



# County of San Diego

**RECEIVED**

**AUG 10 2009**

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August 4, 2009

**RECEIVED**

The Honorable Kenneth So  
Presiding Judge, San Diego Superior Court  
220 West Broadway  
San Diego, CA 92101

**AUG 11 2009**

**SAN DIEGO  
COUNTY GRAND JURY**

Dear Judge So,

On August 4, 2009, the County of San Diego Board of Supervisors approved responses to the five 2008-2009 San Diego County Grand Jury reports which addressed findings and recommendations to the County of San Diego. The Board further directed that these responses be sent to your office.

The five reports for which responses are attached are titled:

- Condition and Management of Detention Facilities in San Diego County
- San Diego County Department of General Services Facilities Maintenance
- Enhancing Ombudsman's Responsibilities Within Child Welfare Services
- Lincoln Acres Lower Sweetwater Fire Protection District
- Child Welfare Services: Protection of Children

Since these are all the reports issued by the 2008-2009 Grand Jury that address recommendations to the Board of Supervisors or departments under its jurisdiction, the attached material represents the County's complete response for 2008-2009. If you have any questions, please contact me at (619) 531-5250.

Sincerely,

WALTER F. EKARD

Chief Administrative Officer

Attachment

cc: Board of Supervisors



# COUNTY OF SAN DIEGO

## AGENDA ITEM

### BOARD OF SUPERVISORS

GREG COX  
First District

DIANNE JACOB  
Second District

PAM SLATER-PRICE  
Third District

RON ROBERTS  
Fourth District

BILL HORN  
Fifth District

**DATE:** August 4, 2009  
**TO:** Board of Supervisors  
**SUBJECT:** 2008-2009 Grand Jury Report Responses (District: All)

### SUMMARY:

#### Overview

The 2008-2009 San Diego County Grand Jury released six reports during their term that examine the operation of various County programs and departments under the purview of the Board of Supervisors. Five reports contained Findings and Recommendations that require the County's response, according to the California Penal Code. The sixth report did not contain recommendations for change. Instead, it offered commendations to the County departments it reviewed.

This is a request for your Board to review the five draft responses prepared by the Chief Administrative Officer that respond to the Findings and Recommendations contained in the reports listed below, following the procedures outlined in the Penal Code, and authorize the Chief Administrative Officer to transmit your Board's responses to the Grand Jury, via the Superior Court Presiding Judge. The draft responses address the following reports, the titles of which are:

- Condition and Management of Detention Facilities in San Diego County
- San Diego County Department of General Services Facilities Maintenance
- Enhancing Ombudsman's Responsibilities Within Child Welfare Services
- Lincoln Acres Lower Sweetwater Fire Protection District
- Child Welfare Services: Protection of Children

The sixth report which examined County operations was titled "Civic Successes: When Public Agencies Work Well." It commended the Registrar of Voters and Department of Planning of Land Use for operational excellence.

#### Recommendation(s)

#### CHIEF ADMINISTRATIVE OFFICER

1. Approve the proposed responses and authorize the Chief Administrative Officer to

**SUBJECT:** 2008-2009 Grand Jury Report Responses (District: All)

transmit the responses to the Grand Jury via the Superior Court Presiding Judge.

**Fiscal Impact**

This recommendation will have no fiscal impact.

**Business Impact Statement**

N/A

**Advisory Board Statement**

N/A

**BACKGROUND:**

The 2008-2009 San Diego County Grand Jury released six reports during their term that examine the operation of various County programs and departments under the purview of the Board of Supervisors. Five of these reports contained Findings and Recommendations that require the County's response, according to the California Penal Code. The sixth report did not contain recommendations for change. Instead, it offered commendations to the County departments it reviewed:

This is a request for your Board to review the five draft responses prepared by the Chief Administrative Officer that respond to the Findings and Recommendations contained in the reports listed below, following the procedures outlined in the Penal Code, and authorize the Chief Administrative Officer to transmit your Board's responses to the Grand Jury, via the Superior Court Presiding Judge. The draft responses address the following reports, the titles of which are:

