. The color coding on the chart has no locatable key. The report date on the file is May 4 2016.

- The County provides office space to the University of California Cooperative Extension in the General Services Administration Airport Way complex and provides funding for several other “nice-to-haves”, in some cases the benefit received may not, in all opinions, be found to be worthy of the expense and most, if not all, could count on voluntary contributions and participation as opposed to being funded by the Board of Supervisors. Figures below are from interviews and the budget document.

- University of California Extension:	\$129,241
- Amador County Recreation Agency	\$174,610
- Promotion, including \$101,000 to Tourism Council	\$143,660
- Special Services, detail below	<u>\$130,483</u>

Total, “nice-to-haves”    \$577,994

The Grand Jury recognizes these expenditures may be worthy uses of tax dollars, as some benefit to some residents is gained. We recognize that maintenance of facilities and roads are worthy uses. Note that budget numbers pulled from the printed version of the budget are subject to change as needed during the budget year. On some occasions, the budget numbers of these listed tax dollar funded entities are increased by the Board of Supervisors during the Fiscal Year.

COUNTY OF AMADOR  
STATE OF CALIFORNIA  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR 2017-2018

State Controller  
County Budget Act

SPECIAL SERVICES 2700  
Function: Public Protection  
Activity: Other Protection

FINANCING USES CLASSIFICATION	ACTUAL 2015-2016	ACTUAL 2016-2017	RECOMMENDED 2017-2018	ADOPTED 2017-2018
<b>OTHER CHARGES</b>				
54001 TITLE III FOREST SERVICE	0.00	0.00	65,170.00	65,170.00
54102 COMMISSION ON AGING	730.90	554.20	750.00	750.00
54103 APAL	5,000.00	5,000.00	5,000.00	5,000.00
54104 ATCAA	16,000.00	16,000.00	16,000.00	16,000.00
54105 LAFCO	31,189.00	26,529.00	28,563.00	28,563.00
54107 AMADOR COUNTY SENIOR SERVICES CNTR	0.00	0.00	0.00	0.00
54112 COMMON GROUND/ACSS	6,000.00	11,000.00	11,000.00	11,000.00
54131 RESOURCE CONSERVATION DISTRICT	300.00	0.00	1,000.00	1,000.00
54135 CEMETERY	1,480.13	1,681.35	1,500.00	1,500.00
54136 VOLCANO PIONEER CEMETERY MAINT	0.00	0.00	1,500.00	1,500.00
TOTAL OTHER CHARGES	60,700.03	60,764.55	130,483.00	130,483.00
TOTAL - SPECIAL SERVICES	60,700.03	60,764.55	130,483.00	130,483.00
58900 A87 - COUNTYWIDE COST ALLOC PLAN	224.00	401.00	0.00	0.00
GRAND TOTAL - SPECIAL SERVICES	60,924.03	61,165.55	130,483.00	130,483.00

Note the budget page above is reprinted from the 2017/2018 budget and subject to change during the fiscal year.

- The Board of Supervisor's salaries have risen some 85% since 2007. Supervisors may now participate in the PERS program and, if they choose not to contribute, they may take the county's matching contribution in cash in lieu of. By limiting the increases to reflect the Sacramento Regional Cost of Living Adjustment (COLA) could provide additional funding for other budgetary items.

**AMADOR COUNTY BOARD OF SUPERVISOR'S SALARY HISTORY**

Fiscal Year	Board of Supervisor Monthly Salary Per Ordinance	PERS Employee Paid Member Contribution (Percent)	PERS Employee Paid Member Contribution (Amount)	Total Net Pay	Salary Detail
2006-2007	\$3,139.50	0%	\$0.00	\$3,139.50	25% of Superior Court Judge Salary as of 6/30/06
2007-2008	\$4,291.20	0%	\$0.00	\$4,291.20	30% of Superior Court Judge Salary as of 6/30/07
2008-2009	\$5,214.68	0%	\$0.00	\$5,214.68	35% of Superior Court Judge Salary as of 6/30/08
2009-2010	\$5,214.68	0%	\$0.00	\$5,214.68	35% of Superior Court Judge Salary as of 6/30/08
2010-2011	\$5,214.68	0%	\$0.00	\$5,214.68	35% of Superior Court Judge Salary as of 6/30/08
2011-2012	\$5,214.68	0%	\$0.00	\$5,214.68	35% of Superior Court Judge Salary as of 6/30/08
2012-2013	\$5,214.68	0%	\$0.00	\$5,214.68	35% of Superior Court Judge Salary as of 6/30/08
2013-2014	\$5,214.68	0%	\$0.00	\$5,214.68	35% of Superior Court Judge Salary as of 6/30/08
2014-2015	\$5,214.68	3%	(\$152.44)	\$5,062.24	35% of Superior Court Judge Salary as of 6/30/08
2015-2016	\$5,214.68	6%	(\$304.88)	\$4,909.80	35% of Superior Court Judge Salary as of 6/30/08
2016-2017	\$5,513.70	7%	(\$376.62)	\$5,137.08	35% of Superior Court Judge Salary as of 6/30/16
2017-2018	\$5,834.56	7%	(\$408.42)	\$5,426.14	35% of Superior Court Judge Salary as of 6/30/16

- Each supervisor receives \$5,660 per year for attending professional conferences and/or discretionary donations to worthy causes. Unused portions carry over to the next budget year. Details of current fund balances and expenditures follow.

SUNGARD PENTAMATION  
DATE: 04/06/2018  
TIME: 15:46:02

AMADOR COUNTY  
EXPENDITURE STATUS REPORT

PAGE NUMBER: 1  
EXPSTALL

SELECTION CRITERIA: orgn.orgn4='1100' and expledgr.account between '54114' and '54118'  
ACCOUNTING PERIOD: 10/18

SORTED BY: FUND, DEPARTMENT, ACCOUNT  
TOTALLED ON: FUND, DEPARTMENT  
PAGE BREAKS ON: FUND

FUND-11000 GENERAL  
DEPARTMENT-1100 BOARD OF SUPERVISORS

ACCOUNT	TITLE	BUDGET	PERIOD EXPENDITURES	ENCUMBRANCES OUTSTANDING	YEAR TO DATE EXP	AVAILABLE BALANCE	YTD/BUD
54114	DISTRICT #1	5,660.00	.00	.00	1,100.00	4,560.00	19.43
54115	DISTRICT #2	6,119.55	.00	.00	2,703.00	3,416.55	44.17
54116	DISTRICT #3	8,966.11	166.30	.00	5,712.76	3,253.35	63.72
54117	DISTRICT #4	5,835.00	.00	.00	400.00	5,435.00	6.86
54118	DISTRICT #5	7,521.09	.00	.00	2,376.39	5,144.70	31.60
TOTAL BOARD OF SUPERVISORS		34,101.75	166.30	.00	12,292.15	21,809.60	36.05
TOTAL GENERAL		34,101.75	166.30	.00	12,292.15	21,809.60	36.05
TOTAL REPORT		34,101.75	166.30	.00	12,292.15	21,809.60	36.05

**Board of Supervisor's Discretionary Funds**

	FY10/11		FY11/12		FY12/13		FY13/14		FY14/15		FY15/16		FY16/17		FY17/18	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET*	ACTUAL
District 1-JACKSON	\$5,000.00	\$6,740.28	\$5,000.00	\$11,214.73	\$5,000.00	\$5,055.00	\$4,000.00	\$2,971.95	\$4,000.00	\$4,230.00	\$4,000.00	\$3,661.95	\$4,000.00	\$5,218.00	\$5,660.00	\$5,660.00
District 2-IONE	\$5,000.00	\$10,163.48	\$5,000.00	\$6,118.40	\$5,000.00	\$4,350.00	\$4,000.00	\$1,500.00	\$4,000.00	\$4,080.00	\$4,000.00	\$3,099.45	\$4,000.00	\$4,500.00	\$5,660.00	\$5,660.00
District 3-PIONEER	\$5,000.00	\$6,826.67	\$5,000.00	\$4,138.25	\$5,000.00	\$4,651.78	\$4,000.00	\$4,590.53	\$4,000.00	\$2,964.24	\$4,000.00	\$3,013.89	\$4,000.00	\$1,680.00	\$5,660.00	\$5,660.00
District 4-SUTTER CREEK	\$5,000.00	\$9,964.87	\$5,000.00	\$2,291.97	\$5,000.00	\$9,736.44	\$4,000.00	\$4,390.44	\$4,000.00	\$5,952.68	\$4,000.00	\$4,765.69	\$4,000.00	\$4,511.39	\$5,660.00	\$5,660.00
District 5 - DRYTOWN	\$5,000.00	\$11,441.14	\$5,000.00	\$4,223.81	\$5,000.00	\$4,055.41	\$4,000.00	\$4,861.00	\$4,000.00	\$4,727.20	\$4,000.00	\$3,242.44	\$4,000.00	\$3,037.27	\$5,660.00	\$5,660.00

\*Board voted to move the GSA In County Travel, Meetings & Conventions and Out of County Travel to their Discretionary funds, leaving the decision to claim travel or spend on community support up to each member

## **FINDINGS**

### FACILITY MAINTENANCE:

- F1. Landscape maintenance at many county owned and/or operated buildings, including the County Administration Center and Health and Human Services building, is not performed on a regular basis. As of 2016, it is no longer listed as an Amador County budgetary line item.
- F2. Exterior maintenance at the District Attorney's building has been deferred for several years. Wooden surfaces are peeled and decking has not been maintained. The structure is plagued with structural, code compliance and mechanical problems.
- F3. Many Amador County buildings do not meet all current ADA accessibility standards. Several priority one projects are not funded.

The Grand Jury was not able to find the definition of "Priority One". It appears on CIP list but is not explained there. Online research did not locate an explanation.

