

Bradley Union School District

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March 31, 2008

The Honorable Russell Scott
Presiding Judge of the Superior Court
Monterey County
240 Church Street
Salinas, CA 93901

Dear Judge Scott:

The Bradley Union Elementary School District's Governing Board hereby responds to the 2007 Monterey County Civil Grand Jury Report, pursuant to Penal Code sections 933 and 933.05.

The Responses were approved by the Bradley Union Elementary School District's Board of Education on April 9, 2008.

Responses to Findings

F 11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.2 Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

Response: The Bradley Union Elementary School District agrees with this finding.

F11.3 Prevention is the key to long-term control of gang activity.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.4 Competition for both intervention and suppression program dollars is keen.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11. 5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unity they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.17 Graffiti markings serve as warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.19 Part of the California “Gang Prevention Network” uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

Response: The Bradley Union Elementary School District agrees with this finding.

F 11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response: The Bradley Union Elementary School District agrees with this finding.

Responses to Recommendations

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

Response: *The Bradley Union Elementary School District, being a rural school district with thirty-seven students, will cooperate with surrounding entities and commute great distances to be involved. However, would like to note that gang lifestyle is not an issue for the district.*

R 11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

Response: *The recommendation has been implemented by providing district wide training in the identification and prevention of bullying. This has included the use of the “Positive Action” curriculum monthly at the school for teacher and student training.*

R 11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Response: *The recommendation has been implemented by students participating in supplemental programs included in the after school intervention program*

R 11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available to schools and through non-profit agencies.

Response: *The recommendation has been implemented by funding several schools counseling services for at risk students. The District is funding an after school program*

through ASES, Title I Supplemental Educational Services, and other funding. This program put the emphasis on positive activities such as academic achievement, music and the other arts, physical fitness and social skills development.

R 11.5 The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

Response: *The geographical area offers no parks. The school district playground and tennis courts remain open year round for sports activities.*

R 11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

Response: *The recommendation will not be implemented because it is not warranted or is not reasonable within the Bradley Union Elementary School District.*

R 11.7 The board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Response: *The recommendation will not be implemented because it is not warranted or is not reasonable within the Bradley Union Elementary School District.*

Sincerely,

Scott Smith
President, Board of Education



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Guadalupe Ruiz-Gilpas

Dr. Esperanza Zendejas, Superintendent

April 2, 2008

The Honorable Russell D. Scott
2007 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

Subject: Response to the 2007 Grand Jury Final Report

Dear Judge Scott:

Please accept the following information as the Alisal Union School District's response to the 2007 Monterey County Civil Grand Jury Final Report. The responses were approved by the City Council at their meeting on March 6, 2008.

Section 11 – Monterey County Gangs: Suppression, Intervention and Prevention

Findings

F 11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

RESPONSE: The Respondent agrees with this finding.

F 11.2 Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

RESPONSE: The Respondent agrees with this finding.

F 11.3 Prevention is the key to long-term control of gang activity.

RESPONSE: The Respondent agrees with this finding.

F 11.4 Competition for both intervention and suppression program dollars is keen.

RESPONSE: The Respondent agrees with this finding.

F 11.5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

RESPONSE: The Respondent agrees with this finding.

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

RESPONSE: The Respondent agrees with this finding.

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizen's of the County is necessary.

RESPONSE: The Respondent agrees with this finding.

F 11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

RESPONSE: The Respondent has no opinion on this finding.

F 11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

RESPONSE: The Respondent agrees with this finding.

F 11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

RESPONSE: The Respondent has no opinion on this finding.

F 11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit, they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

RESPONSE: The Respondent has no opinion on this finding.

F 11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

RESPONSE: The Respondent has no opinion on this finding.

F 11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

RESPONSE: The Respondent agrees with this finding.

F 11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

RESPONSE: The Respondent agrees with this finding.

F 11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

RESPONSE: The Respondent agrees with this finding.

F 11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

RESPONSE: The Respondent agrees with this finding.

F 11.17 Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

RESPONSE: The Respondent agrees with this finding.

F 11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

RESPONSE: The Respondent agrees with this finding.

F 11.19 Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussion with representatives from the office of the Governor and both United States Senators from California.

RESPONSE: The Respondent agrees with this finding.

F 11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

RESPONSE: The Respondent agrees with this finding.

F 11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

RESPONSE: The Respondent agrees with this finding.

Recommendations

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

RESPONSE: The Respondent agrees with this recommendation.

R 11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

RESPONSE: The Respondent agrees with this recommendation.

R 11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

RESPONSE: The Respondent agrees with this recommendation. The District conducts after-school programs and encourages development of programs through parent and community groups.

R 11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

RESPONSE: The Respondent agrees with this recommendation.

R 11.5 The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

RESPONSE: The Respondent agrees with this recommendation.

R 11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

RESPONSE: The Respondent has no opinion on this recommendation.

R 11.7 The Board of Supervisor should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

RESPONSE: The Respondent has no opinion on this recommendation.

Conclusion

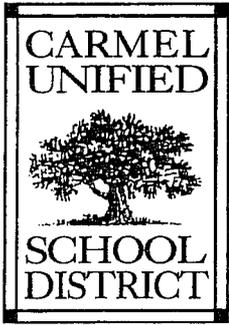
The above responses were approved by the Board of Trustees at their meeting of April 2, 2008. In the event that you need additional information, please contact Mr. Jim Koenig, Assistant Superintendent for Business Services, at 831-753-5700, extension 2033.

The Alisal Union School District appreciates the work of the Grand Jury and is grateful for the opportunity to respond.

Sincerely,



Dr. Esperanza Zendejas,
Superintendent



March 18, 2008

The Honorable Russell D. Scott
Presiding Judge, Superior Court of California
County of Monterey
240 Church Street
Salinas, CA 93901

Dear Judge Scott:

As Superintendent of Carmel Unified School District (CUSD), I am responding on behalf of the district to the recommendations contained in the Final Report of the 2007 Monterey County Grand Jury. This response was approved by the Governing Board of the Carmel Unified School District as part of its Consent Agenda on March 24, 2008.

BOARD OF EDUCATION

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SECTION 9 – MISSION TRAILS REGIONAL OCCUPATION PROGRAM

SUPERINTENDENT

Marvin Biasotti

Sally Salmon, ROP Coordinator, and I reviewed this section of the report and agree with the findings and recommendations. Specifically:

R 9.1 ROP and school district representatives should continue working together to ensure that all interested students are provided the opportunity to take vocational education classes.

ROP and school district representatives will continue working together to ensure that all interested students at Carmel High School and Carmel Valley High School are provided the opportunity to take vocational education classes. Students will be given information about ROP classes and how to schedule those classes. Individual student four-year plans, and career research programs/presentations encourage students to schedule vocational education classes in areas of interest. Personal outreach to students by counselors, faculty, ROP coordinator, and currently enrolled students should continue to promote student interest. Work is also on-going to support and accommodate for the needs of special populations so that they can succeed in ROP programs of interest. Currently, over 70% of students at Carmel High School are enrolled in ROP classes.

R 9.2 ROP should expand its outreach, using television, radio, public information booths at popular events, and distribution of ROP brochures to local libraries, recreation facilities and community programs geared toward young people.

The ROP video productions class has produced short video clips about each ROP course to aid in disseminating information concerning course offerings, curriculum, and career pathways. As a member of Mission Trails ROP consortium, programming on local access TV (AMP) and KMST-TV (Monterey County Office of Education) is also being planned to further inform students, parents, and community members about course availability. We are also working closely with Monterey Peninsula College counselors and the Tech Prep Coordinator to articulate ROP courses with community colleges classes.

P.O. Box 222700
Carmel, CA 93922
TEL: (831) 624-1546
FAX: (831) 626-4052

LOCATION:
4380 Carmel Valley Road

R 9.3 The participating school districts should be creative in scheduling to allow more students to take electives, such as ROP courses.

Carmel USD has funded a 7 period day at Carmel High School to allow students more opportunities to take elective courses such as ROP classes in addition to the courses required for graduation. The ROP Coordinator is personally involved in the development of the master schedule in order to foresee potential conflicts involving vocational classes that could result in reduced ROP enrollment.

SECTION 11 – MONTEREY COUNTY GANGS: SUPPRESSION, INTERVENTION AND PREVENTION

I have reviewed this section of the report and agree with the findings of the Grand Jury that are relevant to school districts. In terms of student discipline, the district has experienced only one gang related incident (graffiti) within memory. So, while CUSD does not face the same magnitude of gang activity as other school districts in Monterey County, we concur with the findings that "Prevention is the key to long-term control of gang activity".

We therefore support the following recommendation:

R11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Carmel Unified engages students through a wide range of athletics and high-interest activities. For example, approximately 60% of our high school students participate in interscholastic athletics. A large percentage of our high school students also participate in a wide array of clubs as well as visual and performing arts activities that take place after-school and on weekends.

Elementary school students across the district have access to after-school programs that are designed to provide recreational opportunities and homework assistance. In addition, we offer after-school academic support programs and various enrichment programs such as chess clubs, drama, cooking and art classes.

Outside of school, we promote the positive programs offered by local agencies such as the Boys and Girls Scouts in Carmel Valley and the Carmel Youth Center. We also encourage involvement in the various youth athletic leagues that are available to our students.

In conclusion, it is our belief that the district is currently implementing the relevant recommendations of sections 9 and 11 and that no further action is needed at this time. If you have questions about this response, please contact me at 624-1546.

Sincerely,



Marvin Biasotti
Superintendent

Chualar Union Elementary School District

24285 Lincoln St.
Post Office Box 188 • Chualar, California 93925
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The Honorable Russell D. Scott
Presiding Judge, Superior Court of California
County of Monterey
240 Church Street
Salinas, CA 93901

Re: Final Report of the 2007 Monterey County Civil Grand Jury

Dear Judge Scott:

This letter is in response to the Final Report of 2007 Monterey County Civil Grand Jury. The Chualar Union Elementary School District ("District") appreciates the Grand Jury's hard work and is pleased to have an opportunity to respond to its findings and recommendations regarding Monterey County Gangs (Section 11 of the Final Report). The District shares the Grand Jury's concern about gang violence in our community and is committed to participating in potential solutions to curb such activity.

About The District

The District is comprised of one elementary school with approximately 310 students in grades Kindergarten through eight. As a result, almost all of the students are under the age of 15. About 95% of the District's students are Hispanic, and about 80% are English Language Learners. Because of its small size and the involvement of teachers, staff, and administrators, Chualar Union Elementary School is a closely-knit community that is well-positioned to recognize and intercept potential dangerous behavior of students, including gang involvement.

The District believes that safe and healthy schools contribute to a safe, productive community. As a result, the District's policies and programs support inclusion, diversity, and community service. District policies prohibit harassment, discrimination, and hate-motivated behaviors and provide mechanisms for raising any such concerns. The District implements the requirements set by the federal Safe and Drug Free Schools and Communities Act (SDFSCA). In addition, the District participates in the California Healthy Kids Survey which monitors students' well-being and helps to identify risky behavior and the problems that students face so that efforts can be made to address such issues.

In furtherance of these efforts, the District also participates in the Gear-Up Program which pairs college students with middle school students at the District to assist with academic and social success. Additionally, the District implements *Padres y Hijos*, a grant program which combines the efforts of the District and parents in providing after-school programs to students in grades K-3. The District also participates in the Supplemental Provider Intervention Program which provides one-on-one tutoring to students in their homes. The District has also made great strides at combating truancy through its participation in the Reduction Truancy Abatement Program.

In fact, the District's results on the Healthy Kids Survey reflect the effectiveness of the District's methodologies in creating a supportive educational environment that discourages gang membership. Based on the most recent surveys, the District's students generally feel safer and are less likely to engage in violence-related behaviors and experiences as measured by their state counterparts in the 2003 biennial California Student Survey ("CSS"). For example, more than one-third of the District's surveyed seventh graders reported feeling "very safe" at school while less than one quarter of the students in the state survey reported such feeling. Similarly, only 3% of the District's surveyed students reported ever having been in a gang compared to 10% of the students in the CSS. District students were less than half as likely as their statewide peers to feel harassed because of race/ethnicity, religion, gender, sexual orientation or disability as reflected by the survey results (12% District vs. 27% statewide). Based upon the number of District students surveyed, the results for the District appear reliable and useful as a reflection of student behavior. Thus, these findings suggest that the District's student-centered approach of getting to know the whole child, including the child's family, helps to foster a secure environment that is resistant to the draw of gang membership.

District's Response To Findings 11.1 Through 11. 21

The District respects the Grand Jury's comprehensive and detailed research and analysis on issues relating to gangs in the County. The District has insufficient information from which to confirm the validity of many of the specific findings, such as Findings 11.8 through 11.12. Similarly, some of the findings, such as Findings 11.5, 11.13 through 11.18, and 11.20 through 11.21, represent broad philosophies about gangs and methodologies for eliminating gangs which the District believes may continue to be evolving in areas that are not readily defined or generalized. Notwithstanding, the District has no reason to doubt any of the Findings made by the Grand Jury. Thus, without admitting or casting fault or negative aspersion, the District accepts each of the Findings for purposes of participating in creating solutions for these problems plaguing our community.

In addition, the District regularly monitors current developments relating to gangs in schools. Notably, some such data shows approximately 89% of gang members are over the age of 15,¹ which puts the District's students at substantially less risk than high school students for gang membership. In addition, recent data also demonstrate that the features of urban gangs,

¹ Egley, A. (2002) *Highlights of the 1999 National Youth Gang Survey*, Office of the Juvenile Justice and Delinquency Prevention Fact Sheet, Washington D.C.: U.S. Department of Justice.

such as those in Los Angeles and Chicago, cannot necessarily be superimposed upon those in other areas.² To the contrary, in less-urban areas where gangs are emerging, there is evidence that youths do not stay in gangs for long periods of time and can be drawn away from gangs with attractive alternatives. Importantly, the District believes that caution should be exercised in analyzing statistics to ensure that such information is not used to perpetuate stereotypes or marginalize minority communities.

District's Response to Recommendations

Recommendations 11.1 and 11.4 call for initial action by the Board of Supervisors. To the extent that the Board of Supervisors implements the Grand Jury's recommendations, the District supports the Grand Jury's endeavors and is willing to participate in the recommendations to the extent financially and legally possible.

Similarly, in response to Recommendation 11.3, the District agrees to provide students and their parents with information about after-school activities for all children. Because the District may not have access to complete information about all programs available, it agrees to post any information provided to it by the Monterey County Office of Education regarding after-school programs in the County. In addition, to avoid endorsement of or association with a particular program, generally the District does not affirmatively encourage students to participate in any particular program that is not school-based.

The District is unclear about the parameters of Recommendation 11.2. In general, instructional materials for California public schools must comply with Education Code sections 60040-60045 and 60048 as well as the State Board of Education guidelines in *Standards for Evaluating Instructional Materials for Social Content*. In addition, because of the high number of English Language Learners in the District, the instructional minutes of each school day are already fully utilized. However, the District already promotes tolerance and alternatives to violence in its everyday interactions with its students and through extra-curricular activities.

For example, the District offers after-school programs in sports and the fine arts to keep students engaged in positive activities during after-school hours. The District also provides a counselor for students to consult on any matter, including pressures to join gangs. Additionally, the District has a Student Council in place to encourage civic involvement and offers out-of-state field trips to broaden student perspectives and foster ambitious student goals. The District also invites motivational speakers to inspire students to strive and achieve. These efforts are supplemented by monthly awards ceremonies held by the District to recognize academic and citizenship achievement. Also, the District provides a Student Study Team for students having academic difficulties that assembles a problem-solving team of administrators, teachers and parents to address the student's needs. Additionally, I personally meet with a group of students

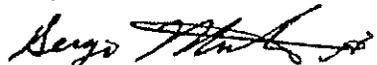
² Howell, James C. (2000) *Youth Gang Programs and Strategies*, Office of the Juvenile Justice and Delinquency Prevention Fact Sheet, Washington D.C.: U.S. Department of Justice.

on a weekly basis to assess student progress and/or student concerns. I also meet with parents on a weekly basis through the *Café con Leche* program to discuss any parental concerns or ideas on how the District can continue to keep students on positive social and academic tracks.

Despite the District's sincere concern regarding the issues caused by gangs in our community, the District's resources are critically constrained and its ability to respond to such concerns is inevitably hampered. The Governor is proposing \$4.4 billion in cuts to the K-12 Education programs in 2008-2009, including \$59.6 million reductions to Before-and-After School Programs and \$1,095.7 billion in categorically funded programs, which includes cuts to supplemental school counseling programs. This lack of support for the state's educational system creates severe challenges for the District to fulfill its educational mission, particularly in light of the large percentage of English Language Learners the District serves. Notwithstanding these financial constraints, the District and its attorneys, Ruiz & Sperow, LLP, are taking measures to participate in roundtables and legislative proposals directed at uniting agencies and creating solutions to reduce gang membership, including providing information for the California Legislative Summit on Gangs, which is planned for April 2008.

The District appreciates the Grand Jury's work in bringing this issue to the forefront. The District recognizes the serious harms caused by gangs in our community and is excited about the opportunity to participate in bringing schools and other agencies and community leaders together to help create solutions for these problems.

Very truly yours,



Sergio Montenegro
Superintendent

April 2, 2008

The Honorable Russell D. Scott
2007 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

2007 MONTEREY COUNTY GRAND JURY FINAL REPORT

Dear Judge Scott:

Attached are the responses on behalf of the City of Carmel-by-the Sea to the Findings and Recommendations of the 2007 Grand Jury.

These responses were prepared by Public Safety Director George Rawson and address the required commentary outlined in Sections 5 (Emergency Preparedness), Section 11 (Monterey County Gangs), and Section 14 (Greenfield Police Department) contained in the 2007 Monterey County Civil Grand Jury Final Report.

Very truly yours,

Sue McCloud
Mayor

c: Members of the City Council
Rich Guillen, City Administrator
Don Freeman, City Attorney
George Rawson, Director of Public Safety

Attachment

Response to the 2007 Grand Jury Findings City of Carmel-by-the-Sea

Section 5: EMERGENCY PREPAREDNESS

FINDING 5.1: The cities of Pacific Grove and Greenfield have comprehensive EOPs that cover in detail the procedures to be followed during an emergency, including detailed evacuation routes.

Response: The respondent does not have enough information about the EOPs of the Cities of Pacific Grove and Greenfield to take a position on this finding, however, Carmel-by-the-Sea has a comprehensive EOP that has been reviewed by the Pacific Grove fire chief. An evacuation route map is included as part of the EOC plan.

FINDING 5.2: Pacific Grove has published a pamphlet to inform citizens what to do in an emergency. This includes routes by area in the event of an evacuation.

Response: The respondent does not have enough information about the pamphlet published by Pacific Grove to take a position on this finding.

FINDING 5.3: Greenfield chief of police has prepared an extensive Emergency Operations Plan to cover emergency situations.

Response: The respondent does not have enough information about Greenfield's EOP to take a position on this finding. Carmel-by-the-Sea, however, has developed hazard-specific protocols that annex the EOC plan.

FINDING 5.4: NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of a disaster. Residents of all cities and unincorporated areas will look to government for assistance.

Response: The respondent agrees with this finding. The City of Carmel-by-the-Sea has trained the appropriate staff in NIMS and SEMS. Additionally, arrangements are being made to train newly-hired employees.

FINDING 5.5: Not all required key personnel in the County have been fully trained in NIMS and SEMS. Although most key personnel have had some training, a majority has not.

Response: The respondent does not have enough information about the training of County employees to comment on this finding. Again, however, key staff members working for the City of Carmel-by-the-Sea have been trained in NIMS and SEMS.

FINDING 5.6: Within Monterey County, Greenfield is ahead in NIMS and SEMS training for all key personnel. All of its officers are fully trained and most other key personnel are nearly fully trained.

Response: The respondent does not have enough information about Greenfield's training of personnel to take a position on this finding.

FINDING 5.7: The Civil Grand Jury commends Greenfield on its extensive NIMS and SEMS training and training programs for key city personnel.

Response: Again, the respondent does not have enough information about Greenfield's training to take a position on this finding.

FINDING 5.8: The Civil Grand Jury commends Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans.

Response: The respondent does not have enough information about Greenfield or Pacific Grove to take a position on this finding.

FINDING 5.9: Each city in Monterey County would do well to review the EOPs of Pacific Grove and Greenfield and perhaps use them as models.

Response: The City of Carmel-by-the-Sea is in the process of reviewing its emergency operations plan. The Pacific Grove Fire Chief will assist the Carmel Public Safety Director in this review process.

RECOMMENDATION 5.1: Each city Emergency Operations Coordinator should prepare a NIMS and SEMS training schedule for key personnel.

Response: The respondent agrees with the finding.

RECOMMENDATION 5.2: Each city Emergency Operations Coordinator should have all key personnel trained in NIMS and SEMS as soon as possible.

Response: The respondent agrees with the finding.

RECOMMENDATION 5.3: Each city in Monterey County should review the Emergency Operation Plans of Greenfield and Pacific Grove.

Response: The respondent agrees with the finding.

Section 11: MONTEREY COUNTY GANGS

FINDING 11.1: Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

Response: The respondent agrees with the finding.

FINDING 11.2: Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

Response: The respondent does not have enough information about the County intervention programs to take a position on this finding.

FINDING 11.3: Prevention is the key to long-term control of gang activity.

Response: The respondent agrees with the finding.

FINDING 11.4: Competition for both intervention and suppression program dollars is keen.

Response: The respondent agrees with the finding.

FINDING 11.5: Gangs can be countered with citizen action groups such as a Neighborhood Watch program.

Response: The respondent agrees with the finding.

FINDING 11.6: A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

Response: The respondent agrees with the finding.

FINDING 11.7: Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

Response: The respondent agrees with the finding.

FINDING 11.8: Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

Response: The respondent agrees with the finding.

FINDING 11.9: Because of this diversity in methods, techniques and equipment, the GTF has had to learn on the job how to coordinate its own methods and techniques. The equipment is still dependent on their home officers' department.

Response: The respondent agrees with the finding.

FINDING 11.10: Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

Response: The respondent agrees with the finding.

FINDING 11.11: Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit, they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

Response: The respondent agrees with the finding

FINDING 11.12: Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

Response: The respondent agrees with the finding and would add that the GTF will need to remain a part of the long-term solution to addressing those who do not respond to prevention and intervention services.

FINDING 11.13: Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of hard-core gang member from a sympathizer is of utmost concern. Keeping these populations separated in treatment programs is of utmost importance.

Response: The respondent agrees with the finding.

FINDING 11.14: Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

Response: The respondent agrees with the finding.

FINDING 11.15: Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

Response: The respondent agrees with the finding.

FINDING 11.16: Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

Response: The respondent agrees with the finding.

FINDING 11.17: Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

Response: The respondent agrees with the finding. The City of Carmel-by-the-Sea has protocols in place that mandate the removal of graffiti within 24 hours or less.

FINDING 11.18: Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

Response: The respondent agrees with the finding.

FINDING 11.9: Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Response: The respondent agrees with the finding.

FINDING 11.20: Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

Response: The respondent agrees with the finding.

FINDING 11.21: The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response: The respondent agrees with the finding.

RECOMMENDATION 11.1: The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

Response: The respondent agrees with the finding. It will be important to include all community-based organizations, especially existing youth and recreational services.

RECOMMENDATION 11.2: The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

Response: The respondent agrees with the finding.

RECOMMENDATION 11.3: Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Response: The respondent agrees with the finding.

RECOMMENDATION 11.4: The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

Response: The respondent agrees with the finding.

RECOMMENDATION 11.5: The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

Response: The respondent agrees with the finding.

RECOMMENDATION 11.6: The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

Response: The respondent takes no position on this finding. There are other public safety projects that will compete for funding and careful consideration will be needed before final decisions are made.

RECOMMENDATION 11.7: The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Response: The respondent takes no position on this finding.

SECTION 14: GREENFIELD POLICE DEPARTMENT: INNOVATIVE APPROACH TO LAW ENFORCEMENT

FINDING 14.1: The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate equipment for given situations.

The respondent does not have enough information about the Greenfield Police Department's use of less-than-lethal equipment and weapons or it's training of officers to take a position on this finding.

FINDING 14.2: The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use operation and deployment of the MECC.

Response: The respondent does not have enough information about the Mobile Emergency Command Center to take a position on this finding. With respect to Carmel-by-the-Sea, the Public Safety Director oversees the Carmel Emergency Operations Center (EOC). City staff has received training and in January 2008, the EOC was activated to manage the city's response to a severe storm.

FINDING 14.3: The Department's equipment includes an assortment of additional tools used to assist officers in searches such as the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.

Response: The respondent does not have enough information about Greenfield's equipment to take a position on this finding.

FINDING 14.4: All Greenfield police officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one or two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.

Response: The respondent agrees in part with the finding. The Carmel Police Department believes a more realistic option is to develop regional response teams comprised of fire and law enforcement experts to respond to incidents involving hazardous materials. Currently, immediate response to incidents involving hazardous materials is provided by the local fire department and an existing response team.

FINDING 14.5: The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.

Response: The respondent does not have enough information regarding Greenfield's emergency preparedness plan to take a position on this finding. Carmel-by-the-Sea has recently conducted training exercises designed to review procedures and operations pertaining to emergency responses.

FINDING 14.6: All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California.

Response: The respondent does not have enough information about the certification of Greenfield Police Department employees to take a position on this finding. The City of Carmel-by-the-Sea has taken action to ensure the appropriate city staff received NIMS training.

FINDING 14.7: Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.

Response: The respondent does not have enough information about the agreement between the Greenfield Police Department and the towing company to take a position on this finding. The City of Carmel-by-the-Sea has an abandoned vehicle abatement program in place for both public and private property.

FINDING 14.8: Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.

Response: The respondent does not have enough information about the Police Chief's involvement in the planning of parks and recreational areas to take a position on this finding. The Carmel Police Department works closely with other city departments to prevent or address matters relating to crime.

FINDING 14.9: Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings.

Response: The respondent does not have enough information about the meetings held by the Greenfield Police Department to take a position on this finding. The Carmel Police Department subscribes to the principles of Community policing which seeks to establish partnerships with the community to address quality of life issues. The police and fire departments have programs in place that provide community education, preparation, and opportunities to participate in enhancing community safety.

FINDING 14.10: The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) Information, LiveScan Fingerprint notices, DUI Enforcement, Online Crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more.

Response: The respondent does not have enough information about the web page created by the Greenfield Police Department to take a position on this finding. The City of Carmel agrees the internet is a very useful tool for providing information to the community. Carmel is currently updating its website to offer expanded services to the community. The Police Department also uses the Internet to broadcast crime alerts. This alert system, known as Linking Information to Neighborhoods for Knowledge and Safety (LINKS) was approved by the City Council in 2002, and provides a conduit for informing and empowering the community to join the police in problem solving efforts. When appropriate, the police department will broadcast a LINKS crime alert to residents and/or businesses. These alerts empower the community to

become the “eyes and ears” of the police department, and fosters greater citizen participation in reporting information useful to the police department.

FINDING 14.11: Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

Response: The respondent does not have enough information about drug searches by Greenfield Police to take a position on this finding. Utilizing a canine for school drug searches will help to deter drugs on the school campus. Prior to implementing such a program, there must be clear protocols established through a process of open communication and input from school officials, the police, parents, and students.

FINDING 14.12: The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

Response: The respondent does not have enough information about the checkpoints proposed by the Greenfield Police Department to take a position on this finding. Checkpoints play an important role in deterring crime, but it is important checkpoints are operated in a manner that complies with legal requirements. The Carmel Police Department has participated in joint agency sobriety checkpoints and will continue do so.

FINDING 14.13: The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.

Response: The respondent does not have enough information about the crime prevention measures undertaken by the Greenfield Police Department to take a position on this finding. The Carmel Police Department utilizes the principles of Community Policing to deter or address quality of life issues. Police officers work closely with members of the community and other city departments to address graffiti, abandoned vehicles, and other city code violations. Graffiti is abated in 24 hours or less.

FINDING 14.14: Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.

Response: The respondent does not have enough information about the Greenfield's terrorism scenario training to take a position on this finding. Carmel-by-the-Sea agrees that terrorism is a very serious threat and, dating back to 2002, the Carmel Police Department organized and co-hosted an “Executive Briefing-Counter Terrorism” for all top level government officials in Monterey County. The focus of the briefing was to stimulate thought and action about local agency response plans and capabilities to cope with a major terrorist related incident. Presentations were given by the Monterey Institute of International Studies, the FBI, the California Anti-Terrorism Information Center (CATIC), the National Guard, Monterey County Office of Emergency Services, and the Monterey County Health Department. The Public Safety Director works closely with the FBI Joint Terrorism Task Force and the California Anti-Terrorism Information Center regarding issues in Carmel that relate to homeland security. The Police Department has participated in joint agency terrorism training exercises that were held on the grounds of the former Fort Ord.

As a member of the Monterey County Police Chief's Association (MCCLEOA), the Carmel Public Safety Director is also engaged in a project to acquire new technology that will enhance data sharing amongst Monterey County law enforcement agencies. Obtaining this technology will improve crime solving capabilities and aid in responding or preventing a terrorism event.

RECOMMENDATION 14.1: All city police departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependent on one or two people.

Response: The respondent disagrees with this finding. Managing emergency situations requires a careful and coordinated response by different disciplines as required by NIMS (National Incident Management System). The NIMS process was developed so responders from different jurisdictions and disciplines can work together to best respond to natural disasters and emergencies, including acts of terrorism. The term "fully cross-trained," needs to be clarified. If it suggests police must be able to perform firefighter tasks and firefighters perform police tasks, such an undertaking would be inappropriate. Clearly the roles of police officers and firefighters are distinct, and require levels of expertise that would not be appropriate for cross training. However, it does make sense to conduct multi-agency training and/or develop multi-agency response teams that understand each other's respective duties. In this context, the term "cross training" will serve to work in a manner that best preserves public and employee safety.

RECOMMENDATION 14.2: All city police departments in the County should have a range of less-than-lethal weapons.

Response: The respondent agrees with the finding

RECOMMENDATION 14.3: All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.

Response: The respondent agrees with the finding

RECOMMENDATION 14.4: The Board of Supervisors should require completion of countywide NIMS and SEMS training as soon as possible.

Response: The respondent agrees with the finding

RECOMMENDATION 14.5: The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public need to be educated on the hazards of chemicals.

Response: The respondent agrees with the finding

CITY OF DEL REY OAKS RESPONSES TO THE RECOMMENDATIONS & FINDINGS OF THE 2007 MONTEREY COUNTY GRAND JURY REPORT

Section-11 Monterey County Gangs: Suppression, Intervention, and Prevention

FINDINGS:

F 11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

The City of Del Rey Oaks agrees with this, and has made it a priority of the Del Rey Oaks Police Department who identify gang members from the neighboring Cities that pass through the City of Del Rey Oaks, to identify them, and use every legal law enforcement tool to remove them from the street.

F 11.2 Even though many intervention programs exist in Monterey County, they are not always made easily available to children and families at risk.

The City agrees with this finding. DROPD has learned first hand that these programs must be available when the child or family is at risk. This could be a weekend, or in the middle of the night. Many times this is when the at risk parties are most vulnerable to intervention, and no programs or counselors are available.

F 11.3 Prevention is the key to long-term control of gang activity.

The City of Del Rey Oaks agrees with this premise.

F 11.4 Competition for both intervention and suppression program dollars is keen.

The City of Del Rey Oaks has not applied for funding. With its small population and no recognized gang problem is not eligible for intervention and suppression dollars. If the problem existed, then we would certainly apply accordingly.

F 11.5 Gangs can be countered with citizen groups such as Neighborhood Watch programs.

The City agrees that this will work with aggressive law enforcement participation where the members of Neighborhood Watch see the results of the risk that they take in turning information over to law enforcement.

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

The City agrees with this finding. The City of Del Rey Oaks has not had to deal directly with gangs in our community.

F11.7 Every member of the community has a responsibility to overcome gang intimidation and not fall into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

The City agrees that gangs are a regional issue that must be addressed by every community. Members of the communities must stay active in the process to abate gangs in their communities.

F11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

The GTF needs diversity and should continue to blend skills and techniques to enhance their ability to combat the gang problem. Different skill levels and senior personnel from the GTF used to train new members of the unit are imperative to the longevity of the unit. Del Rey Oaks has had regular contact with members of the unit who have always volunteered to work directly with us if a problem arises that DROPD cannot handle.

F11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officer's department.

On the job training in law enforcement is not unique to the GTF. Any specialized unit that an officer maybe come involved in requires that officer to become familiar with the techniques, and methods of the unit that he or she has joined. The GTF must remain extremely flexible, and controlled by the management staff assigned to oversee the unit.

Equipment should be as standardized as possible, and the equipment that the unit needs should be provided to them.

F11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

This is an officer safety issue that should be addressed immediately. GPS units should be provided to the GTF.

F11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

This is a much larger problem than just the inability of the GTF to communicate with each other. This problem is systemic in Monterey County. Some of this is a direct result of the diverse terrain in Monterey County, but the majority of the issue is the result of the County telecommunications bureaucracy and the lack of funding to correct the problem. Unfortunately technology changes faster than the funding for such projects can be achieved. All of the emergency units in Monterey County should be able to communicate with each other through the Monterey County Emergency Communications Center.

