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Plumas County Grand Jury Members 2006-2007

Sheila Grothe, Foreperson, Taylorsville
Bill Mainland, Foreperson Pro Tem, Portola
Judy Gimple, Recording Secretary, Greenville
Kathy Davis, Treasurer, Graeagle
Jeanine Carle, Corresponding Secretary, Portola
Doug Hart, Blairsden
Mavis Somers, Canyon Dam
Lyn Sherrard, Clio
Carl Chavez, Graeagle
Jim Clatte, Graeagle
Terry Harvey, Lake Almanor
Norm Jolicoeur, Lake Almanor
Ken Wilson, Lake Almanor
Colleen Keller, Quincy
Dale Mannies, Quincy
Sharon Pence, Quincy
Pam Weis, Quincy
Sandra Horton, Portola
Judy Wollesen, Portola

Plumas County Grand Jury Committees 2006-2007

Community Relations
County Administration
Editorial Review
Education
Grand Jury Review
Health and Welfare
Law and Justice
Oversight
Special Districts

INTRODUCTION

Your 2006-2007 Plumas County Grand Jury is a body of nineteen Plumas County citizens charged and sworn to respond to citizen complaints and to inquire into matters of civil concern within the boundaries of Plumas County and incorporated cities within these boundaries. Grand Jury duties, powers, responsibilities, qualifications and selection process are set forth in the California Penal Code Section 888 et seq.

The Grand Jury reviews and evaluates procedures, methods and systems used by governmental agencies to determine whether they comply with stated objectives of the agency and if their operation can be made more effective and efficient. It may inquire into any aspect of the county and city government, special districts, joint powers agencies and service district funded in whole or part by public monies, to ascertain that the best interests of Plumas County residents are being served.

The Grand Jury reviews all citizen complaints and investigates when appropriate. All complaints are treated confidentially. This applies to both written documents, as well as the testimony of witnesses and participants. The complainant may be asked to appear as a witness. A complaint form may be obtained by contacting the Jury Commissioner's Office, or:

Plumas County Grand Jury
P. O. Box 784
Quincy, CA 95971

The Grand Jury functions lawfully only as a body. No individual grand juror, acting alone, has any power of authority. Meetings of the Grand Jury are not open to the public. Law requires all matters discussed before the Grand Jury and votes taken to be kept private and confidential. The end result of inquiries into civil matters are released to the public in a final report which is reviewed, prior to release, by the Supervising Judge of the Superior Court of the County.

The Penal Code requires the Grand Jury to:

- Inquire into the condition and management of jails within the county.
- Investigate and report on the operations, accounts, and records of county officers, departments, and functions.
- Inquire into the willful or corrupt misconduct in office of public officers.
- Submit a final report of its findings and recommendations, no later than the end of its term, to the Supervising Judge of the Superior Court. Agencies to which these recommendations are directed are required to respond to the Plumas County Grand Jury within 90 days after the final report is released.

Participation in Grand Jury investigation and discussion is an opportunity to get an intimate look at how government works and to make informed and valuable recommendations regarding possible improvements. It is also an opportunity to serve with fellow county residents and to discover how a body of nineteen citizens reaches consensus. Service on the Grand Jury is also a way to contribute and to make a positive difference. Jurors serve 12 months and may be requested to serve a second 12 months. The term of the Grand Jury runs from July 1 to June 20.

Note to Respondents

Effective January 1, 1997, there was an extensive change in the law affecting respondents and responses to Grand Jury findings and recommendations. The legal requirements are contained in the California Penal Code, Section 933.05.

For assistance of all respondents, Penal Code Sec. 933.05 is summarized as follows:

How to Respond to Findings

The responding person or entity must, within time frames specified in Penal Code Section 933(c), respond in one of two ways:

1. That you agree with the finding.
2. That you disagree wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons for disagreement.

How to Report Action in Response to Recommendations

Recommendations by the Grand Jury require action (Penal Code 933.05). The responding person or entity must report action on all recommendations in one of four ways:

1. The recommendation has been implemented, with summary of the implemented action.
2. The recommendation has not yet been implemented, but will be implemented in the future, with a time frame for implementation.
3. The recommendation requires further analysis. If the person or entity reports in this manner, the law requires an explanation of the analysis or studies in a time frame not to exceed six months.
4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation.

If either a finding or recommendation deals with budgetary or personnel matters of a county department headed by an elected officer, both the elected officer and the Board of Supervisors shall respond if the Grand Jury so requests, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority.

Requirement to Respond

No later than 90 days after the Grand Jury submits a final report on the operations of any public agency subject to its reviewing authority, the governing body of the public agency (includes departments) shall comment to the Presiding Judge of the Superior Court on the findings and recommendations pertaining to matters under the control of the governing body, and every elected county officer or agency head for which the Grand Jury has responsibility pursuant to Section 914.1 shall comment within 60 days to the Presiding Judge of the Superior Court, with an information copy sent to the Board of Supervisors, on the findings and recommendations pertaining to matters under the control of that county officer or agency head and any agency or agencies which that officer or agency head supervises or controls. All of these comments and reports shall forthwith be submitted to the Presiding Judge of the Superior Court who impaneled the Grand Jury.

Distribution List

The final report of the 2006-2007 Plumas County Grand Jury will be distributed to the following individuals and agencies:

The Honorable Judge Ira Kaufman
The Honorable Judge Janet Hilde
Plumas County Grand Jury for 2006-2007
Plumas County Grand Jury for 2007-2008
Plumas County Board of Supervisors
Clerk of the Board of Supervisors
Plumas County Administrative Officer
Plumas County Auditor/Controller
Plumas County Building Department
Plumas County Clerk
Plumas County Counsel
Plumas County Department of Animal Services
Plumas County Department of Human Resources
Plumas County Department of Social Services/Public Guardian
Plumas County Development Commission
Plumas County District Attorney
Plumas County Facility Services Department
Plumas County Flood Control and Water Conservation District
Plumas County Information and Technology Department (Website)
Plumas County Jail
Plumas County Libraries
Plumas County Office of Emergency Services (OES)
Plumas County Planning Department
Plumas County Probation Department
Plumas County Public Health Agency
Plumas County Sheriff
Plumas County Unified School District
California State Archivist
California Attorney General's Office
City of Portola
All Special Districts (47)
Local Agency Formation Commission (LAFCo)
Fire Departments
Feather River College
California Grand Jurors Association
Plumas County Court Executive Officer

PLUMAS COUNTY BOARD OF SUPERVISORS

Statement of Function (Quoted from the Plumas County Budget Book)

The Plumas County Board of Supervisors (BOS) is established by State law and is comprised of five elected representatives. Each member represents a geographic area in the County equal to approximately 20% of the population as determined in the last decennial census. Board members are considered non-partisan and are elected to four year, staggered terms.

