

*The 2006 – 2007  
Madera County Grand Jury  
Centennial Edition*



*Final Report  
July 1, 2006 through June 30, 2007*

**MADERA COUNTY 2006-2007 GRAND JURY  
FINAL REPORT BOOK**

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## PHOTO OF THE 2006-2007 MADERA COUNTY GRAND JURY



### **Front Row, left to right:**

Glenn Mays, Sgt-at-Arms; S. Kent Foster, Pro-Tem; Debbie F. Smith, Ed.D., Foreperson; Michelle W. Treckeme, Treasurer; Linda R. Dominguez, Secretary

### **Second Row, left to right:**

Eugene A. Thurber; Joseph H. Silva; Joseph Correa; Walt Zurilgen; Melissa R. Layne; Charles Sweeden; Richard H. Hoffman, Ed. D.

### **Third Row, left to right:**

Hon. Judge Edward P. Moffat; Lynda Pierini, Court Supervisor; George Hagler; Lewis C. Honeycutt; Elias Avila; Donald J. Holley

### **Not pictured:**

Donna L. McMonigal; Lydia O. Santillan; Dennis Sylvester

# **2006-2007 MADERA COUNTY GRAND JURY FINAL REPORT**

*With signatures below, this document becomes*

The Final Report of

The 2006-2007 Madera County Grand Jury

July 1, 2006 through June 30, 2007

Approved by the Grand Jury:

---

**Debbie Frances Smith, Ed.D. Foreperson**

**Accepted for Filing:**

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**Edward P. Moffat, Presiding Judge  
Superior Court of California**

# **2006-2007 MADERA COUNTY GRAND JURY FINAL REPORT**

*The 2006-2007 Madera County Grand Jury*

*Wishes to thank*

*These officials for their continued assistance*

**The Honorable Edward P. Moffat  
Grand Jury Presiding Judge**

**Ernest J. LiCalsi  
Madera County District Attorney**

**David A. Prentice  
Madera County Counsel**

**Harold E Nabors  
Jury Commissioner**

**Lynda Pierini  
Court Supervisor, Jury Division**

## 2006-2007 Madera County Grand Jury Members

July 1, 2006 – June 30, 2007

Elias Avila  
Raymond

Glenn Mays, Sgt. at Arms, Chairperson  
Coarsegold

Joe Correa  
Madera

Lydia Santillan  
Madera

Linda Dominguez, Secretary, Chairperson  
Coarsegold

Debbie Frances Smith, Ed.D., Foreperson  
Ranchos

S, Kent Foster, Pro Tem, Chairperson  
Oakhurst

Joseph Silva  
Madera

George Hagler  
Ranchos

Charles Sweeden, Chairperson  
Wishon

Richard Hoffman, Ed.D.  
Oakhurst

Dennis Sylvester  
Madera

Donald Holley, Chairperson  
Madera

Eugene Thurber  
Madera

Lewis Honeycutt, Chairperson  
Madera

Michelle Treckeme, Treasurer, Chairperson  
Madera

Melissa Layne  
Madera

Walter Zurligen, Chairperson  
Chowchilla

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*Jill Barei\**  
*Coarsegold*

*Joyce Stuhr\**  
*Coarsegold*

*Karen Dellis\**  
*Ahwahnee*

*Donald Tucker\**  
*Madera*

*Donna McMonigal, Chairperson\**  
*Madera*

*\*Resigned during term*

## The History of Grand Juries

*Juries were first created under the law of Etherel II, who reigned during the Anglo-Saxon period of A.D. 978-1016. By AD 1368, Juries had evolved to include the Grand Jury, or Grand Inquest, formed by Edward III.*

Most of us have heard the term, “Grand Jury”, but most of us have little knowledge of what a Grand Jury actually does.

The Grand Jury system in America began in 1635, becoming a full legal body with the Fifth Amendment of the U.S. Constitution, which states, “No person shall be held to answer for a capital or otherwise infamous crime unless on a presentment or indictment of a Grand Jury, except in cases arising in the land or naval forces of in the Militia, when in actual service time of War, or public danger...”

The Grand Jury system has been in existence in California since 1879 when the State Constitution was adopted. Every county in California has at least one Grand Jury, and in some cases, larger counties have more than one. Santa Clara County, for example, has one Grand Jury that deals with civil issues, and another Grand Jury for criminal issues. On rare occasions, the Grand Jury may also handle Coroner Inquests.

Madera County has one Grand Jury handling both civil and criminal cases. In criminal cases, the Madera County Grand Jury is presented with evidence of a crime, and works together to determine if enough evidence exists to issue an indictment.

Most Grand Jury members are drawn from the regular petit jury pool. Letters are sent to a random group from the jury pool, and those responding with interest are invited to participate in an interview process. From this group, nineteen jurors and several alternates are selected, and are impaneled in July to serve for one year. The nineteen individuals impaneled as jurors make a commitment to do this important work that includes conducting investigations, writing reports on those investigations, attending meetings, and making recommendations.

Some Grand Jury investigations are triggered by public concerns. These complaints maybe brought to the Grand Jury through letters, phone calls, or email. These issues and concerns are then brought before the Grand Jury panel in order to determine if an investigation should be completed. All Grand Jury business is conducted in secret, and all information and discussions are considered highly confidential. This secrecy is required to:

- ...protect the innocent accused, who is exonerated by and through the investigation
- ...ensure the utmost freedom to the Grand Jury in its’ deliberations
- ...prevent subordination of perjury or tampering with witnesses
- ...encourage untrammled disclosures by persons with information relevant to an investigation
- ...prevent the escape of those whose indictment may be contemplated



If any citizen or member of the community has questions or concerns about anything that might involve the Madera County Grand Jury, please call 559-662-0946 or email [info@maderagrandjury.org](mailto:info@maderagrandjury.org), or write to the Madera County Grand Jury, P. O. Box 5344 Madera, CA 93639. You can be assured of complete confidentiality.

On behalf of the 2006-2007 Madera County Grand Jury,

---

Debbie Frances Smith, Ed.D., Foreman



## Superior Court of the State of California County of Madera

Edward P. Moffat  
Judge



209 W. Yosemite Ave.  
Madera, CA 93637  
Phone: 559-661-3001  
Fax: 559-675-0701

May 23, 2007

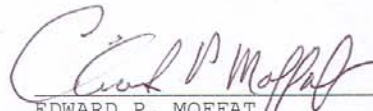
TO: Residents of Madera County

A grand jury is an examining and investigative body whose objective is to detect and disclose flaws in government. The grand jury is part of the judicial branch of government but operates an independent body. The Madera Grand Jury was selected at random from the court's qualified list of trial jurors. The grand jurors from the 2006-2007 Grand Jury have served from July 2006 through June 2007. They have conducted numerous investigations which are included in this grand jury report. They have worked diligently to ascertain the issues presented to them and offered recommendations to resolve the issues presented to them.

I feel very proud and honored to have had the opportunity to work with the 2006-2007 Madera Grand Jury. It has been my distinct pleasure to work with such a highly dedicated and caring group of citizens. Under the outstanding leadership of Debbie Smith, Grand Jury Foreperson, the 2006-2007 Madera Grand Jury was able to conduct their business in highly professional and efficient manner. They were able to diligently and impartially perform their duties dedicating themselves to the general good of the community. They were able to comply with their solemn duty to do their utmost to be conscientious, complete and correct.

As citizens of Madera County, you should be very appreciative of fact that these fellow residences of our fine county did such an outstanding job in performing their duties as grand jurors.

My congratulations are offered to each member of the 2006-2007 Madera Grand Jury on completing their duties as grand jurors and for their excellent work on behalf of the residents of this county and court.

  
EDWARD P. MOFFAT  
Supervising Judge  
2006-2007 Madera Grand Jury



# Madera County Grand Jury

## Foreman's Letter

June 30, 2007

Honorable Judge Edward P. Moffat  
Presiding Judge of the Superior Court  
State of California, County of Madera

Dear Judge Moffat,

On behalf of the 2006-2007 Madera County Grand Jury I have the honor to present this Final Report to you and to the citizens of the County.

While most California grand juries are civil grand juries, the Madera County Grand Jury is both a civil and a criminal grand jury. In addition to investigating and reporting on various government agencies and looking into citizens' complaints, the Madera County Grand Jury sat for an indictment hearing in a wrongful death case brought before us by the District Attorney.

I'm proud to have served as Foreman with our 19 dedicated and conscientious jurors who have given generously of their time and diligence in visiting, interviewing, investigating, report writing, and making recommendations for improvements in our County. Those jurors who served as chairpersons of committees and those who held the office of Pro-Tem, Secretary, Treasurer, and Sergeant-At-Arms deserve special credit for the productivity and successful operation of the Grand Jury. A number of jurors who served on the previous grand jury's extended 18 month term and on this grand jury have devoted up to 2½ years of dedicated service.

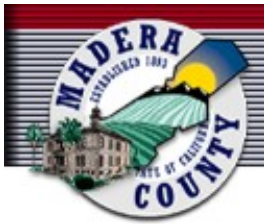
I would like to thank you Judge Moffat and to express my appreciation and that of the Grand Jury for your support, guidance and encouragement throughout our term of service and for making time to meet with us and speak at a Grand Jury panel meeting. Special appreciation is also extended to County Counsel David Prentice, to District Attorney Ernest LiCalsi, to Sheriff John Anderson and to Court Supervisor Jury Division Linda Pierini for assistance and guidance and for giving presentations at Grand

Jury meetings. The Grand Jury is appreciative of the Board of Supervisors for implementing many Grand Jury recommendations. We are appreciative of the Board of Supervisors and Chief Administrative Officer Stell Manfredi for providing us with the much needed office facility where the full Grand Jury can meet as a body, hold multiple committee meetings and maintain the confidentiality necessary to the operation of the Grand Jury.

It is a privilege and a pleasure to serve as foreman of this very fine Grand Jury and to have had the opportunity to become acquainted and work with many County officials.

Respectfully,

Debbie F. Smith, Ed.D.  
Foreman, 2006-07 Madera County Grand Jury



# Madera County Grand Jury

## Secretary's Letter

June 30, 2007

Citizens of Madera County:

It has been my pleasure to serve as Secretary for the Madera County Grand Jury throughout fiscal year 2006-2007.

The major functions of the Madera County Grand Jury are divided into criminal indictments and civil investigations. While both functions are executed by the same panel in Madera County, the civil investigation portion commands the majority of our time. A number of these civil investigations are mandated by law, for example, inquiring into the conditions and management of public jails. Certain of these civil investigations are part of the 'watchdog' responsibilities of the Grand Jury, including the examination of all aspects of county government, to ensure the county is being governed honestly and efficiently and county monies are being handled appropriately. Frequently civil investigations are conducted by the Grand Jury based on citizen's complaints.

During fiscal year 2006-2007, the entire 19-member panel of the Madera County Grand Jury worked together to investigate and report on criminal and civil matters within our County. This final report includes sixteen reports completed and approved by the panel; investigations that were incomplete as of this date will be included in next year's final report.

As my final act as Secretary for the 2006-2007 Madera County Grand Jury, I hereby state that all completed and approved final reports created by the 2006-2007 Madera County Grand Jury are incorporated in this year-end final report, and represent all of the completed and approved investigations and work performed on behalf of the citizens of Madera County.

Respectfully submitted,

---

Linda R. Dominguez  
Secretary

## **Citizen Complaint Process**

### **Madera County Grand Jury**

The Grand Jury receives complaints from Madera County citizens concerning a variety of issues. These complaints are reviewed by the Grand Jury Panel to determine appropriate action.

The Grand Jury may decline to act on a complaint particularly if the matter is under judicial review, appears to be more appropriate for action by another agency, or it is out of the jury's purview. Committee investigation reports regarding complaints are submitted to the entire jury with recommendations for action which must be endorsed by a quorum of 12 jury members. Some complaints may remain open for action by the following years' Grand Jury as appropriate.

### **Submission of Complaints**

Complaints should be in writing and legible. After all normal attempts to resolve the problems have been taken, a complaint form should then be prepared and submitted. Complaint forms may be obtained from the Grand Jury office, on online at [www.Madera-County.com](http://www.Madera-County.com).

### **Content of Complaint**

The complaint form is designed to help an individual supply pertinent data regarding the reason for the complaint. It is easy to complete, and asks for information that is vital in helping the Grand Jury resolve the problem.

1. Identify yourself with your full name, correct mailing address and phone number where you can be contacted.
2. Identify the nature of your complaint.
3. Identify all of the people involved and how we may contact them.
4. If appropriate, include the location of the incident that lead to your complaint.
5. Furnish documentation in support of your allegation.
6. Specifically describe in reporting the reasons for your claim.
7. Specifically describe the action you would like the Grand Jury to take.



# Citizen Complaint Form

Madera County Grand Jury  
PO Box 534 Madera Ca 93639  
(559) 662-0946

## Person or agency about which this complaint is made:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

**Nature of Complaint:** Describe the events in the order they occurred as concisely as possible; attach any correspondence or documents in your possession. Attach extra pages if necessary.

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## Complaint Contacts: What other persons or agencies have you contacted about this problem?

Name of Agency	Address	Date of Contact
_____	_____	_____
_____	_____	_____
_____	_____	_____

## Grand Jury Contacts: Who do you believe the Grand Jury should contact about this matter?

Name of Agency	Address	Phone Number
_____	_____	_____
_____	_____	_____
_____	_____	_____

**Action Required:** Describe the action you wish the Grand Jury to take.

---

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## Complainant:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

The information presented in this form is true, correct, and complete to the best of my knowledge.

\_\_\_\_\_  
Signature of Complainant

\_\_\_\_\_  
Date

## CONTACT INFORMATION

### MADERA COUNTY GRAND JURY



P.O. Box 534  
Madera, CA 93637  
559-662-0946

Internet Address: [www.MaderaGrandJury.org](http://www.MaderaGrandJury.org)

Email:  
[info@ maderagrandjury.org](mailto:info@maderagrandjury.org)  
[complaints@ maderagrandjury.org](mailto:complaints@maderagrandjury.org)  
[foreman@ maderagrandjury.org](mailto:foreman@maderagrandjury.org)

2006-2007  
MADERA COUNTY GRAND JURY FINAL  
REPORT ON:  
MADERA COUNTY CLERK-RECORDER'S OFFICE

INTRODUCTION:

This is a continuance from the 2005-2006 Grand Jury, to review and address issues the County Clerk-Recorder had regarding the lack of office space, new hires, wages, and election issues such as absentee ballot voting, polling locations, and the volunteers needed to staff them.

FINDINGS:

The Madera County Clerk-Recorder's office is located within the County's Government Center, located at 209 West Yosemite Avenue. It covers approximately 2500 square feet, and consists of three offices within one department. They are as follows:

- Madera County Clerk's Office  
This office is responsible for issuing paperwork for documents such as marriage licenses and maintain all blank forms needed for "do it yourself" items such as small claims, etc.
- Madera County Recorder's Office  
This office is responsible for recording completed documents. They make sure that these documents are copied, microfilmed, or photographed and recorded.
- Madera County Election's Office  
This office is responsible for election issues within the city and county of Madera, including absentee ballots, polling locations, and personnel. This office also maintains all the supplies and equipment needed for Election Day.

Election issues are the most demanding of the County Clerk-Recorder's time, and would greatly appreciate the presence of the Grand Jury on election day/night to further insure accuracy and maintain secrecy.

The Madera County Clerk-Recorder has the responsibility for the budget of this department, and manages it through the General Fund, and three (3) Trust Funds. They are:

- Recorder Modification Fund  
This fund is solely used for the Recorder's Office. It is used for new equipment and for new hires. It is generated through the fees that are charged to record documents at the rate of \$1.00 per page.
- Micrographics Trust Fund  
This fund is used for purchasing the materials used to photograph, photocopy, or micrograph documents. This fund is generated through the fees charged to do these processes at the rate of \$1.00 per document.

- VRIF (Vital Records Improvement) Trust Fund  
This fund is used to purchase the “special paper” that must be used to produce and copy vital records such as birth certificates, death certificates, and marriage licenses. This fund is also used for up-grading computer software. It is generated through the County’s General Trust Fund, every time one of these documents is registered.

An independent study was performed regarding salaries of Madera County employees in September 2003, by L.B. Hayhurst and Associates. This survey was paid for by the County of Madera, and sent to the County’s Human Resources Department. This survey found that Madera County’s salaries ranged from 8.5% to 58.0% below other comparable counties. The County Clerk-Recorder did state, however, that by the end of September 2006, this issue will begin to be resolved, as several positions within the county will be receiving a pay increase.

(See Attachment 1)

One new Recorder position has been approved and a request for one new Microclerk is in the process. These positions will be paid for out of the Recorder’s Trust Fund, and will be implemented after the move to the new facility in early to mid-January of 2007.

The County Clerk-Recorder contributed to the designing of their new 6500 square foot facility, which will satisfy a 20-year growth projection.

The Grand Jury found that Madera County currently has a 50% absentee ballot return rate, which reflects a growth trend in absentee ballot voting. Absentee ballots are accessible through Madera County’s web site and sample ballots, and are advertised through the media.

Election day/night is a demanding and busy time. The entire staff of the County Clerk-Recorder’s office is utilized, but is heavily dependant on volunteers to fill other positions. They are:

- Poll Inspectors

These individuals are “in charge” of the polling places, volunteer workers, and materials. They over-see ballot delivery to the elections office after the polls have closed. They must attend a 2-hour training program prior to each election, and are paid approximately \$1.00 over minimum wage for their work.

- Poll Judges

These individuals aid the inspector during the voting day/night process. They are responsible for checking the voter roster and voter name lists. They set up and tear down the voting booths. They also must attend a 2 -hour training program prior to each election, and receive minimum wage for their work.

However, if one is involved in the “electronic voting process”, such as validating the counters and running test checks on equipment, you are required to attend an additional 4- hour training program.