F11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

The GTF will always be needed, even with more effective programs in place. The GTF is an enforcement and intelligence-gathering unit that must be on the streets to measure and receive the pulse of the community. Not everyone associated with gangs or gang activity is going to voluntarily participate in a program.

F11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping the populations separated in treatment programs is of utmost importance.

The City agrees with this finding

F11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

The City agrees with this finding. Education and after school programs must be available to fight the recruitment process. Parents and families need to be educated in what to look for when watching what their children wear, and how they speak and write.

F11.15 Many gangs have memberships going back three or four generations. Youth may know no other lifestyle than that of gangs.

The City agrees with this finding. There is no proven method to get to these youth before they are indoctrinated into the gang lifestyle. Some children already are aware of the gang activity prior to begin elementary school.

F11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

The City agrees with this finding.

F11.17 Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

The City agrees with this finding, but has very little experience in dealing with it. There are also “taggers” that are not necessarily part of a gang that express themselves with graffiti. In any event, the City makes every effort remove all graffiti from all City property.

F11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

The City agrees in theory with this finding, however many times small cities with no evidence of gang problems are completely cut out of a funding stream that could be used to continue to educate our youth about gangs, and other criminal activity. There should be funds available at a crime prevention level to educate youth at all levels and in all demographic areas.

F11.19 Part of California “Gang Prevention Network” uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Local, State, and Federal political figures should be routinely briefed on gang activity and its impact on communities. It can best be described as a type of terrorism within our own communities. The politicians should work together to provide the resources required to enforce, educate and prevent the issues related to gangs.

F11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

The City agrees with this finding. The Del Rey Oaks Police Department has limited contact with gang members, but has experienced this phenomenon. The female is subservient to the male gang member, and will do exactly what she is ordered to do, including carrying weapons and narcotics for her male companion.

F11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

This is a difficult finding to answer, since the majority of the Cities on the Monterey Peninsula do not experience the gang problems that the City of Salinas and the

unincorporated areas of Monterey County do. So committing funding and personnel to issues that are not affecting your community are difficult decisions to make. The GTF has made great strides in offering their services to the local communities, and that is a unit that needs continued support from all of the cities in Monterey County.

Recommendations:

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith-based communities to create achievable solutions and alternatives to the gang life style.

The City agrees with this recommendation.

If

R11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

The City agrees that curriculum that includes alternatives to violence should be taught in the classroom. This should include local law enforcement, the medical community, and the probation department. Children at all levels should be encouraged and rewarded for reporting violence in their schools, homes, etc.

R11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

The City agrees with this recommendation. Fees if charged for these types of after school programs should be low enough to make the programs available to everyone that would like to participate.

R11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies,

The City agrees with this recommendation and supports the need for these programs.

R11.5 The Board of Supervisors and the city councils of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

The County, and those cities with a recognized gang problem should use their parks to promote alternative programs for youth groups as alternative to gang activity.

R11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

The City agrees that this is an immediate need that should be funded by the County.

R11.7 The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

The City agrees that this is an officer safety issue that requires the immediate attention of the Board of Supervisors for funding.

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**CITY OF DEL REY OAKS RESPONSES TO THE RECOMMENDATIONS &
FINDINGS OF THE 2007 MONTEREY COUNTY GRAND JURY REPORT**

Section-5 Emergency Preparedness of Monterey County Cities:

FINDINGS:

F 5.1 The Cities of Pacific Grove and Greenfield have comprehensive EOP's that cover in detail the procedures to be followed during an emergency, to include detailed evacuation routes.

The City of Del Rey Oaks has a disaster preparedness plan that is incorporated into the City of Seaside Fire Department plan. The Cities of Pacific Grove and Greenfield are to be commended for their work.

F 5.2 The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in the event of an emergency. This pamphlet identifies by area (golf course, beachfront, etc.) routes to take in the event of an emergency

This is an extremely good idea that takes a great deal of staff time to produce. The Del Rey Oaks Police Department in cooperation with the Seaside Fire Department will work to develop such an information pamphlet. The police department will utilize reserve personnel to work with the Fire Department, and find a funding source for the project.

F 5.3. The City of Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.

The Greenfield Chief of Police should be commended for his work on this type of project. We are hopeful that the City of Greenfield will make this document available to the other Cities for review.

F 5.4 NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of any disaster. When disaster strikes the residents of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.

Monterey County OES may be the nucleus to get all elected officials trained in NIMS and SEMS. It would be an excellent opportunity for the elected officials to see and work through an exercise at the OES operations center. In the interim, Del Rey Oaks will work with the Seaside Fire Department to schedule training for key Del Rey Oaks personnel.

F 5.5 Not all key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.

The City agrees that all key personnel be fully trained in NIMS and SEMS. To facilitate this, the Monterey County Mayor's Association, City Manager's Association, along with the Chief Fire and Police Associations, and OES could become involved to provide venues for this type of training.

F 5.6 Within Monterey County Greenfield is ahead in NIMS and SEMS training for all key personnel. All Greenfield police officers are currently fully trained and most other key personnel are nearly fully trained.

As training becomes available, Del Rey Oaks Police Officers will receive the required training. Seaside Fire Department under contract provides fire protection to the City of Del Rey Oaks, and are all fully trained.

F 5.7 The Civil Grand Jury commends the Greenfield Chief of Police on his extensive NIMS and SEMS training and training programs for key city personnel.

The City of Del Rey Oaks agrees with the Civil Grand Jury.

F 5.8 The Civil Grand Jury commends both the City of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans.

The City of Del Rey Oaks agrees with the Civil Grand Jury.

F 5.9 Each city within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plans and perhaps use them as a model when revising their EOP's.

The City of Del Rey Oaks will take advantage of their work and review both plans for help in updating our current disaster plan.

Recommendations:

R 5.1 Each city Emergency Operations Coordinator (or person responsible) should prepare a NIMS and SEMS training schedule for all key personnel.

The City of Del Rey Oaks agrees with the recommendation, and will assign the Police Sergeant to this task.

R 5.2 Each of the Emergency Operations Coordinators (or person responsible) should strive to have all key city personnel trained in NIMS and SEMS as soon as possible.

The City of Del Rey Oaks will strive to get all key personnel trained within the next fiscal year.

R 5.3 Each city within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove.

The City of Del Rey Oaks will request the plans from the listed cities.

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**CITY OF DEL REY OAKS RESPONSES TO THE RECOMMENDATIONS &
FINDINGS OF THE 2007 MONTEREY COUNTY GRAND JURY REPORT**

Section-14 Greenfield PD: An Innovative Approach to Law Enforcement

Findings:

F14.1 The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate.

The Del Rey Oaks Police Department also has lethal devices that can be used to subdue a suspect(s). Officers are trained in all of the available systems, and the Department's use of Force Policy includes the training and qualification requirements to deploy these systems, along with the policy for their respective use in the use of force continuum.

The Department also has two Less-than-lethal & Chemical Agents Certified Instructors. One Taser Certified Instructor, Six certified Firearms Instructors, and Three defensive tactics instructors, one of whom is a nationally recognized expert in the field

Additionally all fulltime Del Rey Oaks Police Officers including the Chief of Police have completed CIT (Crisis Intervention Training).

F14.2 The Police Chief of Greenfield personally designed a Mobile Command Center (MECC). All department employees are cross-trained in the use operation and deployment of the MECC.

The Del Rey Oaks Police Department has a Mobile Command Post that is fully functional. It is also 4-wheel drive, and designed to move equipment and personal based around the Mobile Field Force Concept. It is supported by a full size Chevrolet Suburban that is used as the secondary vehicle in conjunction with the Command Post. This vehicle is also 4-wheel drive.

F14.3 The Department's equipment includes an assortment of additional tools used to assist officers in searches such as a the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.

The Del Rey Oaks Police Department has a robot that is capable of live video feed, delivery of the hostage rescue telephone, deployment of chemical agents, or with the installation of a shield, it can be used as a bullet resistant shield.

We also use a variety of simple mirror devices to clear areas prior to entry.

F14.4 All Greenfield police officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one or two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.

The Greenfield Police Department should be commended for acquiring this type of equipment which we have available, and have used from the Seaside Fire Department which has the coastal Hazardous Materials response unit on duty

F14.5 The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.

The statement that the Greenfield Police Department is prepared for any civil emergency is a very strong endorsement of their capabilities, especially with the number of officers that the agency employs.

F14.6 All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) required by the Department of Homeland Security and the State of California.

This is excellent progress that DROPD will strive to meet.

F14.7 Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.

The Del Rey Oaks Police Department Code Enforcement Officer tows abandoned vehicles off the streets at no cost to the City. He also uses a number of charitable organizations that take abandoned vehicles that residents leave in their yards and on the streets to remove blight.

F14.8 Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.

The Chief of Police of Del Rey Oaks is on the Park Committee that reports directly to the City Council. He is also consulted on new development projects and is given the opportunity to discuss and give input on parks, roadways, etc.

F14.9 Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings.

The Del Rey Oaks Police Department is small enough, and with a population of just over 1650 residents, it is very easy for the individual officer to make contact with many residents throughout the patrol shift, and make them aware of issues that affect their quality of life.

F14.10 The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) information, LiveScan fingerprint notices, DUI enforcement, Online Crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more.

The Del Rey Oaks Police Department has a Website that is linked to the City Website. Our Police Department website is designed for our residents.

F14.11 Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

The City of Del Rey Oaks does not have any schools. However, the Monterey Peninsula Unified School District, and the Carmel Unified School District use K-9 drug sniffing dogs to conduct random searches of different school sites.

F14.12 The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

The Del Rey Oaks Police Department participates with other local agencies when DUI check points are established in their particular cities. As a joint exercise this has been very educational for the officers and productive for the officers involved.

F14.13 The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle program and graffiti control.

Our Police Officers, Code Enforcement Officer and Public Works employees conduct these same tasks on a routine basis.

F14.14 Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.

The City of Greenfield Police Department is to be commended for their work in this area, the Finding that they are prepared for many scenarios including chemical and biological terrorism is a very strong statement to the work and preparedness that they have achieved.

Recommendations:

R14.1 All city police departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way the city is not dependent on one or two people.

The City agrees with this recommendation, and Officers of DROPD are cross-trained in all phases of department operations.

R14.2 All city police departments in the County should have a range of less-than-lethal weapons.

The City agrees with this recommendation, and has a wide variety of equipment and techniques for less-than-lethal incidents.

R14.3 All County and City personnel required to take NIMS and SEMS training should complete their training as soon as possible.

The City agrees with this recommendation, and is in the process of completing this.

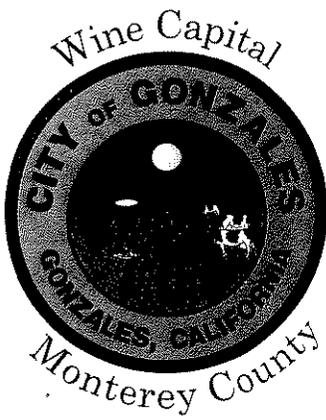
R14.4 The Board of Supervisors should require completion of countywide NIMS and SEMS training as soon as possible.

The City agrees with this recommendation.

R14.5 The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public need to be educated on the hazards of chemicals.

The City agrees with this recommendation, and is working with businesses and the fire department to make sure that hazardous chemicals are properly identified and stored.

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GONZALES, CALIFORNIA 93926
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March 3, 2008

George A. Worthy
Mayor

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
Of California, County of Monterey
240 Church Street
Salinas, CA 93901

Delia Gutierrez
Mayor Pro Tem

RE: City of Gonzales Response to the 2007 Grand Jury Report

Matt Gourley
Councilmember

Dear Judge Scott:

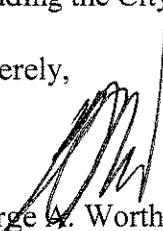
We are in receipt of the Final Report of the 2007 Monterey County Civil Grand Jury. The City is required to respond to the sections of the report entitled "Emergency Preparedness of Monterey County Cities", "Monterey County Gangs: Suppression, Intervention and Prevention," and "Greenfield PD: and "An Innovative Approach to Law Enforcement" where the Grand Jury reviewed current programs, plans and activities, and is requesting a response.

Maria Orozco
Councilmember

Before moving on to our response, on behalf of the City Council and community of the City of Gonzales, please pass along our appreciation to the members of the 2007 Grand Jury for taking the time to review and comment on procedures used by jurisdictions in Monterey County, including the City of Gonzales.

Lisa M. Senkir
Councilmember

Sincerely,


George A. Worthy
Mayor

René L. Mendez
City Manager

Gonzales will continue to be a safe, clean, family-friendly community, diverse in heritage, and committed to working collaboratively to preserve and retain its small town charm

**CITY OF GONZALES
RESPONSE TO THE 2007 GRAND JURY REPORT**

The following is the City of Gonzales' response to the 2007 Grand Jury Report section 5 entitled "Emergency Preparedness of Monterey County Cities".

GRAND JURY FINDINGS: The Grand Jury has noted 9 findings regarding emergency preparedness of Monterey County cities. The City is required to respond to all findings to indicate agreement or disagreement.

Finding 5.1: **The Cities of Pacific Grove and Greenfield have comprehensive EOPs that cover in detail the procedures to be followed during an emergency, to include detailed evacuation routes.**

Response 5.1: The City has no basis to agree or disagree with this finding as it pertains to the Cities of Pacific Grove and Greenfield.

Finding 5.2: **The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in an emergency. This pamphlet identifies by area (golf course, beachfront, etc.) routes to take in the event of an evacuation.**

Response 5.2: The City has no basis to agree or disagree with this finding. The City cannot speak to the content of this finding since it has not reviewed the pamphlet listed.

Finding 5.3: **The Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.**

Response 5.3: The City has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, we have prepared our Emergency Operation Plans.

Finding 5.4: **NIMS and SEMS training of key personnel is vital to the preparedness of each City in the event of any disaster. When disaster strikes, the residents of all Cities and unincorporated areas of Monterey County will look to government for guidance and assistance.**

Response 5.4: The City agrees with this finding.

Gonzales strives to maintain a well-trained emergency management team. All policy makers and department heads have training for their positions. NIMS compliance is proceeding. Gonzales conducts annual training in disaster preparedness and response.

Finding 5.5: **Not all key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.**

Response 5.5: The City has no basis to agree or disagree with this finding.

The City cannot speak about the entire County's key personnel. Gonzales' staff has completed most of the required training and will complete more in 2008. Training requirements are ongoing and change from time to time.

Finding 5.6: Within Monterey County, Greenfield is ahead in NIMS and SEMS training for all key personnel. All Greenfield police officers are currently fully trained and most other key personnel are nearly fully trained.

Response 5.6: The City has no basis to agree or disagree with this finding.

The City cannot speak to the content of this finding since it has not reviewed Greenfield's training.

Finding 5.7: The Civil Grand Jury commends the Greenfield Chief of Police on his extensive NIMS and SEMS training and training program for key city personnel.

Response 5.7: The City has no basis to agree or disagree with this finding.

Finding 5.8: The Civil Grand Jury commends both the City of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness Plans.

Response 5.8: The City has no basis to agree or disagree with this finding.

The City cannot speak to the content of this finding since it has not reviewed the plans listed.

Finding 5.9: Each City within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plans and perhaps use them as a model when revising their EOPs.

Response 5.9: The City has no basis to agree or disagree with this finding.

The City cannot speak to the content of this finding since it has not reviewed the plans listed. Gonzales will review the current EOP in 2008 and will solicit other plans for comparison.

GRAND JURY RECOMMENDATIONS: The Grand Jury has made 3 recommendations regarding emergency preparedness of Monterey County cities. The City is required to respond to all recommendation.

Recommendation 5.1: Each City Emergency Operations Coordinator (or responsible person) should prepare a NIMS and SEMS training schedule for all key personnel.

Response 5.1: The City of Gonzales has an informal training schedule for annual training. When the Emergency Operations Plan is updated in 2008, a training schedule will be part of the update.

Recommendation 5.2: Each City Emergency Operations Coordinator (or responsible person) should strive to have all city personnel trained in NIMS and SEMS as soon as possible.

Response 5.2: Gonzales' key personnel are trained in NIMS and SEMS. Incident Command System (ICS) training is required by the NIMS Coordination Center. ICS 100, 200, and 300, training is completed. ICS 400 training is scheduled for October 2008. Gonzales is hosting FEMA Senior Officials' Workshop in disaster preparedness in February 2008. Most South County Cities will attend and practice incident command, disaster response, and policy direction during national standard training and tabletop exercise. All policy makers and EOC staff are scheduled to attend this training.

Recommendation 5.3: Each City within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove.

Response 5.3: Gonzales will be updating the current EOP during 2008 and will compare it with other plans. The Greenfield and Pacific Grove plans may be used for comparison.

The following is the City of Gonzales' response to the 2007 Grand Jury Report Section 11 – Monterey County Gangs: Suppression, Intervention and Prevention

GRAND JURY FINDINGS: The grand jury noted twenty one findings with respect to this study. The City is required to respond to all twenty one findings:

Finding 11.1: Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

Response 1: The City of Gonzales agrees with this finding. Gang suppression efforts are vital to address the growing gang problem within the County.

Finding 11.2: Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

Response 2: The City of Gonzales agrees with this finding. The programs need to be brought to the areas where the residents can obtain the help they need.

Finding 11.3: Prevention is the key to long-term control of gang activity.

Response 3: The City of Gonzales agrees with this finding. The ability to prevent juveniles and young adults from joining gangs will decrease the number of gang members functioning within the County.

Finding 11.4: Competition for both intervention and suppression dollars is keen.

Response 4: The City of Gonzales agrees with this finding. Both intervention and suppression efforts must work hand in hand to address the gang issues that our County faces. It is vital that both intervention and suppression programs are adequately funded.

Finding 11.5: Gangs can be countered with citizen action groups such as Neighborhood Watch programs.

Response 5: The City of Gonzales agrees with this finding. Programs such as Neighborhood Watch empower community members to address gang issues that are occurring in their neighborhoods, and are an effective resource for law enforcement.

Finding 11.6: A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

Response 6: The City of Gonzales agrees with this finding. Gangs often operate in areas where they believe that their intimidation tactics will prevent the residents from reporting their illegal activities. Once a united front is put in place, gang members understand that their activities will be reported and law enforcement will respond.

Finding 11.7: Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

Response 7: The City of Gonzales agrees with this finding. The gang issue in our County must be addressed by all residents. It is only when the gang members are not allowed to continue their criminal activities that we will be free of their influence on our neighborhoods.

Finding 11.8: Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise and the task force continues to blend these skills together.

Response 8: The City of Gonzales agrees with this finding. The GTF has done an excellent job in using the many skills that its members bring to the unit. The GTF continues to be an essential tool in addressing the gang problems in our County.

Finding 11.9: Because of this diversity in methods, techniques and equipment, the GTF has had to learn on the job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

Response 9: The City of Gonzales has no basis to agree or disagree with this finding. This issue appears to be one that needs to be addressed by the GTF and their supervisors.

Finding 11.10: Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

Response 10: The City of Gonzales agrees with this finding. The GTF has enforcement duties throughout the entire County. The unit is made up of officers that may never have patrolled the areas that they are now being sent to. This can create an officer safety issue if they were to become lost or unable to provide a proper location when they need assistance.

Finding 11.11: Each car used by the GTF is equipped with a computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

Response 11: The City of Gonzales agrees with this finding. The computer system needs to be single system that can operate anywhere in the County.

Finding 11.12: Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

Response 12: The City of Gonzales has no basis to agree or disagree with a portion of this finding. However, we agree that the prevention and intervention programs are only one part of solving the gang issues in our County. There will always be a need for enforcement efforts to control gang activity, so a unit such as GTF will be necessary for a long time.

Finding 11.13: Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang members from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

Response 13: The City of Gonzales agrees with this finding. Allowing "want to be" gang associates to intermingle with operating street gang members will only give the gangs a recruiting pool to increase their numbers.

Finding 11.14: Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang buy may wear gang colors, flash gang signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

Response 14: The City of Gonzales agrees with this finding. Gang members often look for “want to be” gang associates to bolster their gang membership numbers.

Finding 11.15: Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

Response 15: The City of Gonzales agrees with this finding. The prevention and intervention programs need to work on breaking the gang lifestyle cycle that many of our juveniles now face.

Finding 11.16: Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to suppression of gangs.

Response 16: The City of Gonzales agrees with this finding. It is only through the prevention and intervention programs that we will be able to address the cycle of gang membership.

Finding 11.17: Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

Response 17: The City of Gonzales agrees with this finding. The City of Gonzales has been working on a program to remove or cover graffiti as soon as it is discovered and properly documented by law enforcement.

Finding 11.18: Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help prevention and intervention.

Response 18: The City of Gonzales agrees with this finding. The GTF is a great example of a regional approach to dealing with gang issues in our County. The same needs to be done when dealing with prevention and intervention programs. It is only through a regional approach that we will have an impact on the gang issues in our County.

Finding 11.19: Part of the California “Gang Prevention Network” uses their City teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Response 19: The City of Gonzales does not agree or disagree with this finding. The City of Gonzales has not participated in these roundtables.

Finding 11.20: Girls raised within violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

Response 20: The City of Gonzales agrees with this finding. This is an example of the Domestic Violence Cycle. The need for intervention programs to address one’s own self-esteem issues is the only way that we, as a County, will be able to break this cycle.

Finding 11.21: The long term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County City governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response 21: The City of Gonzales agrees with this finding. The overall gang problem must be addressed county wide. It is only with the combined efforts of the prevention and intervention experts along with a strong suppression branch that we will make any headway in dealing with the gang issues that are affecting the entire County of Monterey.

GRAND JURY RECOMMENDATIONS: The Grand Jury has made seven recommendations. The City of Gonzales is required to respond to all seven recommendations.

Recommendation 11.1: The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

Response 1: The City of Gonzales does not have a basis to agree or disagree with this recommendation. This appears to be a recommendation that the Monterey County Board of Supervisors needs to address. There have been numerous regional meetings to address the gang issues within the County. The GTF has provided law enforcement agencies with training to help combat the gang issues that we are facing.

Recommendation 11.2: The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

Response 2: The City of Gonzales does not have a basis to agree or disagree with this recommendation.

Recommendation 11.3: Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Response 3: The City of Gonzales has no basis to recommend to any school district what activities that they should or should not have. In the case of our local School District, we are working in partnership with them to address the gang issues that are affecting Gonzales. The City of Gonzales has implemented a Juvenile GAP program that helps address and identify those at risk children. The program then assists the children and their families with finding resources to address problems they are having. The local School District is an integral partner in identifying those at risk children.

Recommendation 11.4: The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available to schools and through non-profit agencies.

Response 4: The City of Gonzales has no basis to recommend that the Board of Supervisors fund any programs. This appears to be a recommendation that needs to be addressed by the Board of Supervisors.

Recommendation 11.5: The Board of Supervisors and the City Council of each City countywide should fund and promote park activities and youth groups as an alternative to gang activities.

Response 5: The City of Gonzales agrees that the City Council should fund recreation programs to give children and young adults an alternative to gang involvement. The City of Gonzales currently has an active recreation program to help address these needs.

Recommendation 11.6: The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

Response 6: The City of Gonzales has no basis to recommend that the Board of Supervisors fund any improvements. This appears to be an issue that needs to be addressed by the Board of Supervisors and those other local governments that have members working within GTF.

Recommendation 11.7: The Board of Supervisors should find Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Response 7: The City of Gonzales has no basis to recommend that the Board of Supervisors purchase any equipment. This also appears to be a recommendation that needs to be addressed by the Board of Supervisors and the local governments that have members working within GTF.

The following is the City of Gonzales' response to the 2007 Grand Jury Report Section 14 – Greenfield PD: An Innovative Approach to Law Enforcement

GRAND JURY FINDINGS: The Grand Jury noted fourteen findings in this study. The City of Gonzales is required to respond to all fourteen findings.

Finding 14.1: The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of the weaponry. Each officer is trained to choose the most appropriate equipment for the given situations.

Response 1: The City of Gonzales has no basis to agree or disagree with this finding as we have not reviewed the City of Greenfield's equipment or training.

Finding 14.2: The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use, operation and deployment of the MECC.

Response 2: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, we agree that local jurisdictions should have Mobile Emergency Command Center's to respond in the case of emergencies or disasters. The Gonzales Police Department has had one of these units for approximately six years. The members of the department are trained in the use and deployment of the unit.

Finding 14.3: The department's equipment includes an assortment of additional tools used to assist officers in searches such as the use of robotic remote control camera, which may be deployed to "clear" an area prior to entrance.

Response 3: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, we agree that this type of equipment is useful in assisting officers during emergency situations.

Finding 14.4: All Greenfield Police Officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coveralls, one or two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.

Response 4: The City has no basis to agree or disagree with this finding as it pertain to the City of Greenfield. As it pertains to the City of Gonzales, we agree that these types of suits would be beneficial to first responders in all cities.

Finding 14.5: The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.

Response 5: The City of Gonzales has no basis to agree or disagree with this finding. The City of Gonzales has not had the opportunity to review the training and procedures of the Greenfield Police Department.

Finding 14.6: All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California.

Response 6: The City of Gonzales has no basis to agree or disagree with this finding. The City of Gonzales agrees that this training is required and will assist first responders during an emergency or disaster. City of Gonzales employees have undergone this training to address these requirements.

Finding 14.7: Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandon vehicles from city streets at no charge to the municipality, thus reducing urban blight.

Response 7: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, we have two such agreements in place where there is no charge to the local agency for the removal of abandoned vehicles.

Finding 14.8: Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.

Response 8: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, we agree that it is important to bring all of the different local department's in during early planning of parks, sub-divisions or commercial buildings to insure that each expert can provide impute prior to the building of such areas. In fact we have procedures in place to assure this occurs.

Finding 14.9: Educating the community is key to the prevention of crime and the Greenfield Department hold regular community awareness meetings.

Response 9: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, we agree with this finding. Community involvement is essential to solving crime issues within a jurisdiction. The City of Gonzales has an active community policing program that holds meetings for the exchange of information between the Police Department and the community.

Finding 14.10: The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-Line Amber Alerts, School Violence Reports, the Violence Suppression Unit reporting, Registered Sex Offender Information, real time flood information, press releases and more. The website may be viewed in both English and Spanish.

Response 10: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, the website includes information pertaining to the City's Juvenile/Gang Action Plan, Police Reporting Online, Abandoned Vehicles, Complaints, Neighborhood Watch, and Registered Sex Offender Information. In addition, the

information can be viewed in English, Spanish, German, Italian, and several other language by using a web translator that is linked to the City website.

Finding 14.11: Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

Response 11: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. The City of Gonzales is not part of any negotiations, so therefore it has no knowledge of how the program will be administered.

Finding 14.12: The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

Response 12: The City of Gonzales has no basis to agree or disagree with this finding as it pertains to the City of Greenfield. As it pertains to the City of Gonzales, we agree that the use of checkpoints is an effective way to combat driving under the influence and other crimes that are committed in our communities.

Finding 14.13: The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandon vehicle removal program and graffiti control.

Response 13: The City of Gonzales has no basis to agree or disagree with this finding. The City of Gonzales has not reviewed any of the programs that the Greenfield Police Department is using.

Finding 14.14: Terrorism in Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.

Response 14: The City of Gonzales has no basis to agree or disagree with this finding. The City of Gonzales has not had the opportunity to review and evaluate the City of Greenfield's preparedness to respond to these types of incidents.

GRAND JURY RECOMMENDATIONS: The Grand Jury made five recommendations with respect to this study. The City of Gonzales is required to respond to all five recommendations.

Recommendation 14.1: All City Police Departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way the city is not dependent on one or two people.

Response 1: The City of Gonzales agrees with this recommendation. Having every member of the department trained to assume control of an incident will likely prevent incidents from getting out of control prior to supervisory staff arriving at the scene. As a result, the City has an active training program for all department personnel.

Recommendation 14.2: All City Police Departments in the County should have a range of less-than-lethal weapons.

Response 2: The City of Gonzales agrees with this recommendation. The availability of different types of less-than-lethal weapons will greatly reduce the potential of serious injury to both residents and officers.

Recommendation 14.3: All County and City personnel required to take NIMS and SEMS training should complete their training as soon as possible.

Response 3: The City of Gonzales agrees with this recommendation. Having properly trained personnel will allow an incident to be addressed in an orderly fashion and create less confusion for the first responders working at the scene. As a result, the City strives to provide this training to all personnel on an annual basis.

Recommendation 14.4: The Board of Supervisors should require completion of county-wide NIMS and SEMS training as soon as possible.

Response 4: The City of Gonzales has no basis to agree or disagree with this recommendation. The City of Gonzales is not in a position to require the Board of Supervisors to require any type of training. This appears to be an issue that should be addressed by the Board of Supervisors.

Recommendation 14.5: The Board of Supervisors, city councils, Sheriff and all City law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public need to be educated on the hazards of chemicals.

Response 5: The City of Gonzales agrees with this recommendation. The City of Gonzales oversees the storage of chemicals within the City limits and works with other agencies to insure that chemicals being stored around the City are done so within accordance with the law.



May 16, 2008

Monterey County Grand Jury
PO Box 414
Salinas, CA 93902

Dear Grand Jury:

The City of Greenfield would like to respond to those issues raised in the 2007 Grand Jury report related to our community.

Section 2 -- Law Enforcement Information Technology

The Greenfield Police Department has purchased a Report Management System from TracNet of Pacific Grove. (<http://www.trac-net.com/>) This system was selected through a joint Request for Proposal (RFP) that includes the King City Police Department, Greenfield Police Department, Soledad Police Department, and the Gonzales Police Department. At the conclusion of the process, the Greenfield, Gonzales and Soledad Police Departments selected the TracNet RMS. This system is also being used by the Marina Police Department, Sand City Police Department, Pacific Grove Police Department and Carmel Police Department, allowing the sharing of RMS information between all agencies.

Section 5 -- Emergency Preparedness of Monterey County Cities

The City of Greenfield is continuing to move forward to meet the FY 2008 NIMS Compliance Objectives. These efforts include:

1. Adoption:
 - a. Resolutions, Polices, Procedures and structures.
 - i. NIMS Emergency Operations Policy (EOP)
2. Preparedness: Planning, Training and Exercises
 - a. Planning, Training and Exercises
3. Communication and Information Management
 - a. Command Language and Standard Terminology
 - b. Public Information
 - i. Notification Systems
4. Resource Management
 - a. NIMS National Resource Typing
 - b. Interoperability of Communications equipment
 - c. NIMS Incident Resource Inventory System (IRIS)
5. Command and Management
 - a. Incident Command System (ICS)
 - b. Multi-Agency Coordination System (MACS)
 - c. Public Information

Mayor
John P. Huerta, Jr.

Mayor Pro Tem
Yolanda S. Teneyuque

Council Member
Annie Moreno

Council Member
Agapito Vazquez

Council Member
Yvette Gonzalez

City Manager
Roger L. Wong

Section 11-- Monterey County Gangs: Suppression, Intervention and Prevention

The Greenfield Police Department is continuing to address the issues of Criminal Street Gangs in our community through a three part strategy.

1. Prevention
 - a. Gang Resistance and Education Training (GREAT) program.
 - b. Explorer POST 206
 - c. Greenfield Police Activities League
 - d. School Resource Officer program
 - e. Website information http://ci.greenfield.ca.us/Police_VSU.htm
2. Suppression
 - a. Special Enforcement Unit (SEU)
 - i. Gang Indicia Warrants
 - b. CalGANG State wide data base
 - c. Collaboration with the Monterey County Gang Task Force
3. Intervention
 - a. Juvenile Impact Program
 - b. Silver Star Program

The of Greenfield Community Development Department is currently involved in creating a Parks Master Plan so as to ensure sufficient areas for recreational activities. This should provide healthy alternatives to gang activities for the youth of our community.

Section 14 – Greenfield PD: An Innovative Approach to Law Enforcement

The Greenfield Police Department appreciates the comments made in the 2007 Grand Jury report regarding our adoption of Less Lethal Technology, Mobile Command Center, and adoption of new technology, disaster planning, code enforcement, community meetings, website information, proactive response, and training.

We are continuing our efforts in these and other areas making this part of our continual quality improvement plan. The City of Greenfield is committed to providing the best possible police services to our community.

We appreciate the kind comments made by the Grand Jury regarding the innovation of our Police Department. We are commending the outstanding efforts of our Chief of Police who has been able to create an effective Police Department on a very limited budget.

Sincerely yours,

Roger L. Wong, City Manager
City of Greenfield

March 13, 2007

Item No. **10f(2)**

Honorable Mayor and Members
of the Marina City Council

City Council Meeting
of March 18, 2008

RECOMMENDATION TO CONSIDER ADOPTING RESOLUTION NO. 2008-, ACCEPTING RESPONSES TO 2007 FINAL REPORT - MONTEREY COUNTY GRAND JURY FOR THE CITY OF MARINA AND DIRECTING THE RESPONSES BE FORWARDED TO THE PRESIDING JUDGE OF THE SUPERIOR COURT THE HONORABLE RUSSELL D. SCOTT NO LATER THAN APRIL 1, 2008

RECOMMENDATION:

It is recommended that the City Council:

1. Consider adopting Resolution No. 2008-, accepting responses to the 2007 Final Report – Monterey County Grand Jury for the City of Marina, and;
2. Direct the responses be forwarded to the 2008 Presiding Judge of the Superior Court The Honorable Russell D. Scott no later than April 1, 2008.