- F4. A list of deferred facility maintenance capital needs items totals in excess of \$6 million . Many items on the lists provided continue to grow in costs due to continued deterioration.
- F5. The "Capital Improvement Projects" list, last updated in 2015-16, has over 140 projects identified, and less than three dozen have been approved.
- F6. One Building Maintenance Worker III, a Senior Maintenance Worker and the Facilities and Project Manager participate in the voluntary furlough program.
- F7. The Jackson library has many badly needed interior and exterior capital improvements, including removal of asbestos and Priority-One ADA access compliance issues.

### PUBLIC WORKS-ROAD MAINTENANCE

- F8. The 2016 Amador Pavement Condition Index (56) was the 13th lowest in California.
- F9. Amador County's June 2017 Pavement Condition Index dropped to 51.
- F10. Continuance of voluntary furloughs reduces road maintenance staff by five (5), level II or III workers and one equipment mechanic by 10% for the 2017/18 fiscal year.
- F11. Planning and funding for road replacement as opposed to repair is minimal.
- F12. Plans for 2018/2019 (SB) 1 funds include more dig outs and partial repair, rather than replacement of roads.

## GENERAL COUNTY BUDGET

- F13. Over \$577,000 of the FY2017/18 budgeted line item expenses are not directly spent on county functions.
- F14. Amador County maintains a dozen separate buildings and complexes other than the County Administration Center and the Health and Human Services building.
- F15. Board of Supervisor monthly salaries rose from \$3,139.50 in 2006/07 to \$5,214.68 in 2008/09 to \$5,834.56 in 2017/18, an increase of 85.8% since 2006/07.

## **RECOMMENDATIONS**

- R1. Contract professional landscape maintenance services, and transition to “hard scape” to lessen maintenance efforts and to conserve water usage.
- R2. Sell Wicklow, Carbondale and other real properties to provide enhanced funding for other purposes and to increase property tax revenues.
- R3. The County should strongly consider ending voluntary furloughs to bring our work force up to full strength.
- R4. The County should consider commissioning road replacement studies and commence long-term replacement strategies in order to replace roadways rather than continue dig out spot repairs which fail to offer a long-term solution.
- R5. Consolidate county operations out of leased properties into space available in the CAC and/or Health and Human Services buildings.
- R6. Relocate District Attorney’s offices to space available at other county facilities, such as the Health and Human Services building. Consider gifting the existing building to a health care or charitable organization.
- R7. If the Board of Supervisors currently has a resolution regarding pay increases, they should consider amending this resolution so that their pay raises reflect the Sacramento Region COLA amounts for the next five years.
- R8. Charge fees to outside agencies for use of county facilities.

## **Request for Response**

Responses to Findings and Recommendations in this report are required by law in accordance with California PC 933(c).

From the following governing board:

- Amador County Board of Supervisors is required to respond no later than 90 days after the Grand Jury submits a final report.

### **Address response to:**

- The Presiding Judge  
Amador County Superior Court  
500 Argonaut Lane  
Jackson, CA 95642
  
- Amador County Grand Jury  
PO Box 249  
Jackson, CA 95642

Reports issued by the Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Grand Jury.

## **APPENDIX**

### **MEMOS:**

Appendix I Iley 8/05/2015 to BoS

Appendix II Hopkins Feb 23, 2017 to BoS

### **DOCUMENTS:**

Appendix III Furlough Participation Summary

Appendix IV Capital Improvements Projects (modified to fit)

Appendix V Roads Index

Appendix VI Road Maintenance Staff Organizational Chart

Appendix VII Property List



**AMADOR COUNTY  
ADMINISTRATIVE AGENCY**

County Administration Center  
810 Court Street • Jackson, CA 95642-9534  
Telephone: (209) 223-6470  
Facsimile: (209) 257-0619  
Website: [www.co.amador.ca.us](http://www.co.amador.ca.us)

August 5, 2015

**MEMORANDUM**

TO: Amador County Board of Supervisors  
FROM: Chuck Iley, County Administrative Officer  
RE: Disposition of One-time Funds in FY 15/16 Budget

As we have discussed previously, the County has received or will receive a significant amount of one-time funds in late FY 14/15 and FY 15/16. These funds come from the triple flip reimbursement, the sale of the courthouse and the state reimbursement of mandates, and this revenue is not anticipated in future years, although there are still claims for more recent mandate repayments that remain outstanding. The Board has authorized the expenditure of some of these funds already, and the amount that has not been designated for use is approximately \$2.5 million.

In the recommended budget, we placed those funds into reserves until a more details regarding the exact amounts became available. We now have that information, and the Board can give direction as to where those funds should be allocated. These are one-time funds, so I would not recommend utilizing them to address recurring costs unless you save them and slowly utilize them over time.

The Board has many options, as I will discuss, but I am recommending that the funds not be left in reserves, as they can only be utilized out of reserves during a designated emergency or during the next budget process. That would be an unnecessary burden to place on those funds. A separate fund can be created to store those funds outside of reserves that can be transferred at any time through Board action, which would be a better option rather than leaving them in reserves.

Amador County has a number of obligations that have not been adequately addressed during the downturn in the economy, and I believe that addressing this deferred spending should be high on the Board's list of options as you consider this.

**Public Works**

The Public Works Department has a number of critical needs that can be addressed with these funds. The most glaring is the status of the County road system. The 2014 California Statewide Local Streets & Roads Needs Assessment, which was funded by CSAC and the California

League of Cities, shows Amador County as having the lowest PCI of all of the counties in the State of California. Amador County's roads are in dire need of intense maintenance work, and the Board could put every dollar being discussed here towards that work and not go wrong.

A draft version of the pavement management study currently being conducted via ACTC funding is due any day now, and it will empirically identify the greatest needs in the County. I would propose that any funding that you wish to set aside for roads be placed into the Capital Improvement Fund until that pavement study is complete and the Board can approve which specific road projects those funds will address.

The first engineer's estimate is complete for the New York Ranch Road/Ridge Road intersection project, and it appears that the retaining wall work out there is going to cost more than anticipated by about \$400,000. I am recommending that the Board authorize a transfer to the Road fund for this amount to ensure that there are no delays to the project caused by a lack of funding.

Another need at Public Works is the crew quarters. The building where the crew meets to discuss their plans for the day and write their daily reports is crumbling. I am proposing that we dedicate \$150,000 towards the reconstruction of that building and place those funds in the CIP Fund for that purpose.

#### **Facilities**

Facilities maintenance is the one area that has perhaps suffered the most over the past few years, as staff has simply evolved into a situation where they do little more than address emergency repairs to various facilities. There are a number of smaller projects at various locations that are needed around the county. I will group them as best I can.

Library: There are a number of repairs that are needed at the main branch of the library, including ADA repairs that would alleviate the need to have the ADA compliant portable toilet in front of that building. Those repairs total up to \$400,000, and I would recommend that this be placed into the CIP fund if the BOS wishes to fund this project.

District Attorney's Office: Another critical facilities need is the replacement of the HVAC system at the DA office. The HVAC for that building has been slowly fading for many years now, with staff working extraordinarily to keep it patched up and functioning as well as it can. However, it is becoming ever more difficult to keep it alive, and there will be a day soon when we need to replace it as an emergency, much like we had to do at the main library. The cost for the HVAC replacement at the DA Office is \$126,000.

District Attorney's Office: Also at the DA Office, given that it is an historical building, the siding and soffits are getting old and in need of maintenance and a new coat of paint. This project has been repeatedly deferred and we would be wise to make the investment. Estimated cost: \$200,000

Amador County Board of Supervisors ⊃ County Administration Center ⊃ 810 Court Street ⊃ Jackson, California ⊃ 95642  
Telephone (209) 223-6470 ⊃ FAX (209) 257-0619

Probation Office: The carpet at the Probation Office needs to be replaced. The estimated cost for this work is \$30,000

There are numerous small projects that we have been deferring, as well. The estimated value for the remaining projects is \$800,000. If the Board would like to allocate funds towards that list, funds should be placed into the CIP fund and staff will bring back a list of specific projects and a priority list. Staff is recommending the projects listed above take priority over the smaller list.

#### **Other Post-Employment Benefits (OPEB)**

The County has received a draft of the new valuation of the OPEB liabilities, and the valuation placed the County's liability at approximately \$2.4 million. The County does have an account with PARS for this purpose, but the payments have not been made since 2010. The current account value is approximately \$290,000. If the Board would like to put some of these funds towards the OPEB account, it would reduce that liability.

In order to meet our posting and advertising deadlines for the adoption of the Final Budget, I need direction from the Board as to what to do with these funds by the regular Board meeting on August 25. If you would like further information, please let me know.

Appendix II

**GENERAL SERVICES ADMINISTRATION**

MAIL: 12200-B Airport Road, Jackson, CA 95642  
 LOCATION: 12200-B Airport Road, Martell, CA  
 PHONE: (209) 223-6744 FAX: (209) 223-0749 E-MAIL: [jhopkins@amadorgov.org](mailto:jhopkins@amadorgov.org)



**SUMMARY MEMORANDUM**

**TO:** Board of Supervisors  
**FROM:** Jon Hopkins, GSA Director  
**DATE:** February 23, 2017  
**SUBJECT:** Projects (Capital, Special & Maintenance) Update and Staffing  
*For Discussion and Possible Action*

On January 24, 2017 the Board discussed outstanding Capital Improvement Projects, Special Projects and Maintenance Projects making one funding commitment of \$50,000.00 to make repairs to the Pine Grove Town Hall referring all other matters to the Projects Adhoc Committee. On February 23, 2017 the CAO, Staff and the Committee met to discuss project priorities, funding and staffing. Below is a list of GSA projects the Board approved using one-time monies during the Budget process:

Crew Quarters for Road Crew	\$ 150,000.00
Library Repairs	\$ 400,000.00
DA Office HVAC	\$ 126,000.00
DA Office Exterior (3% completed)	\$ 200,000.00
Probation Office Carpet	\$ 30,000.00
Small Projects (GSA carpet, Pine Grove Town Hall siding or paint)	<u>\$ 400,000.00</u>
Total	\$1,306,000.00

Below is the current recommended updated GSA projects listed in priority:

D.A. elevator shaft roof	\$ 100,000.00
County wide intrusion/card access system	\$ 82,000.00
Library Repairs	\$ 400,000.00
Pine Grove Town Hall repairs	\$ 50,000.00
Roof Tie-Off to clean PV panels, roof and gutters (Cal-OSHA required)	\$ 20,000.00
Probation Carpet	\$ 30,000.00
D.A. HVAC	\$ 150,000.00
I. T. leak	\$ 100,000.00
Public Works Crew Quarters	\$ 200,000.00
DA Office Exterior	<u>\$ 174,000.00</u>
Total	\$1,306,000.00

Please note: Some of the projects listed above are based upon utilizing in-house labor and a philosophy of getting to them as staffing is available.

