



**TULARE COUNTY CIVIL GRAND JURY
FINAL REPORT 2019-2020**

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Front row from left to right: George Tsapanos, Judge David Mathias, Foreperson Deidra Vance, Board of Supervisor's Chairman Pete Vander Poel, Shirley Bearden, Fred Sheriff.

Second row from left to right: John Hobbs, Nick Sherwood, Marsha Clinton, Laurie Avila, Norma Beyerbach, Ray Cerniga, Jack Mori, Albert Jourdan, Jr., Ron Abee, Bonnie Paulli, Ray Shebaito and Paul Vargas. Not pictured: Thomas Mitchell

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LETTER FROM THE JUDGES



Superior Court of the State of California

Stephanie Cameron
Court Executive Officer/
Jury Commissioner

COUNTY OF TULARE
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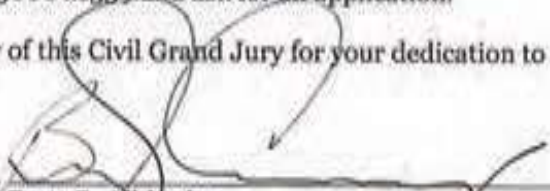
JUDGES' COMMENTS

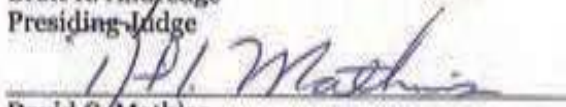
On behalf of the entire bench of the Tulare County Superior Court we want to sincerely thank the 2019-2020 Civil Grand Jury for all the work they have performed on behalf of the citizens of Tulare County. Once again another Civil Grand Jury's term has been completed. Your efforts are especially appreciated during these difficult times.

Civil Grand Jurors always assume a great deal of responsibility whenever they agree to be a part of a year's panel. They willingly do this as volunteers without any purpose other than to insure that governmental agencies and individuals are properly performing their duties. The taxpayers of Tulare County were well served by all the time and effort put forth by this Civil Grand Jury. We are especially grateful for the efficient manner in which this year's Civil Grand Jury performed these tasks and the overall cooperation and respect they showed to each other.

Much is misunderstood by the general public as to the functions and purpose of the Civil Grand Jury. It is empowered by statutory authority to investigate local governmental agencies and process citizen complaints involving local government issues. No other agency or group has mandate to be a "watch-dog" to insure that our local government works effectively, efficiently, and to the best interest of all citizens. We need responsible, dedicated people such as those on this year's Civil Grand Jury to serve in the future. If you would like to volunteer to do meaningful work for our community, we invite you to apply for service on Civil Grand Jury by contacting the Superior Court at (559) 730-5000 x1359 and ask for an application.

In closing, we applaud each member of this Civil Grand Jury for your dedication to service on behalf of all citizens who live in Tulare County.


Brett R. Alldredge
Presiding Judge


David C. Mathias
Assistant Presiding Judge

LETTER FROM THE FOREMAN



Tulare County Civil Grand Jury

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Visalia, CA 93277

(559) 624-7295 • Fax (559) 733-6078

Honorable Judge Brett Alldredge
Presiding Judge of the Superior Court
State of California
County of Tulare

Honorable Judge David Mathias
Supervising Judge of the Grand Jury
State of California
County of Tulare

Dear Judge Alldredge and Judge Mathias,

Pursuant to California Penal Code 933, the 2019-2020 Tulare County Civil Grand Jury presents this final report to the Court and citizens of Tulare County. The purpose of this report is to make the public aware of issues concerning government agencies and make recommendations to correct these issues. It is the result of the nineteen devoted members of the Grand Jury who worked closely together to fulfil their sworn obligation as grand jurors. These members have spent long hours working hard to evaluate local government operations and make appropriate dispositions regarding citizen complaints.

This year has been especially challenging for the Grand Jury. Our investigations and the writing of reports were delayed because of Covid 19. We had to place all Grand Jury business on hold from March through June until it was safe to meet again. Even when the jury was allowed to resume its regular business, we had to follow strict safety guidelines including wearing masks and social distancing during our meetings.

I'm honored to have served as Foreman for the Tulare County Civil Grand Jury during the past year. It has been a pleasure and a privilege to have worked with each of the men and women on the jury, as well as many others. I would like to extend my personal thanks to Judge Mathias for his professional dedication as our court advisor, as well as Superior Court Executive Secretary Ellen Kennedy. I would also like to thank the Tulare County Counsel for their assistance, County Printing Services for their many years of expertise and Annette Jones, the Tulare County Civil Grand Jury Clerk.

The members of the 2019-2020 Grand Jury feel that it has been a privilege and gratifying experience to serve the citizens of Tulare County. We hope that our efforts will further the efficiency and effectiveness of Tulare County government.

Respectfully,

Deidra Vance, Foreman
2019-2020 Tulare County Civil Grand Jury

GRAND JURY RESPONSE 2018-2019 COMPLIANCE REVIEW

OVERVIEW OF GRAND JURY RESPONSE DUTIES:

The Tulare County Civil Grand Jury (TCCGJ) is impaneled annually to act as the public's watchdog by investigating and reporting on the affairs of county agencies, local governments, school districts and special districts within Tulare County. TCCGJ reviews complaints brought by citizens and internally initiates investigations about perceived government irregularities. As a fact finding body, the TCCGJ has the potential to make recommendations for constructive changes and possible solutions to a wide range of local governmental problems. This is done by reviewing and evaluating policies and procedures, methods and systems utilized to determine if more efficient and economical programs can be employed. TCCGJ is authorized to, and in some cases must, do the following:

- Inspect and audit books, records and financial expenditures to ensure that public funds are properly accounted for and legally spent
- Examine the books and records of any nonprofit organization receiving local public funds
- Inquire into the conditions and management of jails and detention facilities
- Inquire into any charges of willful misconduct of County and local officials or employees

TCCGJ does not investigate private entities, nonprofit organizations not funded by the county, state or federal agencies, courts, school curricula, personnel issues or other matters not connected with local governments.

TCCGJ annually issues a final report which contains specific reports addressing one or more issues. California Penal Code §933(c) requires responses from governing agencies, including the Tulare County Board of Supervisors; city and county government entities; schools; special districts; and certain non-profit corporations. This ensures these entities have performed their function in a lawful, economical and efficient manner. Each report contains information such as the background regarding the subject matter, reasons for the investigation, the procedures followed in obtaining information, findings, conclusions and recommendations. All required responders must reply in writing to each finding and recommendation in the specific report within a specified time period.