BACKGROUND:

Staff has received a copy of the 2007 Final Report – Monterey County Grand Jury.

Contained within the Final Report were items requiring attention by the City of Marina consisting of review and written response. These items were “Section 5 – Emergency Preparedness” (“**EXHIBIT A**”); “Section 11 – Gangs: Suppression, Intervention and Prevention” (“**EXHIBIT B**”), and; “Section 14 – Innovative Approach to Law Enforcement” (“**EXHIBIT C**”).

In June 2007, the City received a request regarding Emergency Operations. While the letter was drafted, due to a clerical error, it was not mailed. Information responding to the June 2007 request is included with the City’s cover letter and responses.

Pursuant to California Penal Code Section 933(c), Section 933.05 and Section 933(b), the City of Marina is required to prepare written responses and submit these written responses to the Presiding Judge of the Superior Court no later than April 1, 2008.

ANALYSIS:

Staff has prepared draft cover letter and written responses to the areas of concern set forth in the 2007 Final Report (“**EXHIBIT D**”).

Staff is providing this draft written responses for City Council consideration in order to allow for appropriate input and any further direction.

FISCAL IMPACT:

None

CONCLUSION:

This request is submitted for City Council consideration and possible action.

Respectfully submitted,

Joy P. Junsay
City Clerk
City of Marina

REVIEWED/CONCUR:

Anthony J. Altfeld
City Manager
City of Marina

SOURCE OF FUNDING:

None

NOTED FOR FISCAL IMPACT:

Richard B. Standridge, CPA
Interim Finance Director
City of Marina

RESOLUTION NO. 2008-

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARINA
ACCEPTING RESPONSES TO 2007 FINAL REPORT – MONTEREY
COUNTY GRAND JURY FOR THE CITY OF MARINA AND
DIRECTING THAT THE RESPONSES BE FORWARDED TO THE
PRESIDING JUDGE OF THE SUPERIOR COURT THE HONORABLE
RUSSELL D. SCOTT NO LATER THAN APRIL 1, 2008.

WHEREAS, the City received a copy of the 2007 Final Report – Monterey County Grand Jury,
and;

WHEREAS, the Final Report contained three (3) items requiring attention by the City of Marina
consisting of review and written response relative: (1) Emergency Preparedness, (2) Gangs:
Suppression, Intervention and Prevention, and (3) Innovative Approach to Law Enforcement,
and;

WHEREAS, pursuant to California Penal Code Section 933©, the City of Marina is required to
prepare written responses to these three (3) findings and submit these written responses to the
Presiding Judge of the Superior Court the Honorable Russell D. Scott no later than April 1, 2008.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Marina hereby:

1. Accept responses to the 2007 Final Report – Monterey County Grand Jury for the City of
Marina (“Exhibit A”), and;

Direct that the responses be forwarded to the Presiding Judge of the Superior Court, the
Honorable Russell D. Scott no later than April 1, 200

2. 8.

PASSED AND ADOPTED by the City Council of the City of Marina at a regular meeting duly
held on the 18th day of March 2008, by the following vote:

AYES: COUNCIL MEMBERS:

NOES: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

Gerold J. Wilmot, Mayor

ATTEST:

Joy P. Junsay, City Clerk

EXHIBIT D

March 19, 2008

THE HONORABLE RUSSELL D. SCOTT
PRESIDING JUDGE
SUPERIOR COURT OF CALIFORNIA
MONTEREY COUNTY CIVIL GRAND JURY
PO BOX 414
SALINAS, CA 93902

RE: Emergency Operations

Dear Judge Scott:

The City of Marina did draft responses to the Grand Jury's request related to Emergency Operations which was received on July 12, 2007. Unfortunately, the response was not mailed.

The following is in response to the request received July 12, 2007.

1. Does Marina have an Emergency Operation Plan?
 - a. If so, we would like a copy of those parts pertaining to natural disasters and pandemics.

The Marina City Council approved the Standardized Emergency Management System Multihazard Functional Plan on August 3, 1999. Attached is a letter of promulgation.

The Marina City Council adopted the National Incident Management System by Resolution No. 2006-115 on May 16, 2007.

2. Does Marina have an Emergency Operations Center?
 - a. If so where is it located? Also would you please coordinate a tour of your EOC with the Superior Court for members of the Civil Grand Jury?

Yes. The City of Marina Emergency Operations Center is located in the Public Safety building located at 211 Hillcrest Avenue, Marina.

- b. Who is your Emergency Operations Center coordinator?

The City Manager is the City's Emergency Operations Center Coordinator/Director.

3. Have City Council Members, the Mayor, the Fire Chief, the Chief of Police, yourself, and other appropriate Marina personnel completed NIMS and SIMS training mandated by the Federal Government and the State?

Not all training is complete.

- a. Who provides this training and has training completion been certificated?

Courses that were completed are certificated by FEMA's Emergency Management Institute and/or Fire Service Training & Education Program.

- b. If all required training has not been completed for the above personnel, what training has been completed? Please list this out by individual, the Mayor, etc and the training they have completed.

Mayor and City Council: unknown to what level of SEMS or NIMS training has been provided.

City Manager: IS 700, on line course.

Directors: IS 700, on line course, Assistant City Manager, City Clerk, Finance Director, Airport Director, Community Development Director.

Fire Chief: ICS 200, ICS 300, ICS 400, IS 700, Operations Section Chief ICS 439, Introduction to SEMS.

Police Chief: ICS 100, ICS 200, IS 700, Introduction to SEMS.

ICS 300 and 400 training is scheduled for March, April and May, 2008.

- c. Also please list out by individual the Mayor, etc and by course when this training is scheduled to be completed.

The City of Marina adopted the FY 2007-2008 budget and a FY 2008-2009 Financial Plan. As part of the approved budget, the City of Marina budgeted for disaster preparedness. The scope of work that the City of Marina is hoping to accomplish during FY 2007-2008 is the following:

1. Update the City of Marina Emergency Operations Plan in accordance with the Department of Homeland Security's National Incident Management System.
2. Identify and train appropriate City of Marina personnel in their responsibilities and roles in the Marina Emergency Operation Center and to the use of the State of California's Response Information Management System for coordinating information and resources with the Monterey County Operational Area.
3. Plan and conduct an earthquake scenario table-top exercise with activation of the City of Marina's emergency operation center.

2007 Civil Grand Jury Response

March 19, 2008

Page 3

4. Insure NIMS compliance is moving forward using NIMS Capability and Support Tool 9NIMSCAST).

Separate responses are attached in response to the 2007 Final Report – Monterey County Grand Jury on the three (3) items requiring attention by the City of Marina consisting of review and written response. These items were “Section 5 – Emergency Preparedness” (“**EXHIBIT A**”); “Section 11 – Gangs: Suppression, Intervention and Prevention” (“**EXHIBIT B**”), and; “Section 11 – Innovative Approach to Law Enforcement” (“**EXHIBIT C**”).

Sincerely,

Anthony J. Altfeld
City Manager
City of Marina

AJA/jpj

Enclosure



City of Marina

Response to Recommendations: 2007 Monterey County Civil Grand Jury Final Report

SECTION 5 EMERGENCY PREPAREDNESS OF MONTEREY COUNTY CITIES

Facts Relevant to the Investigation:

1. Every City in Monterey County, with the exception of Marina, responded to the Grand Jury's request.

Response:

The City of Marina did draft responses to the Grand Jury's request related to Emergency Operations that was received on July 12, 2007. Unfortunately, the response was not mailed. The responses regarding the City of Marina's Emergency Operations have been included into the letter of response to the Honorable Judge Scott Russell.

2. Every city has its own Emergency Operations Preparedness (EOP) plan. Most cities provided a copy of their plans as requested by the Grand Jury.

Response:

The Marina City Council approved the Standardized Emergency Management System Multihazard Functional Plan on August 3, 1999. Currently the City of Marina is having the plan updated in accordance with Department of Homeland Security's National Incident Management System. The revised plan will be provided once completed.

8. Most EOC's are located in the city hall; many having a room dedicated to emergency operations.

Response:

The City of Marina Emergency Operations Center is located in the Public Safety building located at 211 Hillcrest Avenue. The City of Marina is considering a location for a dedicated EOC in the future.

GRAND JURY FINDINGS:

F 5.4 NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of any disaster. When disaster strikes the residence of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.

Response:

The City of Marina agrees with the above statement. As part of the City of Marina's Emergency Operations Plan update, the City of Marina will identify and train appropriate City of Marina personnel in their responsibilities and roles in the Emergency Operation Center and to use to the use of the State of California's Response Information management System for coordinating information and resources with the Monterey County Operational Area.

F 5.9 Each city within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plans and perhaps use them as a model when revising their EOP.

Response:

The City of Marina values this recommendation. The City of Pacific Grove and the City of Greenfield will be reviewed as part of Marina's EOP plan revision process.

GRAND JURY RECOMMENDATIONS:

R 5.1 Each city Emergency Operations Coordinator (or person Responsible) should prepare a NIMS and SEMS training schedule for key personnel.

Response:

A training matrix is being developed to identify training needs for all city employees related to NIMS and SEMS.

R 5.3 Each city within Monterey County should review the Emergency Operations Plans City of Greenfield and Pacific Grove.

Response:

The City of Marina values this recommendation. The City of Pacific Grove and the City of Greenfield will be reviewed as part of Marina's EOP plan revision process.

**SECTION 11- MONTEREY COUNTY GANGS: SUPPRESSION,
INTERVENTION AND PREVENTION**

GRAND JURY FINDINGS:

1. Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

Response:

The City agrees, however, viable prevention and intervention activities must be deployed as well.

2. Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

Response:

The City disagrees. Generally these prevention programs are known to those who make the most referrals such as, schools, law enforcement and community based organizations. Most programs have efficient outreach components. The challenge has been, however, to get children and parents to take full advantage of these programs at the earliest opportunity versus when the child is in the middle of a crisis.

3. Prevention is the key to long-term control of gang activity.

Response:

The City agrees.

4. Competition for both intervention and suppression program dollars is keen.

Response:

The City partially agrees. The most successful gang reduction grant-funded programs include prevention, intervention and suppression components. What is difficult, however, is that communities that have low level gang problems have a very small chance of qualifying for those funds. The advantage in Monterey County is that the Gang Task Force willingly reaches out to all communities in the county and provides gang suppression support.

5. Gangs can be countered with citizen action groups such as Neighborhood Watch programs.

Response:

The City agrees. However, it cannot be assumed that these programs are a one-size fits all. For example, Neighborhood Watch may work very well in a middle class neighborhood where home ownership is high and neighbors know one another. It may not work in a depressed neighborhood where there is a high immigrant or low income population and they are fearful because of crime, or are apprehensive because they are unsure how to interact with emergency services including police, fire and the 911 dispatch center. This sentiment equates to a reluctance to report suspicious activity or crime, which is one of the primary expectations of Neighborhood Watch. A better program to use in such neighborhoods may be a Citizens Academy because it provides the fundamental information about how public safety operates. Regardless, communities must have active participation from its residents to reduce gang influence.

6. A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

Response:

The City agrees.

7. Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

Response:

The City agrees. Community action or inaction sends a very clear and powerful message to those who desire to take advantage of a given neighborhood. Inaction, complacency and dependence on others can make a neighborhood prone to gang activity and other crime that can bring decay and fear.

For residents to feel empowered to take charge of their neighborhoods, they must feel the presence of support of governmental and community-based resources as much as they feel the presence of the gangs who exist in those neighborhoods. Therefore, outreach is paramount to gaining cooperation.

8. Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

Response:

The City partially agrees. Blending expertise and skills of the individual members enhances the GTF's ability to be highly successful. Techniques and strategies on how to identify gangs, gang members and gang related crimes should be consistent between all departments. These methods guarantee against racial profiling and false identification. Information sharing between all agencies, whether in the GTF or not, is critical to assuring this consistency. The Marina Police Department actively shares such information with the GTF.

9. Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

Response:

The City agrees. As a new law enforcement program involving multi-agencies working together, on-the-job coordination of methods and techniques are to be expected. The City, in particular, applauds the Monterey County Sheriff's Office and Salinas Police Department for effectively and successfully blending their staff and resources into one team. In addition, the GTF has reached out to all police agencies in the county to offer their assistance and expertise.

10. Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

Response:

The City agrees. Having the best technology available enhances the GTF's effectiveness and efficiency. Gang activity is not confined to urban areas. Gangs often meet in remote areas to conduct meetings where future violence is planned, or initiation of new members occurs. GTF members may receive information regarding the whereabouts of these meetings and GPS can make it easier to find them.

11. Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

Response:

The City agrees. This dilemma magnifies the need for police agencies to deploy similar equipment and technology in their vehicles. Currently, outfitting GTF vehicles equipped with compatible computer systems would require each agency participating in the GTF to purchase and outfit a unique patrol vehicle with a conforming MCT system that could not then be utilized

for other operations. This would significantly limit the vehicles use by that agency. Requiring all agencies involved in GTF to purchase and outfit such vehicles is not realistic from a budgetary perspective. The Next Generation Project and Interoperability efforts led by the Emergency Communication Users' Advisory Council are currently addressing communication issues. It is possible that this issue could be resolved through these efforts.

12. Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

Response:

The City disagrees. While some programs may be ineffective, the GTF is one component of the countywide response to gang reduction. The City urges close scrutiny of all prevention and intervention programs and encourages support of only those that are effective. Effective prevention and intervention programs in conjunction with the suppression efforts of the GTF are the complete strategy to the elimination of gangs.

13. Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of hard-core gang member from a sympathizer is of utmost concern. Keeping these populations separated in treatment programs is of utmost importance.

Response:

The City agrees, however, attempts to keep them separate outside the treatment programs are of equal importance. Gang probation and parole terms aimed at non-association should be strictly enforced.

14. Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

Response:

The City agrees. These sympathizers are often used to aid and abet the criminal activity of hard-core gang members. They are used to traffic narcotics and guns. Female sympathizers may be used to receive and distribute communications from gang leaders incarcerated in jails and prisons to local street gangs. Sympathizers may be used to infiltrate key government positions, such as police and court support personnel, to gather information related to active criminal investigations, informants, or information about police officers.

15. Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

Response:

The City agrees, thus stressing the importance of early prevention, intervention and suppression.

16. Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

Response:

The City agrees, however, the need for suppression always exists.

17. Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

Response:

The City agrees. Gang graffiti serves as an announcement as to what gang and gang members are active and can be an open challenge to rival gangs if the writing is placed in their territory. The response can be violent retaliation. Therefore, immediate removal is crucial to disrupt any potential for violence. The City has adopted an ordinance that requires immediate removal.

18. Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

Response:

The City agrees. Collaboration and broad-based partnerships is the most effective response to gang reduction. Unfortunately, these programs require funding and some communities are more desperate than others to get as much financial support to run them. As stated earlier, communities that have low level gang problems have a difficult time gaining funding.

19. Part of the California “Gang Prevention Network” uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Response:

The City agrees and encourages continued dialogue with our states policy makers.

20. Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

Response:

The City agrees. In addition to violence, females involved with gangs are vulnerable to exploitation. This exploitation can involve aiding and abetting criminal gang activity, or subjecting them to drug and sexual abuse.

21. The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response:

The City agrees and has stressed this point throughout its response to this Grand Jury report.

RECOMMENDATIONS:

1. The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith-based communities to create achievable solutions and alternatives to the gang lifestyle.

Response:

The City disagrees. First, it is not clear whether the Grand Jury is recommending a summit, or on-going oversight of a countywide gang response. The City would expect to evaluate what the purpose, goals or intent of such oversight.

2. The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

Response:

The City partially agrees. There should be dialogue amongst all public entities regarding school violence, however, the Monterey County Office of Education and individual school districts should have the discretion to include alternatives to violence they deem necessary. The Marina Police Department continues to coordinate with the local school district on school safety, to include collaborative responses to violence. The school resource officer is the liaison with Marina school administrators and staff. The Chief of Police meets periodically with the superintendent and principals regarding school safety.

3. Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Response:

The City agrees.

4. The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

Response:

The City partially agrees. Any programs related to diverting youth away from gangs are valuable; however, the City recognizes that funding for such programs is dependant on the availability of monies. The City encourages schools and non-profits to pursue grant opportunities where available.

5. The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

Response:

The City agrees. The City through its Recreation and Cultural Services Department operates teen and youth centers that provide after school programs, and organized activities related to education, cultural awareness, sports and field trips. Recreation staff works with the middle and

high school to provide after school entertainment. Recreation also sponsors youth sports programs such as soccer, baseball and basketball.

6. The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

Response:

The City partially agrees. This recommendation requires further analysis as the entire County explores Next Generation communication capabilities and interoperability. In the near future, interoperability advances will allow for better communication not only between GTF members, but law enforcement personnel throughout the County.

7. The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Response:

The City agrees. GPS devices do enhance enforcement efficiency and effectiveness.

**SECTION 14 – GREENFIELD PD:
AN INNOVATIVE APPROACH TO LAW ENFORCEMENT**

GRAND JURY FINDINGS:

1. The Greenfield Police Department uses and assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate equipment for given situations.

Response:

The City agrees and applauds the efforts of the Greenfield Police Department in this area.

The Marina Police Department fields a number of less-than-lethal weapons. These items consist of OC, “Pepper Spray”, Tasers and “Bean Bag” guns. All Department officers receive training on a regular basis that allows them to select and utilize each piece of equipment as appropriate to the situation. The Department is in possession of a net gun but, due to inherent limitations having to do with its effective range, effects of wind, need for open space for deployment and the difficulty of removing and securing suspects once they have been netted, it has not been deployed. All Department officers have been trained in the proper use and deployment of each piece of equipment.

2. The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use, operation and deployment of the MECC.

Response:

The City agrees that the MECC is a valuable resource and also can be utilized to assist with community policing outreach in neighborhoods. The Marina Police Department does not possess an MECC and applauds the efforts of the Greenfield Chief of Police in this area.

3. This Department's equipment includes an assortment of additional tools used to assist officers in searches such as the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.

Response:

The City partially agrees. This Department has, for many years, utilized canines (K-9s), which have proven invaluable to our operations to include the search of buildings, open spaces and vehicles. The Department currently fields two K-9s and have found them to greatly increase the speed of searches, enhance officer safety and provide a psychological deterrent to offenders as a majority give up rather than face the possibility of having to confront a K-9.

Tasers have also added to officer safety during searches. Officers find the psychological deterrent of Tasers has decreased the number of offenders who wish to engage in a physical altercation with them.

Additionally, the Department has access to a thermal imager. This allows officers to "see" in the dark via location of heat sources, i.e. suspects. It also provides the ability to see where people have been as it picks up residual heat left behind by offenders.

The City of Greenfield has a tactical team program where the use of robotic remote controlled cameras are appropriate. The Marina Police Department evaluates and deploys the equipment necessary to effectively patrol the City.

4. Greenfield police officers are issued Level B Haz-Mat suits, which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one or two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.

Response:

The City partially agrees. Currently, a majority of Department officers have cross training in Haz-Mat up to the use of Level C suits. They are also equipped with Level B rated equipment that is carried with them while they are on patrol. Additionally, the Department is in the process of obtaining uniform duty jackets that are both resistant to blood borne pathogens and chemical agents. Another form of protection is bio-hazard suits that are available to officers when they deal with crime scenes or other scenes that may contain larger amount of blood borne pathogens and chemical agents.

5. The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.

Response:

The City agrees. The Marina Police Department has also kept abreast of civil emergencies and has trained its personnel for such emergencies.

6. All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SIMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California. SEMS: (<http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/SEMS-NIMS-2007-PDFs/file/DirectorLtr07.pdf>).

NIMS: (http://www.fema.gov/emergency/nims/nims_training.shtm)

Response:

The City agrees. All Marina Police Department employees are required to certify in both SEMS and NIMS and have done so. New employees will also be required to certify in both areas.

7. Greenfield's Community Service Officer negotiated an agreement with the local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.

Response:

The City agrees. This Department also has an agreement with our local towing service to remove abandoned vehicles at no charge to the city.

8. Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.

Response:

The City agrees. The Police Department has been experiencing rapid residential and commercial growth, as well as parks and recreational areas. This Police Department has been intimately involved in all levels of planning and making recommendations and setting conditions for all new developments, to include parks and recreational areas. The emphasis has been on designing out crime by utilizing Crime Prevention Through Environmental Design (CPTED).

9. Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings.

Response:

The City agrees. The Marina Police Department has implemented a beat system within the City that emphasizes community contact and interaction with groups (civic, business, et cetera). Officers are assigned a beat with direction to work with community members to bring awareness and solutions to community problems. Officers assigned to each beat work together to educate the citizens in their areas and identify issues and work with community members to find resolution to identified concerns. As a result officers and citizens form close bonds with each other that brings trust and mutual understanding. As a result the true concerns of citizens are heard and acted upon.

In addition the Chief of Police periodically meeting with business, civic groups and residents regarding policing issues.

10. The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-Line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) Information, Live-Scan Fingerprint notices, DUI enforcement, Online crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more. The website may be viewed in both English and Spanish at (<http://www.ci.greenfield.ca.us/police.htm>).

Response:

The City agrees. This Department possesses its own website which can be viewed at <http://www.ci.marina.ca.us>. This Department's website has been tailored for our community. As with all websites, it is a work in progress and we strive to keep up with the needs of our community. We provide the public with areas within the website that include media releases, daily crime bulletins, Department contact information and the recruitment and hiring processes and beat information.

11. Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

Response:

The City disagrees. The Police Department supports the school district with issues related to illegal drug and weapons on campus. However, the Monterey Peninsula Unified School District contracts and coordinates with a private K-9 service to conduct random searches on school grounds.

12. The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

Response:

The City disagrees. The Marina Police Department has conducted a number of DUI checkpoints over the years and as part of those has been able to make other arrests for various other offenses. The Department has not performed checkpoints aimed at drug and weapons trafficking and are awaiting any ruling regarding its constitutionality.

13. The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.

Response:

The City partially disagrees. This Department has implemented a beat system, mentioned above, that is aimed at prevention and identification of prospective and occurring criminal activity. The Department has had an aggressive abandoned vehicle and graffiti abatement program for many years. Community Service Officers have been tasked with abandoned vehicle abatement and officers have been aggressively identifying "taggers" via investigation. There is also a City ordinance that dictates the removal of graffiti that is utilized to ensure graffiti is eradicated as

soon as possible.. These two efforts have created an atmosphere where very little graffiti occurs in this City.

Regarding weed abatement; The Marina Fire Department is responsible for overseeing and coordinating this activity on an annual basis. As a result of the Fire Department's efforts, the City achieves 100% voluntary compliance.

14. Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.

Response:

The City agrees. The Marina Police Department has undergone continuous training in order to prepare for a terrorist related incident. Training has included active shooter scenarios, a multi-jurisdictional (Monterey Peninsula police and fire agencies) exercise related to a bombing of a structure, and coordination and plans for incidents such as these with the Monterey Peninsula Unified School District. This includes roll-call training sessions.

GRAND JURY RECOMMENDATIONS:

1. All city police departments in the County should be cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependant on one or two people.

Response:

The City agrees. This Department actively trains its officer to take charge in the event of any emergency. This includes taking charge of a scene or incident, activating emergency services as needed and implementing SEMS and NIMS.

2. All city police departments in the County should have a range of less-than-lethal weapons.

Response:

The City agrees. The Marina Police Department fields a variety of less-than-lethal weapons. Every officer is required to carry on their person OC (pepper spray) and a Taser. They also have access to a "bag gun", which fires a bean bag round out of a standard shotgun. This piece of equipment is located in the trunk of their car. In the event of a civil disturbance, a 40mm chemical agent launcher is available as well as various types of chemical agent grenades. The Department does possess a net gun, but do to some of its limitations it is not deployed. Please refer to section F 14.1.

3. All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.

Response:

The City agrees. All Marina Police Department employees are required to certify in both SEMS and NIMs and have done so. New employees will also be required to certify in both areas.

4. The Board of Supervisors should require completion of county-wide NIMS and SEMS training as soon as possible.

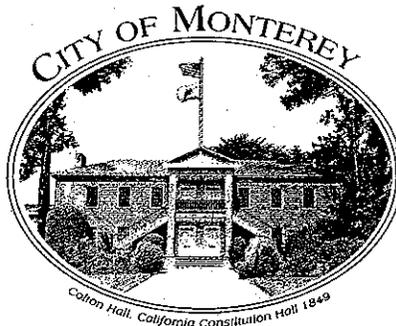
Response:

The City agrees. .

5. The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agricultural industry and the public need to be educated on the hazards of chemicals.

Response:

The City agrees with the Grand Jury's assessment of the need to educate the public and the agricultural industry on the importance of securing agricultural chemicals.



March 5, 2008

Mayor:
CHUCK DELLA SALA

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

Councilmembers:
LIBBY DOWNEY
JEFF HAFFERMAN
NANCY SELFRIDGE
FRANK SOLLECITO

City Manager:
FRED MEURER

Subject: City of Monterey Response to the 2007 Grand Jury Final Report

Dear Judge Scott:

The following is the City of Monterey's response to the 2007 Monterey County Civil Grand Jury Final Report Sections 5, 11, and 14. The responses were approved by our City Council at their March 4, 2008 meeting.

Section 5 – Emergency Preparedness of Monterey County Cities:

Findings:

F 5.1 The cities of Pacific Grove and Greenfield have comprehensive EOP's that cover in detail the procedures to be followed during an emergency, to include detailed evacuation routes.

Response: Agree

F 5.2 The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in an emergency. This pamphlet identifies by area routes to take in the event of an evacuation.

Response: Agree

F 5.3 The Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.

Response: Agree

F 5.4 NIMS and SEMS training of key personnel are vital to the preparation of each city in the event of any disaster. When disaster strikes the residents of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.

Response: Agree

F 5.5 Not all required key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.

Response: *Partially disagree: All Monterey City personnel assigned to key emergency management functions have received all required NIMS and SEMS training. New employees are required to complete any required NIMS and SEMS training specific to their assigned job function within one year of employment.*

F 5.6 Within Monterey County Greenfield is ahead in NIMS and SEMS training for all key personnel. All Greenfield police officers are currently fully trained and most other key personnel are nearly fully trained.

Response: *Disagree: All Monterey City personnel assigned to key emergency management functions have received all required NIMS and SEMS training. New employees are required to complete any required NIMS and SEMS training specific to their assigned job function within one year of employment.*

F 5.7 The Civil Grand Jury commends the Greenfield Chief of Police on his extensive NIMS and SEMS training and training programs for key city personnel.

Response: *Partially disagree: The City of Monterey has also achieved compliance with required NIMS and SEMS training for key personnel.*

F 5.8 The Civil Grand Jury commends both the cities of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans.

Response: *Agree*

F 5.9 Each city within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plan and perhaps use them as a model when revising their EOP's.

Response: *Agree*

Recommendations:

R 5.1 Each city Emergency Operations Coordinator (or responsible person) should prepare a NIMS and SEMS training schedule for all key personnel.

Response: *Implemented and completed in October 2006.*

R 5.2 Each city's Emergency Operations Coordinator (or responsible person) should strive to have all key city personnel trained in NIMS and SEMS as soon as possible.

Response: *Implemented and completed in October 2006.*

R 5.3 Each city within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove.

Response: *The recommendation has not yet been implemented, but will be implemented and completed by December 2008.*

Section 11 – Monterey County Gangs: Suppression, Intervention and Prevention Findings:

F 11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

Response: *Agree. Long-term results require sustained applications to effect real change. Suppression is necessary to address current issues of gang violence that occur. However, a single approach to the gang issue, whether it involves suppression, intervention or prevention, cannot counter the familial and cultural foundation of gang activity. The true solution rests with a multi-pronged approach involving all three components.*

F 11.2: Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

Response: *The City of Monterey does not have enough information on this topic to formulate an opinion. However, children and families at risk should be the target of such intervention programs and efforts should be made to reach out to those on the fringe to ensure they have access to these valuable programs.*

F 11.3: Prevention is the key to long-term control of gang activity.

Response: *Agree. Prevention is the key to long-term control of gang activity. A major component of prevention is breaking the cycle of gang violence that seems to follow generations. Prevention is the best approach to minimize the allure of the gang lifestyle and of encouraging generations to abandon it.*

F 11.4 Competition for both intervention and suppression program dollars is keen.

Response: *Agree. Funding for this and just about every program imaginable is extremely competitive.*

F 11.5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

Response: *Agree. Community involvement and awareness is paramount to not only combating gang activity within a neighborhood but also goes a long way toward minimizing all types of crime. Those who reside within a given area have a better understanding of who belongs in their neighborhood and what appears out of place.*

Neighborhood tolerance or lack thereof, plays a significant role in determining what will be allowed in that portion of the community. By mobilizing and empowering resident action groups, societal mores and norms can be communicated, reinforced and even changed.

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

Response: *Agree. As stated above, community groups can have a very powerful influence on their neighborhood. By approaching an issue from a unified front, a neighborhood can dictate acceptable behavior, bring conformity and balance into their community and serve as a resource to others who struggle with the pull of gang activity. Strength in numbers is a weapon neighborhoods can employ to counter the intimidation and fear utilized by gangs.*

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

Response: *Agree. As noted above, apathy or acceptance of abhorrent behavior is the greatest advantage gangs employ. The broken window theory states that a neighborhood's involvement and tolerance of blight plays a significant role in how well blight and crime flourish. Community action or inaction sends a very clear and powerful message to those who desire to take advantage of a given neighborhood. Turning a blind eye to blight or succumbing to intimidation, sends the signal that residents will not stand up to crime, including gang activity, which results in the criminal element establishing a strong foothold. Once done, it takes substantial investment from the community, strong suppression by law enforcement, and sustained prevention and intervention programs to rid a neighborhood of this blight.*

In many of these neighborhoods, cultural perspectives create a distrust of law enforcement. This in turn fosters an unwillingness by many within the community to approach law enforcement, attend community meetings or report crimes. We must do a better job at availing ourselves to those segments of our population who are foreign born or whose culture includes a distrust of police and government, in general.

F 11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

Response: *Agree. Blending expertise and skills creates a symbiotic relationship between team members where the whole is greater than the sum of its parts. Although we do not have a representative on the Gang Task Force (GTF), we do share information with them, encourage them to conduct operations in our City, and support their gang suppression efforts.*

F 11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

Response: *Agree. The GTF seems to have done a good job of blending their various methods, techniques, equipment, experience and expertise into the overarching goal of the GTF. The Monterey Police Department has utilized the GTF primarily to augment our staff at large special events or events that have the potential of attracting a large contingency of the gang element. The involvement of the GTF has proven valuable as they, along with members of the County Probation Department have been very helpful in identifying potentially problematic individuals and resolving those problems before they become significant.*

F 11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

Response: *Generally Agree. Since the majority of the GTF is comprised of officers from the Salinas Police Department and Monterey County Sheriff's Department, many are unfamiliar with areas of the County in which they have had no experience patrolling. Utilizing global positioning satellite technology would certainly help to alleviate this issue and enable the GTF to better operate in unfamiliar territory.*

F 11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

Response: *Agree. However, there is no simple fix to this challenge. The vehicles that GTF utilizes are not exclusive to GTF operations. They are also used by the home agency for patrol and other operations when the GTF officers are not driving them. Outfitting GTF with vehicles equipped with compatible computer systems would require each agency participating in the GTF to purchase and outfit a unique patrol vehicle with a conforming MCT system that could not then be utilized for other operations. This would significantly limit the vehicles use by that agency. Requiring all agencies involved in GTF to purchase and outfit such vehicles is not realistic from a budgetary perspective. Communication issues are currently being addressed by the Next Generation Project and Interoperability efforts led by the Emergency Communication Users' Advisory Council. It is possible that this issue could be resolved through these efforts.*

- F 11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

Response: *Partially Agree. Fundamentally, familial and cultural values contribute significantly to the gang problem. Government can offer a variety of programs but government alone cannot resolve this societal problem. The family unit, civic and religious groups and educational institutions must all embrace the goal of eradicating the gang problem and resolve to work toward achieving a long-term solution. The government can provide tools and resources but without community support, all the programs in the world will do little good.*

Merely implementing a variety of programs will not eliminate the need to continue deploying the GTF. Only when those programs are embraced by and embedded in the community will we see a decrease in the prevalence of gang activity. Then and only then will we be able to begin to consider minimizing the suppression efforts conducted by the GTF.

- F 11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of hard-core gang member from a sympathizer is of utmost concern. Keeping these populations separated in treatment programs is of utmost importance.

Response: *Agree. However, we have limited experience with these types of treatment programs.*

- F 11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

Response: *Agree. It is often difficult for the street-level officer to differentiate between sympathizers and actual gang members. Efforts must be made to identify and reach out to these individuals before they succumb to the influence of gangs.*

- F 11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

Response: *Agree. As stated earlier, reforming a single gang member does little to weaken the deeply entrenched familial and cultural influence of gangs.*

- F 11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

Response: *Agree. It is important to point out that prevention and suppression are two different approaches. If we, as a society, can be successful at prevention and intervention, the need for suppression diminishes dramatically. Suppression has limited long-term success and is more akin to putting out a fire, whereas intervention and prevention are more like teaching children not to play with matches to begin with.*

- F 11.17 Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

Response: *Agree. The City of Monterey has created a very interactive graffiti reporting system that makes it easy for residents to report graffiti, ensuring its quick removal. Visitors to the City's web page can report issues on a variety of topics directly to the appropriate City Department in*

order that the issue is promptly addressed (http://www.monterey.org/service_requests.html). Here, someone can report graffiti directly to the Public Works Department who in turn advises the Police Department of the need to document and photograph the incident. Once the crime is documented, Public Works then promptly removes the graffiti from public property or contacts the property owner to require they remove it quickly. If the graffiti is not removed within a reasonable period of time, the City abates the problem and bills the property owner.

