

SUMMARY OF RECOMMENDATIONS OF THE
1972 ALAMEDA COUNTY GRAND JURY

Administration of Justice

RECOMMENDATION 1: This Grand Jury recommends that the Board of Supervisors take immediate action to replace the present Santa Rita facility with all new construction designed to hold sentenced criminals in safe and secure confinement in an updated installation, with concern for their ultimate rehabilitation.

RECOMMENDATION 2: This Grand Jury recommends that the Board of Supervisors appoint a committee to work out the details necessary to consolidate all detention facilities on a County-wide basis.

RECOMMENDATION 3: This Grand Jury recommends that the Board of Supervisors create a separate position for a qualified individual of high caliber to develop and implement a rehabilitation program for sentenced prisoners in Alameda County jails.

RECOMMENDATION 4: This Grand Jury recommends that the surplus capacity of the Oakland and Berkeley city jails and of other jails be used to accommodate as many as possible of the unsentenced inmates presently held at Santa Rita, with priority given to accommodating inmates during the trial near their trial court.

RECOMMENDATION 5: This Grand Jury recommends that the Board of Supervisors establish a permanent Alameda County Criminal Justice Council and authorize the employment of the necessary supportive staff. The appointed membership of the Council shall include, but not be limited to, the Presiding Judge of the Superior Court Criminal Division, a member of the current grand jury, an executive of each Alameda County department or agency officially concerned with the various facets of the administration of justice, and at least three members representing a cross section of citizens concerned with criminal justice. In addition to having as its chief concern the planning and coordination of criminal justice functions; the council is instructed to meet not less than once monthly and to physically inspect all jail facilities at least once yearly. The Alameda County Judicial Council shall be required to submit an annual report to the Alameda County Board of Supervisors.

RECOMMENDATION 6: The Grand Jury recommends to the Board of Supervisors the immediate construction of the county building which the Board voted for some time ago in the Fremont Civic Center to house the Fremont-Newark-Union City Judicial District.

RECOMMENDATION 7: The Grand Jury recommends to the Board of Supervisors that they ask the County Sheriff, County Administrator, and the County Medical Director to either separately or collectively give a thorough study of the Medical Department which inadequately serves inmates of our County jails.

RECOMMENDATION 8: The Grand Jury recommends to the Board of Supervisors that the Livermore City Jail no longer be used to incarcerate prisoners until adequate measures are taken to provide for the safety and normal welfare of inmates. Steps should be taken to allow for the surveillance and supervision of the inmates in the cells.

Education

RECOMMENDATION 9: It is recommended that the Foreman of the 1973 Grand Jury appoint an Education Committee early in the year in order that time will be available to look into Alameda County schools in depth. We suggest that attention be directed especially toward drug abuse, vandalism and efficient use of school funds in proportion to monies directed toward administration and to teachers.

Finance and Budget

RECOMMENDATION 10: The Grand Jury recommends that the term of the County Grand Jury be modified to conform to the fiscal year of Alameda County which presently runs from July 1 through June 30.

RECOMMENDATION 11: The Grand Jury recommends that the annual Grand Jury audit be modified to provide for a complete management and fiscal audit of selected activities (departments) of County government each year.

RECOMMENDATION 12: The Grand Jury recommends that the Board of Supervisors authorize the installation of improved fire protection facilities in the Central Store at Santa Rita.

RECOMMENDATION 13: The Grand Jury recommends that the compensation paid to each member of the Alameda County Board of Supervisors be increased and set in the sum of \$19,000.00 per year.

RECOMMENDATION 14: The Grand Jury recommends that the Board of Supervisors establish a Suggestion Award Program for employees of the County of Alameda, patterned after the State of California Program as described in Section 13926 of the Government Code.

RECOMMENDATION 15: The Grand Jury recommends the retention of the firm of Peat, Marwick, Mitchell and Company to conduct the operations audit of the child support program; they are to be paid \$9,500.00.

RECOMMENDATION 16: The Grand Jury recommends that the 1973 Grand Jury continue to study the various issues associated with categorical property tax exemptions enacted by the State Legislature, exemptions which now total \$108,908,444.00.

RECOMMENDATION 17: The Grand Jury recommends that the 1973 Grand Jury continue to study the various issues related to publicly owned land which is exempt from property taxes, land which now totals 82,805.99 acres.

RECOMMENDATION 18: The Grand Jury recommends to the Board of Supervisors that all County ordinances related to the administration of Veterans' Memorial Buildings within the County be repealed by the Board of Supervisors.