ACTIVITIES OF THE COMMITTEE:

1. Reviewed/returned responses to the 2018-2019 and 2016-2017 Grand Jury Final Reports
2. Reviewed relevant California Government and Penal Codes
3. Compiled statistics regarding the responses

The 2018-2019 TCCGJ reports required responses from the following agencies:

1. Tulare County Registrar of Voters
 - Elections: Timely Access to Results
2. Tulare County Sheriff's Office
 - Inmate Educational Programs in Tulare County
 - Sheriff's Patrol

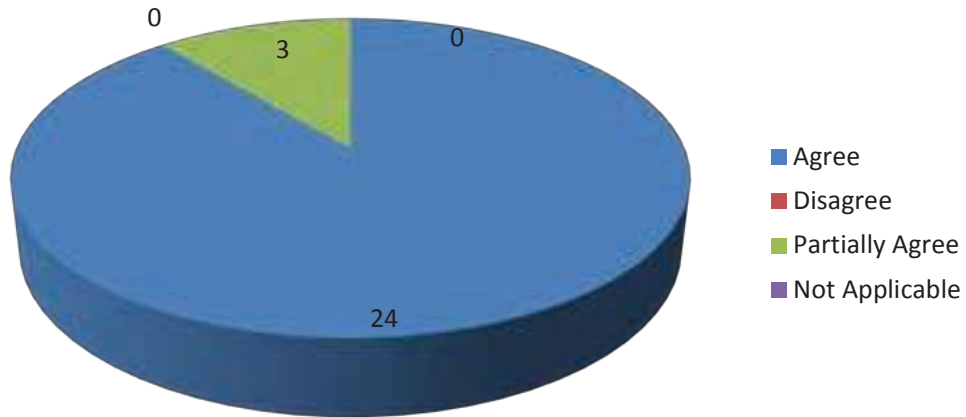
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3. Tulare County Board of Supervisors
 - Elder Abuse: Everyone's Business
 - Effects of Proposition 64 in Legalizing Marijuana in Tulare County
 - Tulare County Resource Management Agency – Code Enforcement
 - Water, Water Everywhere, Not a Drop to Drink
 - Electronic Monitoring
4. Kings/Tulare Area Council on Aging
 - Elder Abuse – Everyone's Business
5. Tulare County Resource Management Agency
 - Effects of Proposition 64 on Legalizing Marijuana in Tulare County
 - Tulare County Resource Management Agency – Code Enforcement
 - Water, Water Everywhere, Not a Drop to Drink
6. Tulare County Probation Department
 - Electronic Monitoring

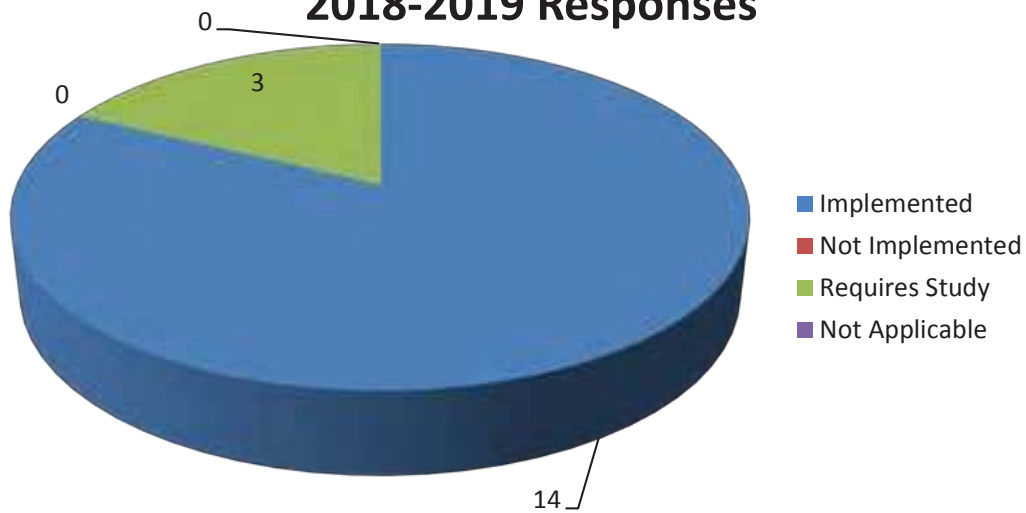
DATA REVIEWED:

1. There were 8 TCCGJ reports published in the 2018-2019 Final Report.
2. There were 24 findings and 10 recommendations in the 2018-2019 Final Report. There were 12 findings and 9 recommendations that required responses from more than 1 agency. 2 Findings required no response.
3. The following diagrams indicate the numbers of those in concurrence with or disagreement with the findings, and implementations' or non-implementation of recommendations made by the responding entities.

2018-2019 Findings



2018-2019 Responses



SUMMARY

Instructions are provided to all entities from which responses are required. Entities responding to a report must do so in accordance with California Penal Code §933.05.

The 2018-2019 Final Report and Responses may be found on the Tulare County Civil Grand Jury Website: <http://tularecounty.ca.gov/grandjury>

REVIEW OF 2016-2017 IMPLEMENTATION

TCCGJ annually issues a final report addressing one or more issues requiring responses from various agencies in the County. All required responders must reply in writing to each finding and recommendation in the specific report. The 2016/2017 Grand Jury Final Report included 9 reports with 21 recommendations and 2 reports with no recommendations. The Grand Jury is obligated to verify implementation of recommendations made in these past reports.

METHOD OF FOLLOW UP:

1. Clarification letters were sent to the designated responders.
2. Reviewed websites and confirmed updates were completed.
3. Reviewed updated documents and responses.

SUMMARY:

The 2016-2017 TCCGJ reports required responses from the following agencies:

1. Tulare County Office of Education (TCOE) – Implementation of Transgender Law
This report recommended that the TCOE Board have a policy in place for all schools in Tulare County. The TCCGJ determined that they are following the policies that are in place.
2. Woodlake Public Cemetery District Board of Trustees (WPCD) –
Woodlake Public Cemetery District
This report recommended that training on the Brown Act be provided to the WPCD Board of Trustees and the General Manager and that provisions of the Brown Act be followed. There was no response from the cemetery district to our follow up request.
3. Farmersville Unified School District (FUSD) – Farmerville Unified District Issues
This report recommended that FUSD follow their established purchasing policies and procedures, train their staff on personnel action forms and ensure policy is followed. The TCCGJ determined that they are following all their policies and procedures.
4. Kaweah Delta Hospital Board of Directors – Future Needs for Kaweah Delta Hospital

This report recommended:

1. That the Board of Directors develop an on-going dialogue, such as Town Hall meetings, to develop a planning process with residents of the hospital district to determine future needs.
 2. That the Board form a volunteer community advisory committee consisting of district residents.
This has been implemented by Kaweah Delta creating a speakers bureau and forming several community ambassadors and advisory groups.
5. Tulare County Registrar of Voters – Did Your Vote Count?

This report recommended:

1. That all Election department vacancies be filled

2. That additional booths for the general elections be provided
 The Registrar of Voters reported back that all vacancies have been filled and they are fully staffed. Additionally, the department has implemented the following: that each polling site will increase to having a minimum of 10 voting booths with the larger polling sites to have a minimum of 20.

6. Tulare County Board of Supervisors (BOS) - Drought, Agriculture, Retirement Fund
 This report recommended that the BOS continue to review and modify the 19-year plan to ensure the funding needs of the retirement plan are met. The board has maintained a good standing relationship with the Tulare County Employees Retirement Association (TCERA) Board and will continue to collaborate regarding the 19 year plan.

7. Tulare County Chief Administrative Officer – Drought, Agriculture, Retirement Fund
 This report recommended that TCERA continue to review and modify the 19-year plan to ensure the funding needs of the retirement plan are being met. The TCCGJ determined that TCERA is meeting this recommendation.