All graffiti reports are forwarded to the Monterey School Resource Officer (SRO) for follow up and inclusion in the graffiti tracking database. The SRO uses that database, which contains known graffiti and tagging offenders, to cross-reference incoming reports and determine if the suspect can be identified.

F 11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

Response: Agree. A unified approach to the gang problem is the only way to make substantial inroads in eradicating it from our community. Efforts should be focused on collaborative problem-solving, not on who receives the most funding or has the greatest individual success at it.

F 11.19 Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Response: Agree. This is a valuable method of getting the attention of policymakers and those who control the State's budget.

F 11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

Response: Agree. This ties in with the earlier discussion on the cultural aspects of the prosperity of gangs.

F 11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response: Agree. The gang problem extends beyond simply being an issue of crime and is really a societal issue that needs a multi-pronged approach. Only through community involvement and participation can we truly have success at overcoming the gang problems we face.

Recommendations:

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

Response: Implementation of this recommendation requires further analysis and is dependent upon the Board of Supervisors bringing all participants together for a planning summit. The time frame is unknown, as the Board of Supervisors must take the first step in implementing this recommendation.

- R 11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

Response: *This recommendation will not be implemented by the City of Monterey because it calls for collaboration by the County Office of Education, each school district and non-profit organizations. However, we would support these alternatives and ensure our school resource program is involved.*

- R 11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Response: *The recommendation will not be implemented by the City of Monterey because we are not involved in the development or maintenance of the Monterey Peninsula School District's after school programs.*

- R 11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

Response: *This recommendation will not be implemented by the City of Monterey because formal youth counseling is beyond the scope of our financial abilities.*

- R 11.5 The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

Response: *The City of Monterey has already implemented this recommendation and has in place youth activities that can serve as an alternative to gang activities. The City of Monterey has a very active youth volunteer program, is a major supporter of the Youth Art Collective, provides a number of after school activities through our Recreation Department and employs a large number of high school youth during the summer months. The City of Monterey offers a wide variety of ways for today's youth to stay active in a positive way after school.*

- R 11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

Response: *This recommendation requires further analysis as the entire County explores Next Generation communication capabilities and interoperability. In the near future, interoperability advances will allow for better communication not only between GTF members but law enforcement personnel throughout the County. The City of Monterey cannot speak to the time line, as we are not in a position to speak for the Board of Supervisors.*

- R 11.7 The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Response: *The Monterey Police Department has already implemented the GPS technology outlined in this recommendation. During MCT conversion in 2007, all Monterey Police vehicles were outfitted with three-way antennas as part of that upgrade which include a GPS feature. (NOTE: This feature has yet to be activated)*

Section 14 – Greenfield PD: An Innovative Approach to Law Enforcement Findings:

- F 14.1 The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate equipment for given situations.

Response: *Partially Agree. The Monterey Police Department cannot speak to the degree or level of the assortment of less-lethal equipment employed by the Greenfield Police Department. However, the Monterey Police Department can agree that having a variety of less-lethal equipment and weapons available is a prudent means by which to minimize the risk of injury to officers and suspects in situations involving use of force.*

The Monterey Police Department employs a variety of less-lethal munitions that include olecapsicum (O.C./pepper) spray, less-lethal shotguns that deploy Rubber Fin Stabilized Batons (RFSB-1), and Tasers. Every officer is trained in the Department's Use of Force policy, receives bi-annual defensive tactics and less-lethal munitions training, is qualified to use the less-lethal shotgun and is required to demonstrate competency in each before being authorized for their use.

The Monterey Police Department also deploys a variety of chemical agents that act to temporarily disrupt a suspect's ability to function in a normal manner. The use of any less-lethal weapon is to overcome resistance and take a suspect into custody with the least amount of force or potential harm.

The Monterey Police Department views these force options as "less-lethal" as opposed to the "less than lethal" term used in the Grand Jury report. Although the distinction might appear a matter of semantics, we impress upon our personnel that while these force options do not by law constitute deadly force, they can, under certain circumstances, inflict significant injury, including death, to those on which they are used. Monterey Police officers are trained to respect the potential impacts the use of these types of weapons can have on those on the receiving end. Attaching a "less than lethal" label can give the user a false sense of security and minimizes the potential outcomes of their use.

- F 14.2 The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use operation and deployment of the MECC.

Response: *Disagree with the need to establish a Mobile Emergency Command Center and the need to cross train all Department employees in the use, operation and deployment of such a Center. While the City of Monterey commends the Greenfield Police Department for its Mobile Emergency Command Center, one must recognize that as a small agency, Greenfield must be self-reliant in the event of natural disasters and events. Unlike the City of Greenfield, the City of Monterey has its own fire department that operates from three (3) stations strategically located throughout the City. The Monterey Police and Fire Departments work very closely with one another to ensure our response to emergency situations is prompt and sufficient. Operating under the Unified Command concept of the National Incident Management System (NIMS), Monterey Police and Fire personnel work in concert to handle emergency situations. Each Department has personnel assigned specified roles and responsibilities for these types of events, which requires specialized training to maintain proficiency.*

The City of Monterey also operates a stand alone Emergency Operations Center (EOC) centrally located within our City that has proven capable of managing emergency situations of varying degree. Most recently, the EOC was activated in response to the severe storms on January 4, 2008. Through a coordinated effort, Monterey City staff from a variety of disciplines managed over fifty (50) incidents of downed power lines and trees, responded to approximately 312 calls for

service during the bulk of the storm, ensured the safety of our residents and maintained the consistent flow of traffic through our City.

As part of the City's Unified Command, both Police and Fire have sport utility vehicles that serve as mobile incident command posts through which field operations at significant events are managed. While they might not rise to the threshold of a mobile emergency command center, they, along with the dedicated EOC, are more than capable of handling situations that arise.

F 14.3 The Department's equipment includes an assortment of additional tools used to assist officers in searches such as the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.

Response: While the City of Monterey agrees that access to a remote control camera would be useful under certain circumstances, over the last 20 years, we have never encountered a situation that could not be handled in other creative ways. With our police staffing levels, we have been able to adequately secure perimeters and investigate situations without serious injury to any of our personnel. If the situation dictates, we have not hesitated to request assistance from other agencies, including the Monterey County Sheriff Special Weapons and Tactics (SWAT) team and military Explosive Ordinance Detonation (EOD) team if our capabilities are insufficient to safely secure a situation.

Additionally, the Monterey Police Department utilizes a police canine to clear a variety of scenes that might be more perilous to an officer. We also employ night vision goggles and utilize the Monterey Fire Department's thermal imaging unit to clear locations during hours of darkness.

F 14.4 All Greenfield police officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one or two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.

Response: Disagree with the need to equip officers with Level B Haz-Mat suits. As noted earlier, our Police Department works closely with the Monterey Fire Department. This is no difference when dealing with hazardous materials. In fact, the Police Department relies heavily on the expertise and advanced training received by Fire personnel when dealing with hazardous materials. Because of the ongoing specialized training required to remain proficient in safely handling hazardous materials, the Monterey Fire Department is the lead agency in the City of Monterey dealing with those types of scenarios.

When the situation goes beyond the capabilities of the Monterey Fire Department, they call the specialized Haz-Mat team from the City of Seaside for assistance. The City of Monterey believes that due to the volatility and potential harm from hazardous materials, dealing with them should be left to the experts in the field.

F 14.5 The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.

Response: The City of Monterey recognizes and applauds the Greenfield Police Department's emergency preparedness efforts. We believe that had the Civil Grand Jury visited the City of Monterey, they would have been equally impressed with our efforts. To our knowledge, the Civil Grand Jury did not investigate our level of preparedness. Had they done so, they would have realized that while the Greenfield Police Department is most assuredly prepared, they are this way out of necessity because their municipality has no other resources from which to draw.

Comparing Greenfield to Monterey is akin to comparing apples and oranges. Monterey police officers are not trained as extensively in emergency preparedness because we have the Fire Department to assist us in that arena. Greenfield Police is the sole full-time public safety department in that city and must rely solely upon their own devices. Thus, Greenfield must train their officers in all aspects of emergency preparedness. Monterey officers are trained in NIMS and are prepared to work in conjunction with the Fire Department to respond to emergency situations. The depth of Monterey's public safety resources allows the Police and Fire Departments to focus on areas specific to law and fire, respectively, while relying upon one another for expertise beyond our own.

As an example of The Monterey Police Department's commitment to emergency preparedness, one should only look at our peninsula evacuation plan. Working with the United States Army at the Defense Language Institute, the Department developed and tested an evacuation route through the Presidio of Monterey in the event of a natural disaster. Doing so in light of the security measures employed at military installations took great planning, preparation and commitment. In addition, the Department has been actively involved in the development of the Monterey County Tsunami Response Preparedness Plan.

- F 14.6 All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California.

Response: *Agree. All Monterey Police Department sworn personnel have completed the requisite training. Our Police Department, in conjunction with Monterey Fire personnel, attempts to implement the NIMS philosophy in a variety of our responses to everyday calls for service because we believe that by employing the NIMS concepts on less significant occurrences, we better prepare ourselves for larger, more catastrophic events.*

- F 14.7 Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.

Response: *Partially agree. Our Police Department has a contract with a local tow service that does not require the City pay for the removal of abandoned vehicles from public property. The tow company makes its profit off of the tow and storage fees, along with lien sale fees received as a result of the sale of unclaimed vehicles.*

However, to say the City does not incur a cost is inaccurate. One must factor in the staff time required to mark, tag and monitor vehicle abatement in the City. The City of Monterey is able to recoup some of this staff time cost by following guidelines established by the State of California and the Monterey County Towing authority.

- F 14.8 Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.

Response: *Agree. We employ a Police Officer specially trained in Crime Prevention Through Environmental Design (CPTED), who is a member of the City's Design Review Committee (DRC), whose task is to look at not only proposed parks and recreational areas but also all development within the City. The Police Department provides security input on every design planned by or submitted to the City prior to it being approved. We are given an opportunity to make security recommendations on every project that comes before the City.*

- F 14.9 Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings.

Response: Agree. Community education is key to reducing crime and empowering our residents. To that end, the Monterey Police Department divided the City into twenty (20) different geographic sections, Community Policing Areas (CPA), with a supervisor and two officers assigned to each area.

These teams are responsible for being the point of contact for those residing or working in these respective areas and are tasked with resolving issues that affect the quality of life there. These assignments do not change; an employee is responsible for the same CPA for as long as they are employed by the Police Department or until they are promoted. If promoted, they are given a new CPA assignment, one that provides supervisory oversight to a pair of CPA's. Two adjoining CPA teams are designated as "co-teams" and work together to resolve community issues in their areas.

Each co-team partnership holds a minimum of two (2) meetings annually in their area with the intent of developing a relationship with those they serve. The purpose is to gather input on issues and problems identified by those in the CPA, and share information about crime and other factors that affect the quality of life. The purpose of the Monterey Police Community Policing Initiative (MCPI) is to develop relationships with our "customers" and give them a person in the Department with whom they will feel comfortable talking to about their issues.

- F 14.10 The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) Information, LiveScan Fingerprint notices, DUI Enforcement, Online Crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more. The website may be viewed in both English and Spanish at (<http://ci.greenfield.ca.us/police.htm>).

Response: Agree. A comprehensive Internet web page is an important cog in our communication responsibility. At the beginning of 2008, the Monterey Police Department went "live" with its updated web site (www.montereypolice.org). This site contains valuable information about the department, crime statistics within the City, safety information for the individual, homeowner, visitor and business owner, an updated police log, a.k.a "police blotter" that shows the crime reports taken in the City, and information on how one can apply to join the Department. In 2007, the Monterey Police Department received 25,439 hits its web site.

- F 14.11 Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

Response: Agree. Random school drug searches conducted by specially trained canines is a valuable tool. Monterey Peninsula Unified School District, the school district that operates public schools within the City of Monterey, currently contracts with an outside vendor for this service.

- F 14.12 The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

Response: Agree. Random traffic checkpoints are a valuable law enforcement tool. To date, the Monterey Police Department has conducted or participated in driving under the influence and seatbelt/child safety seat checkpoints. We have worked closely with the California Highway Patrol, City of Seaside and City of Salinas in these endeavors. Additionally, the Monterey Police Department places a great deal of emphasis on traffic enforcement. As such, all officers are

expected to perform traffic enforcement-related activities on a daily basis. As a result, we often find that aggressive traffic enforcement often leads to significant arrests including drug and weapon violations.

- F 14.13 The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.

Response: Agree with a proactive approach to crime prevention. Through our Community Policing Initiative, officers have the opportunity to address all of the issues listed. As an example, the officers assigned to Community Policing Area #1 dealt with a significant problem involving a group of transients who set up shop in our Cannery Row area. Working with local merchants, the Cannery Row Business Association and homeless advocacy groups, the officers were able to minimize the impacts to the business community and visitors to the area while making resources available to those in need.

The Monterey Police Department has a full-time police officer dedicated to community outreach. The Public Education Officer is responsible for being the first stop in dealing with issues of blight and impacts on quality of life issues. He works closely with the City Code Enforcement Officer to guarantee property owners abate overgrown properties, remove graffiti and are educated on their rights and responsibilities.

The Monterey Police Department Traffic Division oversees an aggressive vehicle abatement process. Residents can call a recorded line to report suspected abandoned vehicles or utilize the City web page to do so. In addition, all officers remain alert for vehicles that appear to be abandoned and take steps to remove them as quickly as possible.

The Monterey Police Department, in conjunction with the City's Public Works Department, quickly response to and ensures removal of graffiti from public and private property. Residents can report graffiti using the City's web site. Once received, Public Works forwards these complaints to the Police Department for documentation. They also ensure the graffiti is removed either by City staff or the property owner. The Monterey Police Department School Resource Officer tracks every reported graffiti incident in a database so that once a "tagger" is identified, all those instances associated with that person are linked and prosecuted.

- F 14.14 Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.

Response: Agree. Terrorism is a real threat to the residents of our County and we are prepared to deal with a terrorism event as well.

The Monterey Police Department has designated two Terrorism Liaison Officers who are conduits of information from and to the Regional Terrorism Threat Assessment Center (RTTAC). Information received regarding threat issues is readily shared with officers in the field. Additionally, because of Monterey's unique relationship with the military (Defense Language Institute [DLI] and Naval Postgraduate School), Monterey Police have been on the cusp of real-time terrorism preparedness. In just the last few years, Monterey Police personnel have had the opportunity to participate in several joint terrorism preparedness exercises at the DLI. Most recently, Monterey Police were involved in the planning of and participated in the Coastal Comet 2007 exercise, a terrorism preparedness exercise at the DLI in which a Improvised Explosive Device (IED) was detonated at the High Street Gate. In 2006, Monterey Police personnel participated in a tabletop exercise (TTX) involving an aerial chemical attack on the City and the military installation.

We believe that the Monterey Police Department, working in conjunction with its partners in the Fire Service and military, is well equipped to respond to and effectively deal with potential terrorism incidents in and around the City of Monterey.

Recommendations:

R 14.1 All city police departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependent on one or two people.

Response: *This recommendation will not be implemented by the City of Monterey because of the excellent working relationship between our Police and Fire Departments. Developing generalists, capable of dealing superficially with a situation is not the approach the City of Monterey wishes to employ. The City of Monterey is fortunate to have two professional public safety departments more than capable of responding and working in unison to emergency situations, each bringing specialized capabilities to the arena.*

R 14.2 All city police departments in the County should have a range of less-than-lethal weapons.

Response: *The Monterey Police Department has already implemented this recommendation and deploys a variety of less lethal force options. One must use caution in how one refers to these options as most "non-lethal" force options can, and have, caused or at least contributed to fatal injuries. To call these tools "less-than-lethal" places an unrealistic belief that deadly force is not possible. Calling these weapons "Less Lethal" conveys that, while these tools are less likely to cause fatal injury, they are still capable, in some circumstances, of causing death.*

R 14.3 All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.

Response: *This recommendation has already been implemented in the City of Monterey. All police and fire personnel have received training and continue to receive requisite training related to NIMS. All line level personnel have completed the requisite NIMS training and command level officers are in the process of completing the upper levels of this training. The City is also exploring sending all non-public safety City staff who occupy positions within the City Emergency Operations Center to NIMS 300 & 400 training.*

R 14.4 The Board of Supervisors should require completion of countywide NIMS and SEMS training as soon as possible.

Response: *Already implemented as noted above.*

R 14.5 The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public need to be educated on the hazards of chemicals.

Response: *This recommendation has been partially implemented in the City of Monterey. The Monterey Fire Department Prevention Division actively tracks, in conjunction with the Monterey County Health Department, those locations within the City that house an amount of industrial chemicals that exceed the exempted level. These locations are placarded and a Hazardous Material Plan is developed for each site. Additionally, The City of Monterey takes safeguards to ensure its own limited supply of herbicides and pesticides are stored safely. Because the City of*

Monterey does not have a significant agricultural industry within our city limits, we will not implement this component of the recommendation.

From a public education standpoint, the Monterey City Council has spoken publicly on the use of herbicides and sought input from the public on alternatives. The Fire Department has an active hazardous waste recycling program, as does the City's Public Works Department. Their solid waste and recycling programs conducts extensive community outreach and education in the area of hazardous waste, including industrial chemicals, and its safe disposal.

We trust that this information satisfactorily addresses the Grand Jury's Findings and Recommendations. If we can answer any questions or furnish additional information, please contact my office at 646-3760.

Respectfully,



Chuck Della Sala
Mayor

c: City Council
City Manager
City Clerk
Police Chief
Fire Chief



CITY OF PACIFIC GROVE

300 FOREST AVENUE
PACIFIC GROVE, CALIFORNIA 93950
TELEPHONE (831) 648-3100
FAX (831) 375-9863

April 2, 2008

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

RE: City of Pacific Grove Response to the 2007 Grand Jury Report

Dear Judge Scott:

The following is the City of Pacific Grove's response to the 2007 Grand Jury Report as approved by the City Council on April 2, 2008.

Section 5 – Emergency Preparedness of Monterey County Cities:

Findings:

F 5.1 The cities of Pacific Grove and Greenfield have comprehensive EOP's that cover in detail the procedures to be followed during an emergency, to include detailed evacuation routes.

Response: Agree

F 5.2 The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in an emergency. This pamphlet identifies by area (golf course, beachfront, etc.) routes to take in the event of an evacuation.

Response: Agree

F 5.3 The Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.

Response: Agree

F 5.4 NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of any disaster. When disaster strikes the residents of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.

Response: Agree

F 5.5 Not all required key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.

Response: Partially Disagree. All City of Pacific Grove personnel assigned to key emergency management functions have been trained. New employees with emergency management responsibilities are required to complete training within one year.

F 5.6 Within Monterey County Greenfield is ahead in NIMS and SEMS training for all key personnel. All Greenfield police officers are currently fully trained and most other key personnel are nearly fully trained.

Response: Partially Disagree. All City of Pacific Grove personnel assigned to key emergency management functions have been trained. New employees with emergency management responsibilities are required to complete training within one year.

F 5.7 The Civil Grand Jury commends the Greenfield Chief of Police on his extensive NIMS and SEMS training and training programs for key city personnel.

Response: Agree

F 5.8 The Civil Grand Jury commends both the city of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans.

Response: Agree

F 5.9 Each city within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plans and perhaps use them as a model when revising their EOP's.

Response: Agree

Recommendations:

R 5.1 Each city Emergency Operations Coordinator (or person responsible) should prepare a NIMS and SEMS training schedule for all key personnel.

Response: Implemented. A schedule was prepared for all key personnel

R 5.2 Each city Emergency Operations Coordinator (or responsible person) should strive to have all key city personnel trained in NIMS and SEMS as soon as possible.

Response: Implemented. A schedule was prepared for all key personnel

R 5.3 Each city within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove.

Response: Implemented. The City of Pacific Grove has reviewed the plans of the City of Greenfield

Section 11 – Monterey County Gangs: Suppression, Intervention and Prevention

Findings:

F 11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

Response: Agree

F 11.2 Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

Response: Agree

F 11.3 Prevention is the key to long-term control of gang activity.

Response: Agree

F 11.4 Competition for both intervention and suppression program dollars is keen.

Response: Agree

F 11.5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

Response: Agree

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

Response: Agree

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

Response: Agree

F 11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

Response: Agree

F 11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

Response: Agree

F 11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

Response: Agree

F 11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

Response: Agree

F 11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

Response: Agree

F 11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core

gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

Response: Agree

F 11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

Response: Agree

F 11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

Response: Agree

F 11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

Response: Agree

F 11.17 Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

Response: Agree

F 11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

Response: Agree

F 11.19 Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Response: Agree

F 11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

Response: Agree

F 11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response: Agree

Recommendations:

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

Response: This recommendation will not be implemented by the City of Pacific Grove because it is addressed to the Board of Supervisors

R 11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

Response: This recommendation will not be implemented by the City of Pacific Grove because it is addressed to the Board of Supervisors and County Office of Education

R 11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Response: This recommendation will not be implemented by the City of Pacific Grove because it is addressed to school districts

R 11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

Response: This recommendation will not be implemented by the City of Pacific Grove because it is addressed to the Board of Supervisors

R 11.5 The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

Response: This recommendation has been implemented through youth sports leagues, operation of the City's Youth Center and summer camps.

R 11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

Response: This recommendation will not be implemented by the City of Pacific Grove because it is addressed to the Board of Supervisors

R 11.7 The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Response: This recommendation will not be implemented by the City of Pacific Grove because it is addressed to the Board of Supervisors

Section 14 – Greenfield PD: An Innovative Approach to Law Enforcement

Findings:

F 14.1 The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate equipment for given situations.

Response: Agree

F 14.2 The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use operation and deployment of the MECC.

Response: Agree

F 14.3 The Department's equipment includes an assortment of additional tools used to assist officers in searches such as the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.

Response: Agree

F 14.4 All Greenfield police officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one or two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.

Response: Agree

F 14.5 The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.

Response: Partially Disagree. The City of Pacific Grove believes we are as prepared as any jurisdiction in the County.

F 14.6 All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California.

SEMS: (<http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/SEMS-NIMS-2007-PDFs/file/DirectorLtr07.pdf>).

NIMS: (http://www.fema.gov/emergency/nims/nims_training.shtml)

Response: Agree

F 14.7 Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.

Response: Agree

F 14.8 Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.

Response: Agree

F 14.9 Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings.

Response: Agree

F 14.10 The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) Information, LiveScan Fingerprint notices, DUI Enforcement, Online Crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more. The website may be viewed in both English and Spanish at (<http://ci.greenfield.ca.us/police.htm>).

Response: Agree

F 14.11 Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

Response: Agree

F 14.12 The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

Response: Agree

F 14.13 The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.

Response: Agree

F 14.14 Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.

Response: Agree

Recommendations:

R 14.1 All city police departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependent on one or two people.

Response: This recommendation will not be implemented because the City of Pacific Grove utilizes relies on a close working relationship between our Police, Fire and Public Works Departments during emergency situations. Each Department's personnel brings specific knowledge and experience, unique to their job assignments, that enhances our emergency response.

R 14.2 All city police departments in the County should have a range of less-than-lethal weapons.

Response: Implemented. The City of Pacific Grove deploys a variety of "less-than-lethal" force options.

R 14.3 All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.

Response: Implemented. All key personnel are required to complete training within one year of their hire.

R 14.4 The Board of Supervisors should require completion of county-wide NIMS and SEMS training as soon as possible.

Response: This recommendation will not be implemented by the City of Pacific Grove because it applies to the Board of Supervisors

R 14.5 The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public need to be educated on the hazards of chemicals.

Response: Implemented. The Pacific Grove Fire Department ensures the proper storage and use of industrial chemicals in the City.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel E. Cort". The signature is written in a cursive style with a large initial "D".

Daniel E. Cort
Mayor

**REPORT TO THE
CITY COUNCIL**
City of Salinas, California

Agenda Item Number

CP-11

Department Director Approval

Edward R. Montez

Legal Approval

David Dalkin

City Manager Approval

Bob Danner

Finance Director Approval

Tom J. K.

DATE: February 19, 2008

FROM: Edward R. Montez, Fire Chief

BY: Mark A. Latham, Battalion Chief

SUBJECT: **RESPONSE TO 2007 GRAND JURY FINDINGS AND RECOMMENDATIONS
REGARDING EMERGENCY PREPAREDNESS OF MONTEREY COUNTY
CITIES**

BACKGROUND:

Federal and State law mandate that every city have an Emergency Operations Preparedness (EOP) plan and that certain state, county and city government employees receive proper EOP training appropriate to their job positions and responsibilities. The 2007 Monterey County Civil Grand Jury investigated each of the cities within Monterey County and their city's EOP's. The investigation was conducted due to the potential occurrence of a natural, man-made, or health disaster in Monterey County given its unique geographical and topographical characteristics. Monterey County contains 211 known earthquake fault lines both on-shore and off-shore, including the San Andres fault (on-shore) and the San Gregorio fault (off-shore).

In order to determine how cities in Monterey County are prepared to respond in the event for any disaster, the Grand Jury conducted interviews with at least one city Emergency Operations Center manager and reviewed emergency operations preparedness plans for each city. In their report, the Grand Jury made nine (9) findings and three (3) recommendations relating to the emergency preparedness of all Monterey County cities to which they required a response for each of the cities. The City of Salinas' proposed response to the findings and recommendations is attached to this report.

THE ISSUE:

Shall the City Council authorize the Mayor to sign the attached response to the 2007 Monterey County Grand Jury Final Report?

ALTERNATIVES AVAILABLE TO COUNCIL:

The Council may:

1. Approve the proposed response letter to the Grand Jury as recommended; or
2. Amend the proposed response letter to the Grand Jury.

CITY COUNCIL GOALS:

The response to the Grand Jury does not directly further the City Council's established goals, but is required by law.

FISCAL IMPACT:

The proposed response does not have any direct fiscal impacts.

TIME CONSIDERATION:

Penal Code §933(b) requires the City to respond to the Superior Court Presiding Judge within 90 days of the submittal of the report or by April 3, 2008.

CONCLUSIONS AND RECOMMENDATIONS:

Staff recommends that Council authorize the Mayor to sign the attached letter responding to the findings and recommendations in the 2007 Monterey County Civil Grand Jury's report regarding emergency preparedness of Monterey County cities.

DISTRIBUTION

City Manager
City Attorney
Department Directors

ATTACHMENTS

Draft Response Letter to Presiding Judge

2007 Grand Jury "Emergency Preparedness of Monterey County Cities" Report (excerpt)



City of Salinas

OFFICE OF THE MAYOR • 200 Lincoln Avenue • Salinas, California 93901 • (831) 758-7201 • Fax (831) 758-7368

February 19, 2008

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
240 Church Street
Salinas, CA 93901

SUBJECT: City of Salinas Response to 2007 Monterey County Civil Grand Jury Report Findings and Recommendations regarding Emergency Preparedness of Monterey County Cities

Dear Judge Scott:

On February 19, 2008, the Salinas City Council approved the following responses to the findings and recommendations in the 2007 Grand Jury Final Report regarding "Emergency Preparedness of Monterey County Cities." The responses follow the findings and recommendations found on pages 13-15 of the Final Report. The City of Salinas has been a proactive participant with Monterey County in planning and preparing for large events within or around our city.

Findings:

F 5.1 "The cities of Pacific Grove and Greenfield have comprehensive EOPs that cover in detail the procedure to be followed during an emergency, to include detailed evacuation routes."

Response: The City Council agrees with this finding as it pertains to the cities of Pacific Grove and Greenfield. The City of Salinas finalized and formally adopted the "Salinas Multi Hazard Functional Plan" in November 2006. This plan is SEMS and NIMS compliant and has been reviewed by the California Office of Emergency Services. The City formally adopted the Monterey County Multi Jurisdictional Hazard Mitigation Plan in October 2007. The Plan is FEMA compliant.

F 5.2 "The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in an emergency. This pamphlet identifies by area (golf course, beachfront, etc.) routes to take in the event of an evacuation."

Response: The City Council agrees with this finding as it pertains to the City of Pacific Grove. The City of Salinas' emergency operations center (EOC) is located at 200 Lincoln Avenue in the West Wing conference room.

The center is functionally exercised quarterly with Monterey County OES as well as an annual tabletop drill involving the EOC. The last full tabletop drill was in

December 2005 and we had a partial activation and exercising of the EOC in October 2006.

F 5.3 “The Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.”

Response: The City Council agrees with this finding as it pertains to the City of Greenfield. In February 2008, the Salinas City Council will receive staff recommendation to acquire a Cisco Systems Instant and Mobile Integrated Communications Solution (IMICS). This C.I.P. is funded in the current fiscal year. This portable satellite communications system is specifically focused at supporting the City of Salinas EOC. The system will provide personnel working in the EOC with satellite telephone and internet connectivity, allowing a real-time flow of information. The IMICS is also capable of converting land mobile radio signals to internet protocol communication technology.

F 5.4 “NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of any disaster. When disaster strikes the residents of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.”

Response: The City Council agrees with this finding. The next EOC exercise, postponed from December 2007, will be accomplished with the new communications system. You are welcome to observe the exercise.

F 5.5 “Not all key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.”

Response: The City Council disagrees with this finding as it pertains to the City of Salinas. The City Manager, Fire Chief, Police Chief and all department directors have been trained on SEMS / NIMS.

The city’s mid-management team, those staff members who would assume responsibility in the absence of the department director, has also received SEMS / NIMS training from Captain Vanderhorst. The training is ongoing and complete to the standards requested by the Office of Homeland Security and California OES.

The City’s Public Works department has had all of their personnel trained in ICS / SEMS / NIMS and has quarterly continuing education.

The City Police Department has all of their key personnel trained in ICS / SEMS / NIMS.

Fire department staff will continue to be involved with Monterey County EOC; Deputy Fire Chief Jesse Pinon and Battalion Chief Sid Turner are active members of the Blue Team, one of two primary disaster teams. Please note that all training is current.

Recommendations:

R 5.1 "Each city Emergency Operations Coordinator (or person responsible) should prepare a NIMS and SEMS training schedule for all key personnel."

Response: This recommendation has already been implemented by the City of Salinas. Battalion Chief Latham is reviewing the records for training that occurred prior to his July 2007 arrival. He has been designated the City Disaster Preparedness Officer and EOC Coordinator. The City will maintain readiness of its personnel through refresher training and ensure that any new training requirements are incorporated into our training plan.

Battalion Chief Latham attended a State OES Earthquake seminar in December 2007. He has begun to review all related plans in light of current earthquake preparedness, mitigation, and recovery strategies.

R 5.2 "Each city Emergency Operations Coordinator (or responsible person) should strive to have all key city personnel trained in NIMS and SEMS as soon as possible."

Response: This recommendation has already been implemented by the City of Salinas, as it is the current city policy. Battalion Chief Latham will identify any newly hired or promoted or elected personnel and ensure that they receive and/or maintain their training.

We intend to offer G402 Incident Command System (ICS) Overview for Executives/Senior Officials, to our elected officials, executives, senior officials and agency administrators.

R 5.3 "Each city within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove."

Response: This recommendation has already been implemented by the City of Salinas. On January 18, 2007, Battalion Chief Latham and Battalion Chief Turner visited the Greenfield Police Department, Chief Greibmeier, and reviewed the local Emergency Operations Plan. The Salinas Fire Department collaborated with Chief Gunter of Pacific Grove Fire Department during the development of our established plans.

City of Salinas letter to
Monterey County Civil Grand Jury
February 19, 2008

If you have any questions or concerns, please contact either City Manager Dave Mora
(758-7201) or Fire Chief Ed Montez (758-7261).

Sincerely,

A handwritten signature in black ink, appearing to read 'Dennis Donohue', with a long horizontal flourish extending to the right.

Dennis Donohue
Mayor of Salinas

cc: Salinas City Council
City Manager
Fire Chief
City Attorney
City Clerk

Section 5 -- Emergency Preparedness of Monterey County Cities

Summary: Due to the potential occurrence of a natural, man-made, or health disaster in Monterey County, the Grand Jury investigated the emergency preparedness of the cities in Monterey County.

Background: Monterey County contains 211 known earthquake fault lines both on-shore and off-shore to include the San Andres (on-shore) and the San Gregorio (off-shore). An off-shore earthquake on the San Gregorio fault causing an underwater landslide in the canyon could potentially result in a near shore tsunami striking the Monterey County coastline. Because of its dense chaparral (undergrowth), open grassland and heavily forested areas Monterey County is subject to wild fires due to arson or lightning strikes. Dead birds infected with West Nile Virus have been found in the County. (It should be noted that any outbreak of West Nile Virus would most likely not result in mass casualties). It is because of these reasons, plus the fact that an influenza pandemic could occur, the County has the potential of experiencing a mass casualty disaster.