Each voting place/location utilizes a minimum of four (4) volunteers. One of the Judges must be Spanish speaking to insure that all registered voters can be accommodated. In addition accommodations for the disabled voter is required at each of the polling places/locations.

During the last election, the County Clerk-Recorder stated that only eleven (11) voters used the \$800,000.00 worth of the electronic voting machines.... that's about \$40,000.00 per voter.

Madera County is a 2-phase County, meaning part paper and part paper/marker, or electronic voting county. Therefore the elections office will continue to need more volunteers for election day/night.

CONCLUSION:

The Madera County Clerk-Recorder position is one that demands expertise, finesse, and dedication. The Madera County Grand Jury would like to take this opportunity to commend our County Clerk-Recorder for her outstanding efforts.

As citizens of this County we would like to thank her for the many years of hard work and dedication.

It is anticipated the new facility will be a great improvement for the County Clerk-Recorder's Office and staff.

Regarding wage issues, efforts are being made to resolve the disparities.

RECOMMENDATIONS:

- The Madera County Grand Jury encourages present and future members to have a more active roll in the election process by assisting the County Clerk-Recorder's Office.
- That the Madera County Human Resources Department continue to monitor Madera County employees' salaries and to work towards wage and benefit parity.

RESPONSES:

Madera County Board of Supervisors  
Madera County Department of Human Resources  
Madera County Clerk-Recorder's Office

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
MADERA COUNTY LIBRARIES

Introduction:

The Madera County Library System consists of one main library, located in the City of Madera, and four branches, located in Madera Ranchos, North Fork, Oakhurst, and Chowchilla. The Madera County Library System has approximately 150,000 books and other materials, with an annual circulation of 346,000 books, audio, video, and other materials in the library system. The Madera County Libraries are members of the San Joaquin Valley Library System (SJVLS), integrating the Coalinga-Huron District, the Cities of Tulare and Porterville, and the Counties of Fresno, Kern, Kings, Madera, Mariposa, and Tulare. Membership in this SJVL system provides the patrons of the Madera County Libraries with access to more than 3 million books and other materials.

The Madera County Grand Jury elected to visit and review the Madera County Libraries as a follow up to the 2005/2006 Grand Jury Report. The focus of our efforts was on four main areas: Budget, Safety, Staffing, and Staff Development. Members of the Grand Jury visited the Madera Ranchos, and Oakhurst facilities, and conducted interviews with the Head Librarian, and branch managers of Oakhurst and Madera Ranchos. A telephone interview was held between members of the Grand Jury committee and North Fork manager.

Findings:

- Budget:

Currently the budget for the Madera County Libraries is developed and managed through the Main Library. The Main Library receives approximately 50% of the annual budget, Oakhurst receives 20%, and Chowchilla, North Fork, and Madera Ranchos each receive 10%. The budget has been divided in this way because the majority of books have been purchased and processed through the Main Library.

Library statistics indicate the Main Library receives 36% of the total annual circulation; Oakhurst receives 33%, Madera Ranchos 13%, Chowchilla 10%, and North Fork 8%.

Currently, the Library is allowed a budget of between \$7.70 and \$7.80 per capita, substantially lower than the \$12.50 per capita seen in other counties in the State of California. The Library budget process is top-down, with limited Branch involvement or input. Since Branch managers are excluded from an in-person budget discussion and process, they are limited in access to developing the skills of budget management for their own branches. Monthly performance-to-budget reports for the branches are at times unavailable.

- Safety:

The Oakhurst branch has security-gated entries, while Madera Ranchos and North Fork do not. These two branches appear to completely lack security measures, with the exception of the single “panic bar” door located in the Children’s section of the Madera Ranchos Library. In the Madera Ranchos branch, a



rear door leading to an alleyway is totally unsecured. Because Madera Ranchos is a rented facility, budget dollars have not been made available to improve security. However, the Head Librarian indicated a plan to add panic doors to the Madera Ranchos facility was in the budget.

For all branches, the Head Librarian suggested no less than two employees in each branch at any one time for employee safety, with additional uniformed security patrol in the Main Library only.

- Staffing:

Branch libraries are inadequately staffed, relying largely on the Friends of the Library for volunteers. The Board of Supervisors for two new staff positions has recently allocated additional funds.

During our review, we learned that recruiting qualified people to our County Library System has been a problem. Cited were reasons such as our Central Valley location, lack of amenities within the County, and pay scale.

- Growth and Development of Staff:

The Grand Jury Committee found all of the employees interviewed to be friendly, cooperative, and especially dedicated. Each employee demonstrated their commitment to and knowledge of the needs and priorities in her respective position. Lacking, however, was a formal forum for sharing of information, needs, and priorities between the branches. We determined the Madera County Library system lacks on-going training, in-person meetings focusing on library issues, and discussion of new learning and advancement opportunities. We were amazed to learn that no plan for development of staff, or succession planning exists.

### Conclusions:

The branch facilities are clean and well organized, staffed with volunteers and employees who maintain a positive and valuable commitment to the communities being served. The employees and volunteers are dedicated to meeting the needs of the public.

Every inch of space is currently being utilized at each of these branches. In a continuing effort to remain progressive, the County's commitment to investigating new facilities at Oakhurst, Madera Ranchos, and North Fork is recommended.

Public relations within each community are outstanding, and participation of the Friends of the Library in each location is excellent. Madera County can be proud of the fine staff that is on board in the Library System.

### Recommendations:

- Budget:

We recommend the Head Librarian solicit budget input from each branch manager in an in-person budget management meeting, while also placing a greater emphasis on developing and sharing the more strategic

elements of the budget planning process. With participation from each branch manager, the branches will have an opportunity to collaborate on resources, expectations, and visions for the future.

We recommend the budget distribution more closely reflect the annual circulation statistics of each branch.

Create a “Library Plan” document including a roadmap of proposed priorities and actions for the next four to five years that will help the Madera County Library System deliver the County’s vision to residents.

Distribute accurate monthly reports of performance-to-budget to increase each manager’s awareness of performance to plan, and if any course corrections needed before next budget planning session.

We recommend quarterly, in-person performance-to-budget meetings for Branch Managers and Head Librarian to solicit input, build teamwork, develop, and implement any course corrections required.

Madera County Libraries are challenged to meet an increasing demand for service with limited staff and budget, and this demand-budget challenge can be managed by making use of several elements common to most libraries. We recommend each library branch develop an individualized branch management plan, including staffing, budget, technology, etc., taking into consideration the basic elements of experienced staff, new hires, volunteers, and creative supervisory practices.

- Safety:

The Head Librarian informed us that a plan exists to install panic doors at the Madera Ranchos Branch. We recommend follow-up on this installation, and that updates to the security systems at the Madera Ranchos and North Fork branches be brought in line with the other facilities.

- Staffing:

Additional positions have been approved for staffing; we recommend action be taken to fill these positions quickly.

We recommend staffing levels be reviewed based upon the annual circulation in each branch.

- Growth and Development:

To meet the challenges ahead, we recommend immediate improvement to the current level of professional and leadership skills. Knowledge sharing, open discussions and flexibility are critical to growth and success. Enhancements to both professional and behavioral competencies will improve the collaboration, team leadership, and communication between all staff.

## Responses

Madera County Board of Supervisors  
Madera County Chief Administrative Officer  
Madera County Head Librarian  
Madera County Library Branch Managers



***Madera Ranchos Library***

*37167 Avenue 12  
Madera, CA 93636  
559-645-1214*

April 25, 2007

Madera County Grand Jury  
P.O. Box 534  
Madera, California 93639

Dear Jury Members:

Thank you for taking the time to speak with us about our concerns, needs, and hopes for the Ranchos Library. I was very impressed with the professionalism of the 2 jury members I spoke with. They both had intuitive questions and were good listeners as well. I also think the report was an accurate reflection of the status quo and the recommendations were reasonable and pertinent to the situation. I hope that you will consider giving a follow-up interview at some point during this next session.

Thank you for serving on the jury and caring about our county.

Sincerely,

Ellen Mester  
Library Branch Manager  
ellen.mester@sjvls.org

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
MADERA COUNTY WATER TREATMENT FACILITY

INTRODUCTION:

The 2006-2007 Madera County Grand Jury toured this facility on 09/27/06. This was not because there were complaints, but moreover because the Grand Jury wanted to view the facility and the 32 million dollar renovation/upgrade project presently going on there.

FINDINGS:

Ground was first broken for the original facility in 1970 on Howard Road, where the Town and Country Park is now, but realizing that that location wouldn't handle Madera's growth rate, the present location began its construction in 1972.

Located West of the city of Madera on Road 21 ½ and off of Avenue 14, and built with grant money from Madera County Government, the present facility covers approximately 350 acres, and annexed through the city of Madera.

Local farmers pay the facility to grow feed corn and water grasses to the facility in the ponding basins, thus generating steady funds to the facility.

To accommodate the rise in new commercial and residential construction of the city of Madera, the facility is presently undergoing this 32 million dollar expansion.

The project began in March of this year and will be completed by the end of 2007.

Western Water Contractors from Santa Rosa are in charge of the vast project. Locally Lee's Concrete has been sub-contracted to do all of the cement work.

Funds for this project (80%) were generated through The Federal Lean Water Grant of the State of California. The balance was raised through rate increase to local residence's water bills.

The facility is mandated as a Regional Plant. It satisfies any/all the "flatlands" of Madera County. It maintains its own pipelines and accepts pre-treated waste from as far as the Table Mountain Rancheria. The only exception to this is the Parkwood area located at Avenue 13 and Highway 145, as they have their own facility.

The facility presently has nine (9) employees including one (1) on-site employee who acts as an "observer". The facility operates 7 days a week, 24 hours a day.

All the employees must be certified and licensed by the State of California. Depending on job title, they then obtain a classification of a level. There are 5 levels:

- Level 1:

Entry-level operator

1-year experience plus 6 educational units, and pass state examination

- Level 2:  
2 plus years experience, plus 12 educational units, and qualifying examination to
- Level 3:  
Lead Operator/Journeyman OR Entry-Level Supervisor  
3 years experience, 18 educational units, and qualifying state examination
- Level 4:  
10 plus years experience as a supervisor plus qualifying examination or examinations  
If you have a Bachelor's Degree, you can go to level 5 in 4 years plus qualifying state examination.
- Level 5:  
15 years experience, over 18 educational units, and qualifying state examination  
If you have a Bachelor's Degree, you can go to level 5 in 5 years, plus qualifying state examination.

Quality assurance is a must, and the in-house lab is no exception. It is governed and under contract by the Department of Health of the State of California. Each year they have record reviews, and every-other year they must be re-certified.

In the beginning of operations, the facility handled 10,000 pounds of waste per day. Presently that figure is closer to 10 million pounds per day. At summer's peak it can and has risen to 22 million pounds per day.

Ideally, the load (or pounds of waste) coming into the facility needs to equal the flow (pounds of waste) leaving the facility.

The present facility, along with Madera's growth rate, and environmental issues set forth by the California Regional Water Control Board regarding the amounts of Nitrates in the soil, makes this expansion even more necessary.

The Process:

- Non-organic waste into plant (via sewer trucks, pipelines, etc.) into holding basins.
- From the holding basins to grit removal tanks, where it is settled to the bottom and removed. The grit is hauled away to the Fairmead landfill. The Landfill pays the facility to haul it away.
- From the grit tanks, the solids are pumped into holding tanks where they settled to the bottom and processed out. These pumped out solids are called sludge. This sludge is classified as "class B" sludge. This means that it cannot be used on or for anything that is human-related.
- The sludge is hauled away at the County's expense to Merced, California, where it is center-fudged and further processed. They then use it on crops that are non-food types such as silage corn, winter grasses, and fertilizers.

NOTE: In the future sludge will be processed so well that it can be used on our food crops

- After the sludge is removed, the product is pumped into digesters. It remains in the digesters for 60 days at 95 degrees. This is accomplished through the use of heat exchangers.
- From the digesters it is pumped into bio-filters and is circulated with air.
- From the bio-filters it is pumped into sedimentation tanks where even more of the solids are removed.
- From the sedimentation tanks it goes through oxygen ventilators.
- From the ventilators it is pumped into the final tanks where it is purified again.
- Finally, any waste left is pumped into 1 of 15 ponding basins that are 18 to 20 acres each. (This is where the Nitrogen is pumped into the air.... not into the soil as it used to be).

This process changes the waste amount from 200 parts per million to 40 parts per million, with our drinking water being 10 parts per million.

The facility plans to be fully automated by the end of the current renovation project, and has plans to become a co-generation plant in the near future, meaning that they will generate their own power.

They are very stringent guidelines that must be followed, without exception if you want to bring your waste to this facility. They are:

- Only pre-treated non-organic waste
- Only businesses that can pre-treat their own waste can bring it to the facility
- No “heavy metal” allowed in the waste (cans, car parts, etc.)

CONCLUSION:

The Madera County Water Treatment Facility is a well-run facility. It takes care of the entire county, and any outsiders who can meet the criteria.

The facility has anticipated and acted on the growth of the city and the county’s needs and has done so with great insight as it has accounted for a growth projection until the year 2020. We, the Grand Jury feel that they will not only achieve their goal of 100% reclamation, but will surpass it.

RECOMMENDATIONS:

We recommend that the Grand Jury of 2007-2008 revisit this facility after the present renovation has been completed.

RESPONSES:

- Madera County Board of Supervisors
- Madera County Water Treatment Facility
- California State Department of Health
- California Regional Water Control Board



2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
CENTRAL CALIFORNIA WOMEN'S FACILITY (CCWF)

INTRODUCTION:

Pursuant to section 919B of the California Penal Code the Madera County Grand Jury on November 1, 2006 toured and inspected the central kitchen area and dining facilities A-B.

This California Women's Prison, nestled within surrounding almond orchards and vineyards initially gives one the sense of uninterrupted harmony within this Valley's farming community. It is hard to imagine and accept the seriousness of what lies ahead even as you approach the Prison's administration office.

FINDINGS:

The tour begins with our guide taking us to the Security building to be processed for entrance onto the prison grounds. Sign in is mandatory along with identification (drivers license) and badges provided then through a metal detector and signing another entry log of who you are, purpose for being there and time in. Once all that is completed you enter a wired fence area with a motorized gate and a holding area.

As you wait in the holding area you realize the seriousness of where you are because you are now surrounded by double rows of twelve foot high electrified fencing, manned towers and staffed with Correctional Officers to insure retention of convicted felons.

The second holding area gate opens and finally our group moves onto the Prison grounds. At first you are a little startled by the campus like surroundings with well-manicured lawns, colorful flower bushes, and trees. You half expect to see students loaded down with books to come strolling by on their way to class.

However, what you see are hundreds of strolling convicts moving about dressed in orange jumpsuits and/or dungaree attire. Reality of where we are now sets in.

Our guide moves us along to our intended destination and purpose, "Kitchen and Dietary Inspection. Along the way we are informed the prison was built on 640 acres of farmland in October 1990 and was originally designed to house 1940 inmates. The prison population has now risen to 3,800 inmates.

Considering this large number of inmates the Central Kitchen is tasked with providing 3800 meals three times a day, two of which are hot along with one cold box lunch, which is provided by a contracted outside source.

Arriving at the Central Kitchen we are introduced to the "Assistant Correctional Food Manager" who takes us to an office area where we can sit down and address questions we have prepared in advance of our visit. After administering to the Manager the "Witness Oath", we begin with the following questions:

1. What is the budget for the Kitchen operation?

Response: \$3.6 million per year at a cost of \$2.51 per inmate per day.

2. How are nutritional guidelines implemented?

Response: Meals served are termed “CDC heart healthy diet” by the Standardized Menu Review Team (SMRT). SMRT established the CDC Heart Healthy goals six years ago, based on but not identical to, the American Heart Association recommendations and the 1990 California Daily Food Guide: “Dietary Guidance for Californians”.

A CDC heart healthy diet served includes all the required nutritional food groups, which consist of 2400 calories per day.

Additionally “State Nutritional Guidelines” are distributed on a quarterly basis.

3. What is the cost to serve?

Response: The cost to serve is currently \$2.10 per inmate per day; however, the menu remains within the current funding level of \$2.51 per inmate per day, and should accommodate allowances for over count meals.

4. Who monitors or audits kitchen performance?

Response: Once a year “Environmental Health” inspects along with a “Business Service Audit” which is conducted by State employees from Sacramento. The audits can take as long as three weeks to conduct.

5. What experience or training is required of employed Cook?

Response: Cook Specialist two: At least three years experience as a cook and/or preparing food for at least 250 persons a meal with experience at the various stations, not less than six months of which shall have been in charge of the work of kitchen helpers or others doing similar work.

6. How many hours does the staff work and how are the shifts broken down?

Response: Employees work eight-hour days, for five days with two days off.

Shifts range from:

0430 to 1230

0730 to 1530

1200 to 2000

7. What security is in place for kitchen tools?

Response: All employees must place a tag on the hook from which the tool is being removed. The tag ID's the individual. The type tool is shadow painted to identify it. A Security Guard monitors removal of all tools by inmates and employees.

8. How often are light fixtures cleaned?

Response: Every six months.

9. What happens to leftover food served or not?

Response: It is all double-bagged with staff watching then discarded in a secure (padlocked) dumpster.

10. How often are floors cleaned?

Response: Three times a day seven days a week.

11. Do you quality control what you serve?

Response: Food to be served in the dining area is tasted by an inmate and officer at each dining facility.

12. How do you arrange menu?

Response: The menu is State mandated and is prepared and made available three months before serving. This allows sufficient time towards product purchase.

13. Do all California State Prisons serve the same meals on the same day?

Response: Yes, in that food values are the same, but substitutions may be made based on availability, and inmate population preferences. Kosher and Diabetic meals are also available.

At this juncture we are given a guided tour of the Central Kitchen including its cooking and storage capability. Inmates were attending to unloading boxes containing box lunches and moving them to refrigerators for storage. Large kettles were being scrubbed, cleaned, and readied for the next cooking sequence. The entire area was clean and orderly and appeared to be efficiently run.