The Board of Supervisors is responsible for the enactment of ordinances and resolutions, the adoption of the annual budget for County departments and dependent special districts, for which they sit as the governing Board of Directors, for approval of new programs and grants, and the adoption of land use and zoning plans. The Board of Supervisors is the policy-making body with the County, not including schools and independent special districts. The budget adopted by the Board each fiscal year includes 90-95% state mandated programs.

Reason for Review

The Grand Jury conducted its review as a result of the BOS reluctance to address some of previous years' recommendations. Further, because of the nature and scope of their responsibility, the Grand Jury has deemed that a yearly review is necessary.

Procedure Followed

All Supervisors were interviewed. The County Administrative Officer, the Administrative Assistant, Clerk of the Board, County Risk Manager and the Auditor were also interviewed. Travel and other expense claims for each BOS member were reviewed.

Based upon the facts gathered in this process, the following Findings and Recommendations have been made:

Finding #1

A thorough review of expense claims submitted by the BOS revealed that some members consistently fail to follow the Policies and Procedures regarding travel and other expenditures. This is evidenced in part by:

- Use of the County credit card to purchase personal items.
- Exceeding the County established allowance for restaurant meals within the County.
- Submission of claim forms that are incomplete and/or lack necessary supporting documents. Some claims were unsigned by the claimant.
- Travel and expense claims are being authorized by the Board Clerk.

Recommendation #1

All Supervisors should receive instruction in the laws governing the use and misuse of government-issued credit cards. Instruction should include the correct procedure for completion of claims, including submission with their own signature.

All claims should be authorized by the Chairman of the Board and submitted to the Auditor. The Clerk of the Board should retain copies of all claims for a period of at least three years. This practice would facilitate requests from the public to review Board members' travel and other expenditures.

Finding #2

The County expends more than \$100,000 a year to a professional lobbying group in Washington D.C. Some Supervisors have engaged in independent lobbying activities at additional cost to the County. Such activities may be duplicative.

Recommendation #2

While some non-professional lobbying activities may be warranted, such efforts by Supervisors should be minimal in that they are elected to represent their constituents at the local and county level. Other elected officials represent the same constituents at the State and Federal levels. The Supervisors should review these apparent duplicative practices and determine their cost effectiveness and appropriateness in serving the County. A detailed report of the findings should be issued.

Finding #3

The BOS travel budget for the fiscal year has been exceeded due to excessive travel by some supervisors. Additional funds had to be transferred so that Supervisors could continue to travel this fiscal year.

Recommendation #3

Each Supervisor should provide a projected travel schedule for the fiscal year that states the purpose, destination and cost for each trip. This schedule should be updated monthly and posted so that the public is aware of the activities of their County representative. The BOS must ensure that there is no duplicate or unnecessary travel expense that impacts the County budget.

Finding #4

The BOS meeting minutes continue not to be posted in a timely manner and are voted on once a month. This was addressed in last year's Grand Jury report but not acted upon.

Recommendation #4

There is no legal requirement for minutes to be approved prior to the release to the public. BOS meetings should be electronically recorded, retained and posted for public accessibility prior to the next BOS meeting.

Finding #5

The County has no central purchasing department. Review of several County departments reveals inconsistent purchasing practices that are sometimes wasteful and inappropriate. Examples include, but are not limited to, purchasing vehicles, furniture, bottled water and general supplies. Contracts for services and/or goods appear to be negotiated by each department. The Plumas County Code, Title 3, Chapter 1, defines and specifies a central county purchasing authority called the “Purchasing Agent”.

Recommendation #5

The BOS should establish a Purchasing Department whose function would be to provide inventory control and purchase of equipment and supplies for all County departments.

Finding #6

Individual departments are leasing storage space because the County has no central storage facility.

Recommendation #6

The BOS should examine the feasibility of a central storage facility, such as the vacant Armory building, for items no longer being used by County departments. Regular public auctions of surplus inventory should be conducted.

Commendation

Although the Grand Jury did not review the Auditor’s Office, it commends the Auditor for her cooperation and proactive efforts to bring County practices into compliance with applicable Federal, State & County laws, policies and procedures.

ANIMAL SERVICES DEPARTMENT

Statement of Function

According to the Departmental General Orders, Animal Services aspires to three main goals:

1. To protect the public health while assisting the animal owners of Plumas County;
2. To protect the welfare of animals and to promote responsible pet ownership; and
3. To promote an atmosphere of peace and harmonious relationships between animal owners and non-owners.

The Animal Services Department was placed under the supervision of the County Administrative Officer (CAO) in July, 2006. For the period 2001 through June, 2006, the Sheriff's Department oversaw the administration and operation of this department.

Reason for Review

The current Grand Jury conducted a review as a follow-up to the 2005-2006 GJ findings.

Procedure Followed

Interviews were conducted with on-site staff, the CAO and off-site subordinate staff to whom the CAO delegated supervisory tasks related to Animal Services. The Grand Jury conducted an unannounced tour of the facility located in Quincy.

Based upon the facts gathered in this process, the following Findings and Recommendations have been made:

Finding #1

The Animal Control Officers have department-issued cell phones that do not have county-wide service. They have mobile radios in the trucks, but there is no base station at the facility itself. Radio contact is made through the Sheriff's Office, not directly to staff at the Animal Services facility.

Recommendation #1

Equipment should be installed at the Animal Services facility to make it possible for Animal Control Officers to have direct communication with the on-site staff.

Finding #2

There is not a complete operational/administrative manual, which includes off-hours emergency procedures, available to staff.

Recommendation #2

An Operational/Administrative Manual should be developed to provide direction. Such a manual should include policies and procedures already in use and serve as the written authority for administrative directives, decorum, conduct and training requirements.

Personnel issues should be addressed and clarified and be consistent with the Plumas County Personnel policies.