8. Deer Creek Storm Water District – Water is Gold
 This report recommended that established bylaws be followed pertaining to all appointments. Deer Creek Storm Water District responded that they are in compliance with their bylaws

9. Richgrove Community Service District Board (RCSD) – Richgrove Where Water Flows Problems Grow
 This report recommended:

1. RCSD ensure routine water testing is completed as mandated
2. Water meters be repaired or installed
3. Enforce all water usage violations
4. The RCSD Board members should receive documented ethics training

The TCCGJ determined the District Board is following our recommendations

10. Tulare County Solid Waste Department (TCSWD) – Visalia Landfill: “Not a Stinky Operation”

This report recommends that the TCSWD explore a memorandum of understanding with the Tulare County Sheriff’s Office to supply inmate workers for the landfill to ensure it remains self-sustaining and provide additional workforce when needed.

This recommendation has been implemented with an agreement with the Sheriff’s office for a work alternative program.

Instructions were provided to all entities from which responses were required. All entities with one exception (WPCD) responded in accordance with California Penal Code §933.05.



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Reports

GRADUATION

NOTHING TO DO WITH CAASPP TEST SCORES

BACKGROUND:

Few issues of public concern transcend and permeate other priorities of civil life more so than the state of public education. It is an issue discussed in households throughout Tulare County, regardless of the socio-economic status of the adults in that household. For those on the lower end of the economic ladder, education is seen as a means for the economic advancement of their children; for those who have achieved economic prosperity in the post-war economy it is understood that academic achievement as a secondary student is an important component of ultimate success in life, regardless of one's chosen goals.

Whenever the discussion of student achievement, the state of public education or the quality of public teachers and educators is the focal point of parents, citizens or professionals, inevitably the conversation will include test scores. As a citizenry we have come to accept test scores as the primary indicator of the quality of education in our community. Understanding that intelligent arguments can be made regarding their accuracy, today test scores are accepted as the best and most common indicator of public education quality and of student success.

The California Assessment of Student Performance and Progress (CAASPP) System was established on January 1, 2014. The CAASPP System replaced the Standardized Testing and Reporting (STAR) Program, which became inoperative on July 1, 2013.

REASON FOR INVESTIGATION:

The Tulare County Civil Grand Jury (TCCGJ) believes it is vital to the communal discussion that citizens understand the process that yields the test scores, both in origin and administration. Such comprehension will enhance the discussion of their utility and their use as indicators of student achievement and future success.

METHOD OF INVESTIGATION:

1. Reviewed relevant documents and data.
2. Conducted interviews.
3. Attended school board meetings.

FACTS:

1. California State Board of Education mandates that students be administered annual state assessment tests in grades 3 through 8 and grade 11. These tests are comprehensively known as the CAASPP.



2. Per the California Department of Education “the primary purpose of the CAASPP system is to assist teachers, administrators, students and parents by promoting high quality teaching and learning through the use of a variety of assessment approaches and item types”.
3. For the test year 2018-2019 the statewide results in all tested grades were as follows:
 - English Language Arts /Literacy:
50.87% met or exceeded standards
 - Mathematics:
39.73% met or exceeded standards
4. For the test year 2018-2019 the results for all tested grades in Tulare County were as follows:
 - English Language Arts/Literacy:
42.80% met or exceeded standards
 - Mathematics:
29.30 % met or exceeded standards
5. In 2019, the statewide graduation rate was 88.1%. The Tulare County rate was 90.1%.
6. The four year graduation rate is based on the percentage of students who attend a comprehensive high school and graduate with a regular high school diploma within four years of entering grade nine.

FINDINGS:

- F1: The Tulare County Office of Education (TCOE) and school districts within Tulare County use the annual results of the CAASPP as a tool to assess the needs of students.
- F2: Student test scores are not indicators that individual students will graduate from high school. There is no data available to indicate that students benefit academically from taking the tests.
- F3: Data indicates students in Tulare County scored below the average rates in the state of California. However, scores have shown improvement over previous years.
- F4: The graduation rate indicates that many students who receive a standard diploma scored below the acceptable standards of the CAASPP.
- F5: Official data is not available regarding the performance of individual high school graduates and their results on the CAASPP.

CONCLUSION:

The CAASPP is one assessment tool of student academic progress. Passing scores are not used as prerequisites to graduating from high school.

RECOMMENDATIONS:

- R1. That more information be disseminated to parents and the public regarding the purposes of the CAASPP, the use of the results and its role in the academic progress and support of the individual student.

REQUIRED RESPONSES:

1. Tulare County Office of Education Findings F1-F5, Recommendation R1.

******Disclaimer******

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2. AB 403 changed the names of Foster Care Family to Resource Family and Group Home to Short Term Residential Treatment Center.
3. CWS has seven resource homes that qualify (per AB 403) to care for youth with special needs.
4. Social Workers and resource families working with Special Needs Youth require specialized training.
5. The total number of youth under the supervision of CWS is 1,101. Currently 56 cases are special needs (5.09%).
6. CWS has an ongoing recruiting program for Special Needs Resource Families.
7. CWS has an ombudsman program to assist Resource Families.
8. CWS has a 24 hour hot line to aid Resource Families.

FINDINGS:

F1: There are not enough trained Resource Families to meet the needs required by AB 403.

F2: Placement of Special Needs Youth can be with an individual Resource Family, extended family member or a Short Term Residential Treatment Center.

F3: Recruitment efforts are extensive throughout the County at different organized events:

- County events
- School events
- Recreation events
- Private events/meetings (such as clinics, hospitals, schools and clubs)

F4: The specific special needs categories also include youth with the following conditions:

- Diabetes
- G-Tube
- Tracheotomy
- Non- Ambulatory

F5: CWS is looking for Care Families who possess the following characteristics:

- Caring and flexible
- Willing to transport youth to medical appointments
- Willing to learn from and receive training by doctors on how to care for a youth's healthcare needs
- Willing to attend appointments in various settings including clinics and hospitals
- Experienced in caring for youth with health needs or are willing to learn

CONCLUSIONS:

Health and Human Services Agency is committed to meeting the requirements of AB 403.

RECOMMENDATIONS:

R1: Health and Human Services Agency continue recruitment efforts to attract Special Needs Resource Families.