- Condition and Management of Detention Facilities in San Diego County (Attachment A)
- San Diego County Department of General Services Facilities Maintenance (Attachment B)
- Enhancing Ombudsman's Responsibilities Within Child Welfare Services (Attachment C)
- Lincoln Acres Lower Sweetwater Fire Protection District (Attachment D)
- Child Welfare Services: Protection of Children (Attachment E)

The sixth report which examined County operations was titled "Civic Successes: When Public Agencies Work Well" and it commended the Registrar of Voters and Department of Planning of Land Use for operational excellence. The Grand Jury indicated that this report was initiated when the Grand Jury received complaints from the public about both departments. However, after investigating the complaints, they found the allegations to be baseless and that the departments were well-managed. Therefore, no recommendations for change were made and this report does not require a County response.

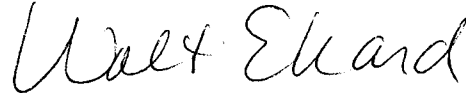
**SUBJECT:** 2008-2009 Grand Jury Report Responses (District: All)

The California Penal Code requires the Board to respond to all findings and recommendations addressed to the County within 90 days of a report's release. Proposed responses to the County-related findings and recommendations in this year's reports are attached for your Board's consideration.

**Linkage to the County of San Diego Strategic Plan**

The Grand Jury reports listed above address issues associated with the County's Strategic Initiatives to Promote Opportunities for Kids and to Provide Safe and Livable Communities. They also link to the County's Required Disciplines of Fiscal Stability; Skilled, Adaptable and Diverse Workforce; Infrastructure and Continuous Improvement. In addition, the County's responses to these reports are consistent with the County's Required Discipline of Accountability and Transparency, fulfilling our commitment to conduct County business openly and in compliance with all applicable laws.

Respectfully submitted,



WALTER F. EKARD  
Chief Administrative Officer

**ATTACHMENT(S)**

2008-2009 Grand Jury Report Responses A-E

**SUBJECT:** 2008-2009 Grand Jury Report Responses (District: All)

**AGENDA ITEM INFORMATION SHEET**

**CONCURRENCE(S)**

- COUNTY COUNSEL REVIEW**  Yes  No  
Written Disclosure per County Charter  Yes  No  
Section 1000.1 Required
  
- GROUP/AGENCY FINANCE DIRECTOR**  Yes  N/A
  
- CHIEF FINANCIAL OFFICER**  Yes  N/A  
Requires Four Votes  Yes  No
  
- GROUP/AGENCY INFORMATION TECHNOLOGY DIRECTOR**  Yes  N/A
  
- COUNTY TECHNOLOGY OFFICE**  Yes  N/A
  
- DEPARTMENT OF HUMAN RESOURCES**  Yes  N/A

**Other Concurrence(s):**

**ORIGINATING DEPARTMENT:** Chief Administrative Officer

**CONTACT PERSON(S):**

<u>Janice Graham</u>	_____
Name	Name
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<u>A6</u>	_____
Mail Station	Mail Station
<u>Janice.graham@sdcounty.ca.gov</u>	_____
E-mail	E-mail

**AUTHORIZED REPRESENTATIVE:**

Janice Graham

**SUBJECT:** 2008-2009 Grand Jury Report Responses (District: All)

**AGENDA ITEM INFORMATION SHEET**  
(continued)

**PREVIOUS RELEVANT BOARD ACTIONS:**

N/A

**BOARD POLICIES APPLICABLE:**

Board Policy A-43, Response to Grand Jury Interim Reports

**BOARD POLICY STATEMENTS:**

N/A

**ORACLE AWARD NUMBER(S) AND CONTRACT AND/OR REQUISITION  
NUMBER(S):**

N/A

## ATTACHMENT A

### COUNTY OF SAN DIEGO RESPONSE TO 2008/09 GRAND JURY REPORT “DETENTION FACILITY REPORT – CONDITION AND MANAGEMENT OF DETENTION FACILITIES IN SAN DIEGO COUNTY”

Issued May 7, 2009

**Finding #02:** There are not enough effective video surveillance systems currently available in all San Diego County jails and detention facilities to promote security, protect staff and inmates from false claims of misconduct, and reduce resources expended to address unjustified claims and litigation.