Finding #3

There is no on-site supervisor/manager at the Animal Services facility. Overall responsibility rests with the CAO. The CAO has delegated some supervisory duties to subordinate staff, including the County Risk Manager and the CAO's Administrative Assistant. The impact of this includes the following:

- The staff reported confusion about the chain of command and are not always certain whom to contact in case of supervisor absence or other unforeseen events.
- There is no authority on-site to set daily work schedules and activities. Staff appears to be autonomous with the exception of the part-time kennel attendant who reports receiving daily instruction primarily from the two Animal Control Officers.
- All staff at the Animal Services facility agreed that an on-site supervisor/manager is needed.

Recommendation #3

The Grand Jury strongly recommends recruitment and hiring of an on-site supervisor/manager who would supervise all on-site staff and report to the CAO. The County Risk Manager and the Administrative Assistant would be relieved from supervisory duties.

This recommendation includes the development of a job description for all staff, including the supervisor/manager whose duties would include serving as back-up to subordinate staff at the facility.

Commendations

- There is continuing effort to expand the Volunteer Program at the facility.
- The facility is now open on Saturdays for public convenience.

PLUMAS COUNTY DEPARTMENT OF SOCIAL SERVICES/PUBLIC GUARDIAN

Statement of Function (Quoted from the Plumas County Budget Book)

The Department of Social Services delivers public social services and public assistance to low income Plumas County citizens. The services and financial assistance we provide includes protecting children and vulnerable adults from abuse and/or exploitation, temporary cash assistance, food and medical benefits, and employment services programs. All of the Department of Social Services programs are mandated by Federal and State law; or, by Plumas County Board of Supervisors resolutions and ordinances.

The services we provide include direct interventions and other forms of assistance to the County's residents who are least able to protect themselves, abused and neglected children, the elderly and those persons whose lives are affected by infirmities and disabling conditions that might prevent them from remaining at home.

The services provided by the Department include Children's Protective Services (CPS), Adult Protective Services (APS) and In-Home Supportive Services (IHSS).

The Department also issues temporary cash assistance and provides employment services under the Cal WORKS program, food assistance (Food Stamps), assistance for medically needy families and individuals (Medi-Cal and CMSP), transitional services for foster youth (Independent Living Program Services,(ILPS)), and cash loans for indigent adults (General Assistance).

Most of the funding for Department operations is provided to the County from annual appropriations of the State General Fund, federal block grants such as Temporary Assistance to Needy Families (TANF) and other federal and state sources. The state and federal funds are disbursed, monitored and controlled through a state allocation process that utilizes caseload information and base-year costs upon which the budget year allocations are framed. In accordance with the County's budget policies, the Department's budget reflects the Department's best estimate of available funding from these outside sources at the time the budget is prepared.

Most programs include a mandated match requirement from local funding sources that, in aggregate, represents about fifteen percent (15%) of the budget total. In the past, such funds have been supplied from the Realignment Trust Fund, which represents an apportionment of vehicle license fees and state sales taxes. The budget continues to be structured in this manner for FY 2006-2007. When Realignment Funds are not sufficient to meet the County's required local contribution, the mandated contribution must come from the County General Fund. We do not anticipate the need for a General Fund contribution for the budget year.

All programs in the Department have, as their broad mission, the preservation of the health, safety and well being of the citizens we serve. Inasmuch as the programs are

mandated, there is no established internal priority relationship between the various benefits and services the Department provides.

The Office of the Public Guardian/Conservator is an independent division of the Department of Social Services. The Superior Court appoints the Public Guardian/Conservator to make decisions on behalf of the Conservatee that support and encourage their capabilities and wishes specific to their living situation, financial means, medical and dental needs, and legal obligations. The Guardian also secures and/or performs inventories and appraisals to assure the protection of Conservatee assets. All activities that are performed on behalf of a Conservatee must be reported to and approved by the Superior Court at least annually.

The determination that a person lacks the capacity to make decisions for themselves must be verified by a medical or mental health professional. Confirmation of an individual's incapacity is subject to a finding of fact and an Order of the Superior Court.

Reason for Review

The Department has not been reviewed since 1995/1996 and the Grand Jury was in receipt of citizen complaints.

Procedures Followed

Interviews were conducted with the Department Director, management, staff and a complainant. An unannounced site inspection was made.

Based upon the facts gathered in this process, the following Findings and Recommendations were made.

Finding #1

The Department does not have a generic Personnel Policy Manual. It is reported that some individual divisions have state and federal policy manuals relative to the workload of that division. Some of these manuals are available on line and some in hard copy, offering no consistency within the Department.

Recommendation #1

A general Personnel Policy Manual for the Department of Social Services and Public Guardian should be available to all employees and should be updated yearly. There should be a hard copy available on site for each division and in the Director's Office.

Finding #2

Interviews revealed friction between the Public Guardian Division and other divisions in the Department. Funding for the Public Guardian Division comes from the County General Fund as opposed to Social Services funding from state and federal sources.

Recommendation #2

Remove title and supervision of Public Guardian from the Director of Social Services. Place the Public Guardian Division under the supervision of the County Administrative Officer, as it is funded only by County General Fund.

Finding #3

There are several items in the Department's budget, such as the purchase of bottled water and the rental of outside storage space, which may not be the best use of public funds.

Recommendation #3

The Director should carefully review the budget with the goal of eliminating items which are not appropriate and may not be necessary

PLUMAS COUNTY DISTRICT ATTORNEY'S OFFICE

Statement of Function (Quoted from the Plumas County Budget Book)

The District Attorney's Office is responsible for prosecuting all criminal violations within Plumas County on behalf of the People of the State of California. It assists and advises all law enforcement agencies - county, state and federal - in all levels of investigation, arrest, and prosecution. The District Attorney's Office is also responsible for prosecuting civil cases on behalf of the People, particularly with regard to Consumer Fraud and Environmental Statutes. The District Attorney is also the statutory advisor to the Plumas County Grand Jury and conducts investigations on their behalf.

Further, the District Attorney's investigative unit provides essential, often street level investigation for a variety of complex criminal situations. This currently includes the only female investigative officer in Plumas County available to handle cases in which female citizens, both adult and children are victims and survivors of crime. In all such cases our female investigator is called out by other law enforcement agencies. Our investigations unit also currently contains an Elder Abuse specialist who works closely with other agencies to address this chronic local issue. In all serious cases generally, our Investigations Supervisor is called out.