Investigative Methodology: The Civil Grand Jury investigated each of the cities within Monterey County and their city disaster preparedness. The Grand Jury conducted interviews with at least one city Emergency Operations Center manager, researched documents and conducted research including the Internet. Additionally, emergency operations preparedness plans for each city within the County were reviewed. A letter was sent to each city manager asking three questions:

- a. Does the city have an Emergency Operations Preparedness (EOP) plan? (If so, a copy was requested).
- b. Does the city have an Emergency Operations Center? (If so, its location).
- c. Detail by individual the National Incident Management System (NIMS) and State Emergency Management System (SEMS) courses completed to include the Mayor, City Administrator, Police Chief, Fire Chief and City Council members.

Facts Relevant to the Investigation:

1. Every city in Monterey County, with the exception of Marina, responded to the Grand Jury's request.
2. Every city has its own Emergency Operations Preparedness (EOP) plan. Most cities provided a copy of their plan as requested by the Grand Jury.
3. The EOP for each city in Monterey County provides the basis of regular emergency exercises within the city.
4. Federal and State law mandate that all state, county and city government key employees receive NIMS and SEMS training appropriate to their job positions and responsibilities.
5. NIMS and SEMS training are required of other personnel such as first responders.

6. Each city within Monterey County has an Emergency Operation Center (EOC) managed in time of emergency by a coordinator.

7. Most city managers serve as the EOC coordinator.

8. Most EOC's are located in the city hall; many having a room dedicated to emergency operations.

9. One city converts a room in the city hall as necessary during times of emergency. King City uses its Fire Department as its EOC.

10. Both the cities of Greenfield and Pacific Grove use their Police Departments as Emergency Operations Centers. The new Greenfield Police Station, when built, will have a room dedicated solely to emergency operations.

11. The City of Greenfield also has a Mobile Command Operations Center.

Findings:

F 5.1 The cities of Pacific Grove and Greenfield have comprehensive EOP's that cover in detail the procedures to be followed during an emergency, to include detailed evacuation routes.

F 5.2 The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in an emergency. This pamphlet identifies by area (golf course, beachfront, etc.) routes to take in the event of an evacuation.

F 5.3 The Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.

F 5.4 NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of any disaster. When disaster strikes the residents of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.

F 5.5 Not all required key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.

F 5.6 Within Monterey County Greenfield is ahead in NIMS and SEMS training for all key personnel. All Greenfield police officers are currently fully trained and most other key personnel are nearly fully trained.

F 5.7 The Civil Grand Jury commends the Greenfield Chief of Police on his extensive NIMS and SEMS training and training programs for key city personnel.

F 5.8 The Civil Grand Jury commends both the city of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans.

F 5.9 Each city within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plans and perhaps use them as a model when revising their EOP's.

Recommendations:

R 5.1 Each city Emergency Operations Coordinator (or person responsible) should prepare a NIMS and SEMS training schedule for all key personnel.

R 5.2 Each city Emergency Operations Coordinator (or responsible person) should strive to have all key city personnel trained in NIMS and SEMS as soon as possible.

R 5.3 Each city within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove.

Response Required to All Findings and Recommendations:

All City Councils in Monterey County

**REPORT TO THE
CITY COUNCIL**
City of Salinas, California

Agenda Item Number
CR-6

Department Director Approval <i>Manuel Penon for Daniel M. Ortega</i>
Finance Review <i>[Signature]</i>
Attorney Review <i>[Signature]</i>
City Manager Approval <i>[Signature]</i>

DATE: February 5, 2008

FROM: Daniel M. Ortega, Chief of Police

BY: Dan Perez, Commander
Trevor Iida, Commander
Dino Bardoni, Commander

SUBJECT: Council Response to 2007 Grand Jury Report,
Findings and Recommendations for Law Enforcement

BACKGROUND

In accordance with their primary mission, the 2007 Monterey County Civil Grand Jury examined several specific aspects of local law enforcement procedures to ensure those efforts are conducted responsibly, efficiently, and lawfully. Two of the law enforcement areas examined by the grand jury were identified as "Monterey County Gangs: Suppression, Intervention, and Prevention" and "Greenfield PD: An Innovative Approach to Law Enforcement."

The grand jury's final report requires all Monterey County City Councils to respond to their findings and recommendations. The solicitation of responses to the findings and conclusions serves the public interest in that improvements in functionality and accountability are the goals.

The Salinas City Council's proposed responses to the findings and recommendations are outlined in the attached letters. With one exception, the City of Salinas agrees in principle with the findings and recommendations, and responds to the various issues as they pertain to the City of Salinas.

THE ISSUE

Should the City Council authorize the Mayor to sign the attached responses to the Monterey County Grand Jury Final Report?

ALTERNATIVES AVAILABLE TO COUNCIL

1. The City Council may approve the proposed responses as recommended. A response to the letter is required by California Penal Code § 933(c).
2. The City Council may amend the letter.

3. The City Council may elect not to respond to the Monterey County Civil Grand Jury. This is not recommended, as it would conflict with the Penal Code provisions.

CITY COUNCIL GOALS

The response to the Grand Jury Report furthers the city's established goal of Salinas becoming a city at peace.

FISCAL IMPACT

None

TIME CONSIDERATION

Penal Code Section 933(c) requires the City to respond to the Superior Court Presiding Judge by April 3, 2008.

CONCLUSION AND RECOMMENDATION

Staff recommends that the City Council authorize the Mayor to sign the attached letters responding to the Law Enforcement findings and recommendations in the 2007 Monterey County Civil Grand Jury Final Report.

Distribution:
City Manager
City Attorney
Department Directors

Attachments:
2007 Grand Jury Response Letters



City of Salinas

OFFICE OF THE MAYOR • 200 Lincoln Avenue • Salinas, California 93901 • (831) 758-7201 • Fax (831) 758-7368

February 5, 2008

The Honorable Russell D. Scott
2008 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

Subject: Response to 2007 Grand Jury Final Report regarding "Monterey County Gangs: Suppression, Intervention and Prevention"

Honorable Judge Scott,

On February 5, 2008 the Salinas City Council approved the following responses to the findings and recommendations in the 2007 Grand Jury Final Report regarding "Monterey County Gangs: Suppression, Intervention and Prevention." The responses follow the findings and recommendations found on pages 38 to 40 of the Final Report.

Findings:

1. "Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets."

Response: The Salinas City Council agrees. Through suppression, gang members are not only arrested, but the visible presence of suppression efforts deters gang members from loitering and committing crimes. Criminal intelligence information is also developed as a result. In the long-term the City Council believes it is imperative that suppression efforts be combined with prevention and intervention strategies in order to eliminate gang activity.

2. "Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk."

Response: The Salinas City Council agrees. There are many intervention programs in the County, but some children and families at risk are not aware of available services. In addition, the lack of transportation to and from available programs prevents families from taking advantage of intervention services.

3. "Prevention is the key to long-term control of gang activity."

Response: The Salinas City Council agrees. The City of Salinas is making prevention a key component of creating a "City at Peace" and devoting long-term resources into prevention programs that offer our youth healthy, positive alternatives to the gang lifestyle.

4. "Competition for both intervention and suppression program dollars is keen."

Response: The Salinas City Council agrees. The issue of gangs affects communities statewide, so state and federal funding for intervention and suppression programs is very competitive. Collaborative efforts, such as the Monterey County Joint Gang Task Force, are vital in obtaining state and federal funds.

5. "Gangs can be countered with citizen action groups such as Neighborhood Watch program."

Response: The Salinas City Council agrees. This past year the Salinas Police Department made great strides in reaching out to the community to enhance the Neighborhood Watch program to foster relationships within neighborhoods and to encourage citizens to keep one another abreast of current events and to report crimes to the police.

6. "A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish."

Response: The Salinas City Council agrees. Bringing neighbors together through community meetings or Neighborhood Watch tends to empower citizens and mobilize them towards creating safer neighborhoods. Empowered citizens work together to prevent gangs and violence from occurring within their homes and neighborhoods.

7. "Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary."

Response: The Salinas City Council agrees.

8. "Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together."

Response: The Salinas City Council agrees. The largest benefit of blending the officers and deputies skills is that the GTF has immediate access to information databases, tactics, and resources from the Salinas Police Department,

the Monterey County Sheriffs Office, the California Highway Patrol and the Monterey County Probation Department when investigating crimes or identifying gang members to include their conditions of probation and parole. When you put these experiences and resources into a unit such as GTF, it gives that unit the ability to immediately become operational, versus spending many hours of training and networking to reach the current baseline of experience GTF currently has.

9. "Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department."

Response: The Salinas City Council agrees. One of the initial obstacles the GTF was faced with was the different department policies, operation orders and practices each participating agency had. In a unit such as GTF it is imperative that all of the officers and deputies not only work within the scope of their own department policies, procedures and the law, but also at the same time be consistent with everyone assigned to GTF. Everyone was required to become familiar with the policies from each participating department, which has rectified this issue.

GTF has found it beneficial to the unit as a whole that each officer brings different successful experiences, methods and techniques for the team to implement.

10. "Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas."

Response: The Salinas City Council agrees. Each of the GTF cars are now equipped with GPS software and this problem has been rectified.

11. "Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles."

Response: The Salinas City Council agrees. Most of these issues have already been addressed. The GTF crime analyst recently has identified needed software, which has been installed or is in the process of being ordered.

GTF currently has the ability to manually interface with other jurisdictions via the GTF car and also from the GTF office. Even with police radios, and computers readily available, the easiest, quickest and sometimes the most secure way of oral communication is still by cellular phone direct connect. Because of the new GTF

radios, the unit now has the ability to use secure radio channels to communicate to themselves or officers from other agencies. Overall, technology needs have been satisfactorily met and GTF expects similar results with any future requests.

12. "Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary."

Response: The Salinas City Council disagrees. The best agency to answer the question of successful intervention and prevention programs is the Monterey County Probation Department, however even with successful programs there needs to be suppression. GTF incorporates intervention, prevention and suppression and is fully aware that each of these three components is very important for total success. Even with successful intervention and prevention programs, suppression needs to continue to target active gang members and to reduce gang violence.

13. "Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance."

Response: The Salinas City Council agrees. Those youth that are at-risk of becoming a gang member can often be influenced to join gangs by full-fledged gang members in a treatment programs setting; therefore it is vital to properly screen youth entering gang activity treatment programs.

14. "Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers."

Response: The Salinas City Council agrees. Gangs start recruiting youth at an early age and embed the gang lifestyle when youth are easily influenced. As such, it is critical youth are provided with positive alternatives and parents are provided with gang awareness training to preempt attempts to recruit youth.

15. "Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang."

Response: The Salinas City Council agrees. The gang culture is a lifestyle that has been passed on from generation to generation. Prevention is a key component to breaking this cycle.

16. "Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs."

Response: The Salinas City Council agrees. In order to make a lasting impact on gangs and disrupt the culture, long-term investment in prevention and intervention programs is a must. Prevention and intervention must be supported at all levels of government.

17. "Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area."

Response: The Salinas City Council agrees.

18. "Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention."

Response: The Salinas City Council agrees. The City's Community Safety Alliance has developed strong partnerships with Monterey County agencies providing prevention and intervention programs, specifically the Silver Star Resource Center and Rancho Cielo. The Community Safety Alliance and Silver Star partnered to submit a grant proposal to the State of California Gang Reduction Intervention and Prevention Program in order strengthen and enhance community outreach services.

19. "Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California."

Response: The Salinas City Council agrees. The City is one of thirteen California cities participating in the National League of Cities' California Gang Prevention Network. The Community Safety Alliance, which includes representatives from the Monterey County Probation Department and Rancho Cielo, represents the City. The Network meets two times a year and holds monthly teleconference calls to keep members up to date on legislative initiatives and to share best practices.

20. "Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted."

Response: The Salinas City Council agrees. Part of the City's Community Safety initiative is to change the mentality that violence, at any level, is acceptable by developing and enhancing long-term prevention and intervention strategies.

21. "The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence."

Response: The Salinas City Council agrees. Historically, the Salinas Police Department has done an excellent job of suppression, as evident by the efforts of the Department's Violence Suppression Unit. Understanding that gangs were not unique to the City, the City and County collaborated to establish the Monterey County Joint Gang Task Force, which has not only provided suppression efforts throughout the county, but has also raised gang awareness. Most recently the City has established the Community Safety Alliance, which has been charged with developing and enhancing partnerships and programs focused on prevention and intervention in order to develop long-term strategies to eliminate gangs and violence. The Community Safety Alliance has developed a policy board, which is comprised of a cross-section of the community, to identify and develop goals and objectives.

Recommendations:

1. "The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle."

Response: The Salinas City Council agrees. The City has developed such a network through the Community Safety Alliance's policy board. The policy board is comprised of representatives from law enforcement, education, private industry, service providers, and the faith-based community.

2. "The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums."

Response: The Salinas City Council supports the recommendation.

3. "Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk."

Response: The Salinas City Council supports the recommendation. This past year, the City has provided the four school districts located within the Salinas city limits with over \$700,000 to develop after school programs for all the children in the community.

4. "The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies."

Response: The Salinas City Council supports the recommendation.

5. "The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities."

Response: The Salinas City Council agrees. The City has a number of youth programs designed to offer positive alternatives to gangs. There are currently six recreation centers throughout the City, which offer a multitude of recreational classes and events. In addition the centers offer after school drop-in youth programs. The City of Salinas Recreation-Park Department is developing a structured recreation program for a seventh location at Natividad Creek Park, which should be operational this spring. In addition, the City has a Recreation-Park Commission that meets monthly to develop and beautify parks and other recreation facilities, as well as a Youth Commission that meets bi-monthly in order to identify and promote concerns of the youth and make recommendations to the City Council in regards to youth programs and activities.

6. "The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars."

Response: The Salinas City Council supports this recommendation, however this issue has been resolved.

7. "The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force."

Response: The Salinas City Council supports this recommendation, however this issue has been resolved since GPS is currently in all of the GTF cars.

Sincerely,


Dennis Donohue
Mayor of Salinas

cc: City Council
City Manager
City Attorney
City Clerk



City of Salinas

OFFICE OF THE MAYOR • 200 Lincoln Avenue • Salinas, California 93901 • (831) 758-7201 • Fax (831) 758-7368

February 5, 2008

The Honorable Russell D. Scott
2008 Presiding Judge of the Superior Court County of Monterey
240 Church Street
Salinas, CA 93901

Subject: Response to 2007 Grand Jury Final Report regarding "Greenfield PD: An Innovative Approach to Law Enforcement"

Honorable Judge Scott,

On February 5, 2008 the Salinas City Council approved the following responses to the findings and recommendations in the 2007 Grand Jury Final Report regarding "Greenfield PD: An Innovative Approach to Law Enforcement." The responses follow the findings and recommendations found on pages 49 to 51 of the Final Report.

Findings:

F 14.1 – "The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate equipment for given situations."

Response: The city council agrees. The Salinas Police Department also uses an assortment of "less-lethal" equipment and weapons. Officers are well trained and knowledgeable in the selection and use of weaponry. Officers are trained to choose the most appropriate equipment for given situations in compliance with Salinas Police Department Policy and applicable law. The Salinas Police Department has in-house instructors specializing in Use-of-Force training.

F 14.2 – "The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use operation and deployment of the MECC."

Response: The city council agrees with this finding. At the direction of the police chief, Salinas Police staff designed a Mobile Emergency Command Vehicle (MCV). Selected Salinas Police personnel are trained in the use and deployment of the MCV. The SPD also has a Mobile Crime Scene Investigation Unit that has MCV capabilities and can be used to supplement or backup the MCV as a mobile emergency command center.

F 14.3 – “The Department's equipment includes an assortment of additional tools used to assist officers in searches such as the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.”

Response: The city council agrees with this finding; furthermore, the Salinas Police Department's Violence Suppression Unit (VSU) serves as the department's "Special Weapons and Tactics" team (SWAT). The VSU has in its equipment a pole camera called a "Search Cam." This telescoping camera has infrared night vision capabilities and has a remotely operated turning radius of 180 degrees. It is used to clear areas such as attics and crawl spaces prior to entrance. This equipment is available to field personnel as needed.

The VSU also has a device called the "Millennium System." This is a sensor system that can be set up to monitor movement in certain areas of a structure. It can be mounted to windows, walls and even some metal doors. It is able to detect movement through most intermediate barriers to aid in tracking the movement of barricaded persons.

The CSI Unit also has a "Forward Looking Infrared (FLIR) device that allows officers to search for persons and objects by detecting differences in surface temperatures within an enclosed structure or limited open area. The department also has several night vision monocular scopes.

F 14.4 – “All Greenfield police officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one or two-piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.”

Response: The city council agrees with this finding made for the City of Greenfield; however, the Salinas Fire Department is the primary responding agency for Haz-Mat incidents and are the Incident Commanders for such occurrences in the City of Salinas. Salinas police officers are trained in Haz-Mat response and have participated in coordinated responses with the fire department. The Salinas Police Department does not currently issue its officers Haz-Mat suits or breathing equipment.

F 14.5 – “The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.”

Response: The city council agrees with this finding as it pertains to the City of Greenfield. The Salinas Police Department has an emergency preparedness plan and many of its officers are veterans of previous civil emergencies such as earthquakes, floods, fires, and civil unrest. A squad of Salinas Police Officers has been selected to train with the newly formed County Wide Mobile Field Force. This Monterey County group is supported by the California Office of Emergency Services (OES) and responds to emergencies countywide.

F 14.6 – “All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California. SEMS:(<http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/SEMS-NIMS-2007-PDFs/file/DirectorLtr07.pdf>). NIMS:(http://www.fema.gov/emergency/nims/nims_training.shtml)”

Response: The city council agrees with this finding as it pertains to the City of Greenfield. All sworn Salinas Police Officers have completed the SEMS and basic NIMS training. SEMS/NIMS training is now part of the basic police academy curriculum. Most SPD supervisors have completed the ICS 800 portion of the training. All Commanders and Sergeants are scheduled to complete the ICS 300 and ICS 400 requirement in March and April 2008. Salinas Police Reserve Officers are currently attending SEMS and NIMS training and should have it completed by March 2008. The Salinas Police Department has two certified SEMS/NIMS instructors.

F 14.7 - “Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.”

Response: The city council agrees with this finding as it pertains to the City of Greenfield. The Salinas Police Department has an Abandoned Vehicle Unit that is staffed by three civilian Community Service Officers and is supervised by a police sergeant. The city has a rotational tow agreement with several tow companies in the city to remove abandoned vehicles.

F 14.8 – “Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.”

Response: The city council agrees with this finding as it pertains to the City of Greenfield. The Salinas Police does offer input to city planners on planned growth. Specifically, this input is provided through the city's pledge to promote safe residential neighborhoods through the incorporation of Crime Prevention through Environmental Design (CPTED). The basic principles of CPTED cover not only residential areas but also business and recreational developments.

F 14.9 – “Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings.”

Response: The city council agrees with this finding as it pertains to the City of Greenfield. The Salinas Police Department holds regular community meetings involving not just police personnel, but other city staff as well. The goals of these meetings are to address citizen concerns and work in partnership towards solutions. The most notable examples of these meeting are Neighborhood Watch meetings, Business Watch meetings in the SUBA District, Town Hall meetings featuring the Community Safety Director, and city council member lead community meetings.

F 14.10 - The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) Information, LiveScan Fingerprint notices, DUI Enforcement, Online Crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more. The website may be viewed in both English and Spanish at (<http://ci.greenfield.ca.us/police.htm>).

Response: The city council agrees with this finding; furthermore, the Salinas Police Department has operated its own website for several years. The website may be viewed at (<http://www.salinaspd.com>). In addition to information about the police department's operations, the site includes press releases, Area Command information, on-line crime reporting capabilities and citizen complaint forms, a Most Wanted section, phone numbers, and helpful links.

F 14.11 - Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

Response: The city council agrees. The Salinas Police Department, the Monterey County Probation Department, and the Salinas Union High School District are already working together with a private contractor who provides random K-9 drug searches in Salinas's public high schools and middle schools.

F 14.12 - The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

Response: The city council agrees with this finding as it pertains to the City of Greenfield. The Salinas Police Department has been conducting periodic random Sobriety Checkpoints for years. Checkpoints for the specific primary purpose of locating illegal drugs or weapons have not been conducted and are not authorized.

F 14.13 - The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.

Response: The city council agrees with this finding; furthermore, the City of Salinas has an established graffiti abatement program, and weed abatement program in place. The Salinas Police Department has an abandoned vehicle removal unit, and does some limited shopping cart control in the SUBA district to supplement private efforts by the shopping cart owners.

F 14.14 - Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.

Response: The city council and the Salinas Police Department agree. The Salinas Police Department is prepared to work in partnership with Federal, State, County, and other city departments to respond and deal with any terrorism attack or scenario. The Salinas Police Department has participated with other police and fire departments in regional terrorism training sponsored by the state Office of Emergency Services (OES).

Recommendations:

R 14.1 – “All city police departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependent on one or two people.”

Response: This recommendation has already been implemented as is appropriate for the City of Salinas. The Salinas City Council and the Salinas Police Department understands the need for trained supervision and command staff at emergency incidents. The Salinas Police Department has an authorized strength of 187 sworn officers. It is not practical or cost effective to train all officers as incident commanders in a department the size of SPD. All Salinas Police Officers are trained in first response techniques for emergency situations. SPD supervisors and commanders receive management training to handle critical incidents. Supervisors are dispatched to all such emergencies where they are expected to take charge and initiate the Incident Command System (ICS) if necessary. The ICS provides for supervision and management of all critical incidents and the SPD has staff officers available and on-call to take charge.

R 14.2 – “All city police departments in the County should have a range of less-than-lethal weapons.”

Response: This recommendation has already been implemented, as this is the existing police department policy. The Salinas Police Department has a range of less-lethal weapons. Individual officers carry Taser International M26 or X26 Tasers, OC spray (Pepper Spray), and impact weapons (police batons). The VSU team has a variety of less-lethal equipment to include 40 mm Multi-launchers that launch a less lethal foam rubber type of round and can also be used to deploy CS gas. Three 12ga shotguns that are dedicated as less-lethal extended range impact weapons. The rounds VSU currently uses are called a “drag stabilized round.” The round is essentially a small cloth bag filled with lead shot. It has a cloth tail that stabilizes it in flight. The VSU also has available 46 oz OC canisters that can reach up to 30 feet and deliver a much greater amount of OC than the personal canisters. The VSU also has a variety of distractive munitions that are used to aid in building entries.

R 14.3 – “All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.”

Response: This recommendation has already been implemented as all sworn Salinas Police Officers have completed the SEMS and basic NIMS training. The Salinas Police Department has two certified SEMS/NIMS instructors on staff that conducted this training as part of an in-house Advanced Officer Training (AOT) course. SEMS/NIMS training is now part of the basic police academy curriculum, so recruits in the academy will have the training upon graduation. All Commanders and Sergeants are scheduled to complete the ICS 300 and ICS 400 requirements in March and April 2008. Salinas Police Reserve Officers are currently attending SEMS and NIMS training and should have it completed by March 2008.

R 14.4 – “The Board of Supervisors should require completion of county-wide NIMS and SEMS training as soon as possible.”

Response: This recommendation pertains to the Board of Supervisors, which is a separate government agency; therefore, will not be implemented by the Salinas City Council.

R 14.5 – “The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public need to be educated on the hazards of chemicals.”

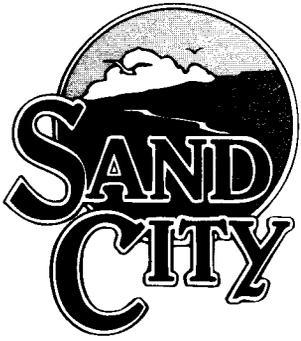
Response: This recommendation has already been implemented. Within the City of Salinas securing proper storage of agricultural equipment and industrial chemicals is monitored and regulated by the Salinas Fire Department and the Monterey County Health Department - Hazardous Materials Division.

Sincerely,



Dennis Donohue
Mayor of Salinas

cc: City Council
City Manager
City Attorney
City Clerk



April 4, 2008

Ms. Lisa Reich, Presiding Jurist
2007 Monterey County Civil Grand Jury
P.O. Box 414
Salinas, California 93902

RE: Sand City Response to Grand Jury Inquiry

Dear Ms. Reich:

The City of Sand City response to your requested information is enclosed for your review and information. I apologize for the lateness of the response. We have gone through an administrative change here (past City Administrator retired, new one still getting his feet wet), and the initial due date slipped by our attention. We understand that you have given us some additional time allowance to respond and we greatly appreciate it.

In addition to the comments and responses provided, please be aware that our Police Department is a big supporter of the "community policing" philosophy as it encourages the community to get involved in controlling crime whenever possible. The Police Chief and his officers also take special pride in getting to know the young residents of the community - an opportunity provided by the school bus stop being immediately adjacent to the police offices. The Sand City police want the town's children to know that they are to be depended upon and they are to be considered "friends" in all matters of public safety. The early respect that is gained for our police officers is, we believe, essential in eliminating the desire of some kids to join gangs.

City Hall
1 Sylvan Park,
Sand City, CA
93955

Administration
(831) 394-3054

Planning
(831) 394-6700

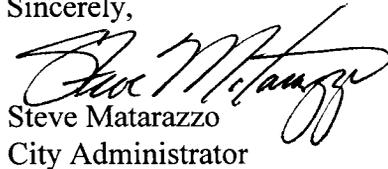
FAX
(831) 394-2472

Police
(831) 394-1451

FAX
(831) 394-1038

Incorporated
May 31, 1960

Sincerely,



Steve Matarazzo
City Administrator

c: City Council
Police Department

CITY OF SAND CITY

March 13, 2008

To: Police Chief
From: Disaster Preparedness Coordinator
Subject: RESPONSE TO SECTION 5 OF THE 2007 MONTEREY COUNTY CIVIL GRAND JURY FINAL REPORT

Below are the appropriate Sand City responses to the findings and recommendations given in Section 5 "Emergency Preparedness of Monterey County Cities"

RESPONSE TO FINDINGS OF SECTION 5

F 5.1 The City of Pacific Grove and Greenfield have comprehensive EOP's that cover in detail the procedures to be followed during an emergency, to include detailed evacuation routes.

Response: Sand City agrees that these two cities have comprehensive EOPs. It should be pointed out that information for the detailed evacuation routes was obtained from the Monterey County Tsunami plan which was prepared by a working group of representatives from Monterey County Cities.

F 5.2 The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in an emergency. The pamphlet identifies by area (golf course, beachfront, etc) routes to take in the event of an evacuation.

Response: Sand City commends Pacific Grove for this well done approach for informing its local citizens of possible evacuation routes. Sand City has a permanent population of about 300, but a daytime transient population estimated of perhaps 40,000 people consisting of shoppers, business employees, and visitors. Consequently, Sand City has installed Tsunami evacuation signs on tall poles at all appropriate beach areas where evacuation is recommended in tsunami conditions.

F 5.3 The Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.

Response: Sand City agrees that Greenfield should be commended if it has indeed shown the Grand Jury extensive EOPs to cover most emergency situations. The Greenfield website on the Internet is beautiful and comprehensive but currently does not yet present many EOPs which are still incomplete and under construction. However, Greenfield should be commended for its website.

F 5.4 NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of any disaster. When disaster strikes the residents of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.

Response: Sand City agrees and has initiated NIMS and SEMS training for City personnel, as appropriate.

F 5.5 Not all required key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.

Response: Sand City agrees with this finding.

F 5. 6 Within Monterey County Greenfield is ahead in NIMS and SEMS training for all key personnel. All Greenfield police officers are fully trained and most other key personnel are nearly fully trained.
Response: Sand City would like to commend the Greenfield Police Department for emphasizing training and getting all officers fully trained.

F 5.7 The Civil Grand Jury commends the Greenfield Chief of Police on his extensive NIMS and SEMS training and training programs of key city personnel.
Response: Sand City would like to join the Civil Grand Jury in commending the Greenfield Chief of Police for his extensive training programs for key city personnel.

F 5. 8 The Civil Grand Jury commends both the city of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans.
Response: Sand City would like to join the Civil Grand Jury in commending both the cities of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans. Also Sand City would like to commend the city of Pacific Grove for putting their plans on their excellent website. Also Sand City commends the city of Greenfield for its outstanding website which presents useful disaster preparedness information to the residents of Greenfield.

F 5. 9 Each city within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plans and perhaps use them as a model when revising their EOPs.
Response: Sand City appreciates this advice from the Civil Grand Jury to review the City of Greenfield and City of Pacific Grove Emergency Operations Plans. These plans will be reviewed and sections of these plans where appropriate to the demographics and geography of Sand City may be useful in future revisions of Sand City's Emergency Operations Plan.

RESPONSE TO RECOMMENDATIONS OF SECTION 5

R 5. 1 Each city emergency operations Coordinator (or person responsible) should prepare a NIMS and SEMS training schedule for all key personnel.

Response: Sand City has prepared a NIMS and SEMS training schedule for all key personnel in accordance with the guidance of the Governor's Office of Emergency Services Letter, dated May 10, 2007, to: State, Local Government, Tribal, and Non-Governmental Partners, Subject: Changes in the National Incident Management System (NIMS) Training Requirements and the NIMS Five Year Training Plan. Pertinent information is summarized as follows:

"Training requirements that must be completed by Sept 30, 2007 are: Entry level first responders and disaster workers, first line supervisors, middle management, Command and General Staff must complete IS-700, ICS-100, and ICS-200. "Middle Management, Command and General staff personnel must complete IS-800."

"EOC personnel are NOT required to take Field ICS courses, nor are they required to take a minimum number of course hours."

"All elected officials will need to take a NIMS Executive Course by 2009."

R 5.2 Each city Emergency Operations Coordinator (or responsible person should strive to have all key city personnel trained in NIMS and SEMS as soon as possible.

Response: All key city personnel as listed below will receive appropriate training as soon as possible. Some of the training previously scheduled has not been completed. Emphasis will be placed on completing this training as soon as possible. Here is the list of the key personnel and their training:

TRAINING (NIMS in Bold typeface)

Individual Position SEMS training NIMS training

J. Michael Klein, Police Chief, SEMS and SEMS Train-the-Trainer Instruction, Monterey County OES Sept 11, 1996; SEMS principles, Seaside Fire Dept, Nov 15, 2002; IS-700 and IS-800 NIMS training to be scheduled.

Marius D. Crisan, Sgt, SEMS principles, Seaside Fire Dept, Nov. 6, 2002; IS-700 NIMS training to be scheduled.

Vito Graziano, Sgt, SEMS principles, Seaside Fire Dept, Nov. 13, 2002, SEMS G-606, California OES, Aug. 12, 2004, Incident Command for Structural Collapse Incidents, National Fire Academy, May 6, 2005; IS-700 NIMS, FEMA, May 7, 2005.

Dale Allen, Sgt, SEMS principles, Seaside Fire Dept, Nov. 13, 2002, IS-700 NIMS, FEMA, May 28, 2005.

Nancy Fletcher, Records Administrator, IS-700 NIMS, FEMA, May 24, 2005

Russell C. Coile, Disaster Preparedness Coordinator, SEMS G-606, CSTI, Aug 16, 1995, SEMS EOC Course G-611, CSTI, Sept. 26, 1995, SEMS Executive Course G-612, CSTI, Sept 26, 1995, Basic Incident Command Course IS-I 95, FEMA, Mar. 8, 1999; SEMS/INIMS ICS 100 and ICS 200, Seaside Fire Dept, March 23, 2006; IS-700 NIMS, FEMA, March 1, 2005, IS-800 NIMS, FEMA, Jan. 12, 2005.

Jeff Bushnell, Police Officer, SEMS principles, Seaside Fire Dept, Nov. 8 2002; IS-700 NIMS training to be scheduled.

Veronica Stevenson, Police Officer, IS-700 NIMS, FEMA, May 31, 2005.

David M. Blaul, Police Officer, IS-700 NIMS, FEMA, May 26, 2005.

Michael Mount, Police Officer, IS-700 NIMS training to be scheduled.

James Patty, Police Officer, IS-700 NIMS, FEMA, May 7, 2005.

Gerald Gile, Police Officer, Police Officer, IS-700 NIMS training to be scheduled .

Jeff Parker, Reserve Police Officer, SEMS principles, Seaside Fire Dept, Nov. 15, 2002; IS-700 NIMS, FEMA, June 9, 2005.

Marv Hostetler, Reserve Police Officer, SEMS Introduction, Dprep, Oct. 1 I, 2002, SEMS principles, Seaside Fire Dept, Nov. 15, 2002, SEMS G-606, CSTI, Aug. 12, 2004; IS-700 NIMS training to be scheduled.

Dennis Alexander, Reserve Police Officer, IS-700 NIMS training to be scheduled.

Timothy McFadden, Reserve Police Officer, SEMS principles, Seaside Fire Dept, Nov. 13, 2002; IS-700 NIMS, FEMA, June 20, 2005.

Harvey Drone, Public Works, IS-700 NIMS training to be scheduled.

Fred Menezes, Public Works, IS-700 NIMS training to be scheduled.

SAND CITY ADMINISTRATION AND STAFF:

Kelly Morgan, City Administrator, SEMS principles. Seaside Fire Dept, Nov 4, 2002; Note: Kelly Morgan is Retiring in March, 2008 and will therefore not receive any further training.

Steve Matarazzo, Assistant City Administrator and Director of Community Development. SEMS principles. Seaside Fire Dept, Nov. 4, 2005; IS-700 NIMS training to be scheduled

Charles Pooler, Associate Planner, SEMS principles, Seaside Fire Dept, Nov 4, 2005; IS-700 NIMS training to be scheduled .