In regards to staff levels, consideration of returning volunteer furloughed staff back to full time status is an option. This would return approximately 624 total hours to the Facilities budget working a 9/80 schedule.

The following lists remain and are what was presented to the Board on January 24, 2017, and what the Projects Adhoc Committee considered in addition to the first list above.

**Projects that have arisen since the funding above has been approved are:**

1. Jail Project (geotech, surveying, locating utilities, 911 command unit) - Ongoing until 2020.
2. Jail Intercom and control panel system replacement – 95% design completion
3. Jail camera system – 0%
4. Jail Demising wall – 0%
5. Jail window bars – 10%
6. Jail Fire control panel and system replacement – 10%
7. Bird mitigation – on going
8. Airport Hangar 3 renovations – 80%
9. Conference room C & Board Chambers projector/screen/lights – 15%
10. Pine Grove Town Hall parking – on going
11. GSA Print Shop Floor removal – 50%
12. County wide intrusion/card access system – 0% (\$81,000.00)
13. Water tanks – 90%
14. Health and Human Services leaks and other repairs – 6 pending
15. I.T. leak – 0%
16. Motor Pool leaks – 0%
17. Volcano high speed internet project on Airport Road – 75%
18. Elections transportation and set up – possibly will occur next year (2 guys 3days)
19. Sand bag monitoring - TBD
20. D.A. remove & re-roof elevator shaft roof (requires engineer & SHPO) – 0%
21. Museum Quilt hanging in CAC – 0%
22. I.T. sever air curtain – 80%

**Deferred Maintenance Projects (does not include special projects & includes using staff):**

1. Roof Tie-Off to clean PV panels, roof and gutters (Cal-OSHA required)	\$ 16,500.00
2. Window Cleaning at CAC	\$ 5,000.00
3. Slurry seal and strip at CAC	\$ 30,000.00
4. Cleaning walls at CAC	
5. Clean up efflorescence on brick and sealing brick	\$ 60,000.00
6. Rip Rap placement under Library for erosion control	\$ 15,000.00
7. Probation stain and repair trim	\$ 12,000.00
8. Probation windows need repair, windows do not operate (some fallout)	\$ 18,000.00
9. Repair and slurry seal GSA/AG/Warehouse parking	\$ 8,000.00
10. Repair broken tile in restroom	\$ 100.00
11. Corporation yard paving	unknown
12. Corporation Yard water leak	unknown
13. Corporation Yard electrical switch gear replacement (we have switch gear)	\$200,000.00
14. Motor pool roof, replace screws and caulk	\$ 1,000.00
15. D.A. interior painting, carpet, railings, doors	\$ 45,000.00
16. D.A. communications pull box water intrusion	\$ 15,000.00
17. D.A. re-roof hatch area and install overflow	\$ 3,000.00
18. D.A. replace asphalt concrete curb & repair embankment	\$ 20,000.00
19. D.A. modify basement drainage to prevent annual flooding	\$ 3,000.00
20. D.A. remove & re-roof elevator shaft roof (requires engineer & SHPO)	\$ 45,000.00
21. D.A. Slurry seal parking and re-stripe	\$ 12,000.00
22. S.O. Clean, repaint exterior gas piping and replace pads & platforms	\$ 60,000.00
23. S.O. slurry seal driveway & parking	\$ 5,000.00
24. S.O. exterior painting	\$ 40,000.00
25. S.O. electrical, communications, mechanical & plumbing clean-up	unknown
26. Chew Kee Store stucco and gutter	\$ 6,500.00
27. Parks, various issues (scout hut is closed)	unknown
28. Overall grounds maintenance (sprinklers, valves weeding, trimming, etc.)	unknown

**AGENDA TRANSMITTAL FORM**

To: Board of Supervisors  
 Date: December 13, 2012  
 From: Richard M. Forster, Chairman  
 (Department Head - please type)

Phone Ext. x470

<input checked="" type="checkbox"/>	Regular Agenda
<input type="checkbox"/>	Consent Agenda
<input type="checkbox"/>	Blue Slip
<input type="checkbox"/>	Closed Session
Meeting Date Requested:	
<u>February 28, 2017</u>	

Department Head Signature \_\_\_\_\_

Agenda Title: General Services Administration

Summary: (Provide detailed summary of the purpose of this item; attach additional page if necessary)  
 Discussion and possible action relative to a report by the Projects Ad Hoc Committee regarding prioritizing of projects and General Service Administration staffing levels.

*APPROVED LIST*

Recommendation/Requested Action: \_\_\_\_\_

Fiscal Impacts (attach budget transfer form if appropriate) \_\_\_\_\_ Staffing Impacts \_\_\_\_\_

Is a 4/5ths vote required? Yes  No

Committee Review? Name \_\_\_\_\_ N/A

Contract Attached: Yes  No  N/A   
 Resolution Attached: Yes  No  N/A   
 Ordinance Attached: Yes  No  N/A   
 Comments: \_\_\_\_\_

Request Reviewed by:

Chairman \_\_\_\_\_ Counsel \_\_\_\_\_  
 Auditor \_\_\_\_\_ GSA Director \_\_\_\_\_  
 CAO \_\_\_\_\_ Risk Management \_\_\_\_\_

Distribution Instructions: (Inter-Departmental Only, the requesting Department is responsible for distribution outside County Departments)

**FOR CLERK USE ONLY**

Meeting Date 2/28/17 Time \_\_\_\_\_ Item # 8

Board Action: Approved Yes  No \_\_\_\_\_ Unanimous Vote: Yes  No \_\_\_\_\_  
 Ayes: ALL Resolution \_\_\_\_\_ Ordinance \_\_\_\_\_ Other: \_\_\_\_\_  
 Noes: \_\_\_\_\_ Resolution \_\_\_\_\_ Ordinance \_\_\_\_\_  
 Absent: RF Comments: \_\_\_\_\_

Distributed on <u>N/A</u>	A new ATF is required from _____ Department For meeting of _____	I hereby certify this is a true and correct copy of action(s) taken and entered into the official records of the Amador County Board of Supervisors. ATTEST: <u>Jennifer Burns</u> Clerk or Deputy Board Clerk
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Save ....

# Appendix III – Furlough Participation Summary

## Amador County Reduced Work Schedule Summary FY2017-18

Dept No.	Dept	Unit	Rec App	Job Title	Pay Rate	Step	LOE	Base Hrs	Reduction Hours	Gross	Total	Retire	OASDI	Total	
<b>General Fund</b>															
1100	Board Of Sup	C	X	Dep Board Clerk III	24.05	24.65	0.00	2088	208.80	5,126.04	5,126.04	452.73	392.14	5,970.91	
1200	Auditor	G	X	Finance Asst 2	18.5	19.42	0.00	2088	208.80	3,894.82	3,894.82	343.99	297.95	4,536.76	
1200	Auditor	G	X	Accountant I	24.35	25.57	0.00	2088	208.80	5,211.65	5,211.65	460.29	398.69	6,070.63	
1300	County Counsel	C	9/5/2017	Deputy County Counsel	59.57		0.00	2088	173.00	5,152.81	5,152.81	455.10	394.19	6,002.09	
1400	Human Resources	C	X	Human Resource Technician	27.94		0.00	2088	208.80	5,833.87	5,833.87	515.25	446.29	6,795.41	
1400	Human Resources	C	X	HR Specialist	35.22		0.00	2088	208.80	7,353.94	7,353.94	649.50	562.58	8,566.01	
1700	Facilities	G	X	Facil & Project Mgr	46.38		0.00	2088	208.80	9,684.14	9,684.14	855.30	740.84	11,280.28	
1700	Facilities	G	X	Custodian II	17.88		0.00	0.62	129.50	2,315.46	2,315.46	204.50	177.13	2,697.09	
1700	Facilities	G	X	Build Maint Wkr III	27.47		0.00	2088	208.80	5,735.74	5,735.74	506.58	438.78	6,681.10	
1710	Records Mgmt	C	X	Records Manager	28.17		0.00	1252.8	125.28	3,529.14	3,529.14	311.69	269.98	4,110.81	
1970	Info Tech	G	X	Inf System Tech II	28.21	28.92	0.00	2088	208.80	6,013.79	6,013.79	531.14	460.05	7,004.98	
2620	Building	G	X	Blgd Plans Checker	28.30	29.72	0.00	2088	208.80	6,180.83	6,180.83	545.89	472.83	7,199.55	
2620	Building	MM	X	Chief Building Official	42.03		0.00	2088	208.80	8,775.86	8,775.86	775.08	671.35	10,222.30	
7210	Archives	C	X	Records Manager	28.17		0	835.2	83.52	2,352.76	2,352.76	207.80	179.99	2,740.54	
<b>Total-General Fund</b>									2599.30					89,878.48	
<b>Annula Hours</b>									2088.00						
<b>FTE</b>									1.24						
<b>Road Fund</b>															
3000	Public Works	G	X	PW Maint Wkr III	26.25		0.00	2088	208.80	5,481.00	5,481.00	484.08	419.30	6,384.38	
3000	Public Works	G	12/1/2017	Admin Tech	24.27	25.48	0.00	2088	121.80	3,005.21	3,005.21	265.42	229.90	3,500.53	
3000	Public Works	G	X	Accountant II	32.55		0.00	2088	208.80	6,796.44	6,796.44	600.26	519.93	7,916.63	
3000	Public Works	G	X	PW Maint Wkr III	26.25		0.00	2088	208.80	5,481.00	5,481.00	484.08	419.30	6,384.38	
3000	Public Works	G	X	Pow Equip Mech III	35.17		0.00	2088	208.80	7,343.50	7,343.50	648.58	561.78	8,553.85	
3000	Public Works	G	TO 8/31/17	PW Maint Wkr III	26.25		0.00	2088	35.00	918.75	918.75	81.14	70.28	1,070.18	
3000	Public Works	G	8/1/2017	PW Maint Lead Worker	28.89		0.00	2088	191.40	5,529.55	5,529.55	488.37	423.01	6,440.93	
3000	Public Works	G	X	PW Maint Wkr II	23.29		0.00	2088	208.80	4,862.95	4,862.95	425.50	372.02	5,664.46	
3000	Public Works	G	X	Assistant in Civil Engineering	30.99	32.54	0.00	2089	208.90	6,743.64	6,743.64	595.60	515.89	7,855.13	
<b>Total-Road Fund</b>									1601.10					53,770.46	
<b>Annula Hours</b>									2088.00						
<b>FTE</b>									0.77						
<b>Health Fund</b>															
4030	Environmental Health	G	11/1/2017	Environ Health Tech II	26.49		0.00	2088	139.20	3,687.41	3,687.41	325.67	282.09	4,295.17	
<b>Total-Air District</b>														4,295.17	
<b>Other</b>															
8350	Air District	G	X	AIR POLL INSP II	32.21		0.00	2088	208.80	6,725.45	6,725.45	593.99	514.50	7,833.94	
<b>Total-Air District</b>														7,833.94	