Lunch for our group of five Grand Jurors was provided in the Warden's Conference room and consisted of that evening's meal for the inmates. It included a well-cooked and tasty chicken leg and thigh, savory beans, coleslaw and corn. Pudding was included in the evening meal, however, not to us. We were served cookies. All five Grand Jurors were impressed with the flavor, quality, and quantity

From there we returned to the dining hall to inspect and observe. Inmates had finished their lunchtime meal; consequently we could not see this process in action. We did however, have the opportunity to inspect.

## CONCLUSION:

Inmates are well provided for.

Nutritional guidelines are adhered to providing inmates with a well-balanced, quality meal.

Meals are prepared in a clean and sanitary environment.

Proper storage of meal products was secure and well maintained.

Maintaining high standards for sanitary conditions was evident.

Security and storage of waste products was adhered to.

Background and experience level of the Assistant Correctional Food Manager and Manager were of a high standard.

## RECOMMENDATIONS:

In dining area “B” we found the following:

- The water heater was very old with obvious surface rust. It appeared to be leaking, as there was a considerable amount of water directly under it on the floor, this should be repaired or replaced.
- One pressure valve in the “Scully”, a commercial dishwashing system, had its dial removed preventing anyone from determining if there was a danger there, the pressure gage should be replaced.
- A steam line in the “Scully” also had its dial removed leading to the same concern it to should be replaced.
- Large dark cobwebs were present on the overhead, high-beamed ceilings which need to be removed.
- Numerous food stains and food particles were evident on the ceiling this needs to be cleaned.
- Bug lights at entrances were inoperative and, need to be repaired or replaced.

Dinning area “A” had similar issues, however, dials were in place, and the water heater was in reasonable condition.

## RESPONSES:

- Central California Women’s Facility – Warden’s Office
- California Department of Corrections
- The Madera County Board of Supervisors

DIVISION OF ADULT INSTITUTIONS  
Central California Women's Facility  
P.O. Box 1501  
23370 Road 22  
Chowchilla, CA 93610-1501  
(559) 665-5531



January 4, 2007



Debbie F. Smith, Foreman  
Madera County Grand Jury  
PO Box 534  
Madera, CA 93639-0534

Dear Ms. Smith:

This is in response to your letter dated December 8, 2006, regarding the 2006-2007 Madera County Grand Jury Final Report on Central California Women's Facility (CCWF).

It is obvious from the breadth of this document that the Madera County Grand Jury did a thorough and complete report on your November 1, 2006, Kitchen and Dietary Inspection of CCWF. This report contained six recommendations that are addressed in the enclosed Corrective Action Plan. The input that CCWF received from this report is an important tool, which CCWF will use to help ensure that the CCWF Food Service Department remains one of the top Food Service Departments in the state.

Should you have any questions or concerns regarding this matter, please contact Rich Williams, Administrative Assistant/Public Information Officer, at (559) 665-5531, extension 5012.

Sincerely,

A handwritten signature in blue ink, appearing to read "Deborah L. Patrick".

DEBORAH L. PATRICK  
Warden (A)

Enclosure

c: Wendy Still, Associate Director, Division of Adult Institutions  
Mary Lattimore, Chief Deputy Warden

CENTRAL CALIFORNIA WOMEN'S FACILITY  
 CORRECTIVE ACTION PLAN  
 MADERA COUNTY GRAND JURY INSPECTION OF FOOD SERVICES – NOVEMBER 2006  
 FINDINGS

By: L. Cook  
 Correctional Food Manager I

Page 1 of 2  
 Date: December 21, 2006


ITEM	CORRECTIVE ACTION REQUIRED	BY WHOM	PROPOSED ACTION PLAN	DATE TO BE COMPLETED
1.	B Yard Scullery water heater was very old with obvious surface rust. It appeared to be leaking, as there was a considerable amount of water directly under it on the floor, this should be repaired or replaced.	R. Chenuaul, Correctional Plant Manager I (CPMI)	Water heater in B Yard Scullery replaced with new unit.	Completed December 27, 2006
2.	B Yard Scullery dishwasher pressure gauge was removed preventing anyone from determining if there was a danger there, the pressure gauge should be repaired.	CPMI	Pressure valve (gauge) has been replaced.	Completed December 8, 2006
3.	B Yard steam line pressure gauge had been removed leading to the same concern that it should be replaced.	CPMI	Gauge has been replaced.	Completed December 8, 2006
4.	Large dark cobwebs were present on the overhead, high-beamed ceilings in the dining rooms. Need to be removed.	L. Cook Correctional Food Manager II (CFMI)	Plant Operations furnished a scissor lift for each dining hall to clean cobwebs from the vaulted sections of the dining hall. On December 26, 2006, a request was submitted for equipment necessary to complete this task safely without having to utilize lift.	Completed/Ongoing December 21, 2006

CENTRAL CALIFORNIA WOMEN'S FACILITY  
 CORRECTIVE ACTION PLAN  
 MADERA COUNTY GRAND JURY INSPECTION OF FOOD SERVICES – NOVEMBER 2006  
 FINDINGS


By: L. Cook  
 Correctional Food Manager I

Page 2 of 2  
 Date: December 21, 2006

ITEM	CORRECTIVE ACTION REQUIRED	BY WHOM	PROPOSED ACTION PLAN	DATE TO BE COMPLETED
5.	Numerous food stains and food particles were evident on the ceiling. This needs to be cleaned.	CFMI	The food particles and stains have been cleaned. Developed a cleaning schedule for ceilings and higher sections of walls in all dining rooms to ensure ongoing removal of food particles and food stains.	Completed/ Ongoing December 20, 2006
6.	Bug lights at entrances to dining rooms were inoperative and need to be repaired or replaced.	CPMI	Bug lights found to be ineffective in the control of pests. These units were removed from all dining halls. Fly fans are installed on all exterior doors and are operational to help with the control of pests.	Completed December 27, 2006

APPROVED  
  
 DALE CLAYTON  
 Associate Warden, Business Services

1.7.07  
 Date

REVIEWED  
  
 DEBORAH L. PATRICK  
 Warden (A)

1/4/07  
 Date



2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
CENTRAL CALIFORNIA WOMEN'S FACILITY FIRE DEPARTMENT

INTRODUCTION:

On November 1, 2006, members of the Grand Jury were provided a tour and demonstration at the Fire Department located on the grounds of the Central California Women's Facility, (CCWF) Chowchilla.

The Grand Jury was introduced to the inmate firefighters who presented themselves in a military, professional manner standing in line, at attention wearing dungaree attire and spit shined shoes. Asked how quickly they could be suited-up and ready to go once an alarm came in, they said, "in ninety seconds from the time that the alarm is received we are properly attired and into the trucks ready to go." Amazing, considering all the fire protection gear they have to climb into to make them ready to roll. No typical fire pole to slide down with this facility. All inmate firefighters are quartered in one room and on ground level. The bunkroom and entire area is immaculate, as you would expect in this environment as well as everything else in the fire department building.

FINDINGS:

This Fire Department has been in formal operation since 1990. In 1993 the CCWF Fire Department entered into a formal mutual aid agreement with Madera County for reciprocal fire and rescue services and became known in Madera County as Station 5. In 1994 this Fire Department became a shared service with Valley State Prison for Women (VSPW).

The Fire Department is comprised of:

- One Fire Chief
- Five Fire Captains
- One Hazardous Materials Specialist
- Nine inmate Firefighters
- One Dispatcher/Chef

Services provided include:

- Fire Suppression
- Rescue
- Hazardous Materials Response and Decontamination
- Licensed Extinguisher Maintenance
- Public Education
- Hazardous Materials Compliance
- Safety and Environmental Compliance



**Inmate Firefighter Training:**

Inmate firefighters are trained to work in crews and as individuals who can operate effectively on the emergency scene. Some of the training given consists of:

- Protective equipment
- Apparatus tools and equipment
- Medical Aid (First Aid, CPR, and Defibrillator).
- Fire Ground operations, Structural and Wild land
- Hazardous Material Response and Decontamination
- Self contained breathing apparatus wear and re-servicing
- Vehicle decontamination for terrorist events
- Vehicle extraction
- Mass decontamination for terrorist events
- Use of work tools, such as wrenches, saws etc.
- Teamwork
- Mandatory physical fitness training

**Equipment:**

- Two type 1 – 1,000 GPM fire apparatus
- One patrol apparatus with 300 gallon skid mount fire unit
- One command vehicle
- See photo attachment

Mounted equipment includes basic firefighting equipment as well as “Jaws of Life”, medical aid equipment including an automatic external defibrillator.

**Emergency Responses for 2005:**

**CCWF**

- Medical 19
- Fire Related 470
- Special Duty 44

**Madera County**

- Medical 80
- Fire/Rescue 117
- Vehicle Accident 66
- Special Duty 3

**VSPW**

- Medical 6
- Fire Related 59
- Special Duty 23

**Total 887**

Broken down further you find the Responses for 2005 were:

- CCWF 60%
- VSPW 10%
- Madera County 30%

Between 1990 thru 2005 the CCWF – VSPW Fire Department has made 2,687 Emergency Responses for Madera County.

These responses not only included firefighting, medical aid, vehicle rescues using the “Jaws of Life”, but inmate firefighters also performed hazardous materials decontamination, body recoveries and drug lab decontamination assistance for the regional Department Of Justice Tasks Force.

Becoming Inmate Firefighter:

- Express and interest in the Fire Department
- Nominated by their Counselor
- Reviewed by the Unit Classification Committee
- Reviewed by the Institutional Classification Committee
- Approved by the Warden
- Interviewed and approved by the Fire Department

#### CONCLUSION:

One cannot help be impressed with the entire Fire Department operation.

We were provided simulated emergency situations from setting up and engaging the “Jaws of Life” to performing first aid, obtaining vitals on a severely injured subject and preparing same for immediate transport to a hospital once an ambulance arrived on scene.

Each Firefighter performed her assigned duties in an efficient and professional manner. Timely action and co-ordination between each team member was evident as they moved smoothly through their assigned responsibility.

Morale, training, and efficiency would be graded superior as a direct result of the leadership provided by the Fire Chief and his staff.

#### RECOMMENDATIONS:

Madera County is well served by this Emergency Reaction Team as evidenced by the numerous and varied responses provided. Because this service is available at no expense to the County, every effort should be made to enhance their capability whenever an opportunity presents itself.

Each fire truck has a 6 inch binder, weighing at least 10 pounds, which includes every street, found in Madera County. This binder takes up considerable space in the crew cab, is awkward, heavy and cumbersome to work with and if not held onto can turn into a guided missile while in route to an emergency.

Consideration should be given to purchasing a reasonable priced GPS (Global Positioning System) device for the four response vehicles. At a minimum, two should be made available for the heavy-duty trucks, which carry the large binders. These small handheld devices, which can be mounted within a vehicle, would expedite finding a given emergency location while eliminating to a back-up role the large and cumbersome binders.

RESPONSES:

- CCWF Fire Chief
- CCWF Warden
- Board of Supervisors

DIVISION OF ADULT INSTITUTIONS  
Central California Women's Facility  
P.O. Box 1501  
23370 Road 22  
Chowchilla, CA 93610-1501  
(559) 665-5531



*Copy*

December 13, 2006

Debbie F. Smith  
Madera County Grand Jury  
PO Box 534  
Madera, California 9369-0534

Dear Ms. Smith,


Thank you and all the members of the Madera County Grand Jury for visiting Central California Women's Facility (CCWF), Fire Department and for the interest they had in the service we provide to the citizens and neighbors in Madera County. This visit gave CCWF Fire Department the opportunity to display our abilities and the Institutions commitment to public service.

I concur with the recommendations within the report but would like to suggest consideration should be given for equipping all emergency response apparatus within the County of Madera with Global Positioning Systems (GPS) to enhance overall first responder capabilities on a County wide basis.

The CCWF Fire Department has a strong working relationship with the Madera County Fire Department and I believe that relationship has been beneficial to the citizens of Madera County as well as each agency. I will continue to work closely with the County of Madera to explore options that may see your recommendations come to fruition.

Should you have additional questions, concerns or comments please contact me at (559) 665-5531 extension 7700.

Sincerely,

  
R. W. BLANKINSHIP  
Fire Chief  
Central California Women's Facility  
Valley State Prison for Women

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
MADERA COUNTY JUVENILE DETENTION FACILITY  
CAUGHT BEING GOOD

INTRODUCTION:

Pursuant to section 925 of the California Penal Code, the Madera County Grand Jury toured and inspected the Juvenile Detention Center. The tour took place on November 9, 2006.

The Juvenile Detention Facility is located at 28219 Avenue 14, Madera, California. This facility was designed for youth offenders under the age of eighteen. These youth offenders are typically detained after an arrest by a law enforcement agency or detained by the Juvenile Court pending a pre- or post-adjudication order. The current facility opened in January 2002, and has 70 beds; the facility has been designed for expansion to 130 beds to meet future needs.

The Superintendent provided an orientation overview of the facility and its functions. We then proceeded to take a tour of all areas in the facility.

A subsequent unannounced inspection was made on the day before Thanksgiving, November 22, 2006. The purpose of this surprise inspection on the day before a major holiday was to compare the findings from our prior announced visit and the surprise visit. Would there be any discrepancies?

FINDINGS:

The average number of juvenile males is twenty-nine and the number of juvenile females is nine; the average total population in the facility is thirty-eight juveniles, also referred to as wards in reference to being wards of the court. The average age is between fourteen to sixteen years. The youngest ward ever placed in the facility was six years old.

The facility has four housing modules called pods, three for boys, and one for girls. There is one administrative segregation unit, one safety cell, a room for visitation, Central Control and the holding area. The facility also contains a medical station, library room, multiple storage rooms, counseling room, scullery with a large walk-in refrigeration unit, and administrative offices including a conference room. Cameras continually monitor all ward areas, halls and other areas of the facility. Eight of which are described as follows.

- Pods:

Each pod contains a classroom, a counseling room, a day room, a nursing station, laundry facilities, a storage room, and a janitorial closet. Each pod has fifteen individual cells, three of which are available for physically challenged individuals. In the 'day room', tables with seating for fifteen individuals, plus a television, is available. When wards are present, one juvenile

detention officer is assigned to observe in each pod. There are panic buttons present in each pod's day room, classroom, etc. The use of panic buttons is rare, maybe once every two years.

#### 1. Classroom

The pod classrooms were similar to a standard public school classroom. Neatly kept, each contained computers, books, bulletin boards, and student's work posted throughout the room. Each front bulletin board contained motivational quotes for the day, for example, "No one really cares if you're miserable, so you might as well be Happy".

The teacher maintains control of writing implements and other tools; they are dispensed as needed. Tape is used to mount posters and work rather than tacks. Available space for teacher's supplies is inadequate. Supplies, while in order, were stacked on the floor or counters.

#### 2. Counseling room

The counseling room is a small room with interior windows and two chairs, allowing individuals an opportunity to speak with the Licensed Clinical Social Worker (LCSW) in private, while still under observation by an officer.

#### 3. Nurses station

These rarely used stations have one bed and extra cupboard space. While these rooms are available when needed, medical care is primarily provided at the main medical station.

#### 4. Pods living space

The day room is a community room used for meals, watching television and playing games. Some games played are chess, checkers, or playing cards. Parents may provide games to the facility for any juvenile use once an inspection of the game has been completed. The officers may instruct how to play the games, although they do not play games with wards.

Each individual cell contains bathroom facilities, a polished metal mirror, and bed; showers are part of a community facility. Juveniles sleep safely in the individual locked cells. The officer for each pod remains in the day room area while wards are in their cells. Wards are not separated by age or gang affiliation; they are separated by sex, maturity level, and violence level. Gang behavior is not tolerated and such behavior normally declines during the juvenile's stay.

The laundry facilities are controlled by an automated system located in an adjacent room. Laundry soap and other additives are added here. This is done so juveniles have no contact with them. The wards are responsible for all their own laundry needs.

There are two recreation areas that are shared by the four pods. Two pods each share a recreation area. Each recreation area has two basketball hoops, volleyball net, and the availability of handballs. For security the recreation areas are surrounded by high walls, these high walls also prevent a breeze from cooling the area during the hot summer months. On the hottest summer days, the recreation area can reach temperatures of 112 to 118 degrees, or higher. During the summer heat, outside time must be limited for the health and safety of the wards. During winter months, as sundown is earlier, outside time is also limited due to inadequate lighting.

The storage room houses clothing, shoes, blankets, and games available to the wards. The wards receive three sets of clothing, including two pairs of shoes, one pair shower shoes, and sneakers. The clothing color depicts status of the minor. Green and orange are for general population, tan and brown indicate the ability to work within the facility, white represents a sentence to California Youth Authority (CYA) or prison, and black and white stripes indicate a violent ward.

The janitorial closet houses cleaning supplies that are required for the cleaning assignments wards complete each day. The wards are responsible for all cleaning within the facility under the supervision of officers.

- Administrative Segregation Unit

This unit was designed for violent wards, and is currently not in use. This unit is made into two parts each has five cells, a table and stools to seat five, one television and a small outdoor area. With the individual cells available in each pod, it has not been necessary to move wards to this unit.

- Safety Cell

This cell is used only when an individual is a danger to himself or herself. The walls are constructed of a softer material to prevent injury. While in this cell, all clothing and shoes have been removed and the ward is only allowed to wear a smock. The cell is devoid of any furnishings or bathroom facilities, other than a drain in the center of the cell.

- Visitation

The visitation room has long tables and chairs for the wards and their visitors to use. There are also three individual visitation rooms available when needed. These are booths with a table and chair on each side of a thick glass partition separating the ward and visitor, with communication provided by phone. The purpose is for attorney/client confidentiality, or if there is concern of contraband exchange or violence suspected on part of ward or visitor.

- Central Control

Central control is considered the eyes of the facility. Located in this section are all monitors receiving camera feeds throughout the facility. There is an officer at this station at all times observing the monitors and making log entries of all events. This includes events as small as an officer moving between pods.