Linda Scholink, City Clerk and Administrative Services Director; IS-700 NIMS Training to be scheduled.

Connie Horca, Deputy City Clerk, IS-700 NIMS training to be scheduled.

Carol Griffiths, Administrative Assistant, IS-700 NIMS training to be scheduled.

Devon Lazarrino, Accounting Technician I, IS-700 NIMS training to be scheduled/

SAND CITY ELECTED OFFICIALS:

Note: All elected officials will need to take a NIMS Executive Course by 2009.

David Pendergrass, Mayor

Marv Ann Carbone, Mayor Pro-Tem Council Member

Craig Hubler, Council Member

Jerry Blackwelder, Council Member

Michael Morris, Council Member

R 5.3 Each city within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove.

Response: The Emergency Operations Plans of Greenfield and Pacific Grove will be reviewed as recommended by the 2007 Grand Jury Final Report, keeping in mind the demographic (population, for example) and geographic

differences between Greenfield and Pacific Grove and the City of Sand City. Pacific Grove's Multi-Hazard Plan is 358 pages which is perhaps too much information for a city the size of Sand City (population 301).

Also, Sand City's initial review of the City of Pacific Grove Emergency Operations Center Standard Operating Procedures (SOP) found it to be a well written comprehensive and concise (45 pages) modification of an older SOP to conform to the new (1996) statewide introduction of the Standardized Emergency Management System. While many of these procedures will be still useful in 2008, it should be pointed out that some of the 1996 procedures are outdated and no longer in use. It would be wrong for Sand City or Pacific Grove, or any city in Monterey County) to try to prepare a situation summary report using OASIS Form #110) and other reports using other OASIS forms described in detail on pages 21 -28. The State of California has a new Response Information Management System (RIMS). All twelve cities in our county must use RIMS in sending information to the Monterey County Operational Area for reporting status of earthquake damage, for example, or to send a request for resources such as back-hoes.

City of Sand City

March 12, 2008

To City Manager

From Chief of Police

Subject Response to Section 11 of the MONTEREY COUNTY CIVIL
GRAND JURY FINAL REPORT

The below listed responses are from the Sand City Police Department in answer to the finding and recommendations outlined in Section 11 (Gangs) of the 2007 Monterey County Civil Grand Jury Final Report.

F 11.1 Suppression of gang activity in Monterey County is vital in getting gang members off the streets.

Response:

1. The Sand City Police Department, certainly, agrees that suppression of gang activity is a necessary and central tool for getting gangs off the street. Unfortunately, suppression, alone, is not enough, even when coupled with intervention and prevention. And, sadly, these last two components are, for all practical purposes, nonexistent in Monterey County.

We, in Sand City feel there is one other aspect to gang affiliation that is not even considered by the three pronged approach. Without this last mechanism, gangs, like any "grass roots" organization will inevitably continue to flourish. This fourth weapon consists of displacement. That means we must find a way of removing the physical benefits, cultural benefits and even monetary benefits which gang membership provides with other benefits and associations which are acceptable and fall within the purview of legality.

F 11.2 Even though intervention programs exist in Monterey, they are not easily available to children or families at risk.

Response:

2. Intervention only works well when initiated at an early stage or when the individual is willing to be weaned from the gang psychology. The cost of intervention, in comparison to success rate is, also, very high.

F 11.3 Prevention is the key to long term control of gang activity.

Response:

- 3, Prevention is, indeed, the best method of long term control of gang activity. However, to accomplish prevention or reduction of gang membership requires a cessation of gang violence and a change of cultural attitudes toward the attraction of gang membership. Early education is the key.

F 11.4 Competition for intervention and suppression program funding is keen.

Response:

4. Of course all programs require money in order to make them work and anti-gang programs are no different. We at Sand City believe that local funding sources are insufficient. We believe more Federal funding is needed. Most gangs are local chapters of larger entities. Some are national in scope. Others are international in nature.

F 11.5 Gangs can be countered with citizen action groups such as the neighborhood watch program.

Response:

5. Local groups and citizen committees can have a direct effect on gangs. Citizen intolerance of gangs and gang activity is a very potent weapon against their proliferation as are structured programs such as neighborhood watch and other citizen programs dedicated toward the diminution of gang influence.

F 11.6 A community united to neutralize gangs and dedicated to work against violence will greatly hamper a gangs ability to flourish.

Response:

6. Sand City agrees that a neighborhood or community unified and dedicated to the lessening of gang influence can hamper and even stop gang activity.

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not surrender to the apathy that tacitly support a gangs activity. To bring peace to the streets of the County, the cooperation of its citizens is necessary.

Response:

- 7. Sand City agrees that public apathy is the greatest contributor to the growth of the gang phenomenon. It is through feelings of public ennui and lassitude that these organizations grow. It is only through vigilance and action that the influence of gang activity is slowed or stopped.**

F 11.8 Each member of different law enforcement departments represented in the Gang Task Force uses equipment and techniques from their home department. Each member brings different expertise and the task force blends these skills together.

Response:

- 8. Sand City agrees that the Gang Task Force provides a valuable and much needed service. At present, the fact that the equipment and the techniques used are drawn from different sources only seems to enrich their expertise. The blend is beneficial to all.**

F 11.9 Because of the diversity in methods, techniques and equipment, the gang task force has had to learn "on the job" how to coordinate these skills. The equipment is still dependent on their various home departments.

Response:

- 9. Sand City is of the opinion that, in spite of the fact the Gang Task Force has had to learn to coordinate their resources while "on the job", they have done a good job in homogenizing the diverse and esoteric information. Sand City does not have a representative on the GTF, however, we Cooperate with them at every opportunity.**

F 11.10 Not all the cars used by the Gang Task Force are equipped with Global Positioning Systems, making it difficult when driving in remote areas.

Response:

10. Sand City agrees with the finding that not all vehicles used by the Gang Task Force have Global Positioning Systems. This may, indeed be a hindrance. We feel that the best way to rectify this problem is to ensure all vehicles in Monterey County that could be used by the GTF are so equipped.

F 11.11 Each car used by the Gang Task Force is equipped with the computer and interface from its own jurisdiction. Because of this, they do not have the capability to interface with each other. Even though they are now the same unit, they must communicate with cell phones. The difficulty is magnified because Monterey County covers 131,708 square miles

Response:

11. Since the vehicles used by the Gang Task Force are drawn from various Departments, the computers used do not always interface with each other. Sand City agrees that this is a real problem. Because of the complexities involved in solving this particular difficulty are numerous, it may be easiest to provide portable computers to the GTF that are capable of connecting to wherever the largest data base exists. This is only a temporary fix. Other, more costly ways can be found, later.

F 11.12 Monterey County has some intervention and prevention programs. However, the County has failed to put effective programs in place. Until better programs are created the GTF will remain a necessary tool.

Response:

12. Sand City agrees that the intervention and prevention programs in Monterey County are ineffective. However, it seems, to us, that few of these programs, anywhere, work and even fewer are actually cost effective. As we stated

earlier, the root cause of gangs are many and no government is able to address all ills. Family, church, education, social programs and police all need to work toward a solution. Until such time, the Gang Task Force will be needed.

F 11.13 Placing youth into gang activity treatment programs is challenging and may result in unintended consequences if not done correctly. Differentiation of hard core gang members from sympathizers is of utmost concern. Keeping these populations separated in treatment programs is of utmost importance.

Response:

13. Sand City is of the opinion that placing youth in gang treatment centers is counterproductive. Treatment centers tend to corrupt rather than instruct, much like jails or prisons.

F 11.14 Gang culture is predatory in nature. Many youth are sympathizers; individuals who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard core gang members will relentlessly attempt to recruit gang sympathizers.

Response:

14. Sand City agrees that gang culture is complex and multifaceted. It is only through a well organized data base that differentiations can be made between those who are hard core or just casual sympathizers.

F 11.15 Many gangs have memberships extending over several generations. Youth may not know any other lifestyles than that of the gang.

15. Sand City agrees with the finding that it is very difficult to alter a gang member's attitude, especially if membership in the gang goes back over several generations. As we are all aware, there are some individuals who will never be reached.

F 11.16 Violence in gangs is systemic and an accepted way of life. Prevention and intervention are of utmost importance to gang suppression.

Response:

16. Sand City agrees that prevention and intervention are paramount in the suppression of gangs. Unfortunately, both must be applied early, when the child is young and continued through the formative years.

F 11.17 Graffiti marks serve as a warning to others that a particular gang rules this part of the neighborhood. If not quickly removed, rival graffiti is drawn to the area.

Response:

17. Since graffiti serves as a visual signpost through which gangs mark their territory, it is imperative the marks be removed immediately. Sand City agrees with this finding and we remove defacement as soon as possible. We do take pictures of graffiti and share this information with all.

F 11.18 Community leaders must stop competing among themselves for funding and programs and, instead, work together to increase resources for both prevention and intervention programs.

Response:

18. As stated previously, Sand City feels that funding must originate somewhere above and beyond the county level in order to be of a sufficient amount. This could promote a more unified and sustainable gang suppression program.

F 11.19 A part of the California Gang Prevention Network uses their teams to participate in round table discussions with representatives from the office of the Governor and the offices of both California Senators.

Response:

19. Sand City agrees with the finding that it is good practice to for

The Gang Prevention Network to use their city teams to participate in round table discussions with representatives of the Governor and United States Senators. This involvement is productive in nature and could lead to increased funding for local programs.

F 11.20 Young females raised within a violent gang atmosphere may suffer from low self esteem. They grow up believing domestic violence is a normal way of life or that they deserve abuse. The passing of these false concepts from one generation to another makes violence an accepted routine.

Response:

20. Sand City agrees with this finding. Early education and even antiviolence public service presentations on radio or television may help to shed more light on the problem.

F 11.21 The long term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and city governments within the County with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response:

21. The Sand City Police Department agrees with the finding that the long term solution to gang problems lies in using a multi-cultural approach that is cognizant of all factors contributing to the problem. Obviously, gangs are more than a criminal issue. They are a social phenomenon. As with all organizations, society must find a way to make it unprofitable for gangs to flourish and irrelevant for individual members to remain attached to gangs.

Gangs 11: Recommendations

Recommendation 11.1 The board of supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

Frankly, Sand City feels the gang problem exists beyond just the confines of the County and solutions must originate above the local scope. Certainly, we can and should explore local possibilities. However, the universality of the problems contributing to the perpetuation of gangs extends well beyond our borders, both local and national and solutions must be found globally.

Recommendation 11.2 The Board of Supervisors, in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to nonviolence in school curriculums.

As there are no schools within the confines of Sand City, we do not know how the Department could implement this recommendation. Of course, we support the concept of non-violence education in general.

Recommendation 11.3 Each school district within the County should encourage after school activities that are made available in all communities for all children including kids at risk.

As previously stated, there are no schools extant within the boarders of Sand City. We do agree that supervised, after school activities are a positive influence on student behavior.

Recommendation 11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach

youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

This recommendation will, again, not be implemented by Sand City Police as there are no schools in the City.

Recommendation 11.5: The Board of Supervisors and the city councils of each city, countywide, should fund and promote park activities and youth groups as an alternative to gang activities.

While Sand City agrees with this recommendation, the City has, at this time, only one small park, suitable for very young children. All are encouraged to play.

Recommendation 11.6: The Board of Supervisors should fund updated internet Technology and interface for Gang Task Force use in both their office and cars.

At present the County is exploring next generation communication issues. We, at Sand City believe that the County findings may alleviate or, at least, change some of the difficulties in communication. Hopefully, these improvements will include members of the Gang Task Force.

Recommendation 11.7: The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Although Sand City has no representatives on the Gang Task Force, we do not disagree with this recommendation. Certainly, while backing officers in an other jurisdiction, the availability of a GPS unit would be of great use.

Greenfield Police Department 14: Findings

Finding 14.1: The Greenfield Police department uses an assortment of less than lethal equipment and weapons. All officers are well trained and knowledgeable in the selection of weaponry. Each officer is trained to choose the most appropriate equipment for any given situation.

Response:

1. The City of Sand City Police Department is, also, familiar with a variety of less lethal tools and techniques. All officers are trained in the use of the equipment and in the philosophy of usage. All officers receive training from P.O.S.T. (Police Officers Standards and Training) a statewide regulatory institution to which all police departments in California must adhere. Sand City Police are, of course, very pleased to hear that Greenfield is, as are we, in compliance with P.O.S.T. requirements, standards and training.

Finding 14.2: The Police Chief of Greenfield personally designed a Mobile Command Center (MECC) All department employees are cross trained in the use, operation and deployment of the MECC.

Response:

2. The Sand City Police Department agrees that a Mobile Command Center may be an appropriate emergency vehicle for Greenfield. The City of Sand City is somewhat more compact, however, and there is little need for a "mobile" unit. Our main concern for such a center is that it be as high above sea level as practical in case of a tsunami. With that end in mind, the Sand City Council Chambers have been equipped with special radios and are designated as the City's Emergency Operations Center. In close proximity is a storage area equipped with medical supplies, foodstuffs, fresh water, bedding and necessary supplies to allow the City to function on its own for, at least, a week. In our case, not only are the police officers trained to take on a variety of jobs

during a sustained emergency, but, other city staff and even members of the City Council are trained to take on the roll of emergency functionaries.

Finding 14.3: The (Greenfield) Department's equipment includes an assortment of additional tools used to assist officers in searches, such as a robotic remote control camera which can be deployed to "clear" an area prior to entrance.

Response:

3. Sand City Police Department agrees that access to a variety of tools is beneficial to law enforcement. Still, there is no piece of equipment made that can supersede the abilities of an intelligent, well trained, officer. Further, should the need arise, on the Monterey Peninsula, Sand City can request the assistance of the Sheriff's Swat Team. Also, if necessary, we can request assistance from Seaside's Canine unit.

Finding 14.4: All Greenfield police officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or a moderate skin exposure hazard present. Level B offers protection with a chemical resistant coverall, a one or two piece splash unit, pressure demand self contained breathing apparatus or a supplied air respirator with escape, SCBA gloves and boots.

Response:

4. We at the Sand City Police Department applaud the City of Greenfield's Police Department for the foresight they have demonstrated in regard to the protective suits. They will be especially useful as Greenfield is some distance away from other cities capable of providing assistance in regard to hazardous material isolation. We do not deny the utility of the suits but, here in Sand City, we are serviced by the Monterey Fire Department. Also in close proximity is the Seaside Fire Department. The expertise and training of both these entities far exceeds our own. It would be inappropriate for Sand City Police not to avail ourselves

of this knowledge. Further, we feel, we would not be serving the needs of our citizens by attempting to isolate potentially dangerous material, ourselves. Hazardous material handling, we think, should be left to the experts.

Finding 14.5 The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and prepared for any civil emergency.

Response:

5. The Sand City Police Department is very pleased the Grand Jury found Greenfield Police Department to be at such a high degree of training and readiness. We at Sand City are also proud of the training we have received and the amount of service we provide to our citizens. In fact, we feel that our response times to calls for service are very, very low.

Finding 14.6: All Greenfield Police Department employees are certified in both Standard Emergency Management System (SEMS) and National Incident Management System, (NIMS) required by the Department of Homeland Security and the State of California.

Response:

6. The Sand City Police Department agrees with this finding. Although the Sand City Police Department has received SEMS and NIMS training, we are, as yet, not in full compliance. We are on schedule to complete the required training.

Finding 14.7: The Greenfield Community Services Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.

Response:

7. The City of Sand City initiated an agreement with one of the local tow companies sometime in 1996. The company makes its money through the disposition of the vehicles it tows: storage fees, tow charges and lien sales of the unclaimed vehicles. Although the

vehicles are towed at no cost to the city, there are associated staff expenses incurred in the tagging and monitoring of the abatement process. Some of these expenses are further offset by the statewide vehicle abatement program.

Finding 14.8 Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might present opportunities for crime to increase.

Response:

8. The Sand City Police Department strongly agrees with this philosophy. Because of the compact nature of the City, we do not have any plans to create additional parks or recreation areas at this time. However, The Chief of Police in Sand City works closely with the planning department and is instrumental in any project within the City that involves land use management. Also, he is greatly concerned with the establishment of policies designed to dissuade criminal activity in any new development.

Finding 14.9 Educating the community is key to the prevention of Crime and the Greenfield Police Department holds regular community awareness meetings.

Response:

9. The Sand City Police Department agrees with this philosophy. However, since we are so small in area and so low in population we have found it better to simply inform our citizens verbally of any impending difficulties. Conversely, should any citizen have a question or complaint they can voice their concern, directly, to any officer on patrol. Should they so choose, they can come to the station or telephone in their plaint.

Finding 14.10 The Greenfield Police Department created a comprehensive and informative internet web pagethat includes salient data on current community issues. The page includes on line Amber Alerts, school violence reports, the Violence

Suppression Unit information, livescan fingerprint notices, DUI Enforcement, on line crime reporting, registered sex offender information, real time flood information, press releases and more. The website may be viewed in both English and Spanish at (<http://cigreenfield.ca.us/police.htm>)

Response:

10. Sand City Police Department is very much in agreement that a comprehensive web page is a very helpful tool in promoting clear and easily accessible communication with the public. Within the last few months we refreshed and updated our own web page, making it easier to use, quicker to navigate and providing more information. Our address is (www.sandcity.org). We feel the website is adequate.

Finding 14.11 Prearranged and partially authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.

Response:

11. The City of Sand City has no schools within its jurisdiction.

Finding 14.12 The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.

Response:

12. Sand City has no clubs, bars or drinking establishments, per se, within its borders. In addition there are no major through fares within the City. The Police Department does assist neighboring jurisdictions during special holidays with their DUI checkpoints. We do conduct an aggressive traffic enforcement program which, consequentially, leads to an increased number of warrant arrests, drug arrests and weapons charges.

Finding 14.3: The Greenfield Police Department concentrates proactively on crime prevention, including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.

Response:

13. The Sand City Police Department is very much in agreement with the pro-active approach to enforcement. Within our City, abandoned shopping carts are returned to their rightful owners by the maintenance crews. Public Works is, also, responsible for weed control in the City. The abandoned vehicle program is enforced with vigor by all members of the police department. It is a priority for Sand City as we were, at one time, the preferred dumping ground for all who wished to leave their junk cars anywhere but in front of their own houses. Because of stringent enforcement, our streets are cleaner and the City no longer resembles a junk yard. Any graffiti occurring in the City is swiftly removed by our Public Works Department. Usually, graffiti is removed within a few hours of discovery.

Finding: 14.14 Terrorism within Monterey County is a possibility, and Greenfield is well prepared for many scenarios, including a dirty bomb, chemical, biological and even agro-terrorism attacks.

Response:

14. The City of Sand City Police Department is aware that terrorism in the 21st Century is a fact of life in all jurisdictions and officers need to be constantly cognizant of that fact. We receive, through the internet, CLETS, our Critical Reach Computer and other associated information systems, the latest material available on terrorism and those suspects involved in its perpetuation. We feel that information is key to the prevention of terrorism, whether from domestic or foreign sources.

Greenfield Police Department 14: Recommendations

Recommendation 14.1 All city police departments in the County should fully cross trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. In this way, a city is not dependent on or two people.

Although this seems a good idea, Sand City will not be implementing this recommendation. The cost and time requirements for the training would be prohibitive. Also, the gains in services provided in an emergency would not justify the costs. Fortunately, in Sand City, we are surrounded by fire departments of both Monterey and Seaside that are capable of assisting us. In addition we have close links with civil and religious entities (Red Cross, Salvation Army) that can assist should the need arise.

Recommendation 14.2: All city police departments in the County should have a range of less than lethal weapons.

The Sand City Police Department has a variety of less lethal weapons at their disposal, to include Tasers with built in cameras, Mace chemical spray, Bean Bag shotgun rounds and Tear gas grenades and launchers for barricade situations. We are also trained in the use of night sticks and the more easily portable, collapsible, Asp. All of this equipment is meant to be less lethal than firearms. Unfortunately, all tools are only less lethal. Deaths still occur even when these weapons are used under the most stringent guidelines and with the intent of saving lives.

Recommendation 14.3 All County and city personnel required to take NIMS and SEMS training, should complete their training as soon as possible.

As I have noted previously, although not all have received training in both disciplines, Sand City plans to complete the training for all as soon as possible.

Recommendation 14.4: The board of supervisors should require completion of countywide NIMS and SEMS training as soon as possible.

As stated previously, this recommendation is well underway to completion in Sand City.

Recommendation 14.5 The Board of Supervisors, City Councils, Sheriff and all law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agricultural industry and the public need to be educated on the hazards of chemicals.

Sand City certainly agrees that public education concerning the dangers of chemicals, agricultural or otherwise is very important. Since Sand City is so small in area, there are no large agricultural tracts to worry about within our borders nor do we have any unattended farm machinery spread about for which we need to worry. We do, however, have many storage rental businesses in Sand City. Some of these rental spaces have been used for the storage of dangerous chemicals by unscrupulous individuals who use them to render into street drugs. Often, what remains after the desired drug has been created, is as dangerous as any farm chemical. O additional concern to law enforcement is the fact that these chemicals sit in enclosed rooms for months and years, becoming more and more unstable with time. Often, the only time the presence these chemicals come to light is when the renter allows his lease to lapse and the owner goes into the storage area to inspect the contents for possible.

Chief J. Michael Klein

**Chief of Police
Sand City Police Department**



CITY COUNCIL

440 Harcourt Avenue
Seaside, CA 93955

Telephone (831) 899-6700
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TDD (831) 899-6207

March 7, 2008

The Honorable Russell D. Scott
2007 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

Subject: Response to the 2007 Grand Jury Final Report – Section 5 on Emergency Preparedness of Monterey County Cities

Dear Judge Scott:

Please accept the following information as the City of Seaside's response to the 2007 Monterey County Civil Grand Jury Final Report, Section 5, relating to the emergency preparedness of Monterey County cities.

FINDINGS

F 5.1 *The cities of Pacific Grove and Greenfield have comprehensive EOP's that cover in detail the procedures to be followed during an emergency, to include detailed evacuation routes.*

F 5.2 *The City of Pacific Grove has published a detailed pamphlet to inform local citizens what to do in an emergency. This pamphlet identifies by area (golf course, beachfront, etc.) routes to take in the event of an evacuation.*

F 5.3 *The Greenfield Chief of Police has prepared extensive Emergency Operations Plans to cover most emergency situations.*

F 5.4 *NIMS and SEMS training of key personnel is vital to the preparation of each city in the event of any disaster. When disaster strikes the residents of all cities and unincorporated areas of Monterey County will look to government for guidance and assistance.*

F 5.5 *Not all required key personnel in Monterey County have been fully trained in NIMS and SEMS. Although most key personnel have received some of the required NIMS and SEMS training, a majority of them have not been fully trained.*

RESPONSE: The City as the respondent agrees with Findings: 5.1, 5.2, 5.3, 5.4, and 5.5,

F 5.6 *Within Monterey County Greenfield is ahead in NIMS and SEMS training for all key personnel. All Greenfield police officers are currently fully trained and most other key personnel are nearly fully trained.*

RESPONSE: The City as the respondent does not have an opinion on Finding 5.6.

F 5.7 *The Civic Grand Jury commends the Greenfield Chief of Police on his extensive NIMS and SEMS training and training programs for key city personnel.*

F 5.8 *The Civil Grand Jury commends both the city of Pacific Grove and Greenfield for their extensive Emergency Operations Preparedness plans.*

F 5.9 *Each city within Monterey County would do well to review the City of Greenfield and the City of Pacific Grove Emergency Operations Plans and perhaps use them as a model when revising their EOP's.*

RESPONSE: The City as the respondent agrees with Findings 5.7, 5.8, and 5.9.

RECOMMENDATIONS

R 5.1 *Each city Emergency Operations Coordinator (or person responsible) should prepare a NIMS and SEMS training schedule for all key personnel.*

RESPONSE: The City agrees with the recommendations and has developed and implemented a training opportunities for all key personnel. In December 2007 the City hosted an Earthquake Seminar: Emergency Response Issues presented by Instructors from the California Specialized Training Institute. Thirteen members of the city Emergency Operations Team attended the training. The two and a half day training program includes case studies and a tabletop exercise as well as a number of Emergency Management topics, including: Earthquake Effects, Using SEMS/NIMS in a disaster response, ensuring an Effective Field Response, Mutual Aid, Managing a Sustained Response, Improving Recovery Operations, Care and Shelter Considerations, EOC Organization and Functions, Disaster Communications, Mitigation Strategies, Continuity Of Operations, and Continuity of Government.

R 5.2 *Each city Emergency Operations Coordinator (or responsible person) should strive to have all key city personnel trained in NIMS and SEMS as soon as possible.*

RESPONSE: The City agrees with the recommendation and is making significant progress in meeting its emergency preparedness training goals. All general employees have completed IC 100 & IC 700. Sixty percent of Managers, first line supervisors, Fire employees, Public Works employees, Police employees, and any other employee with a role in the City's emergency operations center have completed IC 200.

In addition comprehensive ICS position training is scheduled for April. The City will actively participate in IS 300 and IS 400 classes when they become readily available.

R 5.3 *Each city within Monterey County should review the Emergency Operations Plans of Greenfield and Pacific Grove.*

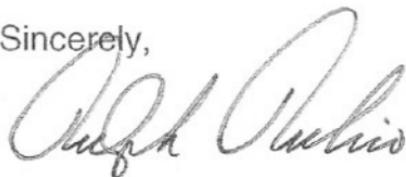
RESPONSE: The City agrees with the recommendation and will review the Emergency Operations Plans of Greenfield and Pacific Grove.

CONCLUSION

The above responses were approved by the City Council at their meeting of March 6, 2008. In the event that you need additional information, please contact Jill Anderson, Assistant City Manager, at 831-899-6704.

I would like to thank the Grand Jury for their work and the opportunity to respond.

Sincerely,

A handwritten signature in black ink, appearing to read "Ralph Rubio", written in a cursive style.

Ralph Rubio
Mayor



CITY COUNCIL

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March 7, 2008

The Honorable Russell D. Scott
2007 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

Subject: Response to the 2007 Grand Jury Final Report

Dear Judge Scott:

Please accept the following information as the City of Seaside's response to the 2007 Monterey County Civil Grand Jury Final Report. The responses were approved by the City Council at their meeting of March 6, 2008.

Section 11 – Monterey County Gangs: Suppression, Intervention and Prevention

Findings

F 11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

RESPONSE: The Respondent agrees with this finding

F 11.2 Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

RESPONSE: The Respondent agrees with this finding

F 11.3 Prevention is the key to long-term control of gang activity.

RESPONSE: The Respondent agrees with this finding

F 11.4 Competition for both intervention and suppression program dollars is keen.

RESPONSE: The Respondent agrees with this finding

F 11.5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

RESPONSE: The Respondent agrees with this finding. The Seaside Police Department is in the process of forming a new Neighborhood Watch program in 2008.

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

RESPONSE: The Respondent agrees with this finding

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

RESPONSE: The Respondent agrees with this finding

F 11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

RESPONSE: The Respondent agrees with this finding. The City of Seaside Police Department works very well with the GTF. The City of Seaside hopes that the request for appropriation funding through Senator Feinstein, Senator Boxer and Congressman Farr comes through so the Seaside Police Department can add one police officer to the GTF. This request was originally submitted in 2006 and the funding has not yet been approved.

F 11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

RESPONSE: The Respondent has no opinion on this finding.

F 11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

RESPONSE: The Respondent agrees that this would be beneficial for the GTF.

F 11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

RESPONSE: The Respondent agrees with this finding. The Chief of Police of Seaside is actively working with other Police Chiefs in the county to procure a grant for record management system interoperability. Two vendors, CopLink and ThinkStream, have made presentations to a sub-committee of the Monterey County Chief Law Enforcement Officers' Association on an interoperability system to link all police agencies in Monterey County together for data sharing. This type of system would benefit the GTF in a tremendous way if the funding could be secured. The estimated cost range of this type of system is approximately \$300,000 to \$400,000. However, all police agencies in our county would be able to share criminal record information for the first time, consistent with the overall goals of local, state and federal homeland security efforts.

F 11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

RESPONSE: The Respondent agrees with this finding. In 2003 the City of Seaside entered into an agreement with the Monterey Health Department, Behavioral Health Division, on the implementation of the Youth Diversion Program based in the Seaside Police Department. The Youth Diversion Program diverted many juveniles away from the justice system and into counseling. Some of them were gang members and some potential gang members. For over four years, the Youth Diversion Program was the most successful prevention and intervention program the children and parents of our area have ever seen. However, in December of 2007 the Monterey County Health Department stopped the funding for the program and the Youth Diversion Program here in Seaside ended abruptly.

F 11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

RESPONSE: The Respondent agrees with this finding

F 11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

RESPONSE: The Respondent agrees with this finding

F 11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

RESPONSE: The Respondent agrees with this finding

F 11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

RESPONSE: The Respondent agrees with this finding

F 11.17 Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

RESPONSE: The Respondent agrees with this finding

F 11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

RESPONSE: The Respondent agrees with this finding

F 11.19 Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

RESPONSE: The Respondent agrees with this finding

F 11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

RESPONSE: The Respondent agrees with this finding

F 11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

RESPONSE: The Respondent agrees with this finding

Recommendations

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

RESPONSE: The Respondent agrees with this recommendation

R 11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

RESPONSE: The Respondent agrees with this recommendation

R 11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

RESPONSE: The Respondent agrees with this recommendation. The Seaside Police Department's School Resource Officers (2 positions) will work with all school administrators to help students become interested in the Seaside Police Activities League (PAL Program), the Seaside Police Cadet Unit and other after-school activities. Both of these programs are a success in Seaside.

R 11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

RESPONSE: The Respondent agrees with this recommendation. The County should provide funding for the Youth Diversion Program in Seaside and consider funding similar programs in other communities to help reduce gang activity in Monterey County through diversion and counseling.

R 11.5 The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

RESPONSE: The Respondent agrees with this recommendation and will look at the possibilities in the coming year.

R 11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

RESPONSE: The Respondent agrees with this recommendation. The Monterey County Chief Law Enforcement Officers' Association is currently looking at two possible software systems for interoperability and data sharing among police agencies. Funding, if not received through a grant, should be provided.

R 11.7 The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

RESPONSE: The Respondent agrees with this recommendation

Section 14 – Greenfield PD: An Innovative Approach to Law Enforcement

Findings

In findings F 14.1 to F 14.14, the Respondent agrees that Greenfield PD has sought out many new and interesting technologies and implemented many programs. However, the Seaside Police Department has looked at each of the same technologies and programs and determined that only some of those are practical to the Seaside Police Department.

Over the past five years the Seaside Police Department has procured more than \$1 million in grant funding for technology, police equipment and safety equipment. Currently the Seaside Police Department utilizes several less-lethal weapons in an effort to minimize the use of force during volatile and violent situations and as an alternative to lethal force.

Those alternatives in Seaside include the Taser, “bean bag” shotgun rounds, OC pepper spray and impact weapons. In 2002 Seaside PD was the first law enforcement agency in Monterey County to train and equip police officers with Tasers.

The Capture Net is not a widely used tool in American police work and the Seaside Chief of Police does not believe it is proven. The Respondent has no plans to purchase one of these items.

In addition, the Seaside Police Department was the first police agency on the Monterey Peninsula to purchase and deploy the Mobile Community Substation, a special vehicle designed to be placed into various neighborhoods in Seaside and to serve as a mobile command center. That vehicle was obtained through a federal Bureau of Justice Administration grant and placed into service in 2002.

In regards to community services, the Seaside Police Department leads the way in the county with the weekly deployment of the Mobile Community Substation. The department also deploys a Community Liaison Officer and two School Resource Officers as part of its community policing program.

The Seaside Police Department has one K-9 unit police dog and this is a helpful alternative to other tools. The K-9 dog is also cross-trained as a narcotics detection dog.

Recommendations:

R 14.1 All city police departments in the County should be fully cross-trained so that any police officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependent on one or two people.

RESPONSE: This process is on-going, in that all Seaside Police officers are cross-trained in many areas with other officers in the county.

R 14.2 All city police departments should have a range of less-than-lethal weapons.

As stated in the response to Findings F.14.1 to F 14. 14, the Respondent agrees that Greenfield PD has sought out many new technologies. However, the Seaside Police Department has looked each of the same “technologies” and only some of which are practical to the Seaside Police Department.

Over the past five years the Seaside Police Department has sought out and received more than \$1 million in grant funding for technology, safety equipment and less-lethal weapons. Currently the Seaside Police Department utilizes several less-lethal weapons in an effort to minimize the use of force during violent situations and as a possible alternative to lethal force.

The alternatives in Seaside include the Taser, “bean bag” shotgun rounds, pepper spray and impact weapons. The Net Gun is not a widely used tool in American law enforcement, it is not proven and the Respondent has not plans to purchase one of these items.

The Seaside Police Department has one K-9 unit police dog and this is a helpful alternative to safely apprehending suspects.

R 14.3 All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.

RESPONSE: The Respondent agrees with this recommendation. The Seaside Chief of Police is coordinating with the Seaside Fire Department so that all officers are trained on NIMS and SEMS.

R 14.4 The Board of Supervisors should require completion of county-wide NIMS and SEMS training as soon as possible.