# APPENDIX IV Capital Improvement 2015-2016 Projects

Hidden columns from source document:

F- final cost G- Bid required  
 H- Specs required I- Plans required  
 Contract or Consultant K- Architect or Engineer

Capital Improvement  
 2015-2016  
 Projects

	A	B	C	D	E	L	M
1	LOCATION	DEPT.	BRIEF DESCRIPTION	FUNDING INFORMATION	ESTIMATED COST AS OF 4/12	APPROVED OR UNANTICIPATED	STATUS
2	CAC	All	Install new PV system at building	Approved by B.O.S. Funded out of 56180	\$ 53,000.00	Approved by B.O.S on 8/15/06	In operation & making payments
3	CAC	All	Roof tie off to clean PV panels/roof and gutters - Required per Cal-OSHA	Typically funded in CIP 56121	\$ 16,500.00	Approved, yet dependent upon funding	Not funded
4	CAC	All	Cleaning windows at CAC - should perform twice annually at minimum annually. Lack of cleaning will result in permanent pitting & hazing.	Typically funded in CIP 56121 - However should be funded in 1700 under annual preventative maintenance programs	\$ 5,000.00	Approved, yet dependant upon funding	Not funded; last performed 6/11
5	CAC	All	Guardrail Modifications - to improve safety in foyer	Typically funded in CIP 56180	\$ 50,000.00	Unanticipated	Not funded
6	CAC	All	Paint interior; Adds 30% to original costs, moving of furniture is not included. Also, work may have to be performed after hours to prevent shutting down departments which increase costs. To reduce costs, 90% of this work can be performed in-house.	Typically funded in CIP 56180 - However should be funded in 1700 under preventative maintenance programs	\$ 210,600.00	Not Approved	Not funded & not required until 2013
7	CAC	All	Replace carpet throughout building; Adds 30% to original costs, moving of furniture is not included. Also, work may have to be performed after hours to prevent shutting down departments which increase costs.	Typically funded in CIP 56180 - However should be funded in 1700 under maintenance projects	\$ 484,261.00	Not Approved	Not funded & not required until 2016
8	CAC	All	Main Parking Area Slurry Seal and Stripping	Typically funded in CIP 56121 - However should be funded in 1700 under preventative maintenance programs	\$ 30,000.00	Not Approved	Not funded & not required until 2014
9	CAC	All	Replace burner on boiler - this effort should prevent short cycling adding substantial life to the boiler and will save gas energy. This is highly recommended!	Typically funded in CIP 56121	\$ 118,000.00	Not Approved	Not funded
10	CAC	All	Metal detector for main entrance; also requires an employee for screening & monitoring.	Typically funded in CIP 56121	\$ 49,500.00	Not Approved	Not Funded
11	CAC	All	Clean up of efflorescence on brick and sealing building	Typically funded in CIP 56121	\$ 60,000.00	Not Approved	Not Funded
12	CAC	BOS	A/V for BOS Chambers (Phase 2) would allow video broadcasting	Typically funded in CIP 56121	\$ 32,000.00	Not Approved	Not funded

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Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
13	CAC	Facilities	Energy Management System module for Switch Building - to monitor HVAC for high temperature incidents	Typically funded in CIP 56121. Possible rebates from P.G.&E. & Mother Lode Energy Watch	\$ 7,000.00	Not Approved	Not funded
14	CAC	IT	Estimate for ducting the three HVAC units in the server room. Required to eliminate humidifying a 1/4 of the plenum area on the first floor.	Typically funded in CIP 56121. Possible rebates from P.G.&E. & Mother Lode Energy Watch	\$ 22,000.00	Not Approved	Not Funded
15	CAC	IT/Recorder	Recorder/IT Dry Fire Suppression; requires additional maintenance for annual recharging, costs is unknown at this time. Estimate provided by Weatherby	Typically funded in CIP 56180	\$ 330,000.00	Not Approved	Not funded
16	CAC	Public Works	Public Works Install Narrow light at door	Typically funded in CIP 56121	\$ 500.00	Not Approved	Not funded
17			<b>Subtotal</b>		<b>\$ 1,468,361.00</b>		
18	Jackson	Library	Remove and Replace Carpet. Moving furniture is not included.	Typically funded in CIP 56121 - However should be funded in 1700 under preventative maintenance programs. Funding may be possible from State Aide	\$ 33,000.00	Not Approved	Not funded
19	Jackson	Library	Rip-Rap at Creek under building to prevent further erosion	Funded previously out of CIP 56121	\$ 15,000.00	Approved, yet dependent upon funding	Funds suspended
20	Jackson	Library	Asbestos abatement throughout the facility located on ceilings and all drywall wall surfaces. Staff and materials would need to be relocated, and includes put - back of drywall, tape, texture and painting. Estimate provided by Diede Construction in 2007 at \$200,000.00 and excluded any relocation efforts	Funded previously out of CIP 56180	\$ 300,000.00	Approved, yet dependent upon funding	Not funded
21	Jackson	Library	1-1 Parking Area- remove ramp in parking area, re-grade and re-pave as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 21,800.00	Not Approved	Not funded
22	Jackson	Library	4-1 Walk - remove and replace sidewalks at entrance and remove and improve arched entrance as noted in ADA Transition Plan as priority 1.	Funded previously out of CIP 56121	\$ 44,300.00	Approved, yet dependent upon funding	Not funded
23	Jackson	Library	5-1 Ramp - Remove and replace sidewalk running north & south as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 18,700.00	Approved, yet dependent upon funding	Not funded
24	Jackson	Library	6-1 Stairway - Install tread stripping and replace handrail as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 6,050.00	Not Approved	Not funded

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Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
25	Jackson	Library	19- 1 & 2 Multiple User Restrooms & 8-2 & 3 Door/gate - ADA remodel as noted in ADA Transition Plan as priority 2.	Funded previously out of CIP 56121	\$ 76,450.00	Approved, yet dependent upon funding	Not funded
26	Jackson	Library	Exterior and interior signage as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 500.00	Not Approved	Not funded
27	Jackson	Library	Change door closure, as noted in ADA Transition Plan as priority 1	Typically funded in CIP 56121	\$ 500.00	Not Approved	Not funded
28	Jackson	Library	24-1 Library - Provide accessible main counter as noted in ADA Transition Plan as priority 2. This costs is to only modify the existing counter, not replace it.	Typically funded in CIP 56121	\$ 2,500.00	Not Approved	Not funded
29	Jackson	Library	24-1 Library - Move book shelving as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 3,000.00	Not Approved	Not funded
30	Jackson	Library	24-1 Library - Provide an accessible computer work station as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 1,500.00	Not Approved	Not funded
31	Jackson	Library	10-1 Drinking Fountain - Provide an textured floor surface for accessible drinking fountain as noted in ADA Transition Plan as priority 3.	Typically funded in CIP 56121	\$ 500.00	Not Approved	Not funded
32			<b>Subtotal</b>		\$ 523,800.00		
33	Pioneer	Library	10-1 Drinking Fountain - Relocate drinking fountain and provide texture floor surface as noted in ADA Transition Plan as priority 3.	Typically funded in CIP 56121	\$ 2,500.00	Not Approved	Not funded
34			<b>Subtotal</b>		\$ 2,500.00		
35	Plymouth	Library - Leased Premises	8-3 Door/Gate - Modifications to front door as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 1,550.00	Not Approved	Not funded
36	Plymouth	Library - Leased Premises	1-1 Parking Area - Provide accessible path of travel in parking area as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121 However, these improvements are located in the Cities area of control	\$ 6,050.00	Not Approved	Not funded
37	Plymouth	Library - Leased Premises	5-2 Ramp - Provide level landing at beginning of ramp as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121 However, these improvements are located in the Cities area of control	\$ 2,200.00	Not Approved	Not funded
38	Plymouth	Library - Leased Premises	8-1 & 2 Door/Gate - City restroom door/building modifications as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121 However, these improvements are located in the Cities area of control	\$ 18,700.00	Not Approved	Not funded
39	Plymouth	Library - Leased Premises	20-3 Single User Restroom - Modifications to restrooms as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121 However, these improvements are located in the Cities area of control	\$ 1,800.00	Not Approved	Not funded