REQUIRED RESPONSES:

1. Health and Human Services Agency: Findings F1-F5, Recommendation R1

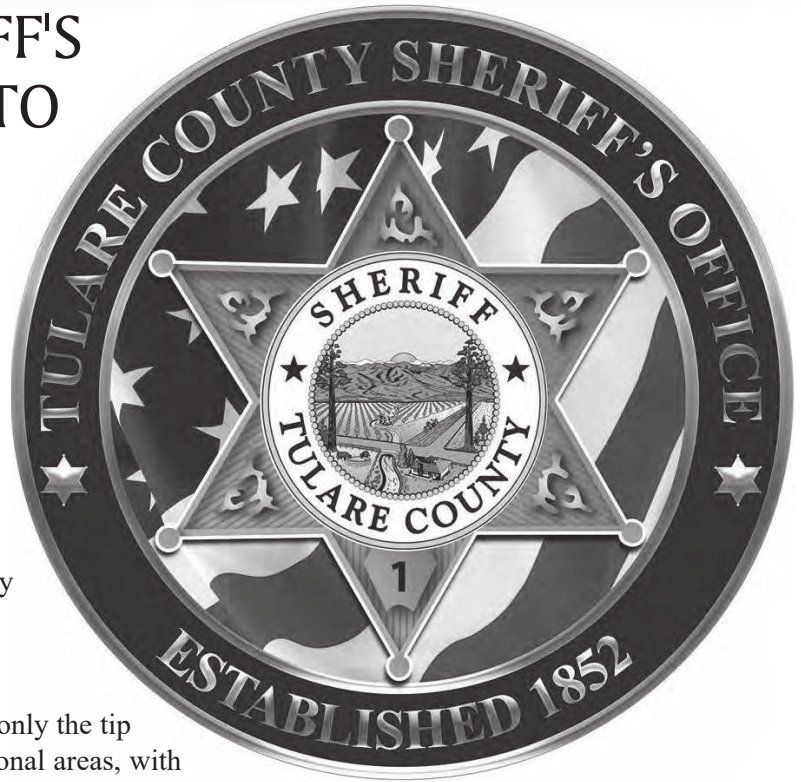
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TULARE COUNTY SHERIFF'S OFFICE: FROM HORSES TO HELICOPTERS

BACKGROUND:

The Tulare County Sheriff's Office (TCSO) is the chief law enforcement entity of Tulare County. It provides law enforcement and public safety to the unincorporated areas of the County. Moreover, it stands ready, as needed, to supplement the law enforcement efforts of the municipal police departments serving the cities of Tulare County. The TCSO is the only modern department of Tulare County government whose origin can be traced directly to the establishment of the County in 1852.



When the public sees Sheriff's vehicles on patrol, it is only the tip of the iceberg. The TCSO is organized into six functional areas, with each headed by a Captain:

- Investigations
- Patrol
- Operations Support
- Administrative Services
- Detention
- Administrative Support

They provide vital services to Tulare County under the broad heading of "law enforcement".

In order to be effective, the field of law enforcement requires a constant upgrade in the quality of training, the size and scope of facilities and the addition of the latest in criminal science technology.

In the 19th Century, it was sufficient for Tulare County's first Sheriff, William Dill, to patrol on horseback with two Deputies. Now, in the rapidly advancing 21st Century, the current Sheriff utilizes helicopters, airplanes, boats, drones, scientific laboratories, state-of-the-art technology, sophisticated communications networks, the latest methods of training and advanced storage and record keeping, to execute the TCSO's primary responsibility of law enforcement and public safety.

REASON FOR INVESTIGATION:

Recognizing the substantial expenditure of funds made recently by Tulare County for TCSO, the Tulare County Civil

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Grand Jury (TCCGJ) initiated an investigation directed toward facility enhancements, services offered and technological improvements. Whether the cost of a TCSO item is \$2, \$20,000 or \$200,000, it is paid for with public funds. Such an investigation is, therefore, warranted under its oversight responsibilities and obligations.

METHOD OF INVESTIGATION:

1. Conducted site visits
2. Interviewed witnesses
3. Reviewed documents

FACTS:

1. The TCSO 2019-2020 gross spending budget of \$121.4 Million is 9.4% of Tulare County's total \$1.286 Billion budget. Approximately \$27 Million of the operating budget comes from revenue from various sources (fees, fines, permits, Federal and State aid, grants and others). This results in a "net" budget of \$94.3 Million. This is the second largest operating budget among Tulare County agencies and departments.
2. The TCSO staffing consists of:
 - Full and Part-Time Deputy Sheriffs (sworn)
 - Full and Part-Time Correctional Officers (sworn)
 - Full and Part-Time administrative and support staff (non-sworn)
3. In recent years, TCSO has received funding and built several facilities that were needed to modernize and expand based on volume of activity and law enforcement needs.

FINDINGS:

- F1. The TCSO currently employs 553 sworn law enforcement professionals and 234 non-sworn administrative and support staff.
- F2. The TCSO recently opened a new 10,000 square foot evidence building and a 1,040 square foot automobile examination facility and improved a 7,000 square foot forensics building at a total cost of \$3,665,668. In addition, the TCSO has a state-of-the-art crime lab and Cyber Crimes Unit that have contributed to a reduction in the number of unsolved cases and shortened the time to solve crimes.
- F3. The TCSO has received recognition for having among the best Swift Water Rescue units in the State of California. The unit is often called upon by other counties to assist in rescue efforts. Moreover, its training program is a model for other counties.
- F4. The TCSO continues to strive to be a leader among law enforcement agencies in California.

CONCLUSION:

The TCSO has evolved to meet the current and future demands of law enforcement.

RECOMMENDATIONS:

- R1. The TCSO should continue to upgrade staffing, operating procedures and facilities in order to meet the evolving demands of law enforcement.
- R2. The TCSO should continue to target selected programs for enhancement to a “best-of-class” status.
- R3. The TCSO should strive to increase revenue sources from Federal, State and other grant sources.

REQUIRED RESPONSES:

- 1. Tulare County Sheriff : Findings F1-F4: Recommendations R1-R3:

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"GIVE ME LAND, LOTS OF LAND"



BACKGROUND:

Government entities at all levels in the United States are among the largest property owners and tenants in their respective areas. The same holds true for Tulare County. This scope of real estate ownership and tenancy entails significant capital expenditures, ongoing operating expenses, expertise and operating responsibility to be properly accountable to the taxpayers of the County.

The management of real estate is an administrative function involving staffing, a detailed process, operating controls, budgeting, record keeping, analysis, implementation and monitoring. Traditionally, a government entity will house these functions in a Real Estate or Property Management Department. In Tulare County, the real estate function is handled by the Property Management Division (PMD) of the General Services Agency (GSA). The GSA is one of thirteen departments of the Tulare County government.

The mission statement of the PMD is: "To secure, develop, and manage the properties and real estate assets necessary for the County to deliver services to the public." In the course of their operations, the PMD is responsible for property acquisitions, dispositions, lease negotiations and tenant management.

REASON FOR THE INVESTIGATION:

The Tulare County Civil Grand Jury (TCCGJ) is given broad authority by the California Penal Code to perform reviews of county and city departments or agencies thereof. The decision is not necessarily based on suspicions of illegalities or malfeasance. It can be, as in the case of the GSA-PMD, to provide the general public of Tulare County with information regarding an important aspect of local government operations.

The TCCGJ initiated an investigation into the practices and procedures of the GSA-PMD. Among those things of interest were the amount of real estate owned and leased by Tulare County and the process and procedures in place by the PMD to acquire and dispose of real estate.