- Holding

Holding is the receiving area, which has a door that leads to the outside. This is where law enforcement officers turn over custody of juvenile offenders. Many juvenile offenders only see this room. They are held here until parents or guardians can come and retrieve them. Some juveniles stay in this receiving area for a matter of hours, while others may stay at the facility for months, however, the average stay at is eleven days.

- Medical Station

The primary medical station is similar to a doctor's office with storage cupboards, an exam table, various medical equipment, and a desk. A Registered Nurse is on duty twelve hours a day from 7:00 a.m. until 7:00 p.m. A doctor is available on site once per week. Across the hall is a counseling room with an LCSW available on site two hours a day, five days each week. In case of emergency, 911 emergency services are available.

- Library

The library was the creation of a dedicated Sergeant at the facility and has been filled entirely with donated books. On the surprise visit, we were able to meet this Sergeant. The books in the library are reviewed for appropriateness by the Sergeant and approved or disapproved using the same criteria employed by public school libraries. The books are stacked in milk crates turned on their side, stacked on top of one another, and used as shelving. Wards are only allowed access to the library in the presence of an officer. The number of wards allowed access at one time is limited for safety.

Education is very important to the center as evidenced by the educational center earning the highest accreditation possible. In July 2004, this school received a six-year accreditation that will remain in place until June 2010. Four teachers and three aids work at the school. The students receive computer skills training, as well as math, reading, writing, and history. The one-on-one teaching time offered to students with below grade level education has allowed these students to catch up to their correct grade level. Juveniles can graduate from high school while at this facility.

One of the additional educational programs offered is entitled, "Skills to Change Lives". The Madera County Action Committee, in association with the Madera County Probation Department, supports and presents this program. The mission statement for this course is, "Impart Information, Provide Alternatives, Build Character, Inspire Hope, and Change Lives". The program provides a structured setting offering education on self-esteem, anger management, domestic violence, victim impact, sexually transmitted diseases, teenage pregnancy, parenting skills, and legal/court proceedings plus vocational



training in career development. Individual educational plans can be created for youth and they may be referred to outside mental health, physical health, and educational or other social services as needed. The goal of the program is for the youth to leave the facility with a better understanding of positive character development and to possess the tools necessary to become responsible and productive members of the community.

Parenting classes for the parents or guardians of these wards are also available and given through the Probation Department.

As required by law, a fire drill is conducted once per month.

Juvenile Detention Officers have high school diplomas or higher, successful completion of core training and arrest and procedures training (PC832). Each officer is required to participate in at least twenty-four hours of additional training, as well as to re-certify in first aid and CPR.

Meals are all prepared at the Department of Corrections (adult correction facility). Wards receive two cold meals and one hot meal (dinner) each day. Nutritional values are set by the State of California. A Thanksgiving meal was provided for the wards on Thanksgiving. As a treat on Thanksgiving movies were shown, the boys watched Road to Glory and the girls, Little Women.

During the surprise visit, all doors were closed and locked properly with the exception of one storage room door located on the wall in the day room area. The officer was there at the time and observing all wards' actions and interaction. All other findings were identical to findings on our scheduled inspection. During the unannounced visit, we found the facility to be as clean and well ordered as it was on the inspection scheduled weeks in advance.

#### CONCLUSIONS:

This report is a small overview of the facilities, daily activities, and interactions occurring at the Madera County Juvenile Facility. This is an intricate and regimented operation managed by caring professionals.

The Juvenile Detention Facility was *caught being good*.

#### RECOMMENDATIONS:

- The recreation area can reach temperatures of 112 to 118 degrees or higher in the hot weather months. We recommend the installation of a misting system on the overhead framework; this would significantly aid in cooling the yard area, protecting the youth during exercise activities and allow more of such activity time in summer months. The boy's side has plumbed water and is capable having these cooling tools implemented; the girl's side will require additional plumbing to accommodate a misting system.

- The lighting in the recreation area is inadequate for after-dark use, shortening the time outside in the fall and winter months. We recommend more lighting be added to these areas to allow more physical exercise time during shorter days.
- We recommend installation of additional cupboards in the classrooms located in pods A and B, and shelving for the library.
- The Administrative Segregation Unit is not in use at this time. We recommend it be opened to wards that have earned work status through their efforts while at this facility. If this unit were opened, additional appropriate rewards could be offered to youth making positive use of their time and programs offered to them.

RESPONSES:

Madera County Board of Supervisors  
Madera County Probation Department  
Madera County Juvenile Detention Facility

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
THE GOLDEN VALLEY UNIFIED SCHOOL DISTRICT

INTRODUCTION:

Members of the Madera County Grand Jury visited the Golden Valley Unified School District's offices on October 26, 2006.

FINDINGS:

The members of the Grand Jury visited with the Golden Valley Unified District Superintendent and the Assistant Superintendent at the District offices located at 37479, Avenue 12, Madera, California.

The District is comparatively new and consists of nine schools located at various locations throughout the District. The student population of the entire District is approximately 1,927 and school sizes range from Golden Valley Adult Education's 5 students to Webster Elementary with approximately 690 students in attendance. The District currently has 105 teachers and 120 classified full and part time employees.

The Superintendent was asked about the status of accreditation reports for Liberty High School. She stated that an accreditation review had been completed last year with favorable ratings and the process will be repeated next spring. The previously completed report can be made available to the Grand Jury if we so desire.

In light of recent tragic events, which have occurred throughout the country, the Grand Jury members expressed an interest in what measures are in effect across the District to safeguard students. Procedures and guidelines covering emergency situations are in effect covering a variety of events such as a gun on the campus, a fire, or an earthquake. Emergency drills are conducted periodically with associated student classroom lockdowns where required. These emergency procedures are detailed in writing for all students and teachers review. The District employs a full time security officer who's primary focus is Liberty High School.

The question of drugs and gang affiliation was discussed. As in many schools, some problems with drugs have been discovered such as prescription misuse. Accordingly, careful attention has been paid to prescription drugs used by students and such drugs require that a doctor's approval be filed with the proper school authorities. Some minor gang-related activity has been noted but subsequent conversations with the security officer indicate these seem to be more gang "wannabes" than actual gang member involvement. In order to monitor the general school population remote cameras are now installed at Liberty High School and the District has plans to add such cameras at other school sites in the near future.

The District does not have a significant number of minority students with less than twenty five percent falling into this category. The need for Spanish speaking teachers is not a significant issue though both principals at Liberty High School and Webster Elementary can converse in Spanish.

As the meeting concluded the Assistant Superintendent suggested that the members might like to tour the facilities at Liberty High School where the afternoon session was in process. To further assist our review of the District the Superintendent provided each of the members with the following documents:

- “Golden Valley Unified School District State of the District – Fall 2006”  
This 69-page document provides a complete overview of the District’s status, goals, and future plans.
- “Golden Valley Unified School District Facilities Update”  
This document outlines future facility growth needs.
- “Golden Valley Employee Hand Book”  
This 25-page handbook covering Calendar items, Policies and Procedures, Safety Rules etc.

An hour-long tour of the Liberty High School followed. The members found the facilities well maintained and very functional. The cafeteria serves the high school population through the junior level with only senior students allowed to leave the campus during the noon period. The library area was well arranged and the members were impressed with the number of computers available for student use. At the conclusion of the tour the members expressed the opinion that the high school was of excellent caliber.

#### CONCLUSION:

The Golden Valley Unified School District should be rated as an excellent school district. Parents whose children attend any of the schools in the district should be aware of the facts that their children are receiving an excellent education in a safe and up to date school system.

#### RECOMMENDATIONS:

With continued growth expected in the District, the Superintendent and the Board of Trustees should continue their current long-range planning both as to faculty, facilities and need for future financing.

#### RESPONSES:

Golden Valley Unified School District Board of Trustees  
Golden Valley Unified School District Superintendent  
Madera County Superintendent of Schools

2006-2007  
MADERA COUNTY GRAND JRUY  
FINAL REPORT ON:  
MADERA COUNTY JUVENILE CORRECTIONAL CAMP

INTRODUCTION:

On November 29, 2006 members of the Madera County Grand Jury toured the Madera County Juvenile Correctional Camp pursuant to Penal Code Section 925 charging all Grand Juries to investigate County correctional facilities.

In May of 1997 the Correctional Camp was built, in part, as a cost effective alternative for juvenile commitment to the California Youth Authority (CYA). A juvenile placement at the Correctional Camp allows the County to keep local control of our delinquent youth through rehabilitation and provide safety to the community while holding the juvenile accountable for their unlawful behavior through a structured rigid program.

This Correctional Camp is rated as a minimum-security facility to house a maximum of 64 wards of the State. The wards are separated by gender and housed in four separate dormitory style barracks. The facility also contains a large day room, three classrooms, medical office, administrative offices, conference room, central control room, reception area, utility room and storage areas. Located behind the facility are 9,000 square feet of black top and a lawn area that are used for military drill and recreational purposes. Most recently a garden area was developed allowing cadets to plant and grow an assortment of vegetables.

FINDINGS:

Our visit commenced in the conference room with the Corrections Camp Superintendent allowing us to ask predetermined questions concerning the operation of the facility he is in charge of. The questions asked and answers are as follows.

What criteria bring a juvenile to this facility?

To be eligible for the correctional camp the Juvenile Court Judge must order a minor committed to the program under Section 602 of the Welfare & Institutions Code.

What is the normal period of time a juvenile stays in the program?

The program is typically a two-year commitment that includes in-custody and out of custody phases. Once a ward has been committed to the camp they are referred to as cadets. A cadet will serve approximately six months in custody. After successful completion of the in-custody phase, cadets then transition to the "aftercare" component and are placed back into their parent's home whenever possible or an alternate living arrangement is made. The cadets are closely monitored as they are released on house arrest with electronic monitoring; probation staff provides intensive supervision.

What is the exception to this?

A cadet's release date is determined by a point system based on behavior modification and school performance that is judged by detention officers and teachers. Cadets are given 100 points per day for participating in the program. Cadets retain these points through appropriate behavior. Point loss occurs when a cadet displays negative behavior or violates a program rule. Reduction or loss of points can result in extended custody within the program.

What does the program consist of?

The program is a combination of structure, education, discipline, physical conditioning, religious services, and community services. Personal accountability is emphasized to improve self-control and self-esteem.

How is the educational program structured?

The curriculum was designed by the Madera County Office of Education (MCOE) and includes high school and remedial instruction. Cadets attend school Monday through Friday and receive approximately 4 hours and 45 minutes of instruction per day. Cadets who graduate from the in-custody phase of the program are transferred to another school best suited for their individual educational needs as determined by education and probation staff.

In meal preparation what guidelines are followed?

State Nutritional Guidelines call for a 3200-calorie intake per cadet per day. Contractually, Aramark Correctional Services provides meals to the correctional camp, juvenile hall, and jail. Weekly menus also are prepared weeks in advance and made available to each facility. Breakfast and lunch are served cold with dinner being the hot meal of the day.

What is the meal cost per cadet?

\$2.488 per meal per cadet per day or, \$7.464 per cadet per day.

What does a typical breakfast consist of?

As follows:

Citrus Fruit or Juice 1 ea or 4 oz

Hard cooked eggs 2 ea

Wheat bread 2 slices

Margarine 2 pats

Jelly packets 2 ea

Sugar 2 ea

1% milk 2 cups

What is the medical staff availability?

Registered Nurse, contracted through Correctional Managed Care Medical Corporation provides medical services on site 12 hours a day seven days a week.

What is your current staffing?

Includes one Superintendent, one Administrative Assistant, four Supervisors, four Lead Officers, twelve Detention Staff, one Senior Department Probation Officer, and three Probation Officers.

Do you have staffing concerns?

We always have concern, however, with the Board of Supervisors assistance; recent approvals for salary increases will alleviate to some degree the loss of staff to nearby communities with similar jobs yet higher paying salaries.

Who audits and inspects this facility?

Eight to ten inspections occur each year. They come from the Grand Jury, Fire Marshal, Environmental Health, Mental Health, County Engineering, Corrections Standards Authority, Juvenile Justice Committee, to name a few.

This Correctional Camp, commonly referred to as "Boot Camp" is indeed and in all appearances, run and maintained, as you would find at any Military boot camp training facility.

A male cadet on arriving has his head shaved while a female has her side hair shaved. All clothing, boots, toiletries, and bedding are provided while personal gear they arrived with is stored until their release.

Each locker containing attire is uniformly laid out in a strict military fashion. Bunks are made up with blankets tightly wrapped in strict folded pattern and aligned in order with all other bunks. Shower shoes of each cadet will be found properly positioned and on top of their individual bunk.

Observing cadets in their classrooms supported this strict regimen as each one sat erect with arms and hands resting on desktops and in a uniform manner; all eyes looking straight ahead giving the instructor full attention and respect. No slouching, talking, passing notes in these classrooms.

While moving from classroom to their lunchroom, adherence to military formation movement was the rule. Cadets could only move when called to and only in single file, on the run, arms and hands held rigid at their sides and before passing someone with their back to them, came to a halt and asked, "Permission to pass, sir". Arriving at their assigned table and chair, they remained at attention until given the command to sit. No talking or looking sideways otherwise an officer would, in a commanding voice, advise the cadets of his or her inappropriate actions.

#### CONCLUSION:

The benefit of this program to the Community and the individual Cadet cannot be overlooked.

Saves taxpayer dollars by keeping juveniles out of CYA

Cadets provide hundreds of hours a year in Community service

Cadets have gone on to graduate from high school, attend college or join the armed forces.

Many cadets increase their academic levels an average of two grade levels during commitment.

Most importantly, this program instills discipline, respect, self-control, and self-esteem.

RECOMMENDATIONS:

We believe the cost of meals should to be investigated by the Madera County Probation Department in conjunction with Juvenile Detention and Correctional Camp. Costs may be fair and reasonable under Madera County Corrections (MCC); however, comparing them to Central California Women’s Prison (CCWF) it seems unusual. For example:

MCC: \$2.488 per meal per cadet per day or \$7.464

CCWF: \$2.10 per inmate per day or \$2.10

We are not inferring that a budget reduction is in order; rather we are suggesting that perhaps there is an alternative resource(s) available allowing a reduction in cost.

Inmates at CCWF receive two hot meals and one cold meal. The cold meal is a box lunch provided by an outside contractor and delivered to their Central Kitchen. The cadets receive only one hot meal and that is at dinner.

Viewing the menus of both facilities (copies attached) and having observed the content of lunches provided at both facilities, it would appear that quality and content are superior at CCWF.

It should also be noted that in the MCC menu, frequent use of “peanut butter” which is high in fat and high in calorie count lacks sufficient protein for the high energy needs of the youth in this environment. Perhaps achieving a high calorie count (3200) by the supplier is more important than substance. This too should be investigated by Corrections Staff to assure that fair and balanced meals are being provided.

RESPONSES:

Madera County Board of Supervisors  
Madera County Probation Department  
Madera County Juvenile Correctional Department



2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
CITY OF CHOWCHILLA  
PARKS, RECREATION, AND COMMUNITY SERVICE DEPARTMENT

INTRODUCTION:

On August 29, 2006 the Members of the City Government Committee of the Grand Jury of Madera County interviewed the Chowchilla City Administrator and the City Project Manager for the Parks and Recreation Department at the newly completed Chowchilla Civic Center building in Chowchilla.

FINDINGS:

The City of Chowchilla owns and operates three city parks and recreational facilities, one rural water sports and recreational park, as well as three community centers and one Senior Citizen Center.

- Sports & Leisure Park (24.4 Acres)

Tot Lot for 2 to 6 years	Children's Play Area: 6 to 12 years
Skate Park (New)	Lioness Club Shelter with barbeque
Volleyball Court (Sand)	Full size Basketball Court
Handball Courts	Youth Soccer Complex
Two lighted softball fields	One youth hardball field
Concession Building	Restrooms
Ample parking (includes designated Handicapped spaces)	

- Sports & Leisure Center

Full service kitchen available with table and chairs  
65 person dinning capacity or 85-person assembly capacity  
Indoor and outdoor restrooms  
Adjacent Tot Lot, playground, and Skate Park

- R. C. Weisner Park (4.5 Acres)

Tot Lot for 2 to 6 years  
Children's Play Area: 6 to 12 years  
Concession shelter built and manned by the Rotary Club  
Three Youth Little League Baseball fields (lighted)  
Baseball batting cage facility for both Slow & Fast pitch  
Ample parking including designated Handicapped spaces  
Restrooms

- Community Sports Center (.25 Acres)

One main Basketball court or two side basketball courts  
 One main Volleyball court or three side volleyball courts  
 Wood floor with retractable bleachers  
 Gym capacity of 683 persons  
 Large indoor restrooms  
 Lobby is available for meetings.

- Senior Citizens Center

Full service kitchen with table and chairs available  
 65-person dining capacity or 85-person assembly capacity  
 Stage area - alcohol is allowed by permit  
 Restrooms

- Veteran’s Memorial Park (2.1 acres)

Tot Lot for 2 to 6 years  
 Children’s Play Area: 6 to 12 years  
 Farnesi Shelter with barbecue facilities is Handicap accessible  
 Lions Shelter with Barbecue  
 Horseshoe pit – with benches under tall shade trees  
 Ample parking (including designated Handicapped spaces)  
 Restrooms

- Berenda Reservoir (Park) (6.0 Acres)

Berenda Reservoir is located outside the city limits of Chowchilla in Madera County. The City of Chowchilla maintains a watercraft launch ramp, concession area, restrooms, and parking lot. The Berenda Reservoir Park facility also includes picnic areas and a covered barbecue area. The Chowchilla Water District (CWD) owns the Berenda Reservoir. The City of Chowchilla has a long-term agreement with CWD for joint use of this property.

Chowchilla Area Transit Express (CATX) is operated by the Parks & Recreation Department and is a general public curb-to-curb demand response system.

- CATX is available for a variety of services. The offices of CATX, equipment parking and service facilities are located on the campus of the Senior Citizens Center.