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Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
40	Plymouth	Library - Leased Premises	17-1 Corridor/Aisle - Widen entrance to rear portion of building as noted in ADA Transition Plan as priority 4.	Typically funded in CIP 56121 However, these improvements are located in the Cities area of control	\$ 11,000.00	Not Approved	Not funded
41	<b>Subtotal</b>				\$ 41,300.00		
42	Jackson	Probation	Remove and Replace Carpet Throughout Building. This does not include moving furniture. Also, work may have to be performed after hours to prevent shutting down departments which increase costs.	Typically funded in CIP 56121 - However should be funded in 1700 under preventative maintenance programs	\$ 30,000.00	Not Approved	Not funded; needs to be done soon
43	Jackson	Probation	Paint interior. This work could be performed in-house to reduce costs. This does not include moving furniture.	Typically funded in CIP 56121 - However should be funded in 1700 under preventative maintenance programs	\$ 40,600.00	Not Approved	Not funded. Not required until 2014
44	Jackson	Probation	Stain exterior. This work could be performed in-house to reduce costs.	Typically funded in CIP 56180 - However should be funded in 1700 under preventative maintenance programs	\$ 12,000.00	Not Approved	Not funded. Not required until 2014
45	<b>Subtotal</b>				\$ 82,600.00		
46	Martell	Facilities	Install Heater in Construction Shop	Typically funded in CIP 56121	\$ 2,300.00	Not Approved	Not funded
47	<b>Subtotal</b>				\$ 2,300.00		
48	Martell	GSA/AG	Main Parking Area Slurry Seal and Stripping	Typically funded in CIP 56121 - However should be funded in 1700 under preventative maintenance programs	\$ 5,000.00	Approved, yet dependant upon funding	Completed 6/11. Not funded. Not required until 2017
49	Martell	GSA/AG	7-1 Hazard - Remove ashtrays as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 500.00	Not Approved	Not funded
50	Martell	GSA/AG	16-1 Transaction Counter - Increase ADA counter width to 36" as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 1,000.00	Not Approved	Not funded
51	Martell	GSA/AG	19- 1 Multiple User Restroom - Increase distance in men's restroom between partition & counter as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 4,000.00	Not Approved	Not funded
52	Martell	GSA/AG	19-2 Multiple User Restroom - Replace door hardware in women's restroom as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 200.00	Not Approved	Not funded

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Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
53	Martell	GSA/VAG	Replace Carpet Throughout Building, replace rubber base and paint doors frames. Carpet is failing. Does not include moving furniture. Also, work may have to be performed after hours to prevent shutting down departments which increase costs.	Typically funded in CIP 56180 - However should be funded in 1700 under maintenance projects	\$ 40,000.00	Not Approved	Not funded. Required by 2013, condition is similar to D.A. building
54	Martell	GSA/VAG	Replace broken floor tile in restrooms.	Typically funded in CIP 56180 - However should be funded in 1700 under maintenance projects	\$ 3,500.00	Not Approved	Not funded
55			<b>Subtotal</b>		<b>\$ 54,200.00</b>		
56	Martell	Archives / Records	Install missing glass in cabinet over computers	Typically funded in CIP 56121	\$ 600.00	Not Approved	Not funded
57	Martell	Archives / Records	8-1 Door/Gate - Adjust door closure to 5lbs. As noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 700.00	Not Approved	Not funded
58	Martell	Archives / Records	18-1 Room - Increase clear floor area at fire alarm as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 1,000.00	Not Approved	Not funded
59	Martell	Archives / Records	7-1 Room - Modify counter as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 400.00	Not Approved	Not funded
60	Martell	Archives / Records	20-1 & 2 Single User Restroom - Modify urinal, insulate water line & men's partition as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 3,400.00	Not Approved	Not funded
61			<b>Subtotal</b>		<b>\$ 6,100.00</b>		
62	Martell	Corporation Yard	Electric upgrade - Phase 2	Typically funded in CIP 56180	\$ 220,000.00	Approved, yet dependent upon funding	Not funded
63	Martell	Corporation Yard	Electric upgrade - Phase 3 (P/W)	Typically funded in CIP 56180	\$ 125,400.00	Approved, yet dependent upon funding	Not funded
64	Martell	Corporation Yard	Remove I-Beam & install guard rail	Typically funded in CIP 56121	\$ 15,000.00	Approved, yet dependent upon funding	Not funded
65	Martell	Corporation Yard	Access Gate, entrance modifications & traffic circulation alterations	Typically funded in CIP 56180	\$ 198,000.00	Approved, yet dependent upon funding	Not funded
66	Martell	Corporation Yard	Paving repairs, re-grade, move conduits, drainage improvements & resurfacing in and around gas pumps and Motor Pool	Typically funded in CIP 56180	\$ 352,000.00	Approved, yet dependent upon funding	Not funded & payment has or is failing
67	Martell	Corporation Yard	Fencing-Phase 3 (Animal Control)	Typically funded in CIP 56121	\$ 40,000.00	Approved, yet dependent upon funding	Fencing materials are purchased, funding needed for concrete and equipment.
68	Martell	Corporation Yard	Fencing-Phase 4 (Public Works)	Typically funded in CIP 56121	\$ 78,000.00	Not Approved	Not funded
69	Martell	Corporation Yard	Demo Crew Quarters Building and Offices and install double wide portable unit	Typically funded in CIP 56121	\$ 150,000.00	Not Approved	Not funded
70	Martell	Corporation Yard	Water leak somewhere in the Pabic Works area	Typically funded in CIP 56121	\$ 2,500.00	Not Approved	Not funded
71			<b>Subtotal</b>		<b>\$ 1,180,900.00</b>		

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Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
72	Martell	Motor Pool	Re-Roof	Typically funded in CIP 56121	\$ 116,789.00	Yes	Not funded
73	Martell	Motor Pool	Label Power Panels	Typically funded in CIP 56121	\$ 4,000.00	Not Approved	Not funded, perform in-house
74	Martell	Motor Pool	Replace siding	Typically funded in CIP 56121	\$ 128,640.00	Approved, yet dependent upon funding	Not funded
75			<b>Subtotal</b>		<b>\$ 249,429.00</b>		
76	Jackson	District Attorney	HVAC Remediation	Typically funded in CIP 56121. Possible rebates from P.G.&E. & Mother Lode Energy Watch	\$ 126,000.00	Approved, yet dependent upon funding	Not funded
77	Jackson	District Attorney	Repair taped baluster	Typically funded in CIP 56121	\$ 583.00	Not Approved	Not funded
78	Jackson	District Attorney	1-1 Parking Area - Sign, widen access aisle and re-grade area as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 6,270.00	Approved, yet dependent upon funding	Not funded
79	Jackson	District Attorney	6-1 Stairway - Modify exterior handrails and install tread stripping as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 3,850.00	Not Approved	Not funded
80	Jackson	District Attorney	5-1 Ramp - Handrail Renovation and remove ramp and replace as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 23,100.00	Approved, yet dependent upon funding	Not funded
81	Jackson	District Attorney	8-1 Door/Gate - Remove exterior door stop/possible door kick plate and provide international signage as noted in ADA Transition Plan as priority 1.	Typically funded in CIP 56121	\$ 500.00	Not Approved	Not funded
82	Jackson	District Attorney	6-1 Stairway - Provide tread stripping and modify handrails, and replace interior stairs as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 23,000.00	Not Approved	Not funded
83	Jackson	District Attorney	20-2 Single User Restroom - Relocate sanitary napkin dispenser, toilet and add clear floor space and replace grab bars as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 4,000.00	Not Approved	Not funded
84	Jackson	District Attorney	8-2 through 8-12 Door/Gate - Various adjustments & modifications to interior & exterior doors on second and first floors as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 25,700.00	Not Approved	Not funded
85	Jackson	District Attorney	17-1 Corridor/Aisle - widen corridor as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 100.00	Not Approved	Not funded
86	Jackson	District Attorney	20-1 through 20-4 Single User Restroom - Modify restrooms on second floor and other components as noted in ADA Transition Plan as priority 2.	Typically funded in CIP 56121	\$ 7,200.00	Not Approved	Not funded
87	Jackson	District Attorney	Paint interior; moving of furniture is not included. Also, work may have to be performed after hours to prevent shutting down departments which increase costs. To reduce costs, 90% of this work can be performed in-house.	Typically funded in CIP 56180 - However should be funded in 1700 under preventative maintenance programs	\$ 58,000.00	Not Approved	Not funded

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Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
88	Jackson	District Attorney	Paint exterior, replace decking and stucco repair.	Typically funded in CIP 56180 - However should be funded in 1700 under preventative maintenance programs	\$ 200,000.00	Not Approved	Not funded
89	Jackson	District Attorney	Re-roof hatch area and install overflow drain.	Typically funded in CIP 56121	\$ 7,500.00	Not Approved	Not funded
90	Jackson	District Attorney	Replace asphalt concrete curb and repair embankment	Typically funded in CIP 56121	\$ 15,000.00	Not Approved	Not funded
91	Jackson	District Attorney	Modify basement drainage to prevent annual flooding - install trench drain and piping.	Typically funded in CIP 56121	\$ 3,000.00	Not Approved	Not funded
92			<b>Subtotal</b>		<b>\$ 503,803.00</b>		
93	Jackson	Sheriff's Office and Jail	Make modifications as noted in ADA Transition Plan for all priority 1 items, primarily doors.	Typically funded in CIP 56121	\$ 27,610.00	Not Approved	Not funded
94	Jackson	Sheriff's Office and Jail	Make modifications as noted in ADA Transition Plan for all priority 2 items, primarily Jail cells, stairs, doors, sinks, toilets, etc. - This will reduce the available beds from 76 to 58 beds.	Typically funded in CIP 56180	\$ 1,357,840.00	Not Approved	Not funded
95	Jackson	Sheriff's Office and Jail	Make modifications as noted in ADA Transition Plan for all priority 3 items, primarily drinking fountains & telephones.	Typically funded in CIP 56180	\$ 23,650.00	Not Approved	Not funded
96	Jackson	Sheriff's Office and Jail	ADA Upgrade Exterior walkway to Dispatch	Typically funded in CIP 56121	\$ 13,200.00	Not Approved	Not funded
97	Jackson	Sheriff's Office and Jail	6-2 Stairway - ADA Exterior walkway between S.O. and D.A. - recommended to remove instead of constructing a path of travel.	Typically funded in CIP 56121	\$ 2,000.00	Not Approved	Not funded
98	Jackson	Sheriff's Office and Jail	Replace Control Panel	Typically funded in CIP 56121	\$ 698,000.00	Approved, yet dependent upon funding	Not funded FAILURE IMMINENT
99	Jackson	Sheriff's Office and Jail	Sealing CMU	Typically funded in CIP 56121- However should be funded in 1700 under maintenance projects	\$ 6,000.00	Not Approved	Not funded
100	Jackson	Sheriff's Office and Jail	Detention Facility Waste Interceptor	Typically funded in CIP 56121	\$ 110,000.00	Approved, yet dependent upon funding	Not funded
101	Jackson	Sheriff's Office and Jail	Conditioned Exterior Sever Room	Typically funded in CIP 56121	\$ 275,000.00	Approved, yet dependent upon funding	Not funded
102	Jackson	Sheriff's Office and Jail	Jail Expansion Project	Typically funded in CIP 56180	\$ 1,400,000.00	Approved, yet dependent upon funding	Not funded
103			<b>Subtotal</b>		<b>\$ 3,913,300.00</b>		
104	Jackson	Museum	Make modifications as noted in ADA Transition Plan for all priority 1 items, primarily parking, path of travel, ramps, stairs, exterior doors, etc..	Typically funded in CIP 56121	\$ -	Approved	Not funded
105	Jackson	Museum	Make modifications as noted in ADA Transition Plan for all priority 2 items, primarily interior doors, restrooms, turn-around, stairs, etc.	Typically funded in CIP 56121	\$ -	Approved	Not funded