METHOD OF INVESTIGATION:

1. Interviewed witnesses
2. Reviewed documents

FACTS:

1. Tulare County owns over 300 individual properties, which includes approximately 100 facilities with over two million square feet of space.
2. Tulare County is the landlord of approximately 40 leases. Current income from these properties totals \$ 1,947,686 annually.
3. Tulare County leases (as a tenant) 64 properties totaling 550,000+ square feet. Rent currently paid by the County totals \$9,358,068 annually.
4. Tulare County’s ownership of property totaling 4,479 acres of land includes the following property types:

| | | |
|-------------------------------|--------------------------|------------------------------|
| Agriculture Land | Detention Facilities | Parks |
| Airport/Airfields | Fire Stations | Ponding Basins |
| Animal Control Facility | Landfills | Road Yards |
| Auto Shops | Libraries | Sheriff’s Sub-Station |
| Borrow Pits | Multi-Purpose Properties | Undeveloped Land |
| Clinics | Museum | Warehouses |
| Courthouses | Office Space | Waste Water Treatment Plants |
| Data Communication Facilities | Parking Lots | Well Sites |

5. The above list does not include properties acquired through foreclosure, property tax default or right-of-way. These properties are outside the scope and authority of the PMD.
6. The PMD has a webpage that is accessed through the GSA website under “GSA Divisions” <https://tularecounty.ca.gov/generalservices>

FINDINGS:

- F1. The PMD has written policies and procedures in place for the acquisition and disposition of real estate.
- F2. The PMD maintains a database of Tulare County properties that are:
 - owner/occupied properties
 - properties occupied as a tenant
 - properties leased out as a landlord
- F3. There is a process, which requires the Tulare County Board of Supervisors’ approval, for the sale, purchase and lease of real estate. Many of the procedures are dictated by the State of California.
- F4. The PMD follows a process to retain the services of a real estate brokerage firm on an exclusive basis to represent them in the acquisition and disposition of real estate. The brokerage firm is retained for one year, with the option to extend the contract for another year.

- F5. The PMD's website is outdated and lacking basic information such as: key people, available properties, forms and current Requests for Proposal.

RECOMMENDATIONS:

- R1. That the PMD continue to refine their Real Estate Policy and Procedures Manual.
- R2. That the PMD enhance their website to include: key people, available properties that are for sale and for lease and current Requests for Proposals.

REQUIRED RESPONSES:

1. General Services Agency Director: Findings F1-F4, Recommendations R1-R2
2. Property Management Division Director: Findings F1-F4, Recommendations R1-R2

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“MORE MONEY ON TIME” DELINQUENT ACCOUNTS IN SPECIAL DISTRICTS

BACKGROUND:

Irrigation districts within the lower San Joaquin Valley are in business to provide water resources to agricultural enterprises. The Lower Tule River Irrigation District (LTRID) and Pixley Irrigation District (PID) provide supplemental water to about 150,000 acres in the Tipton area in the Central Valley of California. The LTRID and the PID were both incorporated in the 1950’s with offices located in Tipton, California. The estimated annual revenue for LTRID is \$15.4 million while PID is estimated to generate approximately \$1.2 million.



Community Services Districts (CSD) are governing bodies that can be formed by residents of unincorporated areas to ensure that basic service needs are met. They provide water, sewer, police and fire services, garbage collection, recreation, landscaping, street lighting, mosquito abatement, graffiti abatement, library services and more. Goshen Community Services District (GCSD) provides sewer service in the Goshen area. It was formed in 1958 and in Fiscal Year 2018/2019 had revenues of \$1.5 million.

REASON FOR INVESTIGATION:

On August 2, 2019 LTRID and PID published a PUBLIC NOTICE in newspapers throughout the County which identified accounts which were delinquent. This action prompted the Tulare County Civil Grand Jury (TCCGJ) to initiate an investigation into Special Districts with delinquent accounts and how they are collected.

METHOD OF INVESTIGATION:

1. Conducted interviews
2. Reviewed relevant documents and data
3. Analyzed delinquent account data from 40 districts

FACTS:

1. For the fiscal year July 1, 2018, to June 30, 2019, the TCCGJ reviewed the accounts of those districts with the highest delinquent accounts reported.
2. The highest delinquent irrigation districts accounts reviewed were LTRID’s at \$1.4 million and PID’s at \$261,000.

TULARE COUNTY CIVIL GRAND JURY FINAL REPORT 2019-2020

3. On October 31, 2019, GCSD had 368 delinquent accounts owing approximately \$237,884 which was the highest owed to a Community Services District.
4. Irrigations Districts have the legal authority to foreclose on properties that have been in delinquency for 5 years.
5. In 1993 the Tulare County Board of Supervisors sold Goshen's water rights to the California Water Services Company. Therefore, GCSD has been rendered the only CSD that does not provide water services to its customers.
6. GCSD has a process to add delinquent accounts to property tax rolls for collection.

FINDINGS:

- F1. Only 2 properties have been foreclosed upon by LTRID and PID in the last 25 years.
- F2. The legal process required to foreclose on delinquent accounts adds an administrative burden to LTRID and PID.
- F3. 85% of GCSD's accounts are paid prior to going on the tax rolls.
- F4. The lack of cash flow due to delinquent accounts has created annual operational problems for GCSD.

RECOMMENDATIONS:

1. The Boards of LTRID, PID and GCSD review their collection policy annually.

REQUIRED RESPONSES:

1. Lower Tule River Irrigation District. Findings F1, F2 Recommendation R1
2. Pixley Irrigation District. Findings F1, F2 Recommendation R1
3. Goshen Community Services District Findings F3, F4 Recommendation R1

*****Disclaimer*****

Grand Jury reports are based on documentary evidence and the testimony of sworn or admonished witnesses, not on conjecture or opinion. However, the Grand Jury is precluded by law from disclosing such evidence except upon specific approval of the Presiding Judge of the Superior Court, or another judge appointed by the Presiding Judge (Penal Code Section 911, 924.1 (a) and 929). Similarly, the Grand Jury is precluded by law from disclosing the identity of witnesses except upon an order of the court for narrowly defined purposes (Penal Code Section 924.2 and 929).

BUSES: GETTING FROM HERE TO THERE

BACKGROUND:

Gone are the days of the Wells Fargo and Butterfield Overland stage coaches. What remains is the daily necessity of traveling from Point A to Point B. Many people, if not most, choose to do so in private automobiles. Others by choice or necessity, choose their communities' public transportation that includes: fixed route bus service, Dial-A-Ride service, trolley service and light rail.

In Tulare County, Tulare County Area Transit (TCAT) provides fare-based bus service through the various population centers in the unincorporated and rural communities of the county. However, most of the public transportation service provided in Tulare County, as measured by people served and fare dollars spent, is by Visalia Transit (VT). VT also provides bus service to the cities of Farmersville and Exeter. VT is a part of the General Services Department of the City of Visalia.

With an annual budget of approximately \$16.2 million, VT's presence in Tulare County is both a template for public transportation delivery and a force of economic impact in reference to employment and local prosperity.

REASON FOR INVESTIGATION:

The Tulare County Civil Grand Jury (TCCGJ) is given broad authority by the California Penal Code to perform functional audits of county and city departments or agencies, thereof. The decision is not necessarily based on suspicions of illegalities or malfeasance. It can be, as in the case of TCAT and VT, to provide the general public of Tulare County with information regarding an important aspect of daily life. For users and non-users, public transportation services are visible in the streets, in the local economic cycle and as a topic of political discourse.