Additionally, the District Attorney's Office handles juvenile delinquency proceedings, including rehabilitation and prevention programs. Child abuse and child neglect prevention and prosecution are one of the highest priorities of the Plumas County District Attorney's Office.

The District Attorney (DA) is also responsible for serving as the Public Administrator, representing the interests of the County, indigent Plumas County residents, and their heirs upon indigent deaths.

Reason for Review

The District Attorney's office was last reviewed 1998/1999.

Procedure Followed

Interviews were conducted with the District Attorney, his office staff, a former Superior Court Judge, Investigators and Deputy District Attorneys. The Grand Jury reviewed budgets, current salaries, fiscal year statistics together with data relating to misdemeanor and felony prosecution conviction rates.

Based upon the information gathered, the following Findings and Recommendations are presented.

Finding # 1

The District Attorney's Office occasionally uses confidential funds to investigate criminal activities which require special payment to individuals. These expenditures were not reflected in the District Attorney's budget.

Recommendation # 1

While in some instances this practice is justified, it is recommended that the Auditor's Office assist the District Attorney in the necessary documentation to show that these payments are included in the budget. This recordkeeping should be done in a manner to maintain the confidential nature of the specific expenditure.

Finding # 2

The organizational chart for the lines of authority and supervision in the District Attorney's Department at the time of this investigation was inadequate.

- The Organizational Chart does not identify the name of the individual who currently holds the position.
- Information in the Organizational Chart is not consistent with the District Attorney's listing on the monthly employment information provided to this Grand Jury.

Recommendation # 2

The D.A. should maintain a standard organization chart reflecting the actual lines of authority and supervision.

Finding # 3

The job descriptions for the District Attorney's Department are not consistent with the organizational chart.

Recommendation #3

Review and revise job descriptions and make them consistent with the organizational chart.

Finding #4

The salary scale for the Deputy DAs is considerably lower in Plumas County than in comparable counties.

Recommendation #4

The District Attorney should request Human Resources to conduct an independent salary review for the Deputy DAs and make appropriate recommendations for salary adjustments.

Finding #5

Interviews and the present organizational chart indicate that the Deputy District Attorneys do not have a direct line of authority over support staff.

Recommendation#5

District Attorney should give Deputy District Attorneys authority over their support staff.

Finding # 6

Interviewees stated that the DA has been frequently absent from the office for extended periods of time. They stated that the D.A. does not maintain consistent office hours which

may leave a major leadership and management void. Investigation showed that the DA has tried two cases in the last four years.

Recommendation #6

The District Attorney should provide consistent administrative leadership in the department and maintain scheduled office hours.

Finding #7

Based on documents provided by the District Attorney's Office, 99% of all criminal convictions attained during the year of 2004-2005 were negotiated by plea bargaining. While these figures reflect a high conviction rate, only one conviction was attained through the trial process.

Recommendation #7

A review of the crime charging process should be conducted. The District Attorney should provide justification to the public for the predominance of the plea bargaining settlements.

Finding # 8

According to interviewees, the District Attorney's Office computer system is not integrated with Court and Sheriff Department systems.

Recommendation # 8

The D.A. should submit a capital outlay request to upgrade the computer system.

Finding # 9

Three employees in the District Attorney's Office are married to Plumas County Sheriff Deputies. Another employee in the DA's Office is a Reserve Deputy Sheriff and another is a former Deputy Sheriff. These relationships create the perception that the independent responsibilities and functions of the respective departments may be compromised.

Recommendation # 9

County policies should be reviewed regarding potential issues of bias. The District Attorney is requested to respond as to what safeguards are in place to maintain the integrity of the functions of the respective departments.

EASTERN PLUMAS HEALTH CARE DISTRICT

Statement of Function

The purpose of Eastern Plumas Heath Care District (EPHC) as defined by its Mission Statement is as follows:

It is the mission of Eastern Plumas Health Care District to provide quality medical services to those who reside in or visit our region. In concert with our community, we work to restore, preserve and promote the health and well being of the community as a whole.

In furtherance of the mission, EPHC strives to conduct itself in accordance with the following organizational seven values:

The Patient Comes First	
Relationships	Fiscal Responsibility
Integrity	Ethical Behavior
Excellence	Community

Reason for Review

EPHC has not been reviewed for several years. Significant changes have occurred that have impacted EPHC and its ability to serve the public. The values listed above have been brought into question by some in the community and by current and past employees of EPHC. A series of last year's chaotic public meetings and the November 2006 Board of Directors election, which was extensively reported in the local newspaper, did little to restore community confidence in the future operation of EPHC. The 2006-2007 Grand Jury was committed to determine fact from rumor so that EPHC can move forward as a viable and much needed asset to Plumas County.

Procedure Followed

Interviews were conducted with current and prior members of the EPHC Board of Directors, Medical Staff, Administrative Staff and the Chief Executive Officer (CEO). Board minutes, financial records, EPHC policy documents and comparison data from rural hospitals were reviewed. Members of the Grand Jury toured and inspected the hospital facilities. It should be noted that the Grand Jury is prohibited by law from addressing issues of confidential personnel matters or issues in litigation. Allegations of malfeasance or violations of the law are referred to the District Attorney.

Based upon the facts gathered in this process, the following Findings and Recommendations have been made.

Finding #1

The Board of Directors failed to meet for a three month period, December 2005-February 2006 and thus failed to perform its oversight responsibilities.

Recommendation #1

The Board of Directors should adhere to its regular scheduled meeting dates or provide alternate meeting in a timely fashion. There should be no more than two consecutive months without a Board meeting.

Finding #2

In November 2005 the Board of Directors met with a facilitator and developed a Strategic Work Plan. No action was taken after funds were expended for this effort.

Recommendation #2

The Board of Directors should review the Strategic Work Plan and determine if it is a viable document for implementation. Ongoing Board training should be included.

Finding #3

It was learned that EPHC was in danger of defaulting on several USDA loans totaling approximately \$6.7 million. This and declining revenues for the last quarter of 2006 put EPHC at financial risk. A workout plan for repayment of the loans was submitted and approved by the USDA in February 2007.

Recommendation #3

The Board of Directors and EPHC Administration should ensure that the workout plan is fully implemented. The Board should ensure payments to the USDA continue in a timely manner and should remain apprised of the financial status of the hospital district.