RESPONSE: The Respondent agrees with this recommendation

R 14.5 The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agricultural industry and the public need to be educated on the hazards of chemicals.

RESPONSE: The Respondent agrees with this recommendation. The Seaside Chief of Police has directed his staff to investigate whether there are any industrial chemicals in the City limits. However, there is no current information that indicates there are significant amounts of chemicals of this type in the City at this time.

I would like to thank the Grand Jury for their work and the opportunity to respond.

Sincerely,


Ralph Rubio
Mayor



April 3, 2008

Honorable Russell Scott
2007/08 Presiding Judge of the Superior Court
240 Church Street
Salinas, CA. 93901

Re: Monterey County Civil Grand Jury

Dear Judge Scott:

On April 2, 2008, the City Council approved by minute motion responding to the Monterey County Civil Grand Jury 2007 Final Report as it pertains to the City of Soledad. In accordance with Sections 933 (c) and 933.05 of the California Penal Code, the City of Soledad is responding to the relevant findings of the Monterey County Civil Grand Jury, Section 5, Section 11 and Section 14. The response is outlined below:

Section 5 Emergency Preparedness of Monterey County Cities. The City of Soledad is committed to the safety of its citizens. The City has taken the following measures in regards to Emergency Operations:

1. On November 7, 2007, the City Council adopted Resolution No. 4117, adopting a new Emergency Operation Plan.
2. The City has appointed the Fire Chief as the Emergency Services Director.
3. The City is currently insuring that all personnel required to have NIMS/SEMS training receive the training as quickly as possible.
4. The City is updating the Emergency Operations Center.
5. On January 29, 2008, the City held a table top exercise for operation of the Emergency Operations Center.
6. The City plans to hold tabletop exercises each quarter.

The City of Soledad began to update the Emergency Operations Plan (EOP) in early 2007. With the adoption of a new EOP the City has the framework in place to insure operation of the Emergency Operations Center (EOC) if a disaster occurs. The NIMS/SEMS training is being accomplished on line and should be complete at the end of the first quarter of the year. Additionally, members of the City Council have attended training workshops. The City will continue to refine the EOP and budget money in the 08/09 budget to improve the EOC.

Section 11 Monterey County Gangs: Suppression, Intervention, and Prevention. The Soledad Police Department's response to gang activity within its city limits has been underway for several years. Suppression activities have been facilitated through strong partnerships with Monterey County Probation, State Parole and the Monterey County Joint Gang Task Force (MCJGTF). In fact, Soledad Police Chief Richard Cox is currently a board member to the MCJGTF which has included the Soledad Police Department in its request for federal grant funds.

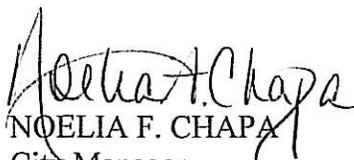


Additionally, the Soledad Police Department is a partner in a three-year youth intervention and prevention project that the Soledad Unified School District introduced through a federal grant directed at improving education and quality of life issues. The grant funds 4.5 law enforcement positions; (3) probation officers and (1.5) Soledad Police Officers. These personnel are specifically assigned to address such juvenile behaviors as delinquency, drug and alcohol, and gang activities.

Section 14 Greenfield: An Innovative Approach to Law Enforcement. The Soledad Police Department recognizes the need to have alternative resources and methods available when responding to uses of force. However, more is not always better. The Soledad Police Department chooses to deploy those resources considered by law enforcement professionals to be the "Industry Standard." Deployment of too many weapons can actually create confusion and result in safety difficulties, particularly when use of the resource is not practical for "everyday" deployment. Presently, the Soledad Police Department makes available for immediate use by line personnel various "less-lethal" resources that include the "bean-bag" shot gun, chemical agents, impact weapons, and tasers with video attachments. Additionally, line personnel have received training in the methods to control verbal confrontations and tactics designed to afford officer superiority during hand-to-hand resistance.

If you have any questions or need additional information, please contact my office at (831) 223-5014.

Sincerely,


NOELIA F. CHAPA
City Manager

DIVISION OF ADULT INSTITUTIONS
CORRECTIONAL TRAINING FACILITY

P.O. Box 686
 Soledad, CA 93960
 (831) 678-5952



March 27, 2008

Honorable Russell D. Scott
 Presiding Judge
 Superior Court, County of Monterey
 P.O. Box 414
 Salinas, CA 93902

Judge Scott:

The Correctional Training Facility has reviewed the Law Enforcement section of the Grand Jury 2007 Final Report. In accordance with the California Penal Code Sections 933 and 933.05, the Correctional Training Facility (CTF) has provided the following responses to the 2007 Grand Jury Report:

Findings:

- F-17.1: All gymnasiums and common-use area have been converted into inmate dormitories, although they are not continuously used as such.
 Response: The respondent agrees with the finding and has closed the gymnasiums and common-use areas for housing of inmates.
- F-17.2: Almost all individual cells designed for one inmate are being used for two. (The exceptions are generally in administrative segregation).
 Response: The respondent agrees with the finding.
- F-17.3: Unlike other seriously over-crowded institutions, CTF had, at the time of the Grand Jury's tour, avoided the triple bunking configurations for inmate sleeping arrangements.
 Response: The respondent agrees with the finding and currently has no triple bunking.
- F-17.4: Approximately 20% of inmates are incarcerated for drug crimes.
 Response: The respondent does not disagree with the finding.
- F-17.5: The high cost of living in Monterey County continues to make it difficult to recruit and retain fully qualified staff.
 Response: The respondent agrees with the finding, however, the current decline in the real estate market appears to be promising as far as an employee's ability to purchase a home at a reasonable price. Due to the concentrated recruiting efforts of CTF and SVSP for local residents of Monterey County this issue has somewhat diminished.
- F-17.6: CTF has increased efforts to recruit Correctional Officers within the county.
 Response: The respondent agrees with the finding and is committed to continuing local recruitment efforts as means to further stabilize the institutions workforce.
- F-17.7: CTF and SVSP are jointly working on developing a program in conjunction with PIA and local construction trade unions which would train inmates in construction trades. This project could build on-site housing used for Correctional Officers and their families.
 Response: The respondent agrees with the finding.
- F-17.8: Retention Pay is given to officers who live either in an area where there is a high cost of living or live in undesirable areas. The amount given for Monterey County is \$175 which is taxed and brings it down to a take home of \$112. With the current cost of living in Monterey County, this amount of Retention is inadequate.
 Response: The respondent agrees with the finding and is encouraged by CDCR's effort to increase retention pay in the Monterey County area institutions.
- F-17.9: CTF and SVSP are jointly working to establish a branch of the Correctional Training Academy on-site to aid local recruiting efforts.

Response: The respondent agrees with the finding, however, as stated above the concentrated recruiting efforts of CTF and SVSP for local residents of Monterey County has diminished the need for a local academy.

F-17.10 Contraband (including tobacco products, drugs and weapons) continues to be smuggled into the prison and remains a very significant problem.

Response: The respondent agrees with the finding. Training on search techniques is provided to custody staff on an on-going basis; specialized search techniques are utilized throughout CTF by the Investigative Services Unit/Security Squad to decrease the introduction of contraband into the institution.

Recommendations:

R-17.1: CTF and CDCR should continue efforts to reduce overcrowding.

Response: The respondent agrees with the recommendation: As a result of AB 900, CTF and CDCR have closed its gymnasiums and common-use areas at CTF for the purpose of inmate living/housing.

R-17.2: CTF and SVSP should coordinate their efforts to recruit Correctional Officers from the local area and to retain them.

Response: The respondent agrees with the recommendation. Through the coordinated efforts of CTF and SVSP the staffing deficit has significantly declined. This effect is directly attributed to the concentrated recruitment efforts coordinated by the administrative staff of CTF and SVSP.

R-17.3: CTF should make efforts to get inmates off waiting lists and into the educational/training programs as soon as possible.

Response: The respondent agrees with the recommendation. CTF is continually working to expand and improve programs that benefit our inmate population in order to better prepare them for reintegration into society.

R-17.4: CTF should charge a training fee to other prisons in the state for Correctional Officers Training if the officer transfers to another facility before the 3rd anniversary of beginning employment at CTF.

Response: CTF and CDCR have various rules, regulation, and contract provisions it is required to follow, the ability to transfer is one that is supported by these various regulatory and statutory sections.

R-17.5: CTF and CDCR should consider the use of drug sniffing dogs for screening prison visitors to help curtail contraband from entering the prison.

Response: Although CTF has a highly training canine unit assigned to this facility, CDCR's current policy prevents institutions from utilizing these units for the sole purpose of searching visitors. Should CDCR policy change, CTF will address this recommendation and implement any new regulations concerning the searching of visitors as required.

Thank you for your review of these responses and for the Grand Jury's time spent at the Correctional Training Facility. The Grand Jury was professional, knowledgeable, and represented the diversity of our community's interests and values. Should you have any questions please call me at 678-5950.


B. CURRY
Warden
Correctional Training Facility

Board of Education
Woody Franscioni
Barbara Robinson
Gabriel Dominguez
Danny F. Avalos
Eva Rios

Gonzales Unified School District



Superintendent &
Secretary to the Board
Elizabeth A. Modena

<http://gonzales.ca.schoolwebpages.com/>

Committed to Excellence

April 8, 2008

The Honorable Russell D. Scott
Presiding Judge, Superior Court California
County of Monterey
240 Church Street
Salinas, CA 93901

Dear Judge Scott:

Attached is the response by the Gonzales Unified School District to the three recommendations stated in the 2007 Monterey County Grand Jury Report (dated January 4, 2008) regarding Career Technical Education/ Regional Occupational Programs in Monterey County Schools.

The response was approved by our governing board on April 8, 2008.

Sincerely,

Candice McFarland
Alternative Education Coordinator

Attachments: Response to Recommendations

Dear Judge Scott:

Gonzales Unified School District would like to take the opportunity to respond to the recent Grand Jury Report that we received on January 4, 2008.

Recommendations:

R 9.1 ROP and school district representatives should continue working together to ensure that all interested students are provided the opportunity to take vocational education classes.

ROP Response: The Gonzales Unified School District will continue to encourage the collaboration of ROP and school district representatives to ensure that all interested students are provided the opportunity to take vocational education classes. All students must earn a minimum of ten credits in Vocational Education coursework in order to receive a diploma from Gonzales High School. District administration and site administration work in tandem to strengthen the vocational course offerings. It is through efforts of ROP that students have a variety of options in completing their vocational education program. Due to the quality of the programs offered, students often take more than what is required.

R 9.2 ROP should expand its outreach, using television, radio, public information booths at popular local events, such as the Salinas Valley and Monterey County Fairs, the California Rodeo and the Salinas Air Show and distribution of ROP brochures to local libraries, recreation facilities and community programs geared toward young people.

ROP Response:

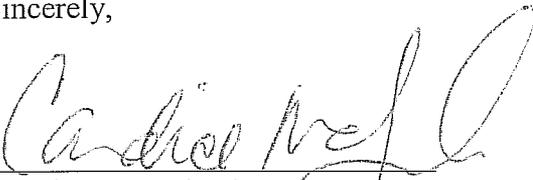
The Gonzales Unified School District has extended its outreach efforts to the local community. Throughout the year, translated flyers advertising ROP courses have been distributed in numerous places of business and agencies, such as the Monterey County Free Library, Gonzales City Hall and to each student in the district. Public announcements of classes have been made on the Gonzales Community Channel, Channel 7. The Alternative Education Coordinator who coordinates the ROP program meets monthly with the Gonzales Community Collaborative, a forum where dozens of agencies are encouraged to create partnerships and exchange program information. Gonzales ROP participates annually in public information booths at local events, such as Back-to-School nights and the Health and Safety Fair of Gonzales. Plans to utilize a recently purchased mass communication calling system have been made to announce future ROP classes to hundreds of households.

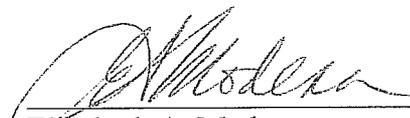
R 9.3 The participating school districts should be creative in scheduling to allow more students to take electives, such as ROP courses.

ROP Response:

In attempt to allow more students to take electives, such as ROP courses, the Gonzales Unified School District currently provides students with opportunities to take ROP classes during the school day, as well as, after school and evenings. If student interest exists, the Gonzales Unified School District is also looking at the possibilities of expanding ROP course offerings to Saturdays and before school. A school-wide interest survey was recently taken at Gonzales High School to determine desired courses and favored class times. The results are being compiled and will be taken into consideration when planning the 2008-2009 course offerings. If there a enough students interested in attending ROP offerings in the Salinas area, the district has made every effort to provide transportation for those students in need. Vocational Education instructors constantly review course syllabi to ensure alignment to frameworks and standards in addition to offering students "real life" applications of language arts and mathematics standards needed to improve student achievement on state assessments. The Gonzales High School staff and administration have looked for ways to offer vocational educational courses that meet required coursework in a variety of disciplines; for instance, a Recordkeeping course that meets graduation requirements in math or an Animal Science or Agricultural Biology course that meets both high school graduation requirements and college entrance requirements for life science.

Sincerely,


Candice McFarland
Alternative Education Coordinator


Elizabeth A. Modena
Superintendent

Board Approved: Apr 18, 2008

Graves Elementary School District

15 McFadden Rd.
Salinas, Ca 93908

Administration
Rosemarie Grounds
Superintendent/Principal

Office: (831) 422-6392
FAX: (831) 422-3211

Board of Trustees

Mirna Cuentas
Alicia Cuentas
Yolanda Zepeda

Secretary

Lori Contreras

April 28, 2008

The Honorable Russell Scott
Presiding Judge of the Superior Court
Monterey County
240 Church Street
Salinas, Ca 93901

Dear Judge Scott:

The Graves Elementary School District's Governing Board hereby responds to the 2007 Monterey County Civil Grand Jury Report, pursuant to Penal Code sections 933 and 933.05.

The Responses were approved by the Graves Elementary School District's Board of Education on May 5, 2008.

Responses to Findings

F 11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

Response: The Graves Elementary School District agrees with this finding.

F 11.2 Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

Response: The Graves Elementary School District agrees with this finding.

F 11.3 Prevention is the key to long-term control of gang activity.

Response: The Graves Elementary School District agrees with this finding.

F 11.4 Competition for both intervention and suppression program dollars is keen.

Response: The Graves Elementary School District agrees with this finding.

F 11.5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

Response: The Graves Elementary School District agrees with this finding.

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

Response: The Graves Elementary School District agrees with this finding.

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

Response: The Graves Elementary School District agrees with this finding.

F 11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise and the task force continues to blend these skills together.

Response: The Graves Elementary School District agrees with this finding.

F 11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

Response: The Graves Elementary School District agrees with this finding.

F 11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

Response: The Graves Elementary School District agrees with this finding.

F 11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unity they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

F 11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

Response: The Graves Elementary School District agrees with this finding.

F 11.13 Placing youth into gang activity treatment programs is challenging any may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

Response: The Graves Elementary School District agrees with this finding.

F 11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers: people who are not officially a part of a gang but may wear gang colors, or flash signs or imitate

gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

Response: The Graves Elementary School District agrees with this finding.

F 11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

Response: The Graves Elementary School District agrees with this finding.

F 11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

Response: The Graves Elementary School District agrees with this finding.

F 11.17 Graffiti markings serve as warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

Response: The Graves Elementary School District agrees with this finding.

F 11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

Response: The Graves Elementary School District agrees with this finding.

F 11.19 Part of the California “Gang Prevention Network” uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

Response: The Graves Elementary School District agrees with this finding.

F 11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

Response: The Graves Elementary School District agrees with this finding.

F 11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

Response: The Graves Elementary School District agrees with this finding.

Responses to Recommendations

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

Response: The Graves Elementary School District, being a rural school district with forty students, will cooperate with surrounding entities. However, would like to note that gang lifestyle is not an issue for the district.

R 11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

Response: The recommendation has been implemented by providing school wide training in the identification and prevention of bullying. This includes the viewing of the DVD “ School House Bullying” by Corwin Press and discussion of the activities found in the facilitators guide.

R 11.3 Each school District within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

Response: The recommendation has been implemented by students participating in the Kids Café program and The Boys and Girls Club.

R. 11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available to schools and through non- profit agencies.

Response: The recommendation has been implemented by funding several school counseling for at risk students.

R 11.5 The Board of supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

Response: The geographical area offers no parks. The school district playground remains open year round.

R 11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

Response: The recommendation will not be implemented because it is not warranted or is not reasonable within the Graves Elementary School District.

R 11.7 The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

Response: The recommendation will not be implemented because it is not warranted or is not reasonable within the Graves Elementary School District.

Sincerely,

Mirna Cuentas
President, Board of Education



April 25, 2008

Honorable Russell D. Scott, Presiding Judge
Superior Court of California
County of Monterey
240 Church Street
Salinas, CA 93901

Dear Judge Scott:

Please consider this letter the response from the City of King City to the 2007 Grand Jury Report Section 5 –Emergency Preparedness, Section 11-Monterey County Gangs, and Section 14-Greenfield PD. We apologize for any delay in providing this response. The Grand Jury Report did not include any findings or recommendations regarding any activities in King City.

The City Council has reviewed Section 5 and all reported findings and recommendations. The City of King has an emergency operations plan, although it will need an update. Key staff has received both SEMS and NIMS training, with most staff having additional training and experience in disasters and regional emergencies. Staff has reviewed both of the Emergency Operations Plans discussed in the report and numerous other Plans as well. While no city has the resources to be prepared for every potential disaster, the City of King has taken the necessary steps to make preparations to the extent feasible. Lastly, the City is implementing a number of common-sense steps to ensure the ability to respond effectively to emergencies.

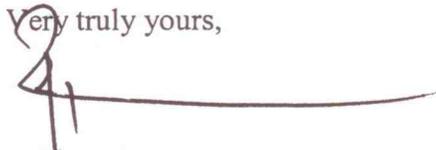
The City Council has reviewed Section 11-Gangs. The King City Police Department employs two full-time gang experts who conduct regular gang work-ups on violent offenders and both the officers are considered as gang experts in a court of law. We routinely work with the Gang Task Force as well as the other Valley Cities in order to ensure the latest in intelligence is provided to all agencies. The City applies the broken window theory to the community. This theory states that problems if not dealt with as soon as they occur become much worse than they otherwise would be. The King City Police Department currently employs a full-time School Resource Officer who spends the majority of his time on the high school campus and other schools as required. All City Police Department employees are cross-trained in several areas of law enforcement so that any of our police officers are capable if needed in taking charge of any emergency situation. The City has a long history of inter-agency cooperation and is eager to continue to work with our sister agencies.

Lastly, the Council reviewed the item regarding the Greenfield Police Department (Section 14). Like the other cities, the King City Police Department has an array of

less than lethal technology at its disposal. This technology helps to subdue a perpetrator with the least amount of force necessary offering both the perpetrator and the peace officer the safest possible conditions. The King City Police Chief used COPS SLEF Funding to keep the department's computer technology state-of-the-art and the department's equipment and weapons are of top quality. The less than lethal 12 gauge shot gun allows for a non-lethal response to a potentially lethal situation. Officers can subdue perpetrators of any size without resorting to hand-to-hand combat. Officers are currently provided with taser devices completely equipped with taser cams. The department currently conducts on-going and regular quarterly range qualifications and bi-annual 8 hour training sessions in the use of both lethal and non-lethal uses of force. All officers are well-trained and knowledgeable in the selection and use of weaponry. All King City Police officers are up-to-date in both SIMS and NIMS required by the Department of Homeland Security and the State of California.

The King City Police Department currently employs one Code Enforcement Officer and has an on-going and regular Code Enforcement Program consisting of Law Enforcement, Building and Planning Departments. The Police Chief and the Code Enforcement Officer currently meet on a regular-monthly basis with local tax payers to discuss issues of concern. Any issues brought to the attention of the department are dealt with swiftly and accordingly. The police department currently has two arrest control technique instructors and the department conducts on-going and regular hand-to-hand training sessions as required by policy. The City has a mobile command post and emergency operations plan. Staff throughout all City departments are trained to respond to a variety of emergency situations.

Very truly yours,

A handwritten signature in dark ink, consisting of a stylized 'J' and 'P' followed by a long horizontal line that tapers to the right.

Jeff Pereira
Mayor

KING CITY PUBLIC SCHOOLS

King City Joint Union High School District
King City Union School District

800 Broadway ☒ King City, CA 93930
Phone: (831) 385-0606 Fax: (831) 385-0695

April 23, 2008

Liz Fuentez
Court Support Coordinator * Grand Jury Liaison
Superior Court of California
County of Monterey

RE: Response to Monterey County Civil Grand Jury's 2007 Final Report

Response to Section 11: Monterey County Gangs: Suppression, Intervention & Prevention of the 2007 Report

To Whom It May Concern:

The King City Public Schools (King City Union School District & King City Joint Union High School District) continues to invest time and effort into maintaining school campuses as a "safe" environment for the students of our communities. There is ongoing cooperation and communication with the local police departments of both King City and Greenfield in an effort to suppress gang activity at schools as well as in the community. School administration and staff work diligently at maintaining consistency in setting and communicating acceptable behavioral expectations and consequences. The dress code that excludes gang-related apparel at all levels is enforced. Gang activity is not allowed. Consequences for students engaging in such can be suspended and/or expelled.

Both the Boards of the King City Public Schools and the administration express support to continued cooperation with service agencies that work toward the suppression and prevention of gang activity in Monterey County.

Respectfully,

Tom Michaelson

Tom Michaelson, Ed.D.
Superintendent

*King City High School
Greenfield High School
Ventana Cont. High School
Candy Butler Cont. High School*

*Del Rey Elementary School
Chalone Peaks Middle School
King City Arts Charter School
Santa Lucia Elementary School
San Lorenzo Elementary School
King City Early Education Center*

Superintendent
Tom Michaelson, Ed.D.

KCJUHS
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Aurora Gomez
Barba Oetting

Lagunita Elementary School District

975 San Juan Grade Road Salinas, CA 93907
831-449-2800 831-449-9671 fax
<http://teachsite.monterey.k12.ca.us/Lagunita>
Marsha Filbin, Superintendent/Principal

March 26, 2008

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
240 Church Street
Salinas, CA 93901

SUBJECT: Response to the 2007 Monterey County Grand Jury Report

Dear Judge Scott:

As required by Penal Code Section 933(b), the following is the response by the Lagunita Elementary School District to the Findings and Recommendations made as part of "Section 11—Monterey County Gangs: Suppression, Intervention, and Prevention" as noted on pages 38-40 of the 2007 Monterey County Grand Jury Report, specifically R 11.2 and R 11.3.

The Lagunita Elementary School District employs the "Second Step" program in every classroom (Kindergarten through 8th grade). This program is an anti-bullying curriculum that builds upon empathy training and problem-solving strategies to diffuse bullies and to equip children with learned behaviors that allow them to take control of a negative situation and/or to deflect the bullying behavior of peers. We have had this curriculum in place for several years, and find it to be an effective tool for shaping student behavior.

The Lagunita Elementary School District receives no funding for, and does not engage in, any after-school programming.

Should the Grand Jury have other questions or points in need of clarification, I remain available to provide information and assistance.

Sincerely,

Marsha Filbin
Superintendent/Principal

March 28, 2008

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
240 Church Street
Salinas, CA 93901

Judge Scott:

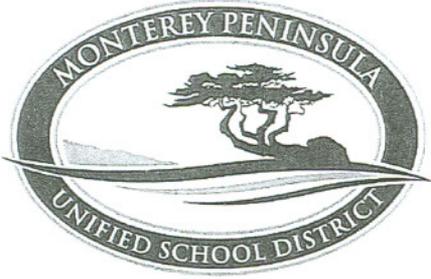
Mission School District is a rural K-8 District with less than 100 students. We are very aware of the needs and priorities of our students including the gang atmosphere in the Soledad area. We are always prepared to deal with any of our students with concerns or problems.

We will be happy to participate with the Board of Supervisors and the Monterey County Office of Education in creating alternatives to violence in our school curriculum.

We continue to provide after school activities for our students and community that encourages family and activities that have long term benefits for our students.

Sincerely,

Jerry Tollefson, Superintendent



*Dr. Marilyn K. Shepherd
Superintendent of Schools*

*P.O. Box 1031
700 Pacific Street
Monterey, CA 93942-1031*

*(831) 645-1203
(831) 649-4175 FAX
mshepherd@mpusd.k12.ca.us*

**BOARD OF
EDUCATION**

April 3, 2008

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Board President*

*Helen B. Rucker
Clerk Vice-President*

Diane Creasey

Debra Gramespacher

Regena Lauterbach

Carlos E. Noriega

Elizabeth Panetta

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
240 Church Street
Salinas, CA 93901

SUBJECT: Response to the 2007 Monterey County Grand Jury Report

Dear Judge Scott and Members of the Grand Jury:

As required by Penal Code Section 933(b), the following is the response by the Monterey Peninsula Unified School District to Findings 11.1 – 11.21 and Recommendations 11.1 – 11.7 that were made as part of the Section titled Monterey County Gangs: Suppression, Intervention and Prevention of the 2007 Monterey County Grand Jury Report.

This document was reviewed by the Monterey Peninsula Unified School District Board of Education in a public session on March 11, 2008, where action was taken to adopt it as the formal response to the Grand Jury 2007 Report.

Should the Grand Jury or the Presiding Judge have other questions or points in need of clarification, I remain available to provide information and assistance.

**SUPERINTENDENT'S
CABINET**

*Kari Yeater
Associate Superintendent
Program Improvement/
Secondary Education*

*Dan Albert
Assistant Superintendent
Facilities Management
and Planning*

*Kathleen Biermann
Assistant Superintendent
Early Childhood
Education/
Elementary Education*

*Ken Harbord
Assistant Superintendent
Human Resources*

Sincerely,

Marilyn K. Shepherd, Ed.D.
Superintendent of Schools

Responses to Findings

11.1 Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.

RESPONSE-

The Monterey Peninsula Unified School District agrees to this finding.

11.2 Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.

RESPONSE-

The Monterey Peninsula Unified School District agrees to this finding.

11.3 Prevention is the key to long-term control of gang activity.

RESPONSE-

The Monterey Peninsula Unified School District agrees to this finding.

11.4 Competition for both intervention and suppression program dollars is keen.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

Neighborhood Watch and other citizen action groups often do not have the necessary skills to intervene or prevent gang activities.

11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

RESPONSE-

N/A*

11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.

RESPONSE-

N/A*.

11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

RESPONSE-

N/A

11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

RESPONSE-

N/A

*The Monterey Peninsula Unified School District can not speak to this finding, as this is not within the knowledge or scope of the school district.

11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.17 Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.19 Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States' Senators from California.

RESPONSE-

N/A*

11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding.

11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

RESPONSE-

The Monterey Peninsula Unified School District agrees with this finding. Coordinated community effort that includes prevention and intervention, along with gang member arrests are some ways that will deter and decrease gang activity and presence. The school district believes that the gang culture and mentality is an ever increasing problem in our county and state.

Response to Recommendations

11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.

RESPONSE-

The Monterey Peninsula Unified School District facilitates the Monterey Peninsula Unified School District Community Collaborative once a month for various community partners that have an interest within the community. The focus is on information sharing, health, safety and wellness of the communities children.

11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

RESPONSE-

The Monterey Peninsula Unified School District has Board Adopted, evidence-based violence prevention curriculum, Second Step. This curriculum is currently being taught at some of the school sites in some of the grades; however, it is the plan of the district to implement this violence prevention curriculum, district-wide in grades Kindergarten through eighth in the 2008-2009 school year.

11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

RESPONSE-

The Monterey Peninsula Unified School District currently has an extensive after-school program and activities in most of the school sites in the district and has written a grant for funding to implement after-school programming in every school in the district for the 2008-2009 school year.

11.4 The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

RESPONSE-

The Monterey Peninsula Unified School District currently offers parenting classes, including but not limited to, Families in Control classes that run throughout the school year, in both English and Spanish. Gang information presentations are conducted at some of the sites. Funding for Gang prevention and intervention programs is imperative.

11.5 The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

RESPONSE-

The Monterey Peninsula Unified School District can not speak to this recommendation as it is not involved in the funding of park and youth group activities.

11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

RESPONSE-

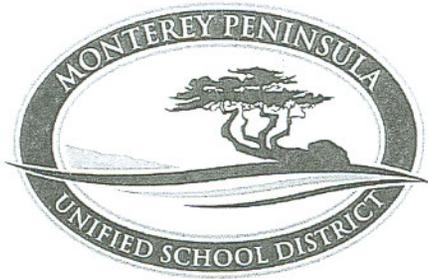
N/A*

11.7 The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

RESPONSE-

N/A*

*Monterey Peninsula Unified School District can not speak to this recommendation as it is beyond the knowledge and scope of the school district.



Dr. Marilyn K. Shepherd
Superintendent of Schools

P.O. Box 1031
700 Pacific Street
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**BOARD OF
EDUCATION**

April 3, 2008

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Board President

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The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
240 Church Street
Salinas, CA 93901

SUBJECT: Response to the 2007 Monterey County Grand Jury Report

Dear Judge Scott and Members of the Grand Jury:

As required by Penal Code Section 933(b), the following is the response by the Monterey Peninsula Unified School District to Findings 9.1, 9.2, and 9.3 on page 27 of Section 9 titled "Mission Trails Regional Occupational Program" of the 2007 Monterey County Grand Jury Report.

**SUPERINTENDENT'S
CABINET**

Kari Yeater
Associate Superintendent
Program Improvement /
Secondary Education

Dan Albert
Assistant Superintendent
Facilities Management
and Planning

Kathleen Biermann
Assistant Superintendent
Early Childhood
Education /
Elementary Education

Ken Harbord
Assistant Superintendent
Human Resources

RECOMMENDATION 9.1 - ROP and school district representatives should continue working together to ensure that all interested students are provided the opportunity to take vocational education classes.

RESPONSE - The respondent agrees with the finding.

RECOMMENDATION 9.2 - ROP should expand its outreach, using television, radio, public information booths at popular local events, such as the Salinas Valley and Monterey County Fairs, the California Rodeo and the Salinas Air Show and distribution of ROP brochures to local libraries, recreation facilities and community programs geared toward young people.

RESPONSE - The respondent agrees with the finding.

RECOMMENDATION 9.3 - The participating school districts should be creative in scheduling to allow more students to take electives, such as ROP courses.

RESPONSE - The respondent agrees with the finding.

Response to 2007 Monterey County Grand Jury Report
April 3, 2008
Page 2

This document was reviewed by the Monterey Peninsula Unified School District Board of Education in a public session on March 11, 2008, where action was taken to adopt it as the formal response to the Grand Jury 2007 Report.

Should the Grand Jury or the Presiding Judge have other questions or points in need of clarification, I remain available to provide information and assistance.

Sincerely,

A handwritten signature in cursive script that reads "Marilyn K. Shepherd". The signature is written in black ink and is positioned above the printed name and title.

Marilyn K. Shepherd Ed.D.
Superintendent of Schools

986:MKS/jif

MONTEREY COUNTY



AUDITOR - CONTROLLER

(831) 755-5040 • FAX (831) 755-5098 • P.O. BOX 390 • SALINAS, CALIFORNIA 93902

MICHAEL J. MILLER, CPA, CISA, CITP
AUDITOR-CONTROLLER

ALFRED R. FRIEDRICH, CGFM
ASSISTANT AUDITOR-CONTROLLER

March 4, 2008

The Honorable Russell D. Scott
2007 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

Dear Judge Scott,

Pursuant to Penal Code Section 933(b) of the State of California, as the elected Auditor- Controller of the County of Monterey, please find attached my responses to the "Monterey County Civil Grand Jury – 2007 Final Report".

Sincerely,

Michael J. Miller, CPA, CISA, CITP

Attachment:

c: County of Monterey Board of Supervisors

Attachment:

Office of the Auditor-Controller

Response to the "Monterey County Grand Jury – 2007 Final Report"

Section 1 – 2007 Grand Jury Report Agency Response

FINDINGS:

F 1.1 Some of the new positions have already been filled.

We agree with this finding.

F 1.2 An Enterprise Resource Planning (ERP) project manager has already been hired out of the Auditor's Office and is in place and reports to the County Administrative Officer (CAO).

We agree with this finding.

F 1.3 The Budget Office will take over the primary lead and the whole system will be under the County Administrative Officer, rather than the County Auditor-Controller.

We agree with this finding with a clarification.

The Office of the Auditor/Controller has agreed to transfer the lead on implementation of the system to the Budget Office of the CAO to accomplish two important resourcing objectives;

1. Most Department Heads report to the CAO. Resources from all departments are needed in the implementation. It was deemed easier to gain this needed cooperation under this scenario.
2. Additional full-time resources were needed pre-implementation. Under Budget Office control it was deemed more expeditious to acquire such needed resources.

Post implementation, the systems will continue to be under the control of the Office of the Auditor/Controller. It is not possible for the Auditor/Controller to perform statutory responsibilities without such control.

F 1.4 The new general ledger system is now planned to go into effect 1 July 2009 (fiscal year 2009-2010) with the new payroll system 6 months later (calendar year 2010).

We agree with this finding.

F 1.5 A new Human Resources software component is being organized and will support the integration of payroll into the new system.

We agree with this finding.

F 1.6 Competitive bidding for a system could have added up to one year to the time frame.

We agree with this finding.