METHOD OF INVESTIGATION:

1. Interviewed witnesses
2. Reviewed documents
3. Made site visits



FACTS:

1. The City of Visalia finances VT through a combination of fare revenue, Tulare County's Measure R Transportation Development Act (sales tax) and Federal Transit Administration (FTA) Section 5307 funds. There are additional grants (state, federal and local) and revenue sources. Some grants are automatic, while others are very competitive. Fare revenue accounts for 20% of the total operating budget.
2. VT operates by contracting with a transportation provider, First Transit Inc. Below are the various services provided and the number of riders, shown in parentheses for the fiscal year ending June 30, 2019:
 - Fixed Routes (1,236,081)

- Dial –a-Ride (39,236)
 - Sequoia Shuttle (940,164)
 - V-Line (29,200), shuttle service to Fresno State University, Fresno Airport and other Fresno locations.
 - LOOP Buses (Unknown)
3. VT continually reviews its fixed routes for economic efficiencies, including: consolidations, eliminations, and additions. Route review is a part of their 5 and 10Year Plans.
 4. VT recently implemented route consolidations that eliminated a number of established stops reducing the number of buses in service. The goal of the consolidations and eliminations was to save approximately \$500,000 annually.
 5. Consolidations caused many riders who are highly dependent on bus service in the local neighborhoods to be disrupted in accessing employment and educational locations. VT had a 45-day notice period of the planned action that included: website posting on the City and VT websites, public notices, two public meetings, notices posted in buses and at bus stops.
 6. Tulare County finances TCAT through a combination of fare revenue, Tulare County’s Measure R Transportation Development Act (sales tax) and Transportation Development Act funds (local and state). There are additional grant programs and federal aid. Fare revenue accounts for 12% of the total operating budget.
 7. Currently, VT has three electric operated buses in its 37-bus fleet. An additional three will be ordered in 2021. The cost of an electric bus is currently between \$850,000 and \$950,000, which is approximately \$200,000 more than CNG-operated buses. The funding for buses comes from federal and state sources and grants.
 8. TCAT operates the following services by contracting with a transportation provider, MV Transportation. The ridership is approximately 278,000 per year:
 - Fixed Route Service:
 - 4 inter-city routes.
 - 5 local circulators.
 - Blended paratransit.
 - Dial-A-Ride service in the communities of Lindsay, rural Tulare/Waukena, South County and North County.
 - LOOP Bus Program.
 9. Both TCAT and VT have a Capital Budget program that includes the replacement of buses on a scheduled basis. VT is under a federal mandate to convert one-half of its fixed route bus fleet to all electric by 2040.
 10. Currently, there are preliminary discussions about a “regional transportation plan” that would consolidate separate providers under one authority structure.

FINDINGS:

- F1. Public transportation in Tulare County would not exist if its only revenue source was ridership fares. Public transportation is highly dependent on subsidies from various government and public sources.

- F2. Recent complaints about the consolidations have been addressed and in three instances the issues were resolved to the satisfaction of the public.
- F3. TCAT and VT cooperate with each other for transfer programs for riders. Together, they have a “consolidate and cooperate” attitude.

RECOMMENDATIONS:

- R1: VT should continue to review and enhance, as needed, public notice procedures when routes are considered for consolidation or elimination, in order to reach the broadest number of affected ridership.
- R2: VT should continue to seek operating efficiencies, but be sensitive to the disruption to service areas that are highly dependent on bus ridership.
- R3: VT and TCAT should continue to upgrade their respective fleets with environmentally-friendly vehicles.
- R4: VT and TCAT should continue the review of a “regional transportation plan” concept, with the overriding goal being to achieve operating efficiencies and better service.

REQUESTED RESPONSES:

- 1. City of Visalia Transit Division: Findings F1-F3 Recommendations R1-R4
- 2. Tulare County Area Transit: Findings F1 and F3 Recommendations R3 and R4

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TULARE PUBLIC CEMETERY DISTRICT

BACKGROUND:

The Tulare Public Cemetery District (TPCD) is an independent special district which operates within the city of Tulare. The District was formed on August 1, 1927 by a resolution from the Tulare County Board of Supervisors (TCBOS). It operates under the provisions of the California Health and Safety Code (CHSC), the California Government Code (CGC) relating to Special Districts and under the guidance of the California Brown Act in conducting meetings.

The TPCD operates two cemeteries within the district’s boundaries. Both cemeteries are located within the city limits of Tulare.

REASON FOR INVESTIGATION:

Tulare County Civil Grand Jury (TCCGJ) received no fewer than three separate citizen complaints, alleging various violations by the TPCD Board of Trustees.

METHOD OF INVESTIGATION:

1. Conducted interviews
2. Reviewed relevant documents and data
3. Conducted site visits
4. Attended multiple board meetings of TPCD and TCBOS.

FACTS:

1. The TPCD Board of Trustees consists of five members who are appointed by the TCBOS. Trustees are appointed to four year terms and are required to reside within the boundaries of the District. The governing Board has had multiple turnovers in recent years.
2. The District’s bylaws section C-1 sets forth the fourth Thursday of each month for regular Board meetings.



3. Health and Safety Code 9065 (f) requires income (interest) from the Endowment Care Fund be deposited in an Endowment Income Fund and be spent solely for the care of the cemeteries owned by the district.
4. In August of 2019, \$389,147 of accumulated interest was authorized to be transferred from the Endowment Care Fund to the County to be invested with 2% going to maintenance of the Cemetery.
5. The \$389,147 transferred from the endowment care fund was accrued interest (over 30 plus

years) that had not been transferred previously as required by law. The amount was computed by a private outside accounting firm employed by TPCD.

6. CGC Section 53234 et seq. requires Trustees to receive Ethics training every two years.
7. Section 9026, (subsections (b) and (c)) of the CHSC enables a Board of Supervisors to intervene in such cases where it is deemed to be necessary and/or appropriate and to appoint itself to serve as the governing board of a district.
8. Staff and Board members have indicated that they have had insufficient training to meet the needs of the District.
9. The TPCD has failed to display the Agenda of the forthcoming meetings 72 hours prior to the meeting, as required by the Brown Act.
10. Despite much public attention focused on the dysfunctionality of the TPCD's Board of Trustees, the TCBOS, has thus far declined to exercise its authority under the section of the CHSC 9026.
11. Members of the group Caring Cause speak up in board meetings before they are recognized by the Chairman and interrupt speakers during public comment sessions.

FINDINGS:

- F1. Office staff was using antiquated bookkeeping practices which led to inaccurate and lost payroll documents as well as endowment fund practices not being followed for several years. Payroll was done by averaging hours rather than hours worked.
- F2. Information contained in the Board packets are frequently incomplete and not all members are provided information to which they are entitled. Requests on August 29, 2019, September 30, 2019 and October 10, 2019 by a board member for information was not received by the board member.
- F3. "Caring Cause" is a volunteer group, which is disruptive to Board meetings.
- F4. TCCGJ found no evidence to confirm that required ethics training had been administered.
- F5. The cemetery district addressed accounting issues with new accounting practices and software.
- F6. The TCBOS has neglected to provide essential oversight to ensure that the public interest is served. They continue to reappoint trustees who have demonstrated an inability/unwillingness to adhere to accepted practices as they relate to conduct of Cemetery District board meetings.