Finding #4

In the past 5 years, the number of hospital employees has grown from approximately 65 to 300. (This does not include contract physicians.) These employees provide a significant workforce in Plumas County contributing greatly to the economy. The turnover rate for employees at EPHC is significantly lower than those in other rural hospitals as evidenced by California Health Association statistics. For nursing facilities, the average turnover rate for the USA is 60% and for EPHC it is 21%. For hospitals and clinics in the USA, it is 16% and for EPHC it is 10.4%

Recommendation #4

The Board and the management should continue to promote a positive climate for employees that encourages retention.

Finding #5

The Board has failed to provide yearly performance evaluations of the CEO or themselves as required by their Policy and Procedure Manual.

Recommendation #5

The Board of Directors should establish an annual date and process for performance evaluations of the CEO and the Board. There should be standards of performance developed for the CEO. The Board should amend its Bylaws to include timelines for performance evaluations of all persons including themselves.

Finding #6

The elected Board, which took office in January 2007, violated Brown Act requirements by conducting business through transmissions of emails to more than two Board members at a time.

Recommendation #6

The Board should not engage in email transmissions regarding Board business. The Board of Directors should receive ongoing training regarding the Brown Act. The Board should direct the CEO to advise them of potential Brown Act violations.

Finding #7

Individual members of the Board who took office in January 2007 solicited an attorney and a replacement for the CEO without prior Board consent or public knowledge.

Recommendation #7

The current Board should follow Bylaws and function as a unified body in conducting business.

Finding #8

The previous and current Board of Directors took no positive action to promote or provide meaningful public relations regarding hospital business.

Recommendation #8

The Board and CEO should establish a Public Relations Committee to submit regular news releases regarding hospital business.

Commendations

EPHC is to be commended for the following:

- Providing a variety of high quality medical services.
- Employees exhibiting a dedication to patient care.
- For obtaining state-of-the-art medical and digital telecommunications equipment that provides 24-hour consultation and diagnostic feedback.
- The Senior Care facility provides a much-needed service to the aged and their families in Plumas County. EPHC continues to make improvements that create and enhance a positive atmosphere for residents of the facility.

Commentary

The greatest obstacles to the viability of EPHC cannot be attributed to one or a few individuals. The success of the hospital and its ability to survive is dependent upon all the community working together for a common goal. The community must decide if it wants a hospital in Eastern Plumas County and, if so, must support it. It is apparent that that has not occurred in the recent past. Without this support and the revenue generated

from that support, EPHC could be in danger of closing its doors. On average, four rural hospitals per year in California have done so in recent years.

The Board, EPHC staff, managers and the community must work together with the CEO to ensure the hospital remains open.

FEATHER RIVER COLLEGE

Statement of Function

The purpose of Feather River College (FRC) as stated in the Mission Statement approved by the Board of Trustees on February 1, 2007 is as follows:

“The mission of the Feather River Community College District is to serve a diverse student population with an effective learning environment. The District will accomplish this by offering high quality general education, transfer programs, career and technical degrees and certificates, and extracurricular activities that enhance student development and success. The college will foster interpersonal opportunities and provide unique programs supported by its small size and mountain location. The District will additionally promote regional economic development, broaden international understanding, and encourage life-long learning.”

The above Mission Statement was revised as a result of the most recent (March 2006) Accreditation Review. FRC, with its 25-28 full-time faculty, approximately 65 part-time faculty and 1500 students, serves as a major center for cultural, social and self-development enrichment activities for all of Plumas County.

Reason for Investigation

The Grand Jury accepted the recommendation of last year's Grand Jury to review FRC because they did not complete their review.

Procedures Followed:

The Grand Jury reviewed pertinent documents including the most recent Accreditation Report, Budget Reports, Policies, and Board of Trustees minutes. Interviews were conducted with all Trustees, some classified full-time and part-time faculty, unclassified employees and members of the College Administration. It should be noted that the Grand Jury is prohibited by law from addressing issues of confidential personnel matters or issues involved in litigation.

Based upon the facts gathered in this process, the following Findings and Recommendations have been made.

Finding # 1

A Comprehensive Evaluation Team from the Accrediting Commission of Community and Junior Colleges, which is part of the Western Association of Schools and Colleges, visited FRC March 13-16, 2006 and made recommendations that are required to be instituted in order for FRC to retain its accreditation. In response to these requirements, the Board of Trustees has directed the college administration to establish a task force to develop and track programs in the eight areas addressed in the Accreditation Report.

They are as follows:

- Integration of Budget/Planning
- Conduct Program Reviews
- Revisit Mission Statement
- Develop Research Planning System
- Participation & Collaboration of Staff and Administration
- Course Outlines/Pre-requisites Student Learning Outcomes
- Professional Development Diversity Training
- Actuarial Study

This task force completed and submitted to the Accrediting Commission for Community and Junior Colleges (ACCJC) on March 14, 2007, a progress report which substantially addressed the issues that were identified.

Recommendation #1

Complete the implementation of items addressed in the March 14, 2007 Progress Report.

Finding #2

A “Shared Governance” program has been implemented into the budget process, as required by the Accreditation Report, in order to allow for a transparent and joint collaborative effort of the college Administration, the Classified Senate and the Academic Senate in developing budget priorities.

Recommendation #2

Fully implement Recommendation #5 of the Accreditation Review Team’s (ACCJC) Report which states: *“To establish mechanisms and processes that will enhance participation and collaborative skills of members from all constituent groups who participate in institutional governance.”*

Finding #3

It is questionable that FRC can be self-sustaining based solely on the student population from Plumas County. Some modest success has been achieved in recruitment of out of county students through expanded athletic programs in football, basketball, baseball and soccer. Modest success has also been achieved with programs such as Outdoor Recreational Studies, Fisheries Management, Natural Resources and Equine Studies programs that are limited within the California Junior College system.

Recommendation #3

Recruitment should continue to attract students from abroad, other California counties and out-of-state. A major portion of the recently appointed position of Marketing Director should focus on this effort. The Comprehensive Marketing Plan should be developed through “shared governance”.

Finding #4

A key vacancy in marketing caused efforts in recruitment, fundraising, and the expansion of community programs to fall short of desired results. FRC’s primary emphasis is to

recruit recent high school graduates. The college makes limited effort to recruit elders and retirees.

Recommendation #4

FRC should conduct a comprehensive survey of Plumas County residents to ascertain the needs of each community with particular emphasis on the growing senior citizen/retired population in the county.