**Response:** Agree.

**Finding #03:** Maintaining the medical records of juveniles in an electronic format would improve the quality of the juveniles’ medical care because the records would be more reliable and more readily available to medical staff.

**Response:** Disagree. The efficiency of medical record administration would be enhanced, however, the medical care provided to the wards within the detention facilities meets or exceeds the accepted community standard of care.

**Finding # 04:** The Probation Department lacks policies and procedures necessary to conduct effective oversight of the performance of contractors and subcontractors in the Work Furlough Program.

**Response:** Disagree. The Probation Department has the necessary policies and procedures to conduct effective oversight of the performance of the contractor, Correctional Alternatives Incorporated (“CAI”). Such oversight has been directly related to the mandates of the CAI contract, Penal Code, and Titles 15 and 24 of the California Code of Regulations. Probation staff have conducted inmate file audits, on-site facility monitoring and maintain regular communications with CAI in order to effectively oversee its performance.

**The 2008/2009 San Diego County Grand Jury recommends that the San Diego County Probation Department:**

**Recommendation 09-17:** Provide effective video surveillance systems, including active monitoring and recording equipment with the capacity to maintain recordings for one year, for all jails and detention facilities under its jurisdiction.

**Response:** This recommendation has not been implemented, but may be implemented in the future. Advanced surveillance systems are assets in detention facilities, however, with the current state and county budget crisis, it is not financially feasible to install upgraded systems at this time.

**Recommendation 09-18:** Convert the paper medical records of juveniles to a secure electronic format that can be accessed simultaneously at all the juvenile detention facilities.

**Response:** This recommendation has not been implemented, but may be implemented in the future. The Probation Department researched the feasibility of an Electronic Medical Record keeping system in 2006. Currently, the detention facilities medical services are contracted out. As a result, the medical service provider would need to be in agreement to provide the electronic service, which could increase the cost of the medical contract.

**Recommendation 09-19:** Establish written polices and procedures that provide for effective oversight of the performance of contractors and subcontractors in the Work Furlough Program.

**Response:** This recommendation will not be implemented because it is not warranted. The Probation Department has extensive written polices and procedures that provide effective oversight of the Contractor's performance and ensure mandated services are being provided.

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## ATTACHMENT B

### COUNTY OF SAN DIEGO RESPONSE TO 2008-09 GRAND JURY REPORT "SAN DIEGO COUNTY DEPARTMENT OF GENERAL SERVICES - FACILITIES MAINTENANCE" Issued May 19, 2009

**Finding #01:** Training of DGS personnel on policies and procedures is ineffective.

**Response:** Agree in part - training effectiveness should be evaluated.

Training is recognized by the Department as a necessary and critical component of the Department's mission. For example, in the 12-month period ending May 2009, maintenance employees participated in 1,740 hours of training in safety, technical, and County/Department policies and procedures.

Each member of our maintenance staff receives an estimated 2-3 "tailgate" training sessions on site each month. The training is conducted by the Building Maintenance Supervisor (BMS) responsible for the work group. The sessions are active discussions between the work group team members and the Supervisor on topics selected based on the supervisor's evaluation of the needs of the crew. Typical tailgate sessions include various technical issues, safety concerns, County-wide policies, and Department policies and procedures.