RECOMMENDATIONS:

- R1. An independent forensic audit of TPCD should be conducted covering the last five years.
- R2. A complete restructuring of TPCD's policies, procedures and internal controls be implemented within the next 12 months.
- R3. The agenda be posted at least 72 hours in advance of any regularly scheduled meeting as required by the Brown Act.
- R4. Transfer of endowment funds needs to be made on a more regular basis.

TULARE COUNTY CIVIL GRAND JURY FINAL REPORT 2019-2020

R5. The TCBOS consider exercising its authority under the applicable sections of the CHSC 9026 with a view toward bringing the governance of the TPCD into compliance with generally accepted practices and State requirement.

REQUIRED RESPONSES:

1. Tulare Public Cemetery Board Findings F1- F6 Recommendations R1-R4
2. Tulare County Board of Supervisors Findings F1-F6 Recommendation R5

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Synopsis

Synopsis

An inquiry begins with a Citizen's Complaint submitted to the Grand Jury or with a Grand Jury initiated investigation. If it is determined by a committee that the Citizen's Complaint or Jury Initiated Investigation warrants a more in depth investigation, the committee will schedule interviews, visits and data reviews. After the committee completes its investigation, it will determine if the issue raised warrants a report.

In 2019-2020 the Tulare County Civil Grand Jury had 19 Citizen's Complaints and 7 Jury Initiated Investigations.

Seven final reports were published.

Other complaints investigated not reported on, include the following:

A senior center for lack of proper accounting

Several local school boards for

Members interfering with the normal operations of the district

Improper hiring practices

Requests for transfers to another school denied by school board

School board members not living in proper district

A local city for excessive attorney fees paid

A local city for improper transfer of city property

Several complaints from the County Jail

Alleged unprofessional conduct by a local police department

One complaint was withdrawn

One complaint was involved in litigation

Two complaints were out of our jurisdiction

Several of the complaints were duplicates.

Other complaints had issues corrected or no wrong doing was found.

SYNOPSIS

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Grand Jury Forms

CITIZEN COMPLAINT FORM

The Civil Grand Jury of Tulare County, in an attempt to carry out its duties, encourages Tulare County residents to report concerns relating to local and county government and the conduct of public officials. Please note: Tulare County Civil Grand Jury has no jurisdiction over State or Federal Agencies, Courts, Judicial Officers or private companies and organizations. We recognize that many citizens are reluctant to put details of their concerns in writing. Please bear in mind that your name will never be used by the Civil Grand Jury. All Civil Grand Jury members are bound by an oath of secrecy. Civil Grand Jury documents, including this form, are never available to anyone outside the Civil Grand Jury and cannot be subpoenaed. For an investigation to be initiated, the Civil Grand Jury must consider the validity of each request. Therefore, please include any pertinent correspondence, documents, dates, names and facts. If necessary, you may be asked to participate in an absolutely confidential interview with members of the Civil Grand Jury.

| | |
|------------------|--|
| Name | |
| Address | |
| Telephone Number | |
| Email | |

Give a brief summary of the problem (i.e., agency involved, person(s) to be questioned, dates, etc.). If necessary, attach additional pages. All documents submitted become the property of the Civil Grand Jury and will not be returned.

Your signature: _____

Date: _____

Return this form to:
 Tulare County Civil Grand Jury
 5963 S Mooney Blvd, Visalia, CA 93277
 559-624-7295 Fax 559-733-6078 • Grnd_jury@co.tulare.ca.us

Last update: August 28, 2020

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TULARE COUNTY CIVIL GRAND JURY QUESTIONNAIRE 2021-2022

**2021-2022 CIVIL GRAND JURY
PLEASE RETURN TO ROOM 303, VISALIA COURTHOUSE**

This jury service differs from jury duty as a trial juror. Your participation is voluntary and it is considered to be a privilege to be chosen to serve on the Civil Grand Jury.

The Civil Grand Jury is composed of 19 active panel members who meet, form committees, investigate and report on the operations, accounts and records of the officers, departments and functions of the county. Service on the panel is from July 1 through June 30 and requires approximately 20 hours per week during the fiscal year.

Please complete the questionnaire and return it to Room 303, Visalia Courthouse. This questionnaire will assist the Judges of the Superior Court in compiling a list of nominees, which fairly represents a cross-section of our community. Your personal information is confidential and will only be used by the Judges of the Superior Court to assure that the group nominated represents various age groups, economic and social backgrounds. Your application will still be considered even though you may leave some of the questions unanswered.

If there is anything you would like us to know feel free to attach additional information, if necessary.

Your prompt attention to the completion and return of the questionnaire will be greatly appreciated.

Any questions, please call: (559) 730-5000, ext. 1359

Fax applications to: (559) 737-4290

Email applications to: administration@tulare.courts.ca.gov

Court's website is: www.tularesuperiorcourt.ca.gov

DUTIES OF THE CIVIL GRAND JURY

Civil Grand Jurors serve a one (1) year term from July 1st through June 30th. The jury panel consists of nineteen (19) persons who are assigned to various committees plus three (3) alternates. It is understood that Civil Grand Jurors may be absent for reasonable periods for vacations. During your term as a Civil Grand Juror you would be excused from trial jury service in the State Courts.

The Civil Grand Jury is a time-honored component of our Anglo-American legal system. Civil Grand Jurors are selected citizens of the county who are expected to exercise sound judgment in reviewing and commenting upon the actions of governmental agencies.

Essentially, the Civil Grand Jury operates as an investigative agency performing a two-fold function. First, the Civil Grand Jury has powers and duties with respect to the oversight of public offices, officers, and transactions. Designated State and all County and special District agencies that serve Tulare County are routinely reviewed and critiqued by the Civil Grand Jury in its annual and interim reports.

Secondly, the Civil Grand Jury has powers and duties with respect to inquiry into possible public offenses, misconduct in office by public officers and determining whether to return indictments charging the commission of felonies.

The Tulare County Civil Grand Jury selection process will be conducted May - June annually. The process involves completing this questionnaire and being interviewed by the designee of the Presiding Judge of the Tulare County Superior Courts. After selection, the designee of the Presiding Judge will further instruct jurors of their duties. Throughout its term, the Civil Grand Jury may request advice on legal matters from the District Attorney and County Counsel.

TULARE COUNTY CIVIL GRAND JURY QUESTIONNAIRE

Pursuant to California Penal Code section 893, the following questions must be answered:

STATUTORY QUALIFICATIONS: (Place a check in the appropriate box)

- No Yes Are you a citizen of the United States?
- No Yes Are you eighteen years of age or older?
- No Yes Have been a resident of Tulare County for at least one year prior to the date of this application?
- No Yes Are you in possession of your natural faculties? Are you of ordinary intelligence and of sound judgment and fair character?
- No Yes Do you possess a sufficient knowledge of the English language?

STATUTORY DISQUALIFICATIONS: (Place a check in the appropriate box):

- No Yes Are you serving as a trial juror in any court of this State? If Yes, County _____
- No Yes Have you been discharged as a grand juror in any court of this State within one year prior to the date of this application? If Yes, County _____
- No Yes Have you ever been convicted of malfeasance in office or any felony or other high crime?
- No Yes Are you currently serving as an elected public official?