RECOMMENDATION 19: The Grand Jury recommends a complete State takeover of the administration of all public assistance and related public social services programs, including financing.

RECOMMENDATION 20: The Grand Jury recommends to the Board of Supervisors the development of a comprehensive planning unit within the Office of the County Administrator.

RECOMMENDATION 21: The Grand Jury recommends that the County Board of Supervisors impose a ceiling on the number of deputies to be appointed by the Registrar of Voters and

that initially this ceiling be set at 500 persons. Further that these deputy registrars receive adequate training by the Registrar of Voters and his staff prior to appointment. Further that such appointees be paid twenty-five cents per name. And, further, that representatives of organizations active in voter registration be appointed to a Committee to work with the Registrar of Voters to develop criteria for the appointment of deputies and standards to be followed by such deputies subsequent to appointment.

RECOMMENDATION 22: The Grand Jury recommends that the County Board of Supervisors, through whatever means available to them, attempt to work out an agreement with postal authorities that sample ballots be handled as first class mail even though mailed under a third class bulk mailing permit.

RECOMMENDATION 23: The Grand Jury recommends that the County Board of Supervisors give serious consideration to requests from the Registrar of Voters for additional permanent staff and adequate working space.

RECOMMENDATION 24: The Grand Jury recommends that the Registrar of Voters be encouraged to continue his active participation in a state-wide study of the State Election Code which may produce more effective and efficient ways of conducting elections.

RECOMMENDATION 25: The Grand Jury recommends that the County Board of Supervisors request the Human Relations Commission to study the development of social policies to apply to the investment of public funds with banks located within the County and that such policies be adopted by the Board.

Human Services

RECOMMENDATION 26: The Grand Jury recommends that the County Board of Supervisors instruct the Human Resources Agency to explore the use of short term homemaker services to relieve family pressures during crisis periods, and to provide a means of identifying situations of child abuse and potential child abuse.

RECOMMENDATION 27: The Grand Jury recommends that the Human Resources Agency try a pilot training program, with

the objective of helping Aid to Families with Dependent Children mothers qualify for work with short term home-maker's services.

RECOMMENDATION 28: The Grand Jury recommends that the Alameda County Board of Supervisors officially recognize and endorse the Children's Trauma Center.

RECOMMENDATION 29: The Grand Jury recommends that the Board of Supervisors authorize the Human Resources Agency to institute study of the function of the licensing service and placement service of the Dependency Unit similar to the Touche, Ross & Company Report, authorized for eligibility services. The study, to be performed by an outside agency, would outline service expectations and goals, and develop realistic standards for workloads and provide a measurement of results of changes.

RECOMMENDATION 30: The Grand Jury recommends to the Board of Supervisors that the Human Resources Agency expand the management training program for first line supervisors to help them more effectively handle problems with line staff.

RECOMMENDATION 31: The Grand Jury recommends that the Board of Supervisors recommend to the State Department of Social Welfare that they implement the pilot training program for placement workers recommended in the Task Force report on foster care entitled "Children Waiting".

RECOMMENDATION 32: The Grand Jury recommends that to improve the replacement of staff in the Dependency Unit, the Board of Supervisors authorize the Human Resources Agency to hire replacements before an employee terminates to avoid uncovered caseloads and to permit new workers to absorb caseloads gradually while they learn.

RECOMMENDATION 33: The Grand Jury recommends that the Human Resources Agency establish a grievance committee for foster parents. Said committee should consist of an agency representative, a foster parent, and a lay member acceptable to both of the first two. Final decision on grievances should rest with the agency administrator.

RECOMMENDATION 34: The Grand Jury recommends to the Board of Supervisors that the Human Resources Agency expand the in-service training program for foster parents. Such a program should offer classes and seminars at a community college level and also small group meetings on an on-going basis to be conducted by staff members or foster parents who have received appropriate training for such purposes. To insure the utilization of the program the agency should develop ways

of strongly encouraging attendance of foster parents, including provision for child care allowances.

RECOMMENDATION 35: The Grand Jury recommends to the Board of Supervisors that the Human Resources Agency establish small "group homes" in place of institutions to alleviate the problem of shortage of competent foster homes for teenagers and children with special problems.

RECOMMENDATION 36: The Grand Jury recommends to the Board of Supervisors that the Human Resources Agency provide a psychological treatment program for children in Snedigar Cottage who are awaiting placement and who have need for such services.

RECOMMENDATION 37: The Grand Jury recommends to the Board of Supervisors the appointment of a task force which combines the experience of the welfare eligibility worker with others who have expertise in developing manuals of operation to evaluate the present "hodge-podge" of policies, regulations, procedures, and rules by which the eligibility worker must work into a concise and functional form as possible.