In addition, the Department provides training through the County's on-line Learning Management System (LMS). For example, recent LMS topics included lessons on proper lifting techniques, stormwater maintenance/compliance, blood-borne pathogen precautions, ethical and legal standards, and earthquake preparedness. All Department employees are required to complete monthly Work Safe, Stay Healthy training on a selected safety or policy topics. Compliance is strictly monitored and enforced. Specific technical training is provided to staff through professional training seminars. Training is available on electrical, HVAC, generators, and regulatory compliance.

It is unclear from the subject report which types of policies and procedures are being referenced and how this would impact maintenance performance. The fact that maintenance staff were unable to discuss how policies and procedures applied to their work location is a concern that will be addressed in changes to the training regiment.

**Finding #02:** There are no written maintenance policies and procedures that apply to varying conditions at the County's detention facilities.



**Response:** Disagree. Site-specific maintenance procedures currently exist within the Preventive Maintenance (PM) program. Each month, approximately 2,100 specific maintenance actions with associated instructions are issued to the maintenance zone shops. The PMs cover the monthly maintenance requirements for equipment within each building in the County's inventory. For example, every month each BMS receives a series of PM work orders that specify what is to be done for particular pieces of equipment in each building assigned to him/her.

Additionally, DGS has been developing an Engineering manual; a collective group of specific maintenance policies and procedures that can be tailored to each individual site. This manual has been successfully rolled out to the new Edgemoor Skilled Nursing facility and is planned for development and deployment to all major County locations in FY 2009/10.

Further, site-specific training by Building Maintenance Supervisors and Engineers is listed as an essential function within their job descriptions. It is not only expected, it is required.

**Finding #03:** Site inspections and testimony from knowledgeable witnesses indicate that the level of maintenance at Sheriff's Department facilities is superior to the level of maintenance at Probation Department facilities.

**Response:** Agree. Facilities Operations is an Internal Service Fund, which means all work must be reimbursed by the Department/ tenant receiving the service. Base service levels and associated staffing are established for each building based on building type and use.

The Sheriff has identified, negotiated, and funded a significantly higher level of maintenance service and staffing for detention facilities. This means a larger Facilities staff dedicated to Sheriff detention facilities compared to Probation facilities for more maintenance coverage.

Based on productive contact hours, Probation receives maintenance coverage equivalent to 12 maintenance staff for all of their detention facilities. While technically considered shared resources, respective maintenance staffs are normally stationed at each juvenile detention facility for the majority of their maintenance service, thereby making them virtually dedicated to the facility. Probation would, however, need an additional 7 full-time maintenance staff to achieve the equivalent maintenance coverage of the adult detention facilities. This would equate to an added expense of roughly \$1 million/year for Operations and Maintenance costs at current rates.

Major Maintenance projects, on the other hand, are considered facility repairs and upgrades of a scale outside the scope of basic maintenance and repairs, and therefore, outside the responsibility of the assigned maintenance staff. Major Maintenance projects are identified and sent to client departments for approval and funding. As seen from the data in Table 1 below under Finding #4 Response, the Sheriff has approved \$1.23 and \$0.67 more per detention facility square foot than the Probation Department for major maintenance repairs and upgrades over the last two fiscal years, respectively. This metric is not a reflection of the performance levels associated with assigned maintenance staff, but it does significantly influence general facility conditions. This is particularly true of

older facilities. An example would be the shower privacy/modesty panel upgrades noted in the subject report.

**Finding #04:** The content of the agreements between DGS and the Sheriff's Department and the Probation Department appears to affect the performance of maintenance at their respective detention facilities.

**Response:** Agree. The table below provides a comparison of the impact of greater funding availability. As indicated below, each maintenance staff member assigned to Sheriff's detention facilities is responsible for 25,000 square feet. By comparison, each maintenance staff member assigned to Probation detention facilities is responsible for 40,000 square feet. The superior maintenance performance on Sheriff's facilities noted by the Grand Jury is directly related to the level of staffing. All other aspects of maintenance, including training, policies, and procedures, are similar between the Sheriff's and Probation Departments.