The City of Chowchilla Parks Recreation & Community Service Department current projects are as follows:

- Sports & Leisure ADA (Americas with Disabilities Act) Concession Restroom Project:

The funds for building the Polygon building in Sports & Leisure Park were funded through Community building Development Grant (CBDG). Program income funds totaling \$90,000, additional funding through impact fees (funds for local match) in the amount of \$ 24,000 and local labor/expertise donations was the other part of the match. The first phase was to purchase and erect the Polygon Building, which is complete.

- Sports and leisure Park, 2006 improvement project:

This is an expansion project that includes new paving and lighting.

Funding sources:

Roberti Zberg State Parks and Recreation Grant is \$500,000. With a performance period starting July 2001 and ending June 30, 2009.

Prop 40 Capita State Parks and Recreation Grant of \$191,200.

Farnesi Foundation, which is a local donation of \$40,000.

Kites Way Street Regional State Transit Program Exchange Fund

Also local funds of \$44,200 and park development impact fees of \$1,288,666.

The total project cost \$2,064,066.

This project was awarded to American Paving and is slated to start the week of November 20, 2006.

- Legacy Neighborhood Park:

This is a brand new park being built on the south side of town and will be approximately 6.0 acres.

Funding sources:

Funding for this project was obtained through State Parks and Recreation, Roberti Zberg and Harris Grant Funds in the amount of \$500,000. Additional Funds are from Community cash donations, excavation, and grading. Donations were in the amount of \$80,000 and city development fees of \$229,000.

City of Chowchilla Parks, Recreation & Community Service Department (CCPRCSD) operates on funds from grants from the State of California and the County of Madera. Additional funds are from Community grants, donations, city development fees, and real estate developer fees.

Total 2006 Budget for CCPRCSD is \$899,000 including \$305,000 budgeted for Chowchilla Transit System, which is operated from within, and under the umbrella of the City of Chowchilla Parks, Recreation & Community Service Department. The breakdown of salaries can be seen in the attachments.

The Parks & Recreation Department is overseen by a seven-person commission and is staffed by one director, one project manager, three supervisors, on special event coordinator, one secretary, four park workers, one Kiddy College Instructor and two Kiddy Kollege aides. Kiddy Kollege is a pre-school program.

The stated goal of the Parks & Recreation Department is to provide for the recreational needs of the current and projected population of the City of Chowchilla and to create community through people,

parks, and programs. Service and facilities are designed to strengthen community image and produce a memorable life experience.

There are 10 service clubs and over 33 parks and recreation programs available for all ages. Some of them are:

Girls softball, T-Ball, Little League, Junior Giants, Youth Soccer, Youth Basketball, Youth Football, Kiddy Kollege Pre-School Program, Easter Egg Hunt, Summer Children's Day Camp, Recreational Swimming, USA Water Polo, Skate Park, Adult Recreational Volleyball, Adult Recreational Basketball, Co-ed Softball, Community Block Party, Veterans Day Ceremonies, Christmas Tree Lighting, Summer Theatre, Senior Services.

### CONCLUSION:

Volunteers make the Parks & Recreation Department possible and are drawn from a large community base including parents, Seniors Service Clubs, and the population at large. The City of Chowchilla Parks, Recreation & Community Service Department has done an exceptional job of planning and implementing its excellent and well maintained facilities. The Project Manager's knowledge, talent, and experience in planning and implementation of projects are evident in the final result. The entire program could be a model for other cities.

### RECOMMENDATIONS

The Chowchilla Area Transit Express:

The Chowchilla Area Transit Express (CATX) should be removed from the umbrella of the CCPRCSD and reorganized under a city department related to transportation. This would make the CCPRCSD more truly reflect its operating costs. Since approximately 1/3 of the Parks and Recreation budget is transportation. The CATX is only vaguely related to Parks & Recreation.

### RESPONSES:

Chowchilla City Mayor  
Chowchilla City Council  
Chowchilla City Administrator  
Chowchilla City Manager  
Chowchilla City Parks and Recreation Director

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
OAKHURST WATER TREATMENT FACILITY

INTRODUCTION:

The 2006-2007 Madera County Grand Jury toured the Oakhurst Water facility on October 31, 2006. This was not because there had been any complaints, but because this facility had not been seen in the past, and had very recently completed a 13 million dollar renovation project.

FINDINGS:

This facility has been in operation since October 2005, the renovation project was completed in February of this year. The project at the Oakhurst site was funded with money from bond measures through Madera County.

The staff consists of only four employees, who have the task of operating the main site in Oakhurst, other sites/systems. Of these 48 sites/systems, 8 of them are “lift stations” or self-contained stations.

The entire operation covers approximately 400 acres. The Oakhurst site houses the new fully automated system for the lift stations.

Since its completion the new facility has been able to increase the daily flow rate from 275,000 gallons per day to 550,000 gallons per day and has included a growth projection to the year 2020.

This facility is regionally mandated, and incorporates all County water systems from Coarsegold, Ahwahnee, and Goldside to name a few. The facility has its own laboratory but as of this date is non-operational and non-certified due to a lack of personnel.

Since the facility does not have an on-site lab tech, all of the daily samples must be sent to an outside lab in Fresno, at additional cost(s).

Presently the Oakhurst facility does not accept “outside waste” but will be doing so by the end of this year. The trucks coming into the facility will be charged a fee for dumping. Fees collected will go directly back into the facility, to be used for new hires.

THE PROCESS:

- Waste comes into the facility at 341,000 gallons per day flow rate, and is put through a screen to separate out solids.
- It is then pumped through a *collection splitter* to further separate the solids.
- From the splitter it goes into *sludge pools* and into the *in-tank aerators*.
- From the aerators it goes to the *digesters*.

- It is then pumped from the digesters to a belt filter press to compact the sludge so that it can be stored more easily. This sludge is hauled away at the facility's expense to the Fairmead Landfill where it can be dumped for free. The rate is approximately 32 tons per day.
- Fluids left from the press are then pumped up into a holding pond, gravity fed down and chlorinated.
- The chlorinated water is then once again pumped uphill about 1 mile away and is used to irrigate some 80 acres for grazing land.

There are also 2 ponding basins at the Oakhurst site; one at 100 acre feet, and one at 49 acre feet. These basins are there to handle any overages or extra waste that may come in.

The Grand Jury also toured the Goldside lift station. It has been operational since the year 2000. The Homeowners Association for the area that they service governs this lift station and the other lift stations. The "final decisions" must also pass through the Madera County Board of Directors and the Board of Supervisors.

These lift stations have their own facility for the number of homes they service and the flow rate of approximately 20,000 gallons per day based on 120 homes.

These sites are run on generator power and have an automatic call-out system at each site should any problems occur.

The process is much the same at all of the lift stations, and the Grand Jury learned that the water after it is chlorinated at the Goldside location is sprayed onto the golf course that is located within its community.

#### CONCLUSION:

The Oakhurst Water Treatment Facility is merely the "home" for a total of 48 different and individual facilities. The Grand Jury learned there is far too much work for the four individuals who are employed there. In fact, the Grand Jury found that unless more staff is incorporated the newly built Oakhurst facility will begin to deteriorate rather quickly as there are not enough personnel to keep up the maintenance of the new equipment.

The four employees do an outstanding job and with a few more employees they can do nothing more than excel. The people that they serve should be very proud of these four individuals!

#### RECOMMENDATIONS:

The 2006-2007 Madera County Grand Jury recommends that every effort be made to hire additional employees as soon as possible, including a State-certified lab tech. In addition, we recommend:

- That a maintenance schedule be created and implemented to insure that all equipment and machinery is running effectively and efficiently at all times.
- That future Grand Jury members visit the facilities to insure that these recommendations have been carried out.

RESPONSES:

Oakhurst Water Treatment Facility  
Madera County Board of Supervisors  
Madera County Board of Directors

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT  
RESOURCE MANAGEMENT AGENCY  
POSSE ROUND UP

INTRODUCTION:

The 2006-2007 Madera County Grand Jury visited the Planning Department of the Resource Management Agency (RMA) on November 28, 2006, January 29, and March 14, 2007 to evaluate and gain information on the POSSE system.

The Director and staff appear to be well qualified and experienced in the details associated with the magnitude, duties, and responsibilities of the computer program.

The Director personally briefed the Grand Jury on the POSSE program that was designed as a workflow management system intended to provide a one-stop-shop work management tool.

FINDINGS:

POSSE (Public One-Stop-Shop) is a workflow management system, unique in that it may be applied to every department within RMA and many of the daily activities carried out in those various departments. It has the ability to centralize information and make it available to those departments that need it, while at the same time safeguarding the information from unauthorized use.

Recognizing the necessity for an automated computer tracking system to process associated departmental activities, an investigation of various other automated systems was conducted. This review found the POSSE system when used correctly, covered and satisfied all departmental parameters and in addition, allowed for improved management control, cost saving benefits, employee efficiency and improved customer service.

Although Madera County is the only current user of the POSSE system in California, it is being used in Dallas, Texas, and various cities in the Mid-West, Florida and exclusively in the State of Hawaii. As a result of its success, the City of Clovis is looking to implement this same program by years end.

Initial cost of the POSSE system was \$421,000 and was purchased from the Canadian Company, Computronix. Computronix as part of its contractual obligation provided the training and system implementation support. Since it's initiation in 2002, it has generated significant cost avoidance on new hires and is meeting the demands of County growth.

County departments that benefit from this program are Planning, Building, Road, Fire and Environmental Health as they are all intertwined in the building or land use permits application.

Intertwined further within these various departments it allows the monitoring of the following:



Plot plans – Site plans – Blue prints – Flood zones – Maps – Tribal Issues – Environmental – Archeological – Wildlife – Inspections – Licensing and other zoning issues.

Additionally, it includes automatic “red-flags” for any items or conditions that are not in compliance or questionable. As well as applicant and Code Enforcement notes either from the field or through an office visit.

POSSE has capability to dramatically reduce waiting time for building permits. This is important since Madera County expects the number to grow from 500 permits per year to 5000 permits per year in the near future.

POSSE is a very powerful and flexible system that can allow many County departments to interact, transferring and sharing information. If used correctly the POSSE system allows for one business tracking system enabling all departments to work more efficiently and provide better service to the public.

### CONCLUSIONS:

The Planning Department is responsible for reviewing, processing, and monitoring the growth and development of Madera County. The implementation and use of an automated computer system such as POSSE affords a modern management system allowing faster service without increasing staff to accommodate the ever-expanding growth and developmental needs of Madera County.

It would appear, however, the system is currently underutilized. In our interviews, we were disturbed to find that when asked if there were any concerns regarding the POSSE system, we were told that there were several. Namely, they no longer have access or the ability to run current budget accounting items or software application adjustments as a result of Information Technology (I.T.) taking over system control. Simple straightforward departmental modifications can be made within minutes to accommodate enhancements; however, it now takes several weeks because any change requires sending a formal “change request” to I.T.

The Planning Department is utilizing the system to its fullest, however, one or more departments within RMA is not. For example, building inspectors in the field who may find an irregularity, record work on a separate paper file upon returning from the field. That note and separate file is counterproductive to the POSSE system. It is our understanding inspectors in the field have access to, but do not use laptop computers that connect to the POSSE system. If used properly any notes relative to a job could be so noted into the system and made immediately available to other interested departments. It would virtually eliminate the use of a separate note file and in-house information delays.

Posse is a tremendous time saving tool, assisting employees to quickly determine the current status of a job by any given RMA department, as well as responding immediately to any and all inquires by a contractor, builder, and/or owner. With the anticipated growth in Madera County, every opportunity to improve expeditious means of administering workflow should be placed on the front burner. Not the back!

Reluctance to adopt an efficient program such as POSSE in this day and age of rapid population growth has to be dealt with swiftly by removing all impediments to progress. That comes through responsible

management and training. Without strong management, effective use of electronic tools and programs will leave old and comfortable methods in place allowing growth to overwhelm and overburden.

This POSSE System cost the County of Madera, near a half million dollars. The taxpayers deserve to see their money well spent and it is the Board of Supervisors responsibility to see that it is.

RECOMMENDATIONS:

A thorough investigation and report by the I.T. Director and RMA Director be made to the Board of Supervisors identifying any deficiencies of use and how they will be resolved.

I.T. should hold scheduled training sessions to keep employees current in use to assure effective utilization of the POSSE program.

RMA Department Heads, I.T. Analyst set in place monthly meetings to communicate current and future issues of concern and how to resolve.

RMA Director take a firm stand requiring each Department Head held accountable for delays in utilizing electronic tools, which directly aid in improved workflow.

At this writing, a search is underway for a new RMA Director. We urge the Board of Supervisors to find a strong leader capable of bringing all department heads into the 21<sup>st</sup> Century.

RESPONSES:

Madera County Board of Supervisors  
Madera County Resource Management Agency  
Madera County Information Technology Department

2006-2007  
MADERA COUNTY GRAND JURY  
REPORT ON:  
CITY OF MADERA CITY ADMINISTRATOR

INTRODUCTION:

On January 18, 2007 the Members of the City Government Committee of the Grand Jury of Madera County interviewed the City of Madera Administrator in his office.

FINDINGS:

The Madera City Council created the position of city administrator in January 1993. The Madera city administrator by law is designated to perform on behalf of the Madera city council certain specified duties, as well as others he deems necessary and are approved by the city council. The following are the primary duties of the City Administrator:

- Attend to affairs of the city of Madera as may be requested by the City Council.
- Attend meetings of the city council reporting to them and discussing any matter concerning the affairs of the departments, services, or activities under his supervision upon which, in his judgment, the council should be informed.
- Coordinating the administrative functions and operations of the various departments, divisions, and services of the city government.
- Analyze the functions, duties, and activities of the various departments, divisions, and services of the city government and all city employees, and to make recommendations to the council which in his judgment will result in the highest degree of efficiency in the overall operation of the city government.
- Required to have each department, division, or service of the city prepare an itemized annual estimate of expenditures required for capital outlay, salaries, wages, and miscellaneous operating costs to submit to the City Council. He is also responsible for the administration of the budget after its final adoption and must keep the City Council informed on the budget.
- As Chief Executive Officer reporting to the city council on all expenditures of all departments, divisions, or services of the city government, the City Administrator is required to reconcile all expenditures with the city director of finance.
- Responsible for developing and organizing necessary public improvement projects and programs.
- Required to serve as the public relations officer for the city government.

- Required to keep a current inventory of all city property owned by the city and to recommend to the city council needed purchase of new machinery, equipment, supplies, and where they may be purchased for a cost advantageous to the city.
- Work with the city clerk in preparing budgets and general financial reports for presentation to the City Council.
- Required, in the discharge of his official duties, to exercise the highest degree of tact, patience, and courtesy in his contacts with the public and with all city commissions, boards, departments, officers, and employees of the city.

The city of Madera government operates under what is known as a, “corporate model”. The City Administrator has the same or greater power than any corporate Chief Operating Officer, in private business. He answers only to the City Council, and has direct authority over all city departments, except the offices of city attorney, city clerk, and the Madera Redevelopment Agency. These three divisions are totally independent from the city administrator’s office. There is, however, full cooperation between these divisions of Madera city government and the City Administrator.

The current City Administrator has served the city of Madera, for over fifteen years as City Manager and then as City Administrator when the city government was changed to a corporate model government by the City Council. The city administrator oversees more than 200 employees and a 2007 budget of over \$20,000,000.

CONCLUSION:

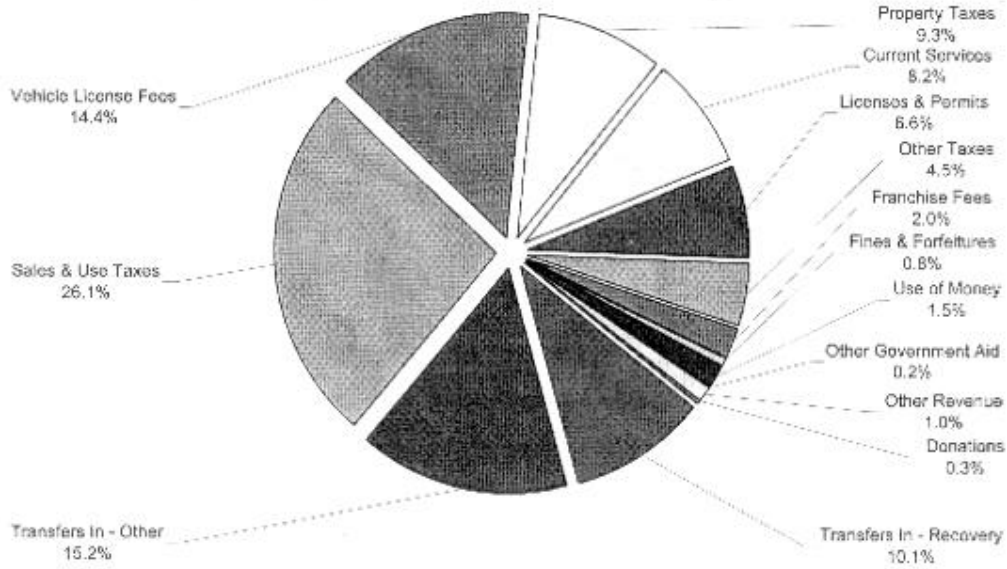
The City of Madera, under the management of the current city administrator, has shown significant planned growth and has maintained a positive budget position, with an average yearly budget surplus of \$200,000. Audited yearly financial statements show city management meeting city-estimated budgets year after year.

The City Administrator’s report on the present and future growth of Madera includes a very complete demographic report on the total makeup of the city’s population. It includes, age, ethnicity, income, education and other related facts. The use of demography shows how far sighted the City Administrators office is in it’s planning for present and future needs. The population of the City of Madera and Madera County is projected to increase by over 70% from 2006 to 2020.