Hidden columns from source document:

F- final cost G- Bid required  
H- Specs required I- Plans required  
Contract or Consultant K- Architect or Engineer

Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
106	Jackson	Museum	Make modifications as noted in ADA Transition Plan for all priority 3 items, primarily exterior high/low drinking fountain, etc.	Typically funded in CIP 56121	\$ 5,250.00	Approved	Not funded
107	Jackson	Museum	Make modifications as noted in ADA Transition Plan for all priority 4 items, primarily re-build stairs to lower parking area.	Typically funded in CIP 56121	\$ 28,050.00	Approved	Not funded
108	Jackson	Museum	Tree removal	Typically funded in CIP 56121	\$ 3,000.00	Not Approved	Not funded
109			<b>Subtotal</b>		<b>\$ 36,300.00</b>		
110	Fiddletown	Chew Kee Store	Chew Kee Store – Repair damaged "stucco"	Typically funded in CIP 56121	\$ 4,000.00	Not Approved	Not Funded
111	Fiddletown	Chew Kee Store	Chew Kee Store - Install Gutter NE Corner	Typically funded in CIP 56121	\$ 2,500.00	Not Approved	Not Funded
112	Fiddletown	Chew Kee Store	Chew Kee Store - Termite Inspection	Typically funded in CIP 56121	\$ 1,000.00	Not Approved	Not Funded
113	Fiddletown	Chew Kee Store	Chew Kee Store Fencing	Typically funded in CIP 56121	\$ 3,000.00	Not Approved	Not Funded
114			<b>Subtotal</b>		<b>\$ 10,500.00</b>		
115	Martell	Airport property	Improvements to drainage and satellite parking area used by GSA/AG and other ancillary purposes.	Typically funded in CIP 56180 or possible to acquire some grant funding through FAA	\$ 385,000.00	Approved, yet dependent upon funding	Not funded
116	Martell	Airport property	Concrete Slabs inside County hangars	Typically funded by Grant monies	\$ 110,000.00	Not Approved	Not Funded
117	Martell	Airport property	Make modifications as noted in ADA Transition Plan for all priority 1 items, primarily exterior doors, parking area, walkways, etc.	Typically funded in CIP 56121	\$ 58,630.00	Not Approved	Not Funded
118	Martell	Airport property	Make modifications as noted in ADA Transition Plan for all priority 2 items, primarily restrooms including asbestos abatement.	Typically funded in CIP 56121	\$ 92,180.00	Not Approved	Not Funded
119	Martell	Airport property	Make modifications as noted in ADA Transition Plan for all priority 3 items, primarily telephone.	Typically funded in CIP 56121	\$ 1,000.00	Not Approved	Not Funded
120	Martell	Airport property	Asbestos abatement throughout the facility located on ceilings and all drywall wall surfaces, including exterior siding. Also includes put-back of flooring, walls, siding, HVAC, hauling, paint tape/texture. etc. .	Typically funded in CIP 56121	\$ 150,000.00	Not Approved	Not Funded
121			<b>Subtotal</b>		<b>\$ 796,810.00</b>		
122	Pioneer	Parks	Sheriff's Sub-Sattion Demo	Typically funded in CIP 56121	\$ 5,000.00	Not Approved	Not funded
123	Pioneer	Parks	Snack Shack Replace three (3) doors	Typically funded in CIP 56121	\$ 5,600.00	Approved	funded
124	Pioneer	Parks	Scout Hut Replace Septic System	Typically funded in CIP 56121	\$ 8,000.00	Not Approved	Not funded
125	Pioneer	Parks	Lighting control - WIFI	Typically funded in CIP 56121	\$ 12,000.00	Not Approved	Not funded
126	Pioneer	Parks	Security & camera Installation and monitoring	Typically funded in CIP 56121	\$ 10,000.00	Not Approved	Not funded
127	Pioneer	Parks	Basketball Pole replacement & installation	Typically funded in CIP 56121	\$ 4,000.00	Not Approved	Not funded

Hidden columns from source document:

F- final cost G- Bid required  
H- Specs required I- Plans required  
Contract or Consultant K- Architect or Engineer

Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
128	Pioneer	Parks	Tennis Court resurfacing	Typically funded in CIP 56121	\$ 6,000.00	Not Approved	Not funded
129	Pioneer	Parks	Painting & Staining Facilities	Typically funded in CIP 56121	\$ 25,000.00	Not Approved	Not funded
130	Pioneer	Parks	Resurface Parking lot at Vets Hall	Typically funded in CIP 56121	\$ 8,000.00	Not Approved	Not funded
131	Pioneer	Parks	Demo gazebo	Typically funded in CIP 56121	\$ 3,000.00	Not Approved	Not funded
132	Pioneer	Scout Hut	Pioneer Scout Hut install dedication plaque	Typically funded in CIP 56121	\$ 369.00	Not Approved	Not funded
133	Pioneer	Scout Hut	Replaced leach lines.	Typically funded in CIP 56121	\$ 4,500.00	Not Approved	Not funded; did pull out roots.
134	Pioneer	Scout Hut	Make modifications as noted in ADA Transition Plan for all priority 2 items, primarily interior doors and restrooms.	Typically funded in CIP 56121	\$ 24,640.00	Not Approved	Not funded
135			<b>Subtotal</b>		\$ 116,109.00		
136	Martell	Animal Control	Remove/Modify Metal Trellis @ Entrance - this will eliminate bird nesting and poop.	Typically funded in CIP 56121	\$ 1,000.00	Not Approved	Not funded
137	Martell	Animal Control	Repair defective post ( near wash out station)	Typically funded in CIP 56121	\$ 2,500.00	Not Approved	Not funded
138	Martell	Animal Control	Install Bollard to protect post at wash out station	Typically funded in CIP 56121	\$ 1,000.00	Not Approved	Not funded
139	Martell	Animal Control	Shade cover out-door kennels	Typically funded in CIP 56121	\$ 24,200.00	Not Approved	Not funded
140	Martell	Animal Control	Screen @ A/C units	Typically funded in CIP 56121	\$ 8,000.00	Not Approved	Not funded
141	Martell	Animal Control	Ventilation in exhibit rooms	Typically funded in CIP 56121	\$ 4,500.00	Not Approved	Not funded
142	Martell	Animal Control	Hold-open devices on doors (3 Doors total)	Typically funded in CIP 56121	\$ 1,300.00	Not Approved	Not funded
143	Martell	Animal Control	Signs (Order Two Additional Exist Signs)	Typically funded in CIP 56121	\$ 300.00	Not Approved	Not funded
144	Martell	Animal Control	Water Supply for Truck Wash Area - tap into existing water line and install new insulating water line and hose bid.	Typically funded in CIP 56121	\$ 2,000.00	Not Approved	Not funded
145	Martell	Animal Control	Caulk Lights at Entryway	Typically funded in CIP 56121	\$ 150.00	Not Approved	Not funded
146	Martell	Animal Control	Live Stock / Barn- Prefab building, includes re-location of some utilities.	Typically funded in CIP 56121	\$ 175,500.00	Not Approved	Not funded
147			<b>Subtotal</b>		\$ 220,450.00		
148	Martell	Tools		Typically funded in CIP 56121	\$ 2,500.00		
149			<b>Subtotal</b>		\$ 2,500.00		
150							
151							
152							
153			<b>Priorities</b>	<b>TOTAL=</b>	\$ 1,148,100.00		
154			<b>Current Obligations</b>	<b>TOTAL=</b>	\$ 53,000.00		
155			<b>ADA Projects</b>	<b>TOTAL=</b>	\$ 1,958,570.00		
156			<b>Remaining CIP's</b>	<b>TOTAL=</b>	\$ 6,051,592.00		
157				<b>SUB-TOTAL=</b>	\$ 9,211,262.00		
158	Jackson	Sheriff's Office and Jail	NEW JAIL FACILITY	Typically funded in CIP 56180	\$ 17,000,000.00	Not Approved	Conditional award of monies by CSA
159				<b>GRAND TOTAL</b>	\$ 26,211,262.00		
160							
161	CIP		CFF- Update collections monthly				

Hidden columns from source document:

F- final cost G- Bid required  
H- Specs required I- Plans required  
Contract or Consultant K- Architect or Engineer