F 1.7 Monterey County is still not ready to implement a new system. Much preparatory work needs to be finished.

We agree with this finding.

RECOMMENDATIONS:

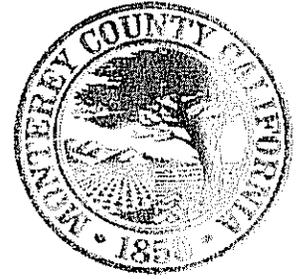
R 1.1 The Board of Supervisors should fund and continue to fully support the implementation of the new financial system.

We agree with this recommendation. In our opinion, the Board of Supervisors understands the importance of this project to the financial oversight and management of the County. They have and continue to strongly support the ERP implementation project.

R 1.2 The County Administrative Officer and the Auditor-Controller should do all they can to insure that the implementation of the new system proceeds on schedule.

We agree with this recommendation. We believe that the project should be supported by anyone who believes government accountability is important.

MONTEREY COUNTY



COUNTY ADMINISTRATIVE OFFICE

LEW C. BAUMAN
COUNTY ADMINISTRATIVE OFFICER

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SALINAS, CA 93901-2680
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March 25, 2008

The Honorable Russell D. Scott
2008 Presiding Judge of the Superior Court
County of Monterey
240 Church Street
Salinas, CA 93901

Re: Response to 2007 Monterey County Civil Grand Jury Report

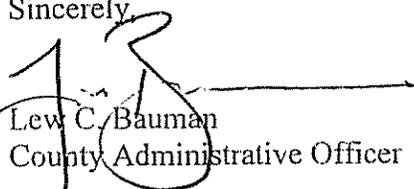
Dear Judge Scott:

Attached please find the Monterey County Board of Supervisors' response to the Monterey County Civil Grand Jury 2007 Final Report. The Board of Supervisors approved the response, which complies with all requirements set forth in Sections 933 and 933.05 of the California Penal Code, on March 25, 2008.

The Board approved response should be deemed and accepted by the Presiding Judge of the Superior Court of Monterey County and the Monterey County Civil Grand Jury as the response of the Board of Supervisors, County Administrative Officer, and appointed County department heads.

For informational purposes, I have also included the Board Report and Board Order, which accompanied this item at the Board's hearing on March 25, 2008.

Sincerely,


Lew C. Bauman
County Administrative Officer

LCB/lmc

Attachments:

- Board of Supervisors' Response
- March 25, 2008 Board Report
- March 25, 2008 Board Order

cc: Liz Fuentez, Grand Jury Liaison

MONTEREY COUNTY BOARD OF SUPERVISORS

MEETING: March 25, 2008 – 10:30 a.m.	AGENDA NO: 5.2
SUBJECT: a) Consider approval of the response to the Monterey County Civil Grand Jury 2007 Final Report; and b) Authorize the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 3, 2008.	
DEPARTMENT: County Administrative Office	

RECOMMENDATIONS:

It is recommended that the Board of Supervisors:

- a) Consider approval of the response to the Monterey County Civil Grand Jury 2007 Final Report; and
- b) Authorize the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 3, 2008.

SUMMARY/DISCUSSION:

The Monterey County Civil Grand Jury 2007 Final Report was issued on January 4, 2008. By law, the Board of Supervisors and elected County department heads are required to respond to specific findings and recommendations as directed therein. Within 90 days of Report issuance, on or before April 3, 2008, the Board's response must be filed with the Presiding Judge of the Superior Court, County of Monterey.

The County Administrative Office prepared the recommended response to the Monterey County Civil Grand Jury 2007 Final Report on behalf of the Board of Supervisors. The Board of Supervisors' approved response should be deemed by the Monterey County Civil Grand Jury and the Presiding Judge of the Superior Court, County of Monterey, as the response of the Board of Supervisors to those issues raised by the Jury regarding County operations, except as applicable to elected department heads.

By law, elected County department heads, in this case the Auditor-Controller, District Attorney and Sheriff, are required to file responses to the Grand Jury Report independently by March 4, 2008. The Board will receive informational copies of the elected County department responses by way of a separate item appearing on the Board's March 25, 2008, Consent Agenda.

The recommended response is intended to reflect staffs' understanding of Board policy. Should the Board wish to modify the recommended response, the Board is requested to direct the County Administrative Office to do so and return with those changes at the April 1, 2008 meeting.

OTHER AGENCY INVOLVEMENT:

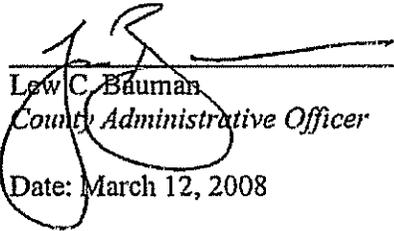
The County Administrative Office prepared the recommended response to the Monterey County Civil Grand Jury 2007 Final Report with the assistance, input and appropriate review by the following County departments: Agricultural Commissioner; County Counsel; Department of Social and Employment Services; District Attorney; Elections; Emergency Communications (911); Health; Information Technology; Parks; Probation; Sheriff; and RMA--Public Works.

Members of the 2007 and 2008 Monterey County Civil Grand Juries and the 2007 and 2008 Presiding Judges were invited to attend the Boards' hearing of this matter.

FINANCING:

Approval of the recommended response will have no direct financial impact on the General Fund.

Approved by:


Lew C. Bauman
County Administrative Officer

Date: March 12, 2008

Prepared by:


Annette D'Adamo
CAO-Management Analyst III

Attachment:

- Board of Supervisors Response - Monterey County Civil Grand Jury 2007 Final Report

cc: Eric Lauritzen, Agricultural Commissioner
Charles McKee, County Counsel
Leroy Blankenship, Assistant County Counsel
Elliott Robinson, Director - Department of Social and Employment Services
Dean Flippo, District Attorney
Linda Tulett, Registrar of Voters
Lynn Diebold, Director-Emergency Communications (911)
Len Foster, Director-Health
Virgil Schwab, Director-Information Technology
John Pinio, Director-Parks
Manuel Real, Chief Probation Officer
Mike Kanalakakis, Sheriff
Ron Lundquist, RMA, Director-Public Works

Before the Board of Supervisors in and for the
County of Monterey, State of California

- a. Consider approval of the response to the Monterey County Civil Grand Jury 2007 Final Report; and)
- b. Authorize the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 3, 2008.)

Upon motion of Supervisor Salinas, seconded by Supervisor Potter, and carried by those members present, the Board of Supervisors hereby:

- a. Approves the response to the Monterey County Civil Grand Jury 2007 Final Report; and
- b. Authorizes the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 3, 2008.

PASSED AND ADOPTED this 25th day of March, 2008, by the following vote, to wit:

AYES: Supervisors Armenta, Calcagno, Salinas, Mettee-McCutchon, Potter

NOES: None

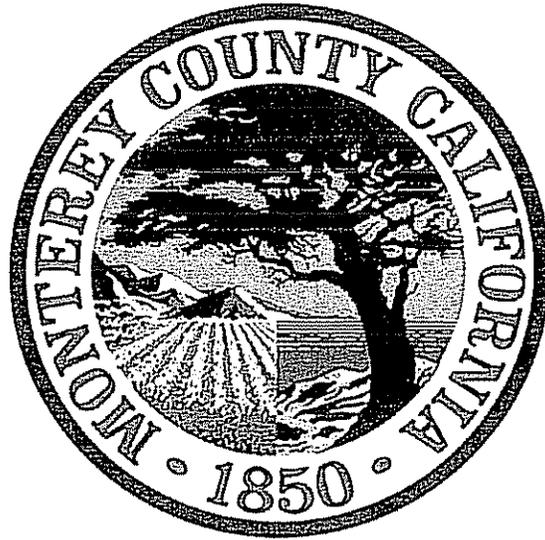
ABSENT: None

I, Denise Pennell, Interim Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 74 for the meeting on March 25, 2008.

Dated: March 25, 2008

Denise Pennell, Interim Clerk of the Board of Supervisors
County of Monterey, State of California

By Denise Pennell
Deputy



Monterey County Board of Supervisors

Response to the

Monterey County Civil Grand Jury
2007 Final Report

March 25, 2008

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Finding F 1.1: *Some of the new positions have already been filled*

Response F 1.1: The respondent agrees with the finding.

Finding F 1.2: *A Enterprise Resource Planning (ERP) project manager has already been hired out of the Auditor's Office and is in place and reports to the County Administrative Officer (CAO)*

Response F 1.2: The respondent disagrees partially with the finding. To clarify, the ERP Project Manager does not report directly to the County Administrative Officer. The ERP Project Manager reports to the ERP Project Director. The ERP Project Director reports to the Assistant County Administrative Officer – Budget and Analysis Division.

Finding F 1.3: *The Budget Office will take over the primary lead and the whole system will be under the County Administrative Officer, rather than the County Auditor-Controller.*

Response F 1.3: The respondent agrees with the finding. A department head ERP Steering Committee was formed to guide the implementation of the ERP Project and in June 2007 the Board adopted the ERP Project Charter providing its governance guidelines.

Finding F 1.4: *The new general ledger system is now planned to go into effect 1 July 2009 (fiscal year 2009-2010) with the new payroll system 6 months later (calendar year 2010)*

Response F 1.4: The respondent agrees with the finding. The system is an Enterprise Resource Planning (ERP) system. An ERP system incorporates many business functions under the umbrella of a single software system. In addition to general ledger, many other financial related business functions are scheduled to go live by July 2009. Examples include budget preparation, procurement, accounts payable, debt management, investment management, grant / program / project accounting, and others. The HR/Payroll related business functions are scheduled to go live in January 2010.

Finding F 1.5: *A new Human Resources software component is being organized and will support the integration of payroll into the new system*

Response F 1.5: The respondent disagrees wholly with the finding. In an ERP system, business functions are designed and built as an integrated whole. Therefore, one component, HR, does not support the integration of another component, Payroll. HR / Payroll is an integrated whole.

Finding F 1.6: *Competitive bidding for a system could have added up to one year to the time frame.*

Response F 1.6: The respondent agrees with the finding. The ERP Steering Committee considered the business case created by the Government Finance Officers Association (GFOA) and based upon that business case decided to upgrade the County's current financial system and replace the County's current HR / Payroll system with a single software product from CGI, the County's current financial system vendor.

Finding F 1.7: *Monterey County is still not ready to implement a new system. Much preparatory work needs to be finished.*

Response F 1.7: The respondent disagrees wholly with the finding. All preparatory work is complete. The County is prepared to begin the ERP implementation project to replace existing, antiquated Budget Preparation, Financial and HR / Payroll systems.

REPORT TITLE: CORE / Enterprise Resource Planning
RESPONSE TO: Recommendations R 1.1 – R 1.2

Recommendation R 1.1: *The Board of Supervisors should fund and continue to fully support the implementation of the new financial planning system.*

Response R 1.1: The recommendation has been implemented. The Board of Supervisors supports and has provided funding for the ERP implementation project.

Recommendation R 1.2: *The County Administrative Officer and the Auditor/Controller should do all they can to insure that the implementation of the new system proceeds on schedule.*

Response R 1.2: The recommendation has been implemented. All preparatory work to begin the ERP implementation project is complete. The Board of Supervisors receives Quarterly Reports on the progress and project milestones achieved. County leadership remains committed and focused to ensure the system proceeds and remains on schedule.

REPORT TITLE: Law Enforcement Information Technology
RESPONSE TO: Findings F 2.1 – F 2.4

Finding F 2.1: *The County's law enforcement information technology (IT) systems no longer interface with the court's IT systems. The two systems are no longer compatible and do not integrate with each other or with other law enforcement systems*

Response F 2.1: The respondent agrees with the finding.

Finding F 2.2: *There are no plans to upgrade the JMS legacy system*

Response F 2.2: The respondent disagrees wholly with the finding. The 2006 Information Technology Strategic Plan and Integrated Justice Information System (IJIS) Project Strategic Plan (October 2007) both include technical and financial information calling for the full replacement of the County's law enforcement systems (i.e.: Criminal Case Management, Sheriff Records Management, Jail Management, Warrants, Probation, etc.). The IJIS project and plans include details for replacement of the existing Jail Management System (JMS) module residing within the current Criminal Justice Information System (CJIS). The challenge before the County is to identify funding for the replacement project. The plans outline a multi-year \$16 million IJIS project, for which less than \$1 million in available funds have been identified. In order to proceed with the project additional funds are needed and are being sought via the County's Capital Improvement Program.

Finding F 2.3: *The feasibility study of the JMS is underway*

Response F 2.3: The respondent disagrees partially with the finding. In October 2007, the feasibility study for the Integrated Justice Information System (IJIS) was completed. The study and resultant IJIS project recommend full replacement of the JMS as a part of the IJIS project. The County is now attempting to identify funding for the replacement effort.

Finding F 2.4: *The consultant is working with all Justice Partners in the study*

Response F 2.4: The respondent agrees with the finding. The planning and requirements definition for an Integrated Justice Information System (IJIS) in replacement of the existing Criminal Justice Information System (CJIS) has involved the Courts, Sheriff, District Attorney, Public Defender, Probation, Child Support Services, Social Services, Treasurer-Tax Collector, Information Technology, and representation from all of the city law enforcement agencies within the County's geographic boundaries.

REPORT TITLE: Law Enforcement Information Technology
RESPONSE TO: Recommendations R 2.1 – R 2.4

Recommendation R 2.1: *The Board of Supervisors should insure the priority and timeliness of the ongoing system upgrade feasibility study.*

Response R 2.1: The recommendation has been implemented. The Board of Supervisors provided funding and direction for the completion of the County's Integrated Justice Information System (IJIS) feasibility study, IJIS strategic plan, and IJIS requirements definition efforts during calendar year 2007, all of which were finalized in the IJIS project reports of October 2007.

Recommendation R 2.2: *The Board of Supervisors should include the County Probation Department in the scope of the feasibility study.*

Response R 2.2: The recommendation has been implemented. Since the beginning of the initiative to replace / upgrade Criminal Justice Information System (CJIS) and facilitate the sharing of information among criminal justice partners, the Probation Department has been an active participant in the Monterey County Integrated Justice Information Systems (IJIS) project. The Chief Probation Officer is a member of the IJIS Executive Committee. The Probation Department is included in the IJIS strategic plan recommendations prepared by MTG Management Consultants.

Recommendation R 2.3: *The Board of Supervisors and the Superior Court should begin a process, which will ultimately result in a seamless flow of law enforcement data of interest to all elements operating within the County irrespective of jurisdiction, geography, or IT methods or means*

Response R 2.3: The recommendation has been implemented. The Integrated Justice Information System (IJIS) project plans call for the sharing of law enforcement information between all interested stakeholders regardless of jurisdiction, geography, or IT methods or means. To date the project definition has been confined to law enforcement agencies operating within the County of Monterey. The use of the national Global Justice Edition XML data model as the basis for the County's IJIS design will foster the greatest probability of exchanging information with all law enforcement agencies. However, continuing this process will require additional funding, the source for which has not yet been identified.

Recommendation R 2.4: *The County IT Department should develop evolving contingency plans for all critical County law enforcement IT functions*

Response R 2.4: The recommendation has not been implemented, but will be implemented. The County is in transition with how it uses information system technology. The County will increase usage of on-line real time transaction capabilities of its computer systems. This transition from system of records to a system of conducting transactions will initiate a higher reliance on the availability and reliability of

the County's information systems. The greater dependence on computer systems will mean that as these new systems are deployed the County will need to develop contingency plans for what to do if the primary system is not available. The County IT Department will work with the law enforcement agencies to incorporate such contingency planning into the County's information system life cycle and deployment methodology to mitigate the risk of becoming more reliant upon systems without adequate contingency plans.

Finding F 3.1: *The OES goals and objectives are redundant and not systematically organized possibly resulting in a loss of focus. Most of the objectives are not measurable and appear to be goals*

Response F 3.1: The respondent disagrees wholly with the finding. The Office of Emergency Services (OES) goals are reviewed annually as part of the budget process. Measurable objectives are addressed quarterly through the Quarterly Work Plan, which is recommended by the Operational Area Coordinating Council and approved by the Board of Supervisors.

Finding F 3.2: *Table top exercises are generally held quarterly and last usually two hours. The Grand Jury attended an exercise and observed. The background noise and room size was not conducive to adequate vocal communication. The needed coordinated response of 31 agencies to a major emergency was too complicated to be covered in the allotted two hours.*

Response F 3.2: The respondent agrees with the finding. Tabletop exercises hosted by the OES are normally designed to provide training to members of the Operational Area Emergency Operations Center staff only. The respondent observes that the exercise attended by the Grand Jury was an exception in that it was intended to expose a wide number of agencies to a new plan near the end of the joint planning process. The planning objective was met in that subsequent planning coordination was accomplished within the Tsunami Working Group before the plan was finalized.

Finding F 3.3: *The Emergency Operation Center (EOC) needs enhanced physical protection. The Center lacks physical barriers outside the building, which would prevent a vehicle from colliding with the building. It lacks a physical glass barrier within the building, which would allow the media to enter the building and observe the action without causing interference.*

Response F 3.3: The respondent disagrees partially with the finding. Enhanced physical security protection is a desirable attribute for all government facilities, not just the Emergency Services Center. A physical glass barrier within the facility is not required. The media can be denied entry to the EOC during activation if their presence would be disruptive.

Finding F 3.4: *The OES has focused well on reacting to emergencies, however, minimal education has been done by the county to educate the public on the areas to be evacuated in event of a tsunami and how such evacuation should be accomplished. Also, citizens need to be educated how to make personal emergency preparations.*

Response F 3.4: The respondent disagrees partially with the finding. Tsunami planning is a joint responsibility of local governments that share that threat, and OES is the lead in forming and guiding the Tsunami Plan Working Group. Monterey County offers all of its citizens, via its web page, a broad range of personal emergency preparedness

information to include both evacuation and tsunami guidance. The County also works with organizations such as the Citizens Corp Council to develop, fund, and distribute practical application brochures on personal preparedness and response.

Within the overall preparedness and response planning effort, each local government has the responsibility for planning for its jurisdiction, including educating its citizenry.

Finding F 3.5: *The city of Pacific Grove has offered good education to its citizens regarding how to react to a tsunami*

Response F 3.5: The respondent agrees with the finding. Pacific Grove serves as a model for adjacent and other coastal jurisdictions. Pacific Grove uses products developed by the Tsunami Working Group and refers its citizens to the OES website for further information. Pacific Grove has also offered to share their flyer with other local government jurisdictions to facilitate their education efforts.

Finding F 3.6: *Currently, should the OES become incapacitated, it has no adequate back up mobile command vehicle. This means if OES and 911 needed to vacate the building there would be no back up. The OES wants a Mobile Command Vehicle that would be a substitute for and functional addition to the Command Center. As an addition, it would be deployed, as needed, for various critical situations. It would contain 8 to 14 workstations and can shelter personnel in place for any emergency. It would be a communication center for law enforcement agencies and fire districts.*

Response F 3.6: The respondent agrees with the finding. OES is working closely with the Salinas Fire Department as the lead agency in the Weapons of Mass Destruction / Chemical, Biological, Radiation, Nuclear and Explosive (WMD / CBRNE) Task Force to develop a Mobile Command and Communication Vehicle (MCCV). In and of itself, the MCCV will not satisfy the full need for back up of either facility in the Emergency Services Center. Refer to the response to Recommendation 3.3 for further details.

REPORT TITLE: Office of Emergency Services
RESPONSE TO: Recommendation R 3.1 – 3.10

Recommendation R 3.1: *The OES should store digital copies of critical records in more than one site*

Response R 3.1: The recommendation will not be implemented because it is not warranted. The exact reference to critical records is unclear. It is believed the reference is to paper copies of records submitted to FEMA in the 1990s. Audits of these records are complete and the records will be destroyed in accordance with the County's records destruction policy. Digital OES records are backed-up on the County's Local Area Network

Recommendation R 3.2: *The Board of Supervisors should fund interior and exterior protective barriers for the Emergency Command Center*

Response R 3.2: The recommendation will not be implemented. For the interior of the facility, absence of a physical glass barrier (an interior window) that would allow media observation of activities in the Emergency Operations Center (EOC) was noted by the grand jury. The media is not entitled to access to the EOC when it is activated. Consequently, this is not a security issue and not mission essential. A window in the interior of the facility between the public information section room and the interior areas of the facility would have public relations benefits, and would be pursued if funds were available.

Enhanced physical protection of the entire Emergency Services Center is highly desirable but not mission critical. At this stage a security assessment of all County government facilities would be required to establish a priority for the Emergency Services Center in relation to other government facilities and installations.

Recommendation R 3.3: *The Board of Supervisors should fund the purchase of a modern mobile command vehicle*

Response R 3.3: The recommendation will be implemented, however it is important to note that funding will not be by the Board of Supervisors. The mobile command vehicle envisioned in this recommendation will not be the sole resource of the County but a regional or operational area wide asset that will serve all local governments. As such, funding for this vehicle is not the sole responsibility of the County. The Grant Approval Authority of the Operational Area's Homeland Security Grant Program (HSGP) approved a proposal for a Mobile Command and Communication Vehicle (MCCV) for Regional Response in 2007 and obligated \$375,000 for the \$1.3 million project. Continued funding of Phase II and III of this project is dependent upon future HSGP funding. The MCCV will have a broader range of applications than that recommended by the Grand Jury, but will simultaneously satisfy their intent when development is realized.

Recommendation R 3.4: *The OES should become more pro-active in public education concerning emergency preparedness*

Response R 3.4: This recommendation has been implemented. The OES regularly responds to public outreach requests by community and civic groups to address a wide range of emergency preparedness issues. In addition, OES is an active participant in the Monterey County Citizens Corp Council and participates with the Council in a wide range of public education activities throughout the year. Additionally, OES maintains a comprehensive website with extensive information covering personal, family and business preparedness. OES will continue to seek opportunities within its resources to be proactive in emergency preparedness. The Grand Jury commented favorably on the Pacific Grove public outreach for their aspect of the Tsunami Plan. Their approach is to be lauded, and it is recommended to each local government jurisdiction along the coast. To that end, Pacific Grove has offered to share their local brochure and briefing with the other jurisdictions along the coast, and OES is in the process of developing and distributing samples of their approach. The tsunami response information is jurisdiction specific and must be promulgated by the responsible jurisdiction.

Recommendation R 3.5: *The OES should consider sirens in their plans to alert the public in urban areas and areas subject to tsunami damage*

Response R 3.5: The recommendation will not be implemented. The County is one of several local governments that has emergency response jurisdiction along the coast. The incorporated cities along the coast form the majority of the urban areas subject to a tsunami threat. The County should not supplant the prerogatives and responsibilities of the local governments with an imposed siren system. This is a decision appropriate to local government. For the unincorporated areas of the County along the coast, sirens would be cost prohibitive; both in installation and upkeep, and alternative methods of notification are on-hand or are being explored. The Governor's Office of Emergency Services has initiated a comprehensive project to explore all types of alert and warning options, and has been actively developing statewide tsunami issues.

Recommendation R 3.6: *The Board of Supervisors should fund a county wide emergency telephonic warning system*

Response R 3.6: The recommendation has not been implemented, but will be implemented as funding for the project becomes available. Over the last few years the County Office of Emergency Services has sought funding and partners for this high priority response program. The Governor's Office of Homeland Security (OHS) has identified it as a State initiative, but has not identified funding for the program. The County is committed to meeting its fair share of costs for such a countywide system and tasked the Emergency Communications Department in conjunction with the Office of Emergency Services to form a countywide working group of local government jurisdictions to address the funding, operations and management issues of such a system. The working group will establish the parameters and funding source for a countywide emergency telephonic warning system. Additionally, OHS recently announced a

Homeland Security Grant Program entitled the Telephonic Emergency Notification System (TENS) Program. The County is in the process of preparing a funding application for the OHS TENS program.

Recommendation R 3.7: *In compliance with federal and California law, the Board of Supervisors should ensure that all Monterey County employees are trained in emergency response as describe by NIMS and SEMS.*

Response R 3.7: The recommendation has been implemented. Training requirements for County employees are varied and subject to interpretation. These requirements, especially at the federal level, are subject to change and have been volatile while the federal government seeks to implement the National Incident Management System (NIMS). A prime example is the federal requirement for certain senior executives to take the course entitled, IS-800 - An Introduction to the National Response Plan, while at the same time the federal government was in the process of doing away with the National Response Plan. The Governor's Office of Emergency Services and the State Standardized Emergency Management System (SEMS) Maintenance System Committee are attempting to reconcile issues between NIMS and SEMS and ensure demonstrated compliance with NIMS in the training arena. These issues are particularly complex at the Emergency Operations Center (EOC) level. Because of the dynamic nature of the SEMS/NIMS training environment, OES developed for the Director of Emergency Services an EOC Staff Curriculum and Syllabus, which has been approved and implemented. Implementation of this training program is a work in progress subject to continuous improvement.

Recommendation R 3.8: *The OES should enhance "table top" exercises in the command center by developing an adequate sound system*

Response R 3.8: This recommendation has been implemented. A podium with a built-in speaker has been purchased for the Emergency Operations Center (EOC) for use by the exercise facilitator, and wireless microphones were purchased to work with the system and placed throughout the main area of the EOC.

Recommendation R 3.9: *The OES should provide more time for "table top" exercises to adequately cover the issues involved and prepare the agencies to respond in a coordinated manner*

Response R 3.9: The recommendation has been implemented. Tabletop exercises are evaluated for scope and complexity prior to being executed. Normally these exercises are designed to provide training to members of the Operational Area Emergency Operations Center Staff. For the exercise in question, there was a much broader audience as all the local government jurisdictions party to the plan being considered were invited to participate. An express purpose of the tabletop exercise for this developing plan was to bring key local players into the exercise as participants and learn from their inputs and experiences. This purpose was accomplished, but led to a more complex execution of the exercise than had been anticipated. Such complicating factors will be taken into account

in planning future exercises. Appropriate references and plans are provided to exercise participants prior to the execution of an exercise so that they are able to prepare

Recommendation R 3.10: *The OES should rewrite its goals and objectives so that they are more effective.*

Response R 3.10: The recommendation has been implemented. The goals of the Office of Emergency Services (OES) are reviewed annually. OES objectives are encapsulated in the Quarterly Work Plan, which is reviewed and recommended by the Operational Area Coordinating Council and for approval by the Board of Supervisors.

Finding F 4.1: *The 911 Center is a modern facility with state-of-the-art computer equipment. However, should the 911 Center become incapacitated, there is no current adequate backup.*

Response F 4.1: The respondent agrees with the finding. However, there are three separate initiatives to help address this: 1) A Mobile Command and Communications Vehicle (MCCV). The equipment which would provide communications back up is included in Phase 3 of this project which, based upon available funding, is estimated to be complete in 18-24 months. 2) A capital improvements project to install emergency back-up equipment at the Information Technology Department. This project is subject to available funding and may be deleted if the MCCV alternative is viable. 3) A potential cooperative agreement with Santa Cruz Consolidated Emergency Communications Center for mutual back-up assistance and coverage of 911 calls and critical radio communications in the event of emergency / evacuation. Of the three initiatives, this agreement is likely to be complete first, but does not address the whole problem. Based upon available funding from the State 911 Program completion of this project is targeted for year-end 2009.

Finding F 4.2: *There are two ambulance dispatchers located within the 911 Center as required by the current contract. The current contract requires these ambulance dispatchers to have training identical to 911 personnel. This is an improvement over the past arrangements where the ambulance dispatch was located in a separate facility.*

Response F 4.2: The respondent disagrees partially with the finding. The current franchise agreement between the County and Westmed Ambulance, Inc., provides an option, not a requirement, for the contractor to co-locate ambulance dispatch within the County's 911 Emergency Communications Center.

There are two primary dispatch positions, and one back-up position, staffed by Westmed Ambulance personnel on a 24x7 basis, and this co-location has proved very beneficial to emergency communications and emergency medical dispatch coordination countywide. However, it is not the training that is identical – the dispatch jobs for fire and police vs. emergency medical dispatch (EMD) pre-arrival medical instruction are very different. What is identical, as specified in the ambulance contract, is the hiring process and public safety background investigation required of the private ambulance personnel who work in the 911 facility.

Finding F 4.3: *A proposed Mobile Command Vehicle would hold 8 to 14 dispatch workstations and function as a 911 Center on wheels.*

Response F 4.3: The respondent agrees with the finding.

REPORT TITLE: Emergency Services / 911 Center
RESPONSE TO: Recommendations R 4.1 – R 4.2

Recommendation R 4.1: *The Board of Supervisors should include in all future contracts with ambulance services, a requirement that ambulance dispatchers be located in the 911 Center*

Response R 4.1: The recommendation requires further analysis. The existing ambulance franchise agreement extends until December 31, 2010. The County recognizes the value of co-locating the ambulance service dispatchers within the emergency dispatch center. The current contract with Westmed Ambulance that took effect January 1, 2006, provided the option for the contractor to co-locate its dispatch center in the same facility as the County 911 Center.

In future contracts with ambulance services, staff will evaluate options to co-locate, but also examine possibilities and the availability of equally efficient and potentially more cost effective dispatch and coordination technologies available at that time.

Recommendation R 4.2: *The Board of Supervisors should fund the purchase of a modern Mobile Command Vehicle to serve the needs of the 911 Center as well as the needs of the Office of Emergency Services*

Response R 4.2: The recommendation will be implemented, however it is important to note that funding will not be by the Board of Supervisors. The Mobile Command Vehicle envisioned in this recommendation will not be the sole resource of the County but a regional or operational area wide asset that will serve all local governments. As such, funding for this vehicle is not the sole responsibility of the County. The Grant Approval Authority of the Operational Area's Homeland Security Grant Program (HSGP) approved a proposal for a Mobile Command and Communication Vehicle (MCCV) for Regional Response in 2007 and obligated \$375,000 for the \$1.3 million project. Continued funding of Phase II and III of this project is dependent upon future HSGP funding. The MCCV will have a broader range of applications than that recommended by the Grand Jury, but will simultaneously satisfy their intent when development is realized. See response to Recommendation 3.3.

REPORT TITLE: Residency Requirements of Elected Officials in Monterey County
RESPONSE TO: Findings F 6.1 – 6.4

Finding F 6.1: *The Monterey County Elections Department depends upon the Board of Supervisors, the County Counsel, each city council member, and each city attorney to “police themselves” concerning the verification of residency.*

Response F 6.1: The respondent disagrees partially with the finding. Voter registration forms are completed by the applicant (voter) and signed under penalty of perjury. The Elections Department does not rely upon the Board of Supervisors, the County Counsel, each City Council member, and each City Attorney to police or to visit each registrant to verify the correctness of the information contained on the voter registration form. Complaints regarding the verification of residency are filed with the Elections Department and referred to the District Attorney or the Secretary of State’s Fraud Investigative Unit, depending on the type of complaint. We also note that County Counsel and city attorneys who are appointed by their respective jurisdictions are not necessarily required to be residents of the jurisdiction they represent.

Finding F 6.2: *The Monterey County Elections Department verifies candidate residency through a state database*

Response F 6.2: The respondent agrees with the finding. To clarify, the Monterey County Elections Department utilizes its own voter registration database to manage all registrants. The Department verifies the residency of each candidate for federal, state, county, school and special district offices and, upon request, for each City office, through its own local voter registration system. However, in order for any applicant to be deemed properly registered and the registration record contained in the local database, the Department must first validate each voter’s identification against a statewide database.

Finding F 6.3: *The State of California has the responsibility of verifying information listed on the “Monterey County Petition In Lieu of Filing Fee” and the “State of California, County of Monterey Voter Registration” forms for candidates running for office*

Response F 6.3: The respondent disagrees partially with the finding. The County of Monterey has the responsibility of verifying information listed on the “Petition in Lieu of Filing Fee” and the “State of California, County of Monterey Voter Registration” forms for candidates running for federal, state, and local office. However, as indicated in the response to Finding 6.2, the Elections Department must validate each voter’s registration information and identification against a statewide database.

Finding F 6.4: *The final authority in the determination of legal residency rests with the State of California Attorney General.*

Response F 6.4: The respondent disagrees wholly with the finding. The final authority in the determination of legal residency of a public official serving in an elective office rests with the courts based upon a special *quo warranto* action filed by or pursuant to authorization of the California Attorney General.

REPORT TITLE: Residency Requirements of Elected Officials in Monterey County
RESPONSE TO: Recommendation R 6.1

Recommendation R 6.1: *Any citizen of Monterey County, or any incorporated city therein, who doubts the residency of any elected official should file a complaint with the Monterey County Elections Department.*

Response R 6.1: The recommendation has been implemented. Any citizen may contact the Elections Department and file a complaint if they doubt the residency of any elected official. The Department works with the District Attorney's Office to investigate complaints. Complaints outside of the jurisdiction of the District Attorney are filed with the Secretary of State's Fraud Investigation Unit.

REPORT TITLE: Electronic Voting in Monterey County
RESPONSE TO: Findings F 8.1 – 8.8

Finding F 8.1: *Sequoia DRE's used in Monterey County are not and cannot be connected to a computer either by phone line or wireless Therefore they cannot be "hacked."*

Response F 8.1: The respondent agrees with the finding. The voting machines used by the Monterey County Elections Department are not and cannot be connected to a computer by phone line or wireless, and cannot be "hacked" in this manner.

Finding F 8.2: *When allowed "unlimited and uncontrolled