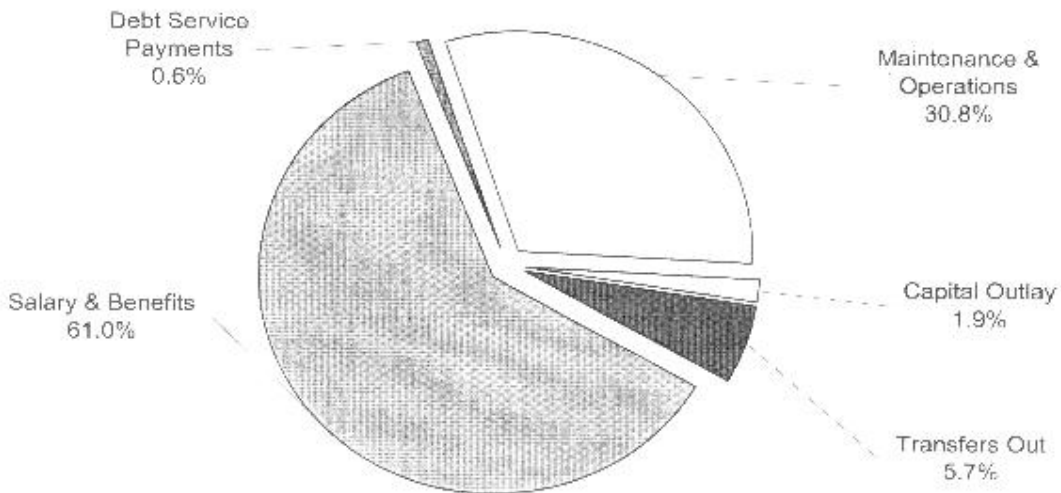
RESPONSES:

Madera City Council  
Madera City Administrator

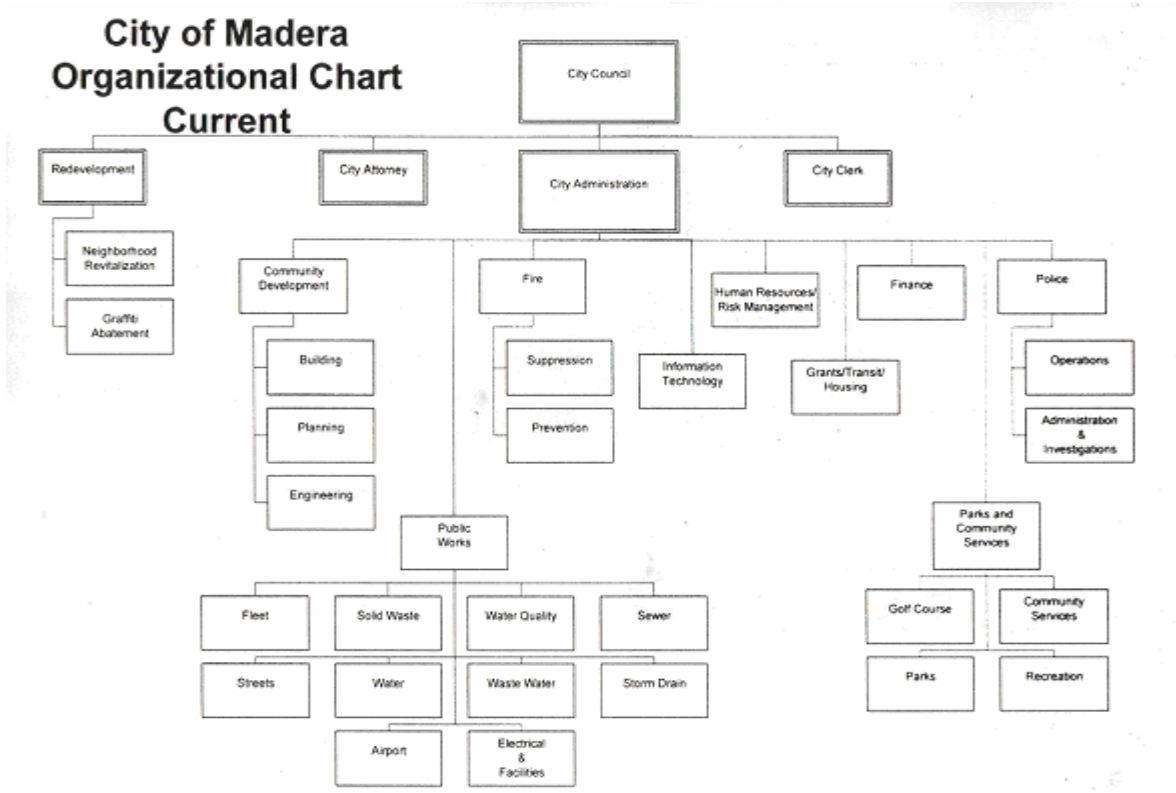
## General Fund Revenues by Category Adopted 2006-2007 Budget



## General Fund Costs by Category Adopted 2006-2007 Budget



ATTACHMENT 2



The city administrator has more than two hundred employees under his supervision. The above chart shows the departments in which they are employed.

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
CITY OF MADERA REDEVELOPMENT AGENCY

INTRODUCTION:

On December 05, 2006 the Members of the City Government Committee of the Grand Jury of Madera County interviewed Executive Director of the City of Madera Redevelopment Agency (MRA) in his office in the City of Madera.

FINDINGS:

The MRA operates under law passed by the California State Legislature in 1945. This legislation is known as The California Redevelopment Law. This law authorized cities and counties to establish a redevelopment agency with legal authority to carry out the redevelopment of blighted areas that could not be turned around solely through private enterprise.

The City of Madera established the MRA in 1982; however, the agency did not actually begin functioning until the MRA plan was adopted in 1990. Per Resolution MRA-32, the Agency is a legally constituted body; however the Madera City Council serves as the Redevelopment Agency Board.

The MRA under the law is not authorized to levy taxes. The Agency primarily finances its various projects and implementation activities through tax increment financing. Tax increments are derived from assessed value increases of property in a Project Area. Tax Increases can occur from new development, property improvements, property sales or transfers, or from annual inflationary increases (up to 2%) as allowed by Proposition 13.

In addition to tax increment revenues, the agency is legally authorized to utilize other funds, such as Federal or State grants, loans, and bond financing, to finance activities.

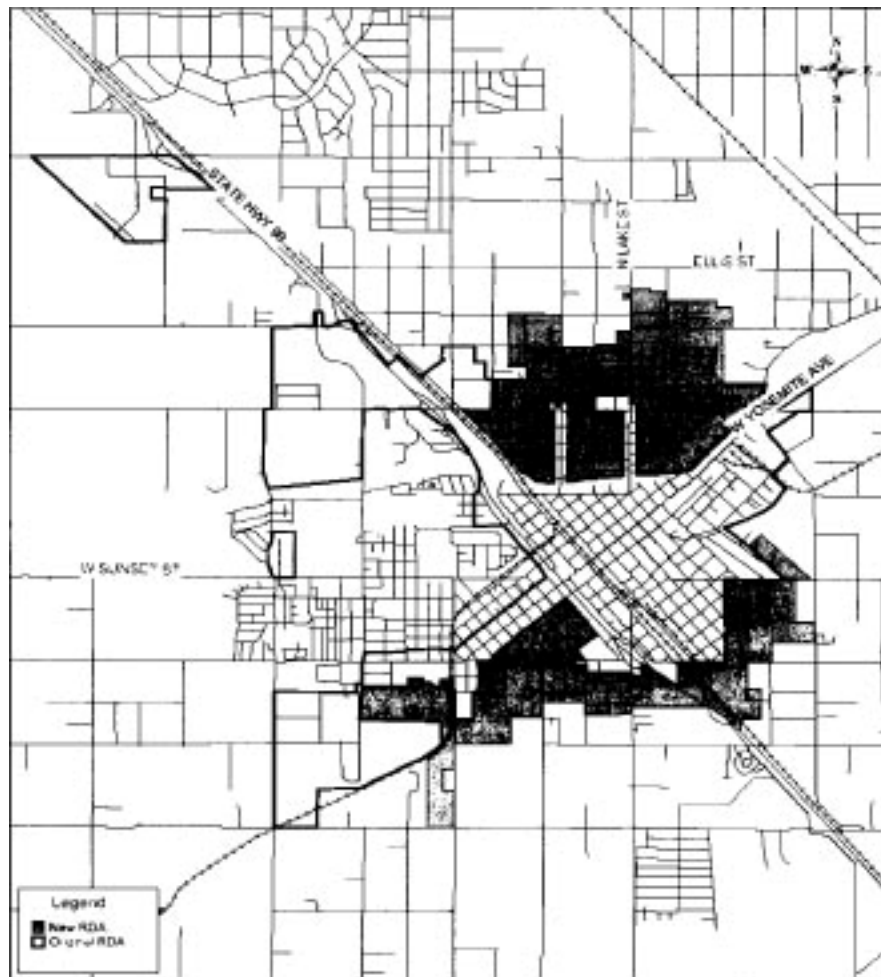
Assessed property values have increased from \$248,082,078 to \$644,907,901 (260%) under the management of the MRA Executive Director.

The MRA was created in 1991 to identify conditions of blight in older areas of the community. The Project Area includes 3,610 acres as shown in map on following page.

The MRA has removed debris from vacant lots and alleys, towed abandoned vehicles from City streets, demolished substandard buildings, cleaned up graffiti, and set up a program to dispose of used tires and to enforce laws pertaining to this program. As a result of these efforts, residents are enjoying cleaner and safer streets, greener outdoor spaces and increased property values.

The MRA reports that a sense of pride and optimism has returned to the City of Madera. This has improved the economic viability of older neighborhoods and influenced the overall economy of the City. The public

improvements have become a catalyst for property owners to better maintain their properties. The MRA has invested \$18.8 million in the older east-side neighborhoods of the City of Madera.



Many positive changes have, and are taking place, in the City of Madera as a direct result of the actions of the MRA.

The primary goal of The MRA is to utilize public intervention to encourage private investment in the City of Madera. This intervention can take many forms including, but not limited to, acquisition and demolition of substandard buildings, new construction, infrastructure improvements, code enforcement, etc. The intent is to transform older, blighted neighborhoods from areas of decay to neighborhoods where families and private developers are willing to invest their money.

Residents have never before been provided with such a wide range of choices in housing styles, prices, or locations. Thousands of square feet of retail and commercial spaces are in the planning stages, which impacts the MRA in a number of ways.

When property values increase, the amount of tax increment that is available for eligible projects is impacted. Based on recent appraisals, even dilapidated buildings have increased in value.



Older residential and commercial areas are competing with new developments in attracting private investment.

As previously stated, the MRA has invested \$18.8 million in older east-side neighborhoods of the City of Madera and this has amplified private investments in housing and projects funded through a variety of grant programs. Curbs, gutters, streetlights, and pedestrian walkways have been constructed.

As the Grand Jury has noted previously in this report, the MRA has had debris hauled away from vacant lots and alleys, and through code enforcement and direct action, has removed abandoned vehicles from City streets, undertaken the demolition of substandard buildings and established a successful program of graffiti removal by a group of trained MRA staff members assigned to this task.

## CONCLUSION

As a result of these expenditures, residents are enjoying safer, cleaner streets, enjoying greener outdoor spaces, and increased property values. It is apparent that a sense of pride has returned to the City of Madera. By improving the economic viability of older neighborhoods, the MRA has influenced the overall economy of the City. The public improvements have become a catalyst for property owners to better maintain their properties.

Ten years ago, many Madera City and County officials told the MRA that the problems in southeast Madera had become so vast and costly they had outgrown any possible solution.

The Grand Jury was shown that today there are a half dozen subdivisions under construction and a 133,000± square foot neighborhood shopping center at Yosemite and Tozer. The project will increase sales tax revenue for the City and create new jobs for local residents. It is evident that this important project would not be in process if it were not for the actions of the MRA and its staff.

As pointed out by MRA Director, “A decaying community is a deterrent to new investment, while a thriving community has the ability to attract new business development.”

## RESPONSES

Madera City Council  
Madera City Redevelopment Agency Board of Directors  
Madera City Redevelopment Agency Director

ATTACHMENT

Budget Financial Summary

The Redevelopment Agency contracted with Economic and Planning Systems Inc. to conduct a financial analysis that would provide a basis to evaluate their ability to issue additional bonds. Their preliminary Report follows:

Fiscal Year:	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Original Project Area	\$3,279,974	\$3,674,161	\$4,066,468	\$4,482,014	\$4,921,942	\$5,389,680
New Project Area	\$699,809	\$821,071	\$947,118	\$1,078,114	\$1,180,025	\$1,285,850
Total	\$3,979,783	\$4,495,232	\$5,013,586	\$5,560,128	\$6,101,967	\$6,675,530

The MRA utilizes tax increment and bond proceeds to fund redevelopment activities, such as operating expenses, property/real estate, acquisition, etc. Of the two (2) sources, tax increment provides the greatest flexibility in that it is the source used to acquire, demolish, and resell property for commercial or residential uses. Past infill, subdivisions, Sixth and Gateway, and the Yosemite/Tozer projects were all funded with tax increment.

Due to the lack of remaining bond proceeds, a majority of 2006-2007 projects will be funded with tax increment. To that end, the MRA staff is evaluating the potential of issuing a new bond. If this would occur, bond eligible projects totaling approximately \$5.22 million would be funded with the new bond proceeds.

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
VALLEY STATE PRISON FOR WOMEN

INTRODUCTION:

In accordance with Penal Code Section 919B, members of the Madera County Grand Jury toured the Valley State Prison for Women (VSPW) facility on November 16, 2006. The focus of the inspection was the medical facilities and how the available care impacted the inmates. We also did an inspection of a satellite kitchen and dining hall. The tour ended with a visit to three vocational classes.

FINDINGS:

The Grand Jury interviewed the Assistant Director of Medicine.

1. What facilities are there to provide medical coverage to the inmates?

There are clinics in each of the four housing yards, which are staffed with a Doctor, Nurse Practitioner, and an R.N. The main clinic is staffed with Doctors, Dentists, Psychiatrists, Psychologists, Opticians, R.N.'s, and Aides.

The main clinic has twenty beds, of which ten are negative-pressure isolation rooms, and ten are standard hospital rooms. Three cells are covered with rubberized padding.

2. Are the medical facilities here inspected, and if so, by whom?

The State Department of Health Services inspects the facilities annually.

3. What is the procedure for an inmate to see a specialist?

All requests are discussed with staff and a recommendation is sent out to the appropriate specialist in the community.

4. Are these specialists brought into the prison or are the inmates transported to the community clinic or hospital?

Both, whichever is the most expedient and efficient.

5. How are mental health issues handled? Are there trained professionals on site?

There are trained psychologists and psychiatrists on site who are prepared to handle most mental health problems.

6. If surgery is necessary, where is it performed?

Off-site at the local hospital.

7. Are there any contingency plans in place for an outbreak such as influenza or hepatitis?

There are Operational Procedures in place for such problems, and additional staff will be brought in to handle such emergencies, if necessary.

8. How are prescription medications handled?

All prescriptions are entered into a computer; medications are sent to the clinic on the yard where the inmate is housed. The inmate then goes to the med window with her ID, which is verified by both an Officer and a nurse. The inmate is given the medications and is watched by both the Officer and the nurse to ensure that they are taken properly.

9. What is the average number of inmates who report to sick call per day?

Each doctor in the clinics sees 20-30 patients per day. Nurse practitioners see 20-25 patients per day. This is in addition to those who have appointments at the main clinic for dental, optical, special medical and psychological services. This adds up to about 400 per day, or 10% of the population.

10. Are there fire and emergency drills, and when are they performed?

Yes, once a month.

11. What is the procedure, which an inmate must follow to access medical care?

The inmate sees the Correctional Officer on her housing unit and states her needs. She is issued a chit and reports to sick call. These chits are in a locked box, and a nurse removes the chits and sorts them according to medical, dental, or psychological problems, and the inmate is then seen by the appropriate professional. The exception is when any inmate reports chest pains, in which case she will be seen immediately.

In addition to the medical facilities, the Jury visited the Cosmetology School and the Welding School. We also toured a new school facility soon to open, which will teach Electronics, Computer Cabling, and Networking. This new facility will teach inmates how to assemble cables from telephones to fiber optics, since these are new-world standards. Upon release, inmates will have the skills to enter these fields.

The Beauty and Cosmetology School has programs teaching all forms of cosmetology and beauty. At this time they are negotiating with the State Licensing Board to conduct testing at the institution. This will allow inmates upon release or parole to land a job with their license in hand. This program is 1600 hours in length, and is certified by the California Department of Consumer Affairs.

The Welding School has a program in place with a Welders Union to allow inmates with two certifications to be placed in an apprentice program at \$17/hour after their release. Within four years of entering the apprenticeship, a student may graduate to a Journeyman card with a starting wage of \$34/hour.

The Grand Jury also toured a satellite kitchen and dining room. These were found to be in good order, and very clean, with all dials, gauges, and accessories in good working order.

#### CONCLUSIONS:

We found that the medical, dental, and psychological treatment at VSPW is adequate for the inmates. The staff members were courteous and considerate to the patients, and very professional in general.

#### RECOMMENDATIONS:

Update warning symptoms for heart attacks in women.

The Vocational Cosmetology School at VSPW should double their efforts to have the State Cosmetology Licensing Board conduct tests on site.

All vocational schools should continue their efforts to seek employment opportunities for inmates after their release.

#### RESPONSES:

Valley State Prison for Women Warden  
Madera County Board of Supervisors

2006-2007  
MADERA COUNTY GRAND JURY  
REPORT ON:  
FIRE DRILL PREPARATION AT THE MADERA  
NORTH AND SOUTH HIGH SCHOOLS  
IT'S NOT SO ALARMING

INTRODUCTION

On April 18, 2007, the members of the Madera Grand Jury School Committee visited the principals of the Madera North and Madera South High Schools in response to a “citizen complaint” regarding fire alarm procedures at the Madera High - North campus. The Grand Jury Schools Committee members decided to interview the principals of both high school campuses in Madera, thereby providing the committee with fire drill information that could be compared and contrasted. The committee members approached their investigation with some pre-conceived notions, one being that if you have a few thousand students in a confined space you are going to have some false alarms.