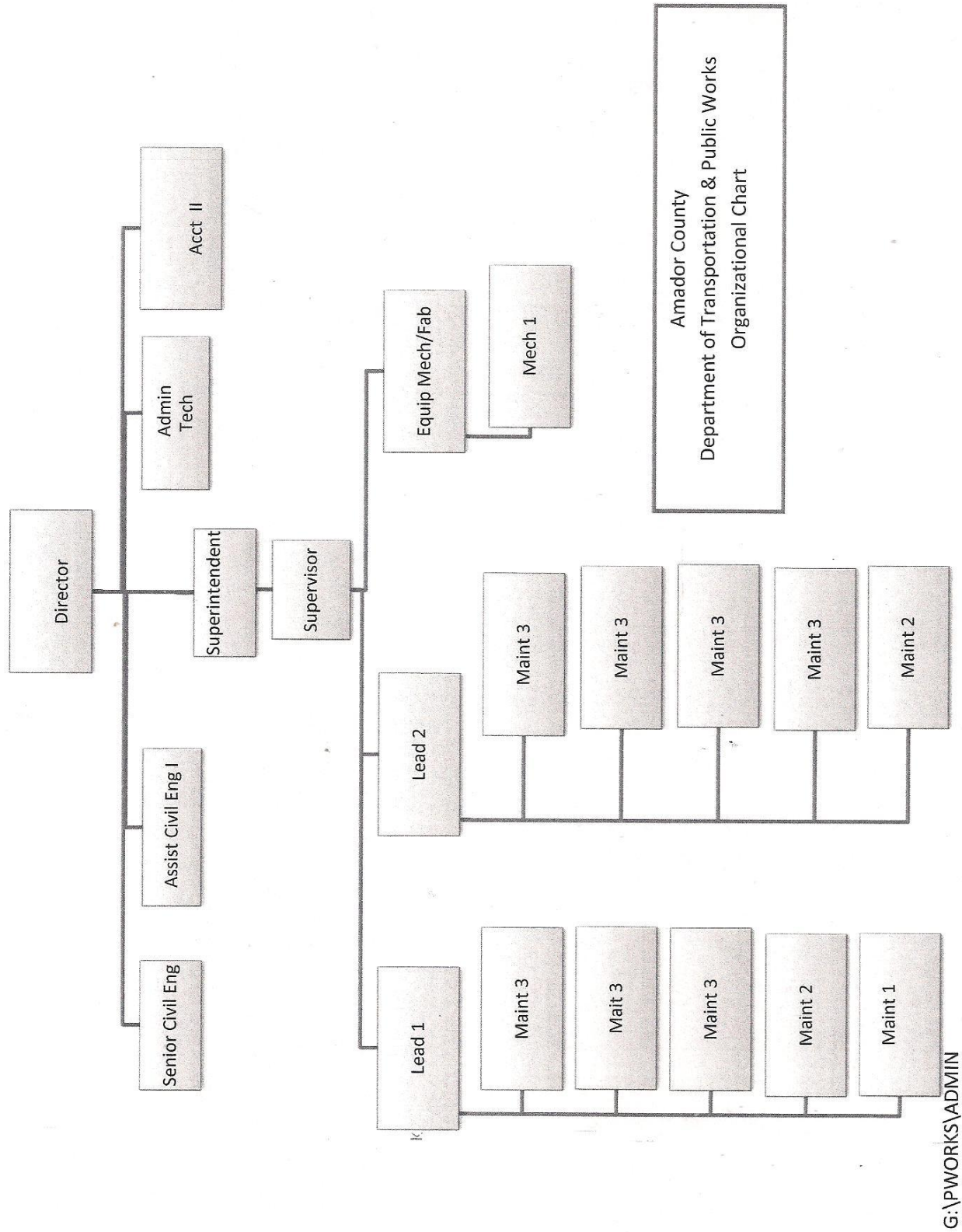
Capital Improvement  
2015-2016  
Projects

	A	B	C	D	E	L	M
162	CIP		CFF - Prepare Annual Report (Oct-Nov)				
163	CIP		CFF - Bring Cities On Board (PowerPoint)				
164			<b>Major projects are defined as projects over \$100,000.00. Estimates include estimated values for professional services.</b>				
165							
166							
167							

## APPENDIX V Roads Index

ROADS CONDITION INDEX APRIL and MAY, 2018							
Road Name	To & From	Length	Pot Holes	Center Line	Fog Line	Edge Erosion	Transitions
Climax	Ridge Rd to HY88	2.9	over 10	Fair	Fair but faint	6 areas	0
Shake Ridge	HWY 88 to Wandering Hills Road	1.3	1	poor and missing	poor and missing	0	6
Curran	Camanche Road to Village Drive	1.9	11	poor and missing	Varies	14, pavement broken inside fog line	16-18
E. Clinton Rd	Clinton to Broadway	2	20	poor and missing	Fair	2	15
Charleston Road	Volcano to Shake Ridge	6.5	77, 15 over 1'	Questionable	Varies	6, pavement broken inside fog line	17

# Appendix VI Road Maintenance Staff Organizational Chart



# APPENDIX VII Master Property List

5/24/2016

AMADOR COUNTY PROPERTY LIST

1 of 2

FILE #	DISTRICT	APRN	SITUS ADDRESS	TOWN	DESCRIPTION	ACREAGE	ZONE	LAND USE CODE	NOTES
1	5	001-030-020-000	NORTH OF LATROBE ROAD	IONE	PORTION S26 T8 R9	2.5	R1A	MV	BORDERS ON CONSUMERS RIVER
3	2	003-061-012-000	3248 FUTURE ST C ST	IONE	LAKE CAMANCHE VILLAGE UNIT #1 PARCEL FF	0.02	R1	MV	SMALL TRIANGULAR LOT AT END OF A FUTURE STREET
4	2	003-221-009-000	SOUTH OF VILLAGE DRIVE	IONE	LAKE CAMANCHE VILLAGE UNIT #1 PARCEL C	0.01	R1	RV	POSSIBLE PUMP STATION-DO SITE VISIT
5	2	003-360-007-000	SOUTHEAST OF CHARLSTONE COURT	IONE	LAKE CAMANCHE VILLAGE UNIT #1 PARCEL E	0.05	R1	RV	POSSIBLE STRUCTURE ON PROPERTY-DO SITE VISIT
6	2	003-400-005-000	EAST OF FLINT COURT	IONE	LAKE CAMANCHE VILLAGE UNIT #1 PARCEL DD	215 sq ft	R1	RV	LONG NARROW STRIP AT END OF FUTURE STREET
7	2	003-491-001-000	NORTHEAST OF VILLAGE DRIVE	IONE	LAKE CAMANCHE VILLAGE UNIT #3A PARCEL JJ	0.38	NC	RV	FUTURE STREET "D" IN LAKE CAMANCHE VILLAGE
8	2	003-641-002-000	NORTH OF DUCK CREEK ROAD	IONE	LAKE CAMANCHE VILLAGE UNIT #4 PARCEL KK	394 sq ft	R2A	RV	LONG NARROW STRIP AT END OF FUTURE STREET
9	2	003-651-003-000	EAST OF DUCK CREEK ROAD	IONE	LAKE CAMANCHE VILLAGE UNIT #4 PARCEL LL	400 sq ft	R2A	MV	LONG NARROW STRIP AT END OF FUTURE STREET
10	2	003-670-010-000	SOUTH OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL A	4.87	X	RV	LAND-LOCKED OPEN SPACE SURROUNDED BY PARCELS
11	2	003-670-019-000	SOUTHWEST OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL E	0.81	X	MV	VACANT LAND
12	2	003-670-024-000	SOUTH OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL D	0.07	X	MV	VACANT LAND
13	2	003-681-016-000	NORTH OF LAKEVIEW DRIVE	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL A	1.34	X	MV	VACANT LAND
14	2	003-681-034-000	SOUTHWEST OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PORTION PARCEL F	0.06	X	MV	VACANT LAND
15	2	003-681-035-000	SOUTH OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PORTION PARCEL F	0.84	X	MV	VACANT LAND
16	2	003-681-037-000	SOUTHEAST OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PORTION PARCEL F	0.12	X	MV	VACANT LAND
17	2	003-681-040-000	SOUTHWEST OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PORTION PARCEL F	0.09	X	MV	VACANT LAND
18	2	003-701-001-000	NORTH OF LAKEVIEW DRIVE	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL B	1.13	X	MV	VACANT LAND
19	2	003-711-025-000	WEST OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL G	1.06	X	MV	VACANT LAND
20	2	003-711-016-000	SOUTH OF LAKEVIEW DRIVE	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL B	0.14	X	MV	VACANT LAND
21	2	003-721-002-000	4243 LAKEVIEW DRIVE	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PARCEL B	0.88	X	MV	VACANT LAND
22	2	003-721-019-000	WEST OF CAMANCHE PARKWAY NORTH	IONE	LAKE CAMANCHE VILLAGE UNIT #6 PORTION PARCEL G	0.2	X	MV	VACANT LAND
23	2	003-722-001-000	2275 CAMANCHE RD	IONE	UNIT 6 BAR C LAKE CAMANCHE VILLAGE	0.68	X	MV	VACANT LAND
24	2	005-020-008-000	WEST OF CARBONDALE ROAD	IONE	PORTION RANCHO SECO PARCEL 325/587	1.5	M	MV	CARBONDALE AREA
25	2	005-020-009-000	EAST OF CARBONDALE ROAD	IONE	PORTION RANCHO SECO PARCEL 325/587	2	M	MV	CARBONDALE AREA
26	2	005-020-013-000	SOUTH OF MICHIGAN BAR ROAD	IONE	PORTION RANCHO SECO PARCEL 2	21.01	M	MV	CARBONDALE INDUSTRIAL PARK LOT
27	2	005-020-015-000	SOUTH OF MICHIGAN BAR ROAD	IONE	PORTION RANCHO SECO PARCEL 325/587	194	M	MV	CARBONDALE INDUSTRIAL PARK LOT
28	2	008-020-014-000	SOUTHEAST OF OLD OAKER ROAD	IONE	SECTION 4 PORTION SECTIONS 389 T.7N PARCEL 73 OF SECTION 1&2 T.6N	4	R1A	MV	VACANT LAND
29	2	011-050-026-000	NORTH OF JACKASS CREEK	IONE	SECTION 1&2 T.6N	1.59	MV	MV	VACANT LAND
30	2	012-040-040-000	EAST OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO AREA E	69.43	X	MV	VACANT LAND (AREA VE)
31	2	012-040-041-000	NORTHWEST OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO AREA AB	35.78	X	MV	DUMPING GROUNDS
32	2	012-400-420-000	EAST OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO PARCEL 286	18.44	X	MV	LANDFILL TOILET BOOTH
33	2	012-040-043-000	WEST OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO AREA C	40.05	X	MV	LANDFILL AREA B
34	2	012-040-044-000	SOUTHWEST OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO AREA D	14.4	X	MV	LANDFILL AREA C
35	2	012-040-045-000	SOUTHWEST OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO AREA E	38.45	X	MV	LANDFILL AREA D
36	2	012-040-046-000	SOUTHWEST OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO PARCEL 287	57.6	X	MV	LANDFILL AREA E
37	2	012-070-009-000	NORTH OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO PARCEL 36 D89	3.73	X	MV	VACANT LOT NEAR BUENA VISTA
38	2	012-070-010-000	NORTH OF BUENA VISTA ROAD	IONE	PORTION RANCHO SECO PARCEL 36 D88	1.42	X	MV	VACANT LOT NEAR BUENA VISTA
39	2	012-070-009-000	5401 COAL MINE RD	IONE	PORTION RANCHO SECO PARCEL 38 D89	3.38	X	MV	VACANT LOT NEAR BUENA VISTA
40	2	012-100-031-000	NORTH WEST OF BUENA VISTA ROAD	IONE	PORTION T.6N PARCEL 1A	0.77	X	MV	PUBLIC WORKS DEPT. LOT
41	5	014-240-009-000	14301 FIDDELTOWN RD	FDLTWN	FIDDELTOWN SITE PARCEL 11	0.58	R1A	MV	VACANT LAND
42	5	014-250-051-000	14300 FIDDELTOWN RD	FDLTWN	FIDDELTOWN SITE PARCEL 639/061 44/493	0.14	R1A	MV	Chew Kee Museum, Chinese Artifacts valued at \$2K. Housed off-site. 5/17/16
43	5	014-250-052-000	14340 FIDDELTOWN RD	FDLTWN	FIDDELTOWN SITE PARCEL 14	0.07	R1A	MV	General Store
44	5	014-280-036-000	14321 FIDDELTOWN RD	FDLTWN	FIDDELTOWN SITE PARCELS 8, 9 AND 10	0.16	R1A	MV	Monument
45	4	018-061-004-000	NORTH OF TUCKER ROAD	STR CRK	PORTION SECTION 6 & 7, T.6N	0.05	NC	MV	VACANT LOT
46	1	020-070-041-000	530 SUTTER STREET	JCKSN	AMADOR COUNTY LIBRARY	0.48	NC	MV	VACANT LOT