_____ (initial here) I am interested in serving on the Tulare County Civil Grand Jury for the fiscal year **2021-2022** and I understand the time commitment required

If you answered **NO** to any **STATUTORY QUALIFICATIONS** or you answered **YES** to any **STATUTORY DISQUALIFICATIONS**, you do not qualify. There is no need to continue or to return the questionnaire.

IF QUALIFIED, please continue and complete the questionnaire, returning it to Court Administration – Rm 303

CALIFORNIA RULES OF COURT, Rule 10.625, regarding certain demographic data relating to regular grand jurors.
{Please check the appropriate box to the following}

(A) Age range, please check the appropriate box: 18-25 26-34 35-44 45-54 55-64 65-74

75 and over (B) Gender: Male Female

(C) Please indicate your ethnic origin by **circling one** of the following (may select more than one):

- American Indian or Alaska Native Asian Black or African American Hispanic/Latino
- Native Hawaiian or other Pacific Islander White Other (please specify)_____
- Decline to Answer

Place of Residence by Supervisorial District: District 1 District 2 District 3 District 4 District 5

TULARE COUNTY CIVIL GRAND JURY FINAL REPORT 2019-2020

THIS QUESTIONNAIRE IS TO ASSIST THE JUDGES OF THE SUPERIOR COURT IN COMPLETING A LIST OF NOMINEES WHICH FAIRLY REPRESENTS A CROSS-SECTION OF OUR COMMUNITY. SOME OF THE QUESTIONS THAT MAY SEEM PERSONAL ARE NECESSARY IN ORDER TO ASSURE THE JUDGES THAT THE GROUP THEY NOMINATE, FROM WHICH THE FINAL NAMES WILL BE DRAWN, REPRESENTS VARIOUS AGE GROUPS, ECONOMIC, SOCIAL AND ETHNIC BACKGROUNDS.

PLEASE PRINT LEGIBLY

1. Full Name: _____ Date of Birth: _____
(First) (Middle) (Last)
2. Address (Phys.): _____ City: _____ Zip +4: _____
Address (Mail): _____ City: _____ Zip +4: _____
Residence Phone: () _____ Business Phone: () _____
Cell Phone: () _____ Fax Number: () _____
Email Address: _____
3. Occupation: _____
Employer: _____
If retired, previous occupation _____
4. Can you afford the time required to be a Civil Grand Juror (approximately 20 hours per week)? _____
If not, briefly state why not: _____
5. Do you have any physical or mental condition which would interfere with your ability to function as a Civil Grand Juror? _____ If yes, explain briefly _____
What accommodations would the Court need to provide to accommodate your physical or mental impairment?

6. Education (Circle highest grade completed):
6 (or less) 7 8 9 10 11 12 College: 1 2 3 4 5 6 7
Name of schools attended and degrees or certification attained: _____

7. Clubs or organizations: List any civic, service organizations or any volunteer work to which you belong.

8. Spouse / Domestic Partner Name: _____
Occupation: _____
If retired, list previous occupation you retired from _____
Employer: _____
9. Are you or any immediate family member an appointed or elected public officer of any public agency? _____
If yes, explain: _____
10. Are you currently involved in any litigation (law suits) in this county? _____

TULARE COUNTY CIVIL GRAND JURY FINAL REPORT 2019-2020

11. Are you or any of your immediate family members employed by the County of Tulare or any school district within the county? _____
If yes, where? _____
12. Do you have any significant problems reading or understanding the English Language? _____
13. Do you have any suggestions, comments or other matters you would like to bring to the judges attention in connection with your application? _____
14. Please tell us about any special skills or abilities that you have which the judges should know about in considering your application? _____

15. Please tell us why you are interested in serving on the Tulare County Civil Grand Jury. (Please attach additional pages as needed)

16. Describe any background experience or skills you have which would be helpful to grand jury service (i.e., computer skills, leadership skills, or experience writing/editing reports, working in groups, or conducting investigations or interviews.)

**Mail in the envelope provided or deliver to: Attention: Civil Grand Jury
Tulare County Superior Court
221 S. Mooney Blvd., Room 303
Visalia, CA 93291**

Or Fax to: (559) 737-4290

NOTE: Applicants for nomination as a member of the Tulare County Civil Grand Jury are subject to investigation by an appropriate law enforcement agency as to the statutory qualifications for service and the applicant's ability and suitability for service.

In support of my application for selection as a member of the Tulare County Civil Grand Jury, I declare under penalty of perjury that the foregoing information is true and correct.

Signed: _____

Date: _____

IN MEMORY



Lino Esquio Moran
November 18, 1939 - January 30, 2020

Lino became involved in the Tulare County Civil Grand Jury in 2004, served as foreman for one term and continued his service until 2018.

Thank you for your dedication to the Grand Jury. You will be missed.

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TULARE COUNTY PEACE OFFICER MEMORIAL



IN HONOR OF THOSE WHO
GAVE THE ULTIMATE SACRIFICE

JOHN R. WREN
MAY 9, 1939
TULARE COUNTY SHERIFFS DEPT

GEORGE O. BARLOW
MAY 7, 1936
SANTA CLARA POLICE DEPT

CHARLES GARRISON
MAY 4, 1942
SANTA CLARA POLICE DEPT

OSCAR A. BEAVER
MAY 11, 1932
TULARE COUNTY SHERIFFS DEPT

NORMAN A. KESSLER
MAY 27, 1947
CALIFORNIA HIGHWAY PATROL

RICHARD W. SMITH
MAY 19, 1947
TULARE COUNTY SHERIFFS DEPT

ROBERT A. CARTER
MAY 2, 1938
TULARE POLICE DEPT

RICHARD L. SIMPSON
SEPT 18, 1940
CALIFORNIA HIGHWAY PATROL

ROSS C. COCHRAN
MAY 28, 1931
TULARE COUNTY SHERIFFS DEPT

JOHN R. ELLIS
MAY 2, 1942
CALIFORNIA HIGHWAY PATROL

MONTY L. CONLEY
MAY 5, 1933
TULARE COUNTY SHERIFFS DEPT

RANDY MORGENSEN
JULY 21, 1930
NATIONAL PARK SERVICE

VERNON L. COX
MAY 11, 1932
TULARE COUNTY SHERIFFS DEPT

JOE R. LANDIN
MAY 5, 1939
TULARE COUNTY SHERIFFS DEPT

JAMES J. RAPAZO
MAY 9, 1939
VISALIA POLICE DEPT

CARLOS MACANA
MAY 2, 1937
TULARE COUNTY SHERIFFS DEPT

MICHAEL R. EGAN
MAY 2, 1939
TULARE COUNTY SHERIFFS DEPT

GEORGE M. MARTIN
MAY 10, 1943
TULARE POLICE DEPT

THOMAS J. SCHROTH
MAY 22, 1935
SANTA CLARA POLICE DEPT

RONALD HILLS
MAY 9, 1934
SANTA CLARA POLICE DEPT

CARL O. JOHNSON
MAY 20, 1931
TULARE COUNTY SHERIFFS DEPT

END OF WATCH

Photo by Mariah Mitchell