Finding #5

Accessibility for the aged and disabled is restricted greatly by topography of the campus.

Recommendation #5

As required by law, all future construction and master planning should address the American Disabilities Act (ADA) needs of the student and staff populations. Emphasis should be placed on the modification of existing facilities where practical and economically feasible, and on providing alternative transportation and parking.

Finding #6

Faculty evaluation of full-time instructors has been done on a regular basis as required by the Dean of Instruction. Evaluation of part-time instructors, however, has not been completed in a timely manner as required by FRC policies.

Recommendation #6

The Dean of Instruction should evaluate part-time faculty in a timely manner to ensure that if tenure is granted it is warranted as specified in the bargaining contract.

Finding #7

The Standard II.C Library and Support Services Review by the Accreditation Review Team noted that the FRC Library "book collection is half of what it should be and contains half as many titles as recommended by professional associations for college libraries."

Recommendation #7

Notwithstanding the findings of the Accreditation Review Team, the Grand Jury found the Feather River College Library and level of student services to be more than adequate. A somewhat arbitrary requirement of 40,000 volumes is not realistic as the current facility does not have sufficient shelf space. It is the Grand Jury's opinion that FRC, with the pending construction of a new Library/Learning Center facility, should continue emphasis on electronic information sources and proceed with acquisition of an additional 3,000 volumes which are included in the library's budget. The budget for the library should be consistently maintained at the highest possible level of funding.

Commendations

- FRC has been fortunate to have instructors of the highest caliber and academic standing, which has translated into the ability to provide quality education and to allow students in good standing to transfer to institutes of higher learning.

- The college maintains a state-of-the-art computer system which is always accessible to students and faculty. This allows for research and enhanced study opportunities.
- The college should be commended for its current effort to provide educational opportunities via the internet to the California Correctional Facility in Susanville. If implemented, this will provide a much-needed increase in Full Time Equivalent (FTE) students at minimal cost to the college.
- FRC is recognized as one of the few two-year colleges that provides opportunity for specialized vocational education programs in such areas as Outdoor Education, Equine Studies, and Fisheries Management.

Commentary

Student enrollment continues to be an issue that impacts the potential growth of FRC. Focused recruitment must remain a high priority in order for the college to survive as a center of learning. In order to increase the retention rates, the college should institute a program that provides encouragement and assistance to retain students.

Plumas County is well served to support FRC and the important role the college plays in the educational, social, cultural and economic contribution to its citizens.

INDIAN VALLEY COMMUNITY SERVICES DISTRICT

Statement of Function

The purpose of the Indian Valley Community Services District (IVCSD) as defined by its Mission Statement is:

To provide and manage the necessary services for the community's health, safety, well being and prosperity

The responsibilities of the IVCSD include the following:

- Greenville Water - 600 connections, 13 miles of distribution lines, 6000 acre foot reservoir and operation of 750,000 gallon per day treatment facility.
- Crescent Mills Water - 78 connections, 4 miles of distribution lines, spring source, 100,000 gallon per day treatment facility, 220,000 gallon tank.
- Taylorsville Waste Water - 91 connections, 6 miles collection mains, 1 lift station, 3 acre leach field.
- Greenville Water - 570 Equivalent Dwelling Units, 11 miles collection mains, 4 pumping stations with average daily load of 300,000 gallons, 29 acres of lagoons and 130 manholes.
- Greenville Park - 9 acre facility with playground, ball fields, barbecue pavilion and train depot
- Indian Valley Pool - 38,000 gallon swimming pool and restrooms.
- Taylorsville and Greenville Lighting
- Indian Valley Fire and Rescue - Department with 4 fire stations, 35 volunteer firefighters and 13 fire trucks.

Reason for Review

The IVCSD was last reviewed by the 2002-2003 Plumas County Grand Jury. Since then there have been substantial rate increases and new water treatment equipment installed. CSD has relocated to a new facility and has made changes in personnel. There have been water quality and sewer concerns, and a monetary crisis, all of which have led to public concerns expressed at IVCSD Board Meetings and in the media. One formal Citizen's Complaint (See Complaint #06/07-9) was received for investigation.

Procedure Followed

Interviews were conducted by with current and former members of the IVCSD staff, the Board of Directors and a complainant. Relevant IVCSD correspondence, budget, audit, and Board of Director minutes were reviewed.

Based upon the facts gathered in this process, the following Findings and Recommendations have been made.

Finding #1

The IVCSD Board authorized acquisition of an upgraded water treatment facility without a coordinated time line for installation. They also failed to purchase water system

software necessary for operation of the equipment. This resulted in an additional cost for its operation and a reported two-year delay.

Recommendation #1

The Board of Directors should ensure that all necessary components needed for equipment are included in the purchase price. Purchase orders and contracts should reflect the actual total expenditure of funds.

Finding #2

The General Manager position for IVCSD was vacant for several months. Oversight duties were shared by Board members. The position was advertised. There does not appear to be sufficient workload or funding available to support a full-time, strictly management position. The Board has recently appointed the Accounting/Payroll person, who resides in Nevada, as the Interim General Manager until June 30, 2007.

Recommendation #2

Continue to advertise for a General Manager who will also be required to work half-time in the water treatment/sewer facilities. The Board should establish a policy requiring the General Manager to reside within a reasonable distance in order to respond to the functions of the office including emergencies.

Finding #3

The Lead Water Treatment Operator does not have a State Water Treatment Operators License. Interviews revealed that no one is currently being trained as a certified/licensed backup for the Water Treatment Operator or for the Sewer Operator.

Recommendation #3

The Board of Directors should ensure that sewer and water operators are certified/licensed. Training should be provided for backup personnel to obtain certification/licenses.

Finding #4

All employees responsible for emergency call-outs have assigned IVCSD vehicles which are taken home. This creates an unwarranted expense to IVCSD. Only one employee is on call by pager phone on a rotating basis. The actual number of emergency call-outs according to the staff was minimal.

Recommendation #4

Employees should not be assigned vehicles to take home. Vehicles should remain in a secured area at the IVCSD office when not in use.

Finding #5

The USDA loan in the amount of \$3 million was in danger of going into default. If IVCSD were to go into receivership it would result in the loss of local control and increases in user rates. A workout plan was developed and accepted by the USDA. This required rate increases of 10%-13% and the establishment of a 10% reserve fund.

Recommendation #5

Board of Directors should ensure that all remaining payments of the USDA loan be made in a timely manner.