Edited 5/14/2018 Civil Grand Jury

Hidden columns:  
 \*C\* Disposition  
 \*L\* Zone  
 \*J\* Lane Use

Hidden rows: 31A through 31K  
 Landfill Improvements

FILE #	DISTRICT	APN	SITUS ADDRESS	TOWN	DESCRIPTION	ACREAGE	ZONE	LAND USE CODE	NOTES
47	1	020-196-001-000	225 CHURCH STREET	JACKSON	MUSEUM	1.44	NC	MI	MAIN MUSEUM BUILDING
47a	1	020-196-001-000	WEST OF SUMMIT STREET	JACKSON	PORTION N-1/2 SECTION 28 T.6N PARCEL 3		NC	MV	COTTAGE/WOODPINE MODEL
48	1	020-200-021-000	700 COURT STREET	JACKSON	COUNTY JAIL/SHERIFFS DETENTION	7.78	NC	MV	
48a	1	020-200-021-000	708 COURT STREET	JACKSON	DA				
48b	1	020-200-021-000	810 COURT STREET	JACKSON	COUNTY ADMINISTRATION CENTER				
55	1	020-540-011-000	BUILDING H NEW YORK RANCH ROAD	JACKSON	PORTION E-1/2 SECTION 21 T.6N PARCEL 1	0.16	NC	CI	BUILDING H
56	5	021-390-017-000	HALE ROAD (LOCKWOOD FPD)	JACKSON	PORTION 16 T.7N PARCEL 6	2.49	R1A	MV	Note: Parcel 04-19-020 .632 County Property (southwest of
57	5	023-020-072-000	23141 SHAKE RIDGE RD	JACKSON	PORTION SOUTHWEST 1/4 S87TR13	1.09	R1A	MV	VACANT LOT
58	3	029-033-007-000	21339 CONSOLATION ST	JACKSON	PORTION SECTION 23 T.7N	0.01	CI	MV	VACANT LOT
59	3	029-041-009-000	SUTTER GREEK ROAD	JACKSON	PORTION SECTION 23 T.7N PARCEL 4	0.05	CI	MV	VACANT LOT
60	3	029-052-014-000	ST. GEORGE STREET	JACKSON	PORTION SECTION 23 T.7N	0.3	R1	MV	ABANDONED STREET
61	4	030-191-008-000	19899 STATE 988 HWY	JACKSON	PORTION SECTION 1/4 SECTION 33 T.7N PARCEL 8	0.13	CI	CI	BRANCH LIBRARY
62	4	030-192-002-000	19810 STATE 988 HWY	JACKSON	PORTION SECTION 1/4 SECTION 33 T.7N	0.06	CI	MV	LOT IN PINE GROVE
63	4	038-250-018-000	EAST OF PINE GROVE DUMP	JACKSON	PORTION SOUTHEAST 1/4 OF NORTHWEST 1/4 SECTION	0.64	R1A	MV	VACANT LOT
64	3	038-340-012-000	PINE GROVE DUMP	JACKSON	PORTION NORTH 1/2 OF NW 1/4 SECTION 11 T.6N PARCEL	4.24	R1A	MV	AREA NEXT TO DUMP
65	3	038-340-013-000	SOUTH RIDGE ROAD	JACKSON	PORTION NORTH 1/2 OF NW 1/4 SECTION 11 T.6N PARCEL	8.966	R1A	MV	PINE GROVE DUMP
66	4	040-030-086-000	NORTHEAST RIDGE ROAD	JACKSON	STR CRK	5.86	R1A	MV	VACANT LOT
67	4	042-050-018-000	STR CRK	JACKSON	PORTION SECTIONS 1&2 T.6N	0.11	R1A	MV	VACANT LOT
68	1	044-010-070-000	AIRPORT ROAD	JACKSON	AIRPORT	14.49	R1A	MV	AIRPORT & FACILITIES
69	1	044-010-070-501	AIRPORT ROAD	JACKSON	AIRPORT SURFACE RIGHTS				
70	1	044-010-070-000	12370 AIRPORT ROAD	JACKSON	ANIMAL CONTROL	82.72	R1A	MV	AIRPORT & FACILITIES
70a	1	044-010-116-000	12340 AIRPORT ROAD	JACKSON	PORTION T.6N				ANIMAL CONTROL FACILITIES
70b	1	044-010-116-000	12200-C AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	PUBLIC WORKS SIGN SHOP
70c	1	044-010-116-000	12200-C AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	DIAGNOSIS SHOPS
70d	1	044-010-116-000	12200-C AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	MOTOR POOL VEHICLE SHOP
70e	1	044-010-116-000	12200-C AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	PUBLIC WORKS/MOTOR POOL
70f	1	044-010-116-000	12200-C AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	STORAGE/PAINT BOOTH WELDING/ SIGN SHOP
70g	1	044-010-116-000	12200-C AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	PUBLIC WORKS STORAGE/ADMIN
70h	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	STEEL HANGAR SHERIFFS EVIDENCE
70i	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	AIRPORT OFFICE/HANGAR
70j	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	AIRPORT HANGER #1
70k	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	AIRPORT HANGER #5
70l	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	AIRPORT HANGAR #6
70m	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	AIRPORT HANGAR 48 - PRIVATE HANGAR
70n	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	C HANGAR
70o	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	E HANGAR
70p	1	044-010-116-000	12370 AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	AIRPORT HANGAR #3 - PRIVATE STORAGE
70q	1	044-010-116-000	12200-A AIRPORT ROAD	JACKSON	PORTION T.6N		R1A	MV	RECORDS CENTER/GSA WAREHOUSE
71	1	044-010-128-000	500 ARGONAUT LANE	JACKSON	PORTION T.6N	2.94	NC	MI	
72	4	044-020-085-000	RIDGE ROAD AND SWEET PEA WAY	JACKSON	PORTION SECTIONS 7, 8, 17 & 18 T.6N PARCEL 13	0.94	R1A	MV	VACANT LOT
73	2	044-100-027-000	SOUTH AT WICKLOW WAY	MRTL	PORTION SECTIONS 19, 20, 29 & 30 T.6N PARCEL 5	201.37	R1	CV	VACANT LOT
74	1	044-400-010-000	TRADE CENTER DRIVE	MRTL	PORTION SECTION 17 & 18 T.6N PARCEL 4	0.91	MM	MV	VACANT LOT
75	1	044-400-016-000	TRADE CENTER DRIVE	MRTL	PORTION SECTION 17 & 18 T.6N PARCEL 4	9.05	LM	MV	VACANT LOT
77	3	033-561-006-000	27078 OAK LEAF COURT	PIONR	SILVER LAKE PINES UNIT 1A, LOT 35	0.57	R1	RV	PUBLIC WORKS DEPT. LOT

Hidden columns:  
 \*C\* Deposition  
 \*L\* Zone  
 \*J\* Land Use

Hidden rows: 31A through 31N.  
 Landfill Improvements