RECOMMENDATION 38: The Grand Jury recommends to the Board of Supervisors that it adopt for the County of Alameda a Tree Preservation Ordinance covering both public and private property, developed and undeveloped lands, in unincorporated areas of this County.

RECOMMENDATION 39: The Grand Jury recommends that the County Board of Education increase the drug education program to reach all county school districts as quickly as possible, and include follow-up supportive services for the teachers implementing the program.

RECOMMENDATION 40: The Grand Jury recommends that school districts and recreation districts be encouraged by the Alameda County Board of Education to provide a broader range of leisure-time activities which appeal to all elements of our youth population; that such activities be developed with the participation of the youth involved.

RECOMMENDATION 41: The Grand Jury recommends that county supported neighborhood drop-in centers be increased to handle the patients released from the detoxification program more effectively.

RECOMMENDATION 42: The Grand Jury recommends that the Methadone Maintenance Program, which can presently handle two hundred patients, be increased to more realistically meet the rehabilitation needs of the County's heroin addicts.

RECOMMENDATION 43: The Grand Jury recommends that a task force be developed by the Board of Supervisors to consider ideas for the creation of new service or manufacturing businesses which would be operated by those former addicts.

utilization of the program the agency should develop ways of strongly encouraging attendance of foster parents, including provision for child care allowances.

Recommendation 35:

The Grand Jury recommends to the Board of Supervisors that the Human Resources Agency establish small "group homes" in place of institutions to alleviate the problem of shortage of competent foster homes for teenagers and children with special problems.

Recommendation 36:

The Grand Jury recommends to the Board of Supervisors that the Human Resources Agency provide a psychological treatment program for children in Snedigar Cottage who are awaiting placement and who have need for such services.

Several changes in the welfare program took place during the 1971-72 fiscal year. First and foremost for Alameda County was the reorganization and consolidation that put the Welfare Department under the administration of the Human Resources Agency. This agency has responsibilities for welfare, probation and other assorted human relation and economic opportunities programs. On the heels of this change came the Welfare Reform Act of 1971 passed by the State Legislature and a highly critical Citizens Task Force Report requested by the Board of Supervisors.

The combination of these three events has made a dramatic change in the welfare picture in Alameda County. While much is yet to be done and no one is yet willing to say that the welfare system either provides all the needs of those who require its services, or that it has developed the way to work itself out of the business, a significant step has been taken to change a trend that threatened to engulf our entire society.

The best demonstration of this change is the nearly \$10 million reduction in the 1972-73 welfare budget from that of 1971-72. The County property taxpayers' cut is \$2.4 million and is about nine cents on the tax rate.

This reduction does not appear to be to the detriment of the welfare recipient, but due to more efficient administration, tighter regulations and a greater degree of awareness of responsibility to the public by the employees of the Welfare Department.

The Grand Jury committee assigned to examine this part of the County government determined that a review of the effect of these significant changes to the welfare operation would be most appropriate.

However, to thoroughly examine all of the functions of a department as large as the welfare department was not within the capacity of this committee. This was partly because of other pressing areas and partly because of the considerable investigation that had so recently taken place. Thus, a review of only the general operation and of the intake functions was done in detail. Other areas are left for succeeding grand juries to examine.

The conclusions reached are two-fold. First, that the many changes have resulted in significant improvements in the operational capability of the department though full evaluation of results must await the passage of more time and further proposed changes. The organization and staff appear to be conducting their tasks as efficiently as the proliferation of rules and regulations will permit.

Second, the applicants are now being examined in a manner which assures a much higher degree of conformity with the rules, but at the same time does not prevent anyone who is eligible to qualify for aid.

Welfare is a big business in Alameda County and it has a troika of Federal, State and County rules, policies, regulations and procedures to operate under. With the many changes that have occurred over recent years it is now necessary for the average eligibility worker to either be a walking encyclopedia or continuously refer to several large compendiums to determine the grant status of a welfare applicant.

A thorough review by a group that has both experience in the every day workings of the system and a sound knowledge of how to organize this type of material is a needed step to improve the efficiency of these workers.

Recommendation 37:

The Grand Jury recommends to the Board of Supervisors the appointment of a task force which combines the experience of the welfare eligibility worker with others who have expertise in developing manuals of operation to evaluate the present "hodge-podge" of policies, regulations, procedures, and rules by which the eligibility worker must work into a concise and functional form as possible.