**Table 1**  
**Adult vs. Juvenile Detention Maintenance Metrics**

Metric	Sheriff	Probation	Difference
Maintainable Sq Ft	1,344,796 Sq Ft	477,092 Sq Ft	867,704 Sq Ft (64%)
Maint Staff/Sq Ft	1 for 25,000 Sq Ft	1 for 40,000 Sq Ft	15,000Sq Ft/staff (60%)
Prod Hrs/Sq Ft	.07 Hrs/Sq Ft	.04 Hrs/Sq Ft	.03 Hrs/Sq Ft
PM Completion Rate	99%	91%	8%
Unscheduled Maint Completion Rate	93%	91%	2%
FY 08/09 Approved Major Maint Spending	\$1.62/Sq Ft	\$0.95/Sq Ft	\$0.67 Sq Ft
FY 07/08 Approved Major Maint Spending	\$2.33/Sq Ft	\$1.10/Sq Ft	\$1.23 Sq Ft

**Finding #05:** The free flow of information regarding financial and operational issues is essential to good management of County facilities.

**Response:** Agree.

**Finding #06:** Many DGS personnel are inadequately trained in the use of computers.

**Response:** Disagree. FacilityCenter (version 7/8i) is currently used for time entry and to task and document completion of PM actions as well as unscheduled maintenance. Current time entry error rates do not substantiate a significant proficiency issue. DGS receives and/or generates an average of 47,000 work orders per year which are processed within the FacilityCenter computer maintenance management system (CMMS). This total only includes work orders generated as a result of Preventive Maintenance and Unscheduled repairs. This is an average of roughly 325 work orders processed by each maintenance staff member annually. Further, each work order contains an average of three time entry requirements or potentially 970 time entry requirements per staff member. Our current time entry error rate is calculated at 0.44% for all Facility

Operations maintenance staff. While human data errors are inevitable, this error rate is not indicative of significant computer proficiency issues or substantial employee performance issues.

Additionally, computer access and FacilityCenter manipulation is required to document numerous daily events such as payroll hours, vacation time, sick leave, and training. Job-related computer entry and interface is a repetitive, recurring requirement. System speed and reliability problems have caused frustration and dissatisfaction. These problems are being addressed in the next generation of the FacilityCenter software to improve the availability and ease of use for maintenance staff.

Another training opportunity exists with the transition to FacilityCenter version 9. This software transition has resulted in substantially increased developmental documentation, as well as comprehensive user procedures. Field training for this new CMMS program is scheduled to take place prior to the actual software transition scheduled for the summer of 2009.

**Finding #07:** The shower facilities at the Juvenile Ranch Facility and Camp Barrett Juvenile facility do not meet privacy standards present at other County Juvenile facilities.

**Response:** Agree.

**Finding #08:** The condition of the shower area at the Juvenile Ranch Facility is potentially a health hazard to wards and employees at the facility.

**Response:** Agree.

**The 2008/2009 San Diego County Grand Jury recommends that the San Diego County Department of General Services:**

**Recommendation 09-20:** Create and adopt policies and procedures that are site specific relative to maintenance and make them easily available to every departmental employee.

**Response:** This recommendation is in the process of being implemented.

As previously discussed, DGS has begun the development of site specific Engineering manuals; a collective group of specific maintenance policies and procedures that can be tailored to each individual site. This manual has been successfully rolled out to the new Edgemoor Skilled Nursing facility and is planned for development and deployment to all major County locations in FY 09/10.

**Recommendation 09-21:** Review the existing training protocol within DGS to determine its adequacy in educating employees regarding the policies and procedures pertaining to their responsibilities and revise the training if necessary.

**Response:** This recommendation will be implemented. The existing training protocol will be reviewed, evaluated, and revised as appropriate to improve employee knowledge and familiarity with Department policies and procedures during the first and second quarter of FY 09/10.