FINDINGS

The schools emergency plans are well organized and routinely evaluated for improvement. Each school holds a fire drill at least once a semester as required by California law. The Madera High School-North campus had occasion to use a false alarm as an actual drill and were pleased to see that staff and students did everything “by the book”. During a planned fire drill, the Principal and Security Supervisor alert the administrators and security staff in advance but do not include the teaching staff in the planning. In this way they feel they are getting a true test of the drill. At both schools, each classroom has a clipboard by the door complete with detailed instructions concerning evacuation plans and maps. The Madera High School- South campus also uses a series of color-coded cards that can be slipped under the door or posted in a window in case of a lock-down situation. After a fire drill is completed, both schools hold informational meetings to discuss what was beneficial and what areas need further study.

As implied in the introduction, the most common problem to both schools is “false alarms”. Each school has a central panel that shows which alarm has been triggered. At Madera High School-North the main problem, alarm is right outside the door of the gymnasium. To complicate the situation the alarm is not within sight of any adult supervision. As an alarm is sounded, the administration and security staff makes the judgment call about its authenticity. If it is deemed a false alarm, the appropriate announcements are made over the school intercom system. Each school has its own security codes that it uses to convey instructions to staff. At Madera High School -South, the Security Supervisor will decide if the primary or alternative routes to safety will be used based upon the conditions at the time of the alarm.

CONCLUSIONS

The Grand Jury finds that the fire alarm procedures in place at the North and South High Schools have been carefully thought out procedures to use in the event of a fire on campus. In as much as Madera High School -South is a new facility they are in the process of finalizing their plans and maps with their School Site Council, an organization made up of teachers, administrators and parents.

It was apparent to the members of the Schools Committee that fire drills are taken very seriously, and given a high priority as part of their school safety program.

### RECOMMENDATIONS

The Grand Jury feels that the timing of the fire drills could be more beneficial if they were held at the beginning of each semester. In addition, though we realize that in performing fire drills, precious class time is used, we would encourage each school to hold at least one unannounced drill per year. We would encourage each school site to continue making information available to all students concerning safety procedures.

### RESPONSES

The Superintendent of Madera County Schools  
Principal of Madera High School - South  
Principal of Madera High School - North  
Madera Unified School District Board of Trustees

2006-2007  
MADERA COUNTY GRAND JURY  
FINAL REPORT ON:  
MADERA COUNTY ANIMAL SHELTER  
AND THE ROBERTA J. WILLS TRUST  
STEWARDS AND SHEPHERDS

INTRODUCTION:

This is a supplementary report to address the concerns raised resulting from the 2004 and 2005-2006 Grand Jury reports regarding the Roberta J. Wills Trust of May 22, 1984 and the construction of a new Madera County Animal Shelter.

The 2006–2007 Madera County Grand Jury investigation determined it was assumed that her Last Will & Testament bequeathed monies for the construction of a new animal shelter. Thus the question, why has it taken twenty-three years to build a new shelter which is currently under construction?

In the course of our investigation we interviewed the Director of the Madera County Animal Shelter, the Madera County Auditor-Controller, and the Madera County Assistant Administrative Officer.

FINDINGS:

On May 22, 1984 funds from Roberta J. Wills were transferred to Madera County creating two trust funds for the Animal Shelter, total monies \$268,725.51. The two accounts are as follows:

- #1355 Roberta Wills Animal Control Capital Improvements Trust Fund beginning balance of \$134,362.75
- #1356 Roberta Wills Animal Control Operations and Maintenance Trust Fund beginning balance of \$134,362.76

Additionally the funds have accrued a total interest of \$328,542.54 bringing the grand total of monies that have been available over the years, Capital Improvement #1355, \$371,590.42, and Maintenance #1356, \$225,677.63. The Trust fund monies have been kept separate from the General Fund Madera County uses; money was only transferred to this general fund after approval from the Madera County Board of Supervisors for specific expenditures. These expenditures are chronicled in the Schedule of Transactions for the Roberta Wills Trust Fund.

See attachments 1 and 2

The question as to why it has taken more than twenty years to culminate Roberta's wishes for a new animal shelter was an interesting task with so much time having passed.

After obtaining a copy of her Will from the County Assistant Administration Officer, examination determined there was no clear or detailed expectation for the use or timely use of the monies she left to



the county. Nor was there a clear absolute reference to her monies being specifically spent on the immediate construction of a new animal shelter.  
See attachment 3, page 1, lines 20 through 29.

The first and only request for a new animal shelter came approximately six years ago from the current Director of the Madera County Animal Shelter. As to the six years in the making, the Director pursued different professionals for volunteered time and services, to aid in keeping costs down. Every effort was made to get the most out of the space and monies available to this project.

The Director of the Animal Shelter is satisfied with the size and accommodations the new facility will provide. In 2006, they processed approximately 8,500 animals, adopting out 3,500 of them with the remaining 5,000 animals euthanized. Many animals are sent to persons who foster them so they will not be exposed to possible illness, and also provide additional space for animals to reside while waiting to be adopted. The new facility, along with continued use of fostering, will meet the needs of our growing community for at least ten years. The Director is continuing planning for future expansion.

Madera County and the City of Madera have also made monetary contributions to this project. The Madera County Board of Supervisor approved \$190,952 and the City of Madera allocated \$45,000. The original projected cost to build the new facility was \$527,675 in October of 2005; this does not include the kennels and other equipment, which will need to be purchased. Total monies available include as of February 2007, Wills Trust Capital Improvement #1355 at \$371,590, Madera County \$190,952 and \$45,000 from the City of Madera, totaling \$607,541.

After the building is completed any money left will automatically revert to the Wills Trust, which will be used for the purchase of necessary equipment.

We are glad to report as of April 23, 2007 the new animal shelter has been built and the Madera County Building Inspector has signed off on it. The shelter is expecting to open their new doors in July 2007.

#### CONCLUSIONS:

Madera County has made a positive effort and has been a good steward of the Roberta J. Wills Trust.

The Director of the Madera County Animal Shelter, good shepherd of our dislocated animal population, has set goals for our community and is continuing to meet these goals.

#### RECOMMENDATIONS:

The Madera County Animal Shelter Director should continue to explore innovative ideas to reduce the euthanasia rate in Madera County, such as the fostering program now in place and the mandatory spay/neutering required when adopting an animal. In addition make every effort to get the fostered animals pictures and profiles on a website, and in a directory available in the office to expedite adoption.

Madera County Board of Supervisors, Auditor-Controller, and Animal Shelter Director continue in the complementary interdependent relationship, which is working to provide for and protect our ever-growing unwanted and dislocated animal population.

RESPONSES:

Madera County Board of Supervisors  
Madera County Animal Shelter Director  
Madera County Auditor-Controller

**SCHEDULE OF TRANSACTIONS****ROBERTA WILLS ANIMAL CONTROL  
CAPITAL IMPROVEMENTS TRUST FUND (1355)****FROM INCEPTION TO FEBRUARY 28, 2007**

<b>Opening Cash Balance</b>	<b>\$134,362.75</b>
<b>Total Interest Earned</b>	<b>\$237,227.67</b>
<b>Expenses:</b>	
<b>Night Drop-off Boxes</b>	<b>\$7,841.88</b>
<b>Eleven New Kennels</b>	<b>\$11,400.00</b>
<b>R &amp; R to Animal Shelter Bldg. In 1993</b>	<b>\$2,700.00</b>
<b>Repairs to Animal Shelter Bldg. In 1998</b>	<b>\$9,936.35</b>
<b>New Computer System</b>	<b>\$12,523.76</b>
<b>Safety Equip, Protective Gear &amp; New</b>	
<b>Feed and Water Containers</b>	<b>\$3,998.00</b>
<b>Replace 350 Ft of Sewer Line</b>	<b>\$9,673.00</b>
<b>Contribution to Animal Shelter Remodel and Expansion</b>	<b>\$294,223.00</b>
<b>February 28, 2007 Cash Balance</b>	<b>\$19,294.43</b>

**SCHEDULE OF TRANSACTIONS**

**ROBERTA WILLS ANIMAL CONTROL  
OPERATIONS AND MAINTENANCE TRUST FUND (1356)**

**FROM INCEPTION TO FEBRUARY 28, 2007.**

Opening Cash Balance	\$134,362.76
Total Interest Earned	\$91,314.87
Expenses:	
Cat Cages - two 10 foot banks	\$6,600.00
63 cu. Ft. Euthanasia System	\$6,052.00
Misc. Equipment	\$451.00
One High Pressure Washer	\$1,686.00
Cage Bodies for Trucks	\$16,248.00
Feed Storage Container	\$1,960.00
Reimburse Co. Gen. Fund for Salaries & Benefits paid to Animal Control	
Officers in Fiscal years 86-87 & 87-88.	\$68,661.44
Payments to Vets. For Spay & Neuter	\$13,735.80
Printing Pet of the Week Certs.	\$65.83
Two Collection Bodies for Trucks	\$16,000.00
Two Hand Held Radios	\$1,800.00
TV,VCR & Video Camera for Staff Training	\$776.00
Washer & Dryer for Towels & Blankets	\$790.00
Paint & Repair 3 Dog Boxes	\$2,181.00
Repairs to Stock Trailer	\$450.00
Purchase New Hand Held Radios	\$1,200.00
Purchase New Telephone System	\$16,509.00
February 28, 2007 Cash Balance	\$70,511.56

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CASE NO. 2253 WILL ADMITTED  
TO PROBATE APR 5 1983 AND  
RECORDED VOL. 8 PAGE 202

FILED  
MADERA COUNTY

83 MAR 16 P 4: 01

WILL AND TESTAMENT

OF

ROBERTA J. WILLS Henrietta Major CLERK  
DEPUTY

5 I, ROBERTA J. WILLS, a resident of Madera County, California,  
6 hereby make and declare this to be my Last Will and Testament and  
7 revoke any and all other Wills and Codicils previously made by me.

8 FIRST: I declare that I am single, that I have never been  
9 married and that I have no children. I have no deceased children.

10 SECOND: It is my intention by this Will to dispose of all  
11 property of every kind and nature and wheresoever situate which I  
12 own or in which I have any right, title or interest.

13 THIRD: I declare that I am the owner of approximately 1600  
14 acres, more or less, of real property in Merced County, California,  
15 and I hereby direct that upon my death that such property be sold.  
16 I hereby give, devise and bequeath one-third (1/3) of the net pro-  
17 ceeds from the sale of said property in trust to FRANK APRIL, SR.,  
18 21 Seasons Court, Madera, California 93637, to be held, adminis-  
19 tered and distributed as follows:

- 20 (A) The trustee shall use said proceeds for the sole and  
21 exclusive benefit of the Madera County Animal Shelter  
22 and specifically use one-half (1/2) thereof for the  
23 making of capital improvements at any existing animal  
24 shelter, or, in the trustee's sole discretion, as a  
25 contribution toward acquisition and construction of  
26 a new facility; the remaining one-half (1/2) of said  
27 proceeds shall be used for administrative purposes  
28 as the trustee may, in the trustee's sole discretion,

29

determine.

30

(B) To carry out the purposes of this trust, the trustee

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is vested with any and all powers necessary to

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manage and control the trust estate the same as if

9.29.11

Attachment 3

Page 1

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he were dealing with his own property in addition to any and all powers now or hereafter conferred by law.

(C) This trust shall continue until occurrence of any one of the following:

- (1) Expenditure by the trustee of all of the trust estate as provided herein;
- (2) The death of FRANK APRIL, SR., or resignation of his office of trustee.

In the event of termination of this trust other than the total exhaustion of the assets of the trust estate as herein above provided, the proceeds, if any, remaining on hand upon either the death or resignation of FRANK APRIL, SR., as trustee shall thereupon be forthwith distributed to Madera County, California, free and clear of trust.

FOURTH: I hereby give, devise and bequeath to my friends, [REDACTED] and [REDACTED], or to the survivor of them, if they survive me, the sum of Fifty Thousand Dollars (\$50,000.00).

FIFTH: I hereby give, devise and bequest to my friend, [REDACTED] if she survives me, the sum of Fifty Thousand Dollars (\$50,000.00) and all of my right, title and interest in and to real property that I own at 514 Pine Street, Madera, California, if I own such property at the time of my death.

SIXTH: I hereby give, devise and bequest to my friend, [REDACTED] if he survives me, the sum of Twenty-Five Thousand Dollars (\$25,000.00) and all of my right, title and interest in and to real property that I own on North "G" Street, City of Madera, California, consisting of three (3) lots and a small house.

29 if I own such property at the time of my death.

30 SEVENTH: All the rest, residue and remainder of my estate I  
31 give to [REDACTED], and [REDACTED], equally, share and share  
32 alike, or to the survivor of them, if either predeceases me.

-2-

R. J. W.

Attachment 3  
Page 2



1           EIGHTH: Except as may be otherwise provided in this Will, I  
2 have intentionally and with full knowledge omitted to provide for  
3 any of my other heirs.

4           NINTH: I declare that all death taxes that may by reason of  
5 my death be attributable to my probate estate, or any portion of  
6 it or to any property or transfers of property outside my probate  
7 estate, shall be paid by my executor out of the residue of my  
8 estate disposed of by this Will without adjustment among the re-  
9 siduary beneficiaries and shall not be charged against or collected  
10 from any beneficiary of my probate estate or from any transferee  
11 or beneficiary of any property outside my probate estate.

12           TENTH: If any devisee, legatee or beneficiary under this  
13 Will, or any legal heir of mine or person claiming under any of  
14 them shall contest this Will or attack or seek to impair or invali-  
15 date any of its provisions, or conspire with or voluntarily assist  
16 anyone attempting to do any of those things, in that event, I  
17 specifically disinherit each such person and all legacies, bequests,  
18 devises and interests given under this Will to that person shall  
19 be forfeited and shall augment proportionately the shares of my  
20 estate going under this Will to such of my devisees, legatees and  
21 beneficiaries as shall not have participated in such acts or pro-  
22 ceedings. If all of my devisees, legatees and beneficiaries shall  
23 participate in such proceedings, I give, devise and bequeath the  
24 whole of my estate to my heirs at law according to the laws of  
25 succession of the State of California then in force, excluding all  
26 contestants and all persons conspiring with or voluntarily assist-  
27 ing them.

28           NINTH: I hereby nominate and appoint FRANK APRIL, SR., to

29 | serve as executor of this Will, to serve without bond and with  
30 | power of lease, sale or mortgage without notice, subject, however,  
31 | to confirmation by Court as provided by law.  
32 | - - - - -

-3-

A handwritten signature in dark ink, appearing to be 'R. J. H.', is located to the right of the page number.

Attachment 3  
Page 3

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29

The foregoing instrument is subscribed by me on this \_\_\_\_\_  
day of Nov 24 1982, 1982, at Madera, California.

Roberta J. Wills  
ROBERTA J. WILLS

The foregoing instrument consisting of four (4) pages includ-  
ing this page, was, on the date written below, signed, published  
and declared by the said ROBERT J. WILLS, the Testatrix therein  
named, in our presence, to be her Will and requested us to act as  
witnesses. We now, at the request of said Testatrix and in her  
presence and in the presence of each other, do hereby subscribe our  
names as witnesses.

We declare under penalty of perjury that the foregoing is  
true and correct and that this declaration was executed on  
Nov 24, 1982, at Madera, California.

Vera Penning residing at Madera, California.  
208 Sussfras Dr. 674-7749

Kenneth S. Taylor residing at Madera, California.  
1615 Riverwood Dr. 673-1176



**ROBERT F. DE WALL**  
**AUDITOR-CONTROLLER COUNTY OF MADERA**  
200 WEST 4<sup>th</sup> STREET/MADERA, CALIFORNIA 93637  
(559) 675-7707 / FAX (559) 661-3006 / TDD (559) 675-8970

May 9, 2007

Ms. Debbie F. Smith  
Foreman, Madera County Grand Jury  
P. O. Box 534  
Madera, CA 93639-0534

Dear Ms. Smith:

Yesterday I received a copy of the Grand Jury's Final Report on the Madera County Animal Shelter and the Roberta J. Wills Trusts. While I concur with most of the report, I believe there is one error. The ninth and tenth paragraphs under "Findings" read, "Madera County and the City of Madera have also made monetary contributions to this project. The Madera County Board of Supervisor (sic) approved \$190,952 and the City of Madera allocated \$45,000. The original projected cost to build the new facility was \$527,675 in October of 2005; this does not include the kennels and other equipment, which will need to be purchased. Total monies available include as of February 2007, Wills Trust Capital Improvement # 1355 at \$371,590, Madera County \$190,952 and \$45,000 from the City of Madera, totaling \$607,541."

"After the building is completed any money left will automatically revert to the Wills Trust, which will be used for the purchase of necessary equipment."

My records show that after the public hearings on the 2005-06 General Fund budget in August of 2005, the Board of Supervisors approved a budget which contained total appropriations for the new Animal Shelter project of \$ 603,807. The estimated funding for those appropriations was; \$ 45,000 contribution from the City of Madera, \$ 190,952 from County General Fund discretionary revenues and \$ 367,855 from the Roberta Wills Capital Improvement Trust Fund. On October 11, 2005, the County entered into contract 7951-C-05 with Valley Steel Construction to build the new shelter. The total cost of that contract was \$ 527,675. Shortly thereafter Change Order 1 was issued to that contract increasing the total cost to \$ 530,175. Before closing the fiscal records for 05-06 in June of 2006, I determined how much cash needed to be transferred to the General Fund from the Roberta Wills Capital Improvement Trust Fund. Since the amount of the contract (\$ 530,175) was \$ 73,632 less than the original estimated cost of the project that had been appropriated in the 05-06 General Fund budget (\$ 603,807), I

credited that "savings" wholly to the Roberta Wills Trust and only transferred \$294,223 to the General Fund (\$ 367,855 - \$ 73,632).