Finding #6

The Board of Directors authorized the purchase of four computers and software from a company partially owned by the spouse of an IVCSD employee. Interviews revealed that the Board did not explore other options for the purchase of computers. This created at least the appearance, and possibly an actual, employee conflict of interest.

Recommendation #6

The Board should develop and implement policies regarding purchases of equipment and conflict of interest. All employees and Board members should read and sign a Conflict of Interest statement that is kept on file.

Finding #7

The current IVCSD Policies and Procedures Manual is inadequate. For example, there are no policies covering personnel, vehicle use or purchasing of equipment.

Recommendation #7

The Board of Directors should develop and implement an appropriate Policies and Procedures Manual.

Finding #8

There have been violations of the Brown Act as evidenced by copies of agendas, Board minutes and interviews. For example, a posted agenda did not match the agenda used at a Board meeting. Public comments were not allowed during meetings by the Board chairperson. A citizen was denied access to the public recording of a Board meeting.

Recommendation #8

The Board of Directors, as well as the Board Secretary, should review the Brown Act and assign a Board member to review and oversee that there are no violations of the Brown Act in the future.

Finding #9

From the information provided to the Grand Jury at the present time, it appears that the practice of including street lighting costs on the water/sewer bill is not appropriate. The Grand Jury referred this question in general to County Counsel for a legal opinion. While County Counsel did not review facts specific to the IVCSD (such as when the fee was first imposed, the IVCSD budget, and uses of the fee revenues), County Counsel indicated that, in general, revenues derived from a fee or charge may not be greater than what is required to provide the service and cannot be used for other purposes. In this case, any revenue derived from a water/sewer fee should only be used for those specific purposes. County Counsel stated that using water/sewer fees for other purposes, or imposing a lighting fee onto water/sewer fees for other purposes, or imposing a lighting

fee onto water/sewer customers may be unconstitutional, and specifically would violate Article XIIIID, Sect. 6).

Recommendation #9

IVCSD should seek other means for funding street lighting.

PLUMAS COUNTY JAIL

Statement of Function (Quoted from the Plumas County Budget Book)

The Plumas County Jail was completed in 1976 for the detention of both male and female adult inmates. In 1985 an addition was completed and the facility capacity increased to sixty-seven (67) inmates.

The Sheriff has the specific statutory duty to operate the county jail. The purpose of the jail is fourfold: detain persons committed in order to secure their attendance as witnesses in criminal cases; detain persons charged with crimes and committed for trial; for the confinement of persons committed for contempt or by other authority of law; and for the confinement of persons sentenced to imprisonment upon conviction for a crime (Penal Code section 4000).

Title 4 of Part 3 of the California Penal code governs various aspects of county jail operations. Minimum standards for the operation of local detention facilities are codified in the California Code of Regulations (CCR), Title 15, Division 1, Chapter 1, Subchapter 4, commencing with Section 1004.

The Plumas County Sheriff's Correctional Center safely houses a maximum of 67 inmates at all levels. Typically, sentences in the county jail are for the more minor offenses and are for a period of one year or less. Generally speaking, sentences beyond one year are served at State prison.

The detention facility is staffed 24 hours a day, 365 days a year by the Sheriff's Corrections Division, which consists of one Jail Commander, five Corporals, and eleven Correctional Officers. In addition to booking and overseeing the inmate population housed at the jail, the staff also handles public fingerprinting services, provides additional court security when requested by the courts, and transports prisoners as needed for court appearances, medical or dental appointments, and to or from other detention facilities.

Reason for Review

Pursuant to California Penal Code Section 919 the Grand Jury must annually inquire into the condition and management of all public prisons located within the County.

Procedure Followed

Inspections of the Jail were conducted on November 17, 2006 and April 12, 2007. Numerous interviews were conducted that included former inmates, various Health Department officials, maintenance personnel and the District Attorney. Two Board of Supervisors (BOS) members joined the Grand Jury during the November 17th inspection. Various health inspection reports and inmate complaints were reviewed.

Based upon the facts gathered in this process, the following Findings and Recommendations were made.

Finding # 1

The November 17, 2006 and April 12, 2007 Plumas County Jail inspections and review of reports reveal that the Plumas County Jail is outdated, unsafe and in need of major repairs and should be replaced.

Recommendation # 1

The Sheriff and the BOS should work cooperatively and affirmatively to implement a capital improvement plan that will result in the construction of a new jail facility. This construction should be completed within five to ten years. The Sheriff and BOS should report annually to each succeeding Grand Jury as to the progress of this recommendation.

Finding # 2

Interviews and examination of documents revealed unsigned, undated and incomplete inspection reports conducted by Health Department personnel. Further investigation indicates a failure by the inspectors to conduct follow-up inspections and assure that the prior recommendations are completed.

Recommendation # 2

Jail inspections by the Public / Environmental Health Department officials should be conducted every three months to assure that recommendations of prior inspections have been completed. All inspections should be documented, dated and signed by the inspector.

Finding # 3

The Health Care Policy Procedure Manual reviewed on site has not been updated since 1999 and not signed off by the Sheriff since 2005. Interviewed staff did not know it existed.

Recommendation #3

This manual needs to be updated and maintained on an annual basis. All Correctional Facility staff should receive training on its contents and on health care issues such as pregnancy and infections.

Finding # 4

Each time a returning inmate is processed into the jail a new medical record is started which leaves a void regarding prisoner's medication and past medical history.

Recommendation # 4

Establish a procedure to retrieve medical history of returning inmates, such as utilization of microfiche and/or computer based history. Establish and follow a written procedure that will allow availability of this information in compliance with HIPPA regulation.

Finding # 5

Kitchen cleanliness continues to be marginal and is not up to standards as evidenced by the lack of food safety training. The storage and segregation of various foodstuffs does

not comply with Environmental Health Regulations. Supervision of inmates in the kitchen during food preparation is often lacking due to personnel shortages.

Recommendation # 5

The Sheriff must insure that food safety violations are remedied, which includes adequate shelving in refrigerators to provide for the proper segregation of hazardous food products and provide Correctional Officer supervision at all times during food preparation.

Finding # 6

Current jail staffing is inadequate according to interviews with staff and not in accordance with the Sheriff's recommended staffing levels. The staff shortage causes a dangerous safety condition to staff, as well as inmates. This results in a substantial cost to the tax payers in the form of overtime pay. Additional correctional staff duties, such as transporting inmates to the courthouse or out of county transfers, further reduce the ability to effectively supervise inmates and manage the jail in a safe and secure manner.