**Recommendation 09-22:** Systematically retrain employees until they can correctly fill out a work order on a computer.

**Response:** This recommendation will be implemented. As previously discussed, field training for implementation of the next CMMS program update (FacilityCenter version 9)

is scheduled to take place prior to the actual software transition. The new training is tentatively scheduled for the summer of 2009.

**The 2008/2009 San Diego County Grand Jury recommends that the San Diego County Probation Department:**

**Recommendation 09-23:** Consider entering into a maintenance agreement with DGS that duplicates as closely as possible the Memorandum of Understanding the Sheriff's Department has in effect.

**Response:** This recommendation requires further analysis. The Probation Department will enter into discussions with DGS and the Public Safety Group to determine whether the Service Level Agreement for the Juvenile Ranch Facility and Camp Barrett is adequate to meet the health, safety and security needs of those facilities. As to the East Mesa and Kearny Mesa Juvenile Detention Facilities, the current Service Level Agreement with DGS provides not only zonal maintenance staff support, but also dedicated maintenance staff (Building Maintenance Engineers) who are stationed at the two detention facilities.

**Recommendation 09-24:** Adopt a written policy that ensures the free flow of information up and down the chain of command, and conduct random performance audits to verify that it has been implemented and is working effectively.

**Response:** This recommendation requires further analysis. The Probation Department will review existing policies and adopt a communication policy as necessary.

**Recommendation 09-25:** Install modesty panels in the shower facilities of the Juvenile Ranch Facility and the Camp Barrett Juvenile Facility.

**Response:** This recommendation will not be implemented. When the Juvenile Ranch Facility and Camp Barrett opened, Title 24 did not require modesty panels in the shower facilities. In addition, it is not a Title 24 requirement to retrofit existing juvenile detention facilities' shower facilities with modesty panels – they are grand-fathered in. Although not a requirement, the installation of modesty panels would be an enhancement at the Juvenile Ranch Facility and Camp Barrett. However, due a lack of adequate funding, implementing this recommendation at this time is not plausible. For any new Juvenile Detention Facilities that are constructed, current Title 24 regulations do require modesty panels be installed in the shower facilities.

**Recommendation 09-26:** Eliminate mold in the shower area at the Juvenile Ranch Facility and address the root cause of standing water and repair drains that do not work properly.

**Response:** This recommendation has been implemented. The drains in the shower area at the Juvenile Ranch Facility were cleaned and repaired two months ago, resolving the standing water issue. A request to eliminate the mold in the shower area was submitted and the issue is being addressed. The Probation Department staff at the Juvenile Ranch Facility and the Department of General Services (DGS) maintenance staff (BMEs) for the site will continue to monitor the shower areas for drainage issues. Should there be any re-occurrences of standing water, the appropriate request will be submitted to DGS to determine the proper course of action to remedy the situation. Mold monitoring and mitigation continues with appropriate cleaning/sanitation of the affected areas.

## ATTACHMENT C

### COUNTY OF SAN DIEGO RESPONSE TO 2008-09 GRAND JURY REPORT “ENHANCING OMBUDSMAN’S RESPONSIBILITIES WITHIN CHILD WELFARE SERVICES”

Issued May 20, 2009

**Finding #01:** CWS removal and placement recommendations are based on the original caseworker’s initial investigation only.

**Response: Disagree.** The investigation process is on-going from the time of the initial contact with the family through the Dispositional Hearing. The investigation process begins with a social worker assigned to investigate a referral received by the Child Abuse Hotline. This social worker assesses whether abuse or neglect has occurred and if the child is at risk for further abuse. The social worker must consult with a supervisor before removing a child from the parents’ care.

After a child is taken into protective custody, a Court Intervention social worker is assigned to continue the investigation, including conducting an interview with the parents, children and any witness to the abuse or neglect. The social worker may use information gathered from another social worker and law enforcement. The Court Intervention social worker determines whether a petition must be filed with the Juvenile Court to protect the child or if the child is safe to return to a parent. All petitions are screened with County Counsel to ensure the evidence presented is sufficient to continue detention of a child that has been removed and to proceed with a dependency proceeding.