To date the County has paid \$452,814.55 on the contract leaving a balance of \$77,360.45. Whatever amount of this unpaid balance, if any, remains unpaid after the project is totally finalized would be in the nature of "savings". How much of this "savings" would be allocated to which of the funding sources might need to be decided by the Board of Supervisors with input from the County Administrative Officer and the Animal Shelter Director. My point is that the unpaid balance of \$ 77,360.45, less any remaining payments on the contract, is the maximum amount of project funding available to purchase equipment and kennels. This money is currently part of the General Fund cash balance. The Roberta Wills Capital Improvement Trust Fund has a current balance of \$ 19,508.58 that could be used for the equipment and kennels. The Roberta Wills Operations and Maintenance Fund has a current balance of \$ 71,294.17. Whether or not this could be used to purchase equipment and kennels would have to be determined by County Counsel and the Board of Supervisors.

If you have any questions or need additional information, please contact me.

Sincerely,

A handwritten signature in blue ink that reads "Robert F. DeWall". The signature is cursive and fluid.

Robert F. DeWall, CPA  
Auditor-Controller

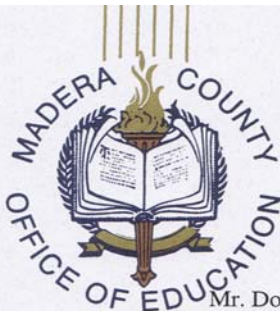
Cc:  
Stell Manfredi, County Administrative Officer  
Kirsten Gross, Animal Shelter Director

**ADDENDUM TO  
2006-2007 GRAND JURY REPORT BOOK**



**Addendum to  
2006-2007 Grand Jury Final Report Book**

Madera County Office of Education response to 2002 Funding Shortage Report



SALLY L. FRAZIER, Ed.D.  
*Superintendent*

July 6, 2006

RECEIVED

JUL 13 2006

MADERA COUNTY GRAND JURY

Mr. Douglas Kleist, Foreman  
Madera County Grand Jury  
PO Box 534  
Madera, CA 93639-0946

RE: Resolution of the Funding Shortage of the Madera County Office of Education  
And the Madera County Treasurer/Tax Collector (First Interstate Bank)  
Grand Jury Final Report of December, 2002

Dear Mr. Kleist:


It is with great pleasure that we are able to advise that the above-referenced matter has been settled. As you may recall, we had been in litigation in regard to the FIB account, and the disputed balance of \$167,657.41. This had precluded us from providing detailed information regarding progress on that topic.

Since that time, a thorough accounting of the activity regarding the funding of the First Interstate Bank Account has been completed. Both parties agreed to the process of binding arbitration in lieu of a costly court battle. The arbitration was concluded at minimal cost in just one day. Following the arbitration award, the judgment was satisfied and the Satisfaction of Judgment was submitted for recording on June 22, 2006. We consider the matter to be concluded and have closed our file. Staff in both our agencies continues to enjoy a mutually cooperative working relationship.

In regard to the reconciliation of the Bank of America accounts, the Payroll account has been brought current and is reconciled each month. Over 625 old outstanding and exception items have been cleared. The reconciliation of the Accounts Payable account is current through the June, 2003 year. We are working together to resolve some small discrepancies in funding for a few months in the 2003-2004 year. Once the funding issues are resolved, it will not take much time to complete bringing this account current.

Please don't hesitate to contact me if you have questions regarding this update.

Sincerely,



Gerri Kendall Cox  
Chief Business & Administrative Services Officer

cc: Sally L. Frazier, Ed.D.  
Tracy Kennedy Desmond

28123 Avenue 14 • Madera, CA 93638 • (559) 673-6051 • FAX (559) 673-5569  
[www.maderacoe.k12.ca.us](http://www.maderacoe.k12.ca.us)

**Addendum to  
2006-2007 Grand Jury Final Report Book**

**Board of Supervisors Responses to the 2005-2006 Grand Jury Final Report**

In accordance with Penal Code Section 933, the Madera County Board of Supervisors submits this response to the Final Report of the Grand Jury.

**Regarding: Madera County 2005-2006 Grand Jury Final Report on the City of Madera Housing Authority**

- Grand Jury Recommendation

“Suggest the Board of Supervisors investigate the feasibility of expanding the housing authority to cover the entire County of Madera.”

- Board of Supervisors’ Response to Grand Jury

The response of the Planning Director is appropriate and submitted as the Board of Supervisors’ response to this recommendation.

- Resource Management Agency Planning Department Response

The Recommendation is being implemented.

The County currently works with the Housing Authority to provide affordable housing through a memorandum of understanding providing for the implementation of housing rehabilitation programs funded through the State. This includes the administration of ongoing grants and use of the County’s program income fund (grant monies returned to the County from the program.) The County’s General Plan also contains a policy that the County shall continue to work with the Housing Authority to expand its jurisdiction to include all of Madera County.

**Regarding: Madera County 2005-2006 Grand Jury Final Report on Madera City Police**

- Grand Jury Recommendation

“The Madera Gang Task Force aggressively attacks the increasing gang problem.”

“Seek State and Federal Grant monies to help compensate the task force with additional equipment and personnel.”

- Board of Supervisors’ Response to Grand Jury

The Recommendation is being implemented. The Madera County Gang Task Force is a multi-agency effort comprised of personnel from the County of Madera, the State Department of Justice, City of Madera, City of Chowchilla, California Highway Patrol and State Parole. For 2006-07, the County of Madera will be providing four (4) personnel for the Task Force at a cost of \$280,840, using local discretionary funds. The County Grand Coordinator was directed to research State and Federal sources to obtain grant funding to offset and/or supplement the local financial effort.



**Addendum to  
2006-2007 Grand Jury Final Report Book**

**Regarding: Madera County 2005-2006 Grand Jury Final Report on the Board of Supervisors  
Misuse of Reimbursable Allowances**

- Grand Jury Recommendation

“The County Auditor-Controller should periodically review said expenditures for adherence to appropriate Madera County Codes.”

- Board of Supervisors’ Response to Grand Jury

The Recommendation has been implemented. Effective November 1, 2005, the Board did adopt an amendment to the County Travel Policy which clarified the Board members meeting activities and to reflect the unique activities associated with elective offices. Although left out of the Grand Jury Final Report, the County Clerk-Recorder and Treasurer-Tax Collector are included in the In-County Meal Reimbursement Allowance for Elected Officials.

It is the Board’s expectation that the County Auditor-Controller will continue to review all claims submitted by elected officials for reimbursement of allowable expenses.

**Regarding: Madera County 2005-2006 Grand Jury Final Report on Madera County Planning  
Department**

- Grand Jury Recommendation

“Make every effort to expedite processing of all types of permits”

- Board of Supervisors’ Response to Grand Jury

The response of the Planning Director is appropriate and is submitted as the Board of Supervisors’ response to this Recommendation.

- Resource Management Agency Planning Department Response

The Recommendation is being implemented.

The department has experienced a significant amount of staff turnover in the past year and is in the process of training new staff in the use of the County’s permit processing system (POSSE). While the Planning Department’s permits are being processed on the computer system, other departments are still working to implement the computerization of all permits that will expedite the timely processing and handling of permits. The planning Department has targeted time limit goals for the processing of permits handled and forwarded to the Department. Currently, the Department is striving for an 8 hour turn-a-round in the processing of business licenses, simple building permits and recheck of building permits. New Single Family Dwellings and commercial permits are to be reviewed within 8 working days. Staff has, with the use of overtime and prioritization of staffing, normally met these time frames.

**Addendum to  
2006-2007 Grand Jury Final Report Book**

**Regarding: Madera County 2005-2006 Grand Jury Final Report on County Probation Department**

- Grand Jury Recommendation

“Develop new or enhance existing programs to provide efficient and better services to all offenders and to community.”

- Board of Supervisors’ Response to Grand Jury

This recommendation will be implemented. The response of the Chief Probation Officer to the Recommendation is considered appropriate and is also included as part of the board of Supervisors’ response to this Recommendation.

- Probation Department Response

This recommendation will be implemented. The department has recently applied for two grants and is possibly looking at a third. One of the grants is nearly guaranteed and will do three things: enhance our truancy program, enhance our juvenile intake and supervision program, and provide invaluable training for all members of the juvenile justice system. The second grant, if approved, will develop an adult DUI program and will be coordinated with other local law enforcement agencies. The time frame for both programs would be within the next 90 days if successful. The third grant, which we have not applied for at this time, focuses on a peer court and would be a collaborative effort with the educational system.

- Grand Jury Recommendation

“Increase salary structure in an attempt to become competitive with the various nearby counties”

- Board of Supervisors’ Response to Grand Jury

The recommendation has already been implemented, and will continue to be addressed in the future. The Deputy Probation Officers, based on past and current memoranda of understanding with the Board of Supervisors, have been, and are currently receiving salary and benefits packages that are increasing at approximately 5.3% since 2001.

**Regarding: Madera County 2005-2006 Grand Jury Final Report on the Madera County Veterans Service Office, Public Guardian, Public Conservator, and Public Administrator**

- Grand Jury Recommendation

“Additional staff will be required to perform client visits by the Public Guardian/Conservator

- Board of Supervisors’ Response to Grand Jury

This Recommendation has been implemented. On January 10, 2006, The Board of Supervisors authorized an additional position in the Department to have Public Guardian responsibilities. The position is titled, “Chief Deputy Public Guardian”.

**Addendum to  
2006-2007 Grand Jury Final Report Book**

**California Department of Health Services Response to 2005-2006 Madera County Hospital Report**

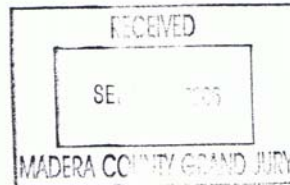


State of California—Health and Human Services Agency  
**Department of Health Services**



ARNOLD SCHWARZENEG  
Governor

September 18, 2006



Douglas Kleist  
2005 Madera Grand Jury  
P.O. Box 534  
Madera, CA 93639

Dear Mr. Kleist:

FACILITY: Madera Community Hospital  
COMPLAINT NUMBER: CA00080560

The Licensing & Certification Program (L&C) within the California Department of Health Services has completed an investigation of your complaint concerning pharmaceutical services at Madera Community Hospital. L&C made an unannounced visit to the facility on June 15, 2006 and investigated circumstances surrounding your complaint through direct observation, interviews, and/or review of documents. Through this process we substantiated your complaint.

The basis for this finding is as follows:

- L&C validated the complaint allegation during the onsite visit. Pursuant to our investigation, L&C sent the facility a statement of deficiencies, and the facility submitted an acceptable Plan of Correction to the Department (see enclosed form).

If L&C issued a statement of deficiencies form, the facility was required to submit a plan of correction that met federal and state requirements. The same federal form, known as an "CMS 2567," is used for both purposes. If L&C substantiated your complaint allegation, we have enclosed a copy of the final CMS 2567 for your review.

Current law authorizes L&C to make a **final** determination when investigating complaint allegations in . Our final decision is based on onsite investigation including direct observations, interviews, and review of documents. This decision is not subject to any further administrative review.

---

Licensing & Certification, Fresno District Office, 7170 N. Financial Dr., Suite 110, Fresno, CA 93720  
(559) 437-1500 (559) 437-1555 FAX  
Internet Address: [www.dhs.ca.gov](http://www.dhs.ca.gov)

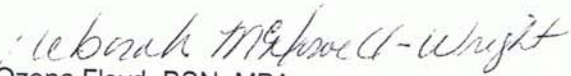
**Addendum to  
2006-2007 Grand Jury Final Report Book**

Madera Community Hospital  
CA00080560  
September 18, 2006  
Page 2

Thank you for sharing your concerns, we will continue our efforts to ensure that patients receive care, services and reside in an environment in accordance with their needs and preference.

Should you have any questions, please contact Joan Spence, Health Facilities Evaluator Supervisor, at (559) 437-1500.

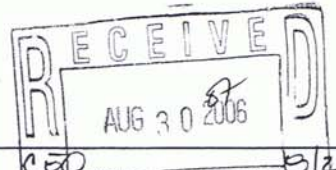
Sincerely,

  
Ozena Floyd, BSN, MPA  
District Administrator  
Enclosure [CMS 2567]

**Addendum to  
2006-2007 Grand Jury Final Report Book**

*approved  
8/23/06* PRINTED: 08/21/2006  
FORM APPROVED

Department of Health Services				
STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION	(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER:  050568	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____	(X3) DATE SURVEY COMPLETED  C 06/15/2006	
NAME OF PROVIDER OR SUPPLIER  MADERA COMMUNITY HOSPITAL		STREET ADDRESS, CITY, STATE, ZIP CODE 1250 E ALMOND AVE MADERA, CA 93637		
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETE DATE
E 000	Initial Comments  The following reflects the findings of the Department of Health Services during the investigation of Complaint #: CA00080560 regarding Pharmaceutical Services.  Representing the Department of Health Services: Shirley Scroggins HFEN.	E 000		
E2349	T22 DIV5 CH1 ART8-70837(a) General Safety and Maintenance  (a) The hospital shall be clean, sanitary and in good repair at all times. Maintenance shall include provision and surveillance of services and procedures for the safety and well-being of patients, personnel and visitors.  This Statute is not met as evidenced by: Based on observation and staff interview, the hospital failed to ensure a safe environment when dressing carts, medication carts and supply rooms that contained "sharps" (i.e. scalpels, syringes, needles) were unlocked and unattended and were accessible to unauthorized personnel, patients and visitors.  The findings include:  On June 15, 2006 at 1:10 p.m., a tour of the emergency room and medical/surgical units was conducted. Three dressing carts in the emergency room and one dressing cart on the medical/surgical unit were unlocked and unattended. Supplies on the carts included scalpels, syringes and needles.  Two medication carts on the medical/surgical unit did not latch properly and drawers of syringes	E2349	Staff education has been provided on keeping carts which contain sharps locked at all times.  Sharps were removed from unlocked dressing carts.  Signs have been posted near and on all carts with sharps that must be locked.  New automatic locking carts are on order to replace manual key locking carts in the Emergency Room and Nursing Stations.	6/15/06 ER Director MS Director  6/15/06 ER Director MS Director 7/10/06 VP Pt. Care Services PO #'s 170792 170793



Licensing and Certification Division  
LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE  
STATE FORM

*[Handwritten Signature]*

CEO  
DEPT. OF HEALTH SERVICES  
LICENSING & CERTIFICATION - FRESNO  
8/25/06 (X6) DATE  
VP PC Services  
8/24/06



**Addendum to  
2006-2007 Grand Jury Final Report Book**

PRINTED: 08/21/2006  
FORM APPROVED

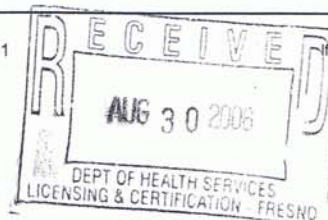
Department of Health Services

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION		(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER:  050568	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____	(X3) DATE SURVEY COMPLETED  C 06/15/2006
NAME OF PROVIDER OR SUPPLIER  MADERA COMMUNITY HOSPITAL		STREET ADDRESS, CITY, STATE, ZIP CODE 1250 E ALMOND AVE MADERA, CA 93637		
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETE DATE
E2349	Continued From page 1  and needles were accessible to unauthorized staff, patients and visitors. The supply room on the East station was equipped with a keypad lock. The door was found with tape covering the locking mechanism which prevented the door from locking. Medical supplies were located in this area.  On June 15, 2006, administrative staff were questioned about the accessibility of the scalpels, syringes and needles. Administrative staff stated the carts containing "sharps" such as scalpels and needles should be locked to prevent access by unauthorized people.	E2349	The broken supply room key pad lock was replaced the next day.	6/15/06 Facilities Director

Licensing and Certification Division  
STATE FORM

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PY5711



If continuation sheet 2 of 2

**Addendum to  
2006-2007 Grand Jury Final Report Book**

**Central California Women's Facility Response to 2005-2006 CCWF Report**

STATE OF CALIFORNIA- DEPARTMENT OF CORRECTIONS AND REHABILITATION

ARNOLD SCHWARZENEGGER, Governor

DIVISION OF ADULT INSTITUTIONS  
Central California Women's Facility  
P.O. Box 1501  
23370 Road 22  
Chowchilla, CA 93610-1501  
(559) 665-5531



February 13, 2007

Debbie F. Smith, Foreman  
Madera County Grand Jury  
P.O. Box 534  
Madera, CA 93639-0534

Dear Ms. Smith:

This is in response to your letter dated January 23, 2007, wherein you have requested a written response regarding the 2005-2006 Madera County Grand Jury Final Report on Central California Women's Facility (CCWF).

The Madera County Grand Jury toured various areas of CCWF during their visit on February 28, 2005, as outlined in their report. It is obvious by the amount of detail contained in their report that they did a thorough and complete assessment of CCWF's operations. Specifically, one of the areas addressed by the Grand Jury was the cabinet shop. Although the report does not reflect anything negatively, the Grand Jury did identify an area they felt should be addressed. As a result the Grand Jury recommended that the inmates assigned to the cabinet shop be required to wear protective eye wear when on the job assignment.

Pursuant to the Senate Bill (SB) 198, inmates are to be trained on the inherent dangers associated with any job or required duties. In addition, they are to be trained on the proper use of any tools and safety equipment necessary to complete the task. This training shall be provided to the inmate on the first day of assignment and prior to the inmate being allowed to perform any job or tasks. Therefore, your recommendation is not only valid, but is mandated as outlined in SB 198.

CCWF shall ensure that staff, and inmates, are provided ongoing training relative to safe practices as mandated in SB 198.

Should you have any questions or concerns regarding this matter, please contact Rich Williams, Administrative Assistant/Public Information Officer, at (559) 665-6002.

Sincerely,

A handwritten signature in blue ink that reads "Deborah L. Patrick".

DEBORAH L. PATRICK  
Warden (A)

c: Wendy Still, Associate Director, Division of Adult Institutions  
Mary Lattimore, Chief Deputy Warden