Recommendation # 6

The Sheriff should review officer shortage at the Jail and employ sufficient personnel to assure safety requirements.

Finding # 7

Jail inspections on November 17, 2006 and April 12, 2007 revealed the following:

- Bare wires were noted under the new control room hardware stand. A rag was stuffed underneath the bottom controller creating a potential fire hazard. It was witnessed being removed by a Correctional Officer.
- A propane tank has exposed pipe roughly 15 feet in length, which is approximately 18 inches above ground. The pipe has yellow tape and warning barricades around the exposed portion and is extremely hazardous.
- An air flow room filter was covered with soot.
- The kitchen exhaust hood over the stove is inoperable according to an officer.
- There is no quarantine area for inmates with infectious diseases.
- The central air system cannot be regulated to help prevent the spread of airborne infections.
- Stainless steel shower floors are sagging and cannot be repaired since no access was provided to the underneath support structure.
- The only functioning dryer in the laundry room has a vent leak.
- There is no lock on the dryer electrical box
- The janitor's closet has an electrical junction box with no cover and open conduits.
- The recreation room has missing ceiling panels and broken flooring mats.
- A gas line on the heater in the recreation room is unmarked.
- Cabinets in the kitchen have been removed. Holes need to be filled and the area repainted.
- There are no shelves in the refrigerators. This allows the mixing of various food items which is in violation of food safety standards.

- Some of the fire sprinkler heads were painted over and several had masking tape covering the heads.
- Certain portions of the jail structure were without fire protection. The Undersheriff stated that fire sprinklers in that part of the building were not required according to the Fire Marshall.
- Used oil and grease from the kitchen was reported as being dumped in the trash bins.

Recommendation # 7

The above noted deficiencies should be corrected.

Commentary

“The degree of civilization in a society can be judged by entering the prisons”

F. Dostoyevsky

COMPLAINTS

COMPLAINTS #06/07-1 & 3

Nature of Complaints

Complainant accused Child Protective Services and court-appointed attorneys of discrimination and mistreatment in a custody case.

Response

The Grand Jury interviewed complainant, members of complainant's family and employees of Child Protective Services. Confidentiality issues prevented a thorough review to substantiate complainant's claim.

COMPLAINT #06/07-2

Nature of Complaint

Complainant accused the Department of Social Services of discrimination in hiring practices. Claimant rescinded complaint prior to Grand Jury initiating any investigation.

COMPLAINT #06/07-4

Nature of Complaint

Complainant alleged misconduct on the part of the County Sheriff, a local Deputy Sheriff and criminal conduct on the part of two individuals. The Grand Jury opened an investigation and notified complainant to appear before the Grand Jury and provide testimony.

Response

The complainant failed to appear before the Grand Jury as requested which resulted in the suspension of the investigation, and fifteen (15) days later, a dismissal of the complaint.

COMPLAINTS #06/07-5 & 6

Nature of Complaints

At the time of filing of these complaints, the complainant was an inmate of the Plumas County Jail. The complainant alleged:

1. He was denied the use of photocopy equipment
2. Discrimination based on his Federal Disability
3. Denial of access to the Courts
4. No law library

Response

Jail personnel were interviewed and the jail was inspected. The Grand Jury found a lack of evidence to support any of the allegations of the complaint.

COMPLAINT #06/07-8**Nature of Complaint**

The same complainant that filed Complaints #06/07-5 and #06/07-6 filed this complaint alleging various health and safety concerns with the Plumas County Jail.

Response

A review of the complaint resulted in the allegations being referred to the Plumas County Public Health Agency who conducted an investigation and responded to the complainant in a letter dated November 30, 2006.

COMPLAINT #06/07-9**Nature of Complaint**

The complainant questioned the management, operation and conduct of the Indian Valley Community Services District (IVCSD) Board.

Response

A review of the Indian Valley CSD can be seen in the body of this report.

COMPLAINT #06/07-10**Nature of Complaint**

Complainant alleged employees of the Plumas County Unified School District (PUSD) misused staff time, computer equipment and mailing addresses for political purposes.

Response

Investigation revealed a violation of PUSD policy occurred and the District Superintendent was notified.

COMPLAINT #06/07-11**Nature of Complaint**

Complainant accused the Eastern Plumas Health Care District (EPHC) Board of Directors (those who were in office as of 11-3-06) and the CEO of violating the Brown Act.

Response

Complainant was advised that no evidence was submitted to support the allegations.

COMPLAINT #06/07-12**Nature of Complaint**

The complainant accused the Grizzly Lake Resort Improvement District Board of Directors of wrongful termination.

Response

Interviews with complainant and Board members determined that it warranted no further investigation.

COMPLAINT #06/07-13

Nature of Complaint

The complainant alleged conspiracy and wrongful prosecution, false arrest, false imprisonment and charged with felony allegations requiring Grand Jury Indictment.

Response

The Grand Jury did not investigate because the matter was involved in litigation.

COMPLAINT #06/07-14

Nature of Complaint

Complainant alleged that three Superior Court Judges, the District Attorney and a Deputy District Attorney had conspired and combined to wrongfully convict and imprison him through intentional violation of his right to counsel.”

Response

Review of the complaint deemed it not within the purview of a Civil Grand Jury.

COMPLAINT #06/07-15

Nature of Complaint

Complainant accused the Eastern Plumas Health Care District Board of Directors of being dysfunctional.

Response

A review of the EPHC can be seen in the body of this report.

COMPLAINT #06/07-16

Nature of Complaint

Complainant states “The 2006/2007 Plumas County Grand Jury is using public resources to prepare a report containing unsupported and untrue claims regarding the District Attorney and the District Attorney’s Office.”

Response

Complaint was dated 5/14/07. The Grand Jury Report was not yet published.

**RECOMMENDATIONS FOR REVIEW
FOR THE
2007-2008 GRAND JURY**

Based on the 2006-2007 Grand Jury reviews, it is recommended that the following be reviewed in 2007-2008:

Animal Services
Board of Supervisors
City of Portola
County Auditor
District Attorney's Office
Eastern Plumas Health Care District
Health Department
Human Resources
Indian Valley Community Services District
Plumas County Jail
Sheriff's Office