**Finding #02:** The Ombudsman’s Office is limited by CWS in its ability to do a full and complete re-investigation of the facts underlying a case in which a complaint has been registered.

**Response: Partially Agree.** The Office of the Ombudsman is staffed by experienced social workers who conduct complete and objective reviews of cases in which a complaint has been registered. In order to insure unbiased reviews, the Ombudsman Investigators were not intended to be directly involved in cases or to conduct child abuse and neglect investigations. If warranted, the Office of the Ombudsman may recommend additional investigation or reassignment of a case.

**The 2008/2009 San Diego County Grand Jury recommends that the San Diego County Child Welfare Services:**

**Recommendation 09-27:** Empower the CWS Office of the Ombudsman to reopen and reinvestigate original case findings when complaints are made alleging factual errors or abuse of process and to forward its findings to the Director of CWS.

**Response:** This recommendation will not be implemented because it is not warranted. The Office of the Ombudsman already has the authority to recommend reinvestigation of case findings when complaints are made alleging factual errors or abuse of process. Their case reviews and recommendations are forwarded to the Director of CWS and the Regional General Managers. Further, it should be noted that the Office of the Ombudsman offers one of several venues for complaints regarding CWS cases to ensure clients receive due process to dispute a decision or a finding made by Child Welfare Services.

The Office of the Ombudsman conducts independent reviews of complaints with regard to policy, procedures and social work practice. Findings and recommendations are elevated to management to ensure that policies and practices meet state and federal laws and are consistent with the mission and goals of Child Welfare Services. However, the Office of the Ombudsman cannot make recommendations to the court or overturn court orders. If a complainant brings information to the attention of the Ombudsman that indicates factual errors or abuse of process, the complainant will be directed to the appropriate venues for resolution of their concerns. The Ombudsman may also elevate the information to the CWS Director to consider if additional action is necessary. Existing venues to ensure due process and complaint resolution include: Citizen Complaints, Gomez Hearings, Juvenile Court Proceedings and Judicial Appeals.

- A Citizen Complaint may be submitted against a social worker regarding conduct or actions taken while conducting his/her job. This complaint will be distributed to the Chain of Command to determine appropriate action. The complainant will receive limited feedback regarding the outcome. Information regarding personnel actions taken cannot be disclosed.
- The Gomez settlement provides due process rights for individuals whose names have been submitted for listing on the Child Abuse Central Index (CACI) as a result of qualifying substantiated or inconclusive findings on a child abuse/neglect investigation.

Child Welfare Agencies have the responsibility to notify individuals of their right to challenge the listing and provide them the opportunity to grieve the listing. The grievance officer will be required to base decisions on information provided at the time of the hearing, even if this information was not available to the social worker at the time of the original investigation. If the grievance hearing results in a determination that the allegation conclusion should be changed, this change will be reflected in CWS records and the individual's name removed from the CACI.

- Parents are provided with on-going information on due process throughout the Juvenile Court process. All parents are provided with an attorney to represent them in the legal proceedings. A hearing is set for all decision points in a dependency case. Matters of dispute can be set for trial and witnesses, including social workers, can be cross-examined. Parents may also request evidence be submitted to the court for consideration. Evidentiary hearings may also be set to examine/dispute the validity of the evidence presented to the court. Parents also have the opportunity to file an appeal of most court decisions.

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## ATTACHMENT D

### COUNTY OF SAN DIEGO RESPONSE TO 2008-09 GRAND JURY REPORT "LINCOLN ACRES LOWER SWEETWATER FIRE PROTECTION DISTRICT" Issued May 21, 2009

**Finding #05:** The County of San Diego Board of Supervisors has the authority to initiate proceedings with LAFCO to dissolve the District.

**Response:** Agree

**The 2008/2009 San Diego County Grand Jury recommends that the San Diego County Board of Supervisors:**

**Recommendation 09-28:** Dissolve the Lower Sweetwater Fire Protection District and have all of its administrative duties and responsibilities assumed by CSA 135.

**Response:** This recommendation requires further analysis. The County agrees in concept. Two similar efforts were attempted in 1986 and 1999-2000, however, both were rejected by the voters. The County requires the review of prior year audit reports, budget reports, and existing contracts with National City, the current provider of fire services. The County must also assess the fire and emergency medical service needs of the community to determine the appropriate level of service, and assess the funding sources/needs to maintain those service levels.

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## ATTACHMENT E

### COUNTY OF SAN DIEGO RESPONSE TO 2008-09 GRAND JURY REPORT "CHILD WELFARE SERVICES: PROTECTION OF CHILDREN"

Issued June 5, 2009

**Finding #01:** CWS workers concentrate their efforts on the protection of children.

**Response:** Agree.

**Finding #02:** Parents assert that they do not receive sufficient information from CWS workers to exercise their parental rights effectively.

**Response:** Agree that some parents do make that assertion.

**Finding #03:** The Juvenile Court acts *to do what is in the best interest of the child and the most important thing is the child.*

**Response:** Agree.

**Finding #04:** It is essential to the administration of the child protection system that CWS screen its workers and train them to minimize personal bias, cultural ignorance or factual errors.

**Response:** Agree.

**Finding #05:** In the hiring of CWS social workers, in addition to education proficiency, it is useful to have people that also have experience with children and with knowledge of alcohol and drug abuse programs.

**Response:** Agree.

**The 2008/2009 San Diego County Grand Jury recommends that the San Diego County Child Welfare Services (CWS):**

**Recommendation 09-43:** Develop a form with a check-off list indicating the allegations that are being investigated by the social worker and list contact information. This form is to be given to the parents/guardians at the time of removal.

**Response:** This recommendation has not yet been implemented, but will be implemented in the future.

CWS is in the process of developing a one page form. This form will be provided to parents and guardians at the time of a child's removal. CWS anticipates that this new procedure will go into effect on 10/01/09.

**Recommendation 09-44:** Expand the existing booklet given to parents regarding rights and details CWS processes, reunification and appeals.

**Response:** This recommendation will not be implemented because it is not warranted. CWS believes its current 29-page booklet entitled "A Parent's Guide to the Child Welfare System" (available in English and Spanish) already thoroughly addresses parents' rights as well as CWS processes and reunification procedures. The booklet contains a brief description of appeals, since detailed information should come from the parents' attorneys, not from CWS.

In an effort to further inform parents and guardians, CWS is in the final editing stages of its new video presentation entitled "A Parent's Guide to Child Welfare Services and Juvenile Court" which will be played at Juvenile Court and in the lobbies of CWS offices beginning July 15, 2009.

**Recommendation 04-45:** Continue, and, possibly expand the use of the Social Work Administrative Internship programs currently in use.

**Response:** This recommendation will be implemented. CWS has a strong commitment to supporting the internship program. Because the administrative track is a very small part of the internship program, CWS is assuming the Grand Jury is recommending expanding the larger internship program that provides child welfare field experience to social work students. The County continues to diligently work with the Director of the School of Social Work at San Diego State University to match graduate and undergraduate social work students with CWS field instructors. Expansion is contingent on several factors, the primary one being the need for an adequate number of CWS social workers who are qualified and willing to commit a considerable amount of their time to being a field instructor for a student. Sometimes it can be difficult to find enough volunteers for the students without having to double up or turn students away.

**Recommendation 09-46: Emphasize training for all CWS workers on alcohol and drug abuse.**

**Response:** This recommendation will be implemented. CWS recognizes the impact of alcohol and drug abuse on the families it serves. CWS is about to begin re-designing its substance abuse case management program and activities, and will ensure that training for social workers is part of that process. This re-designed program is expected to be in place in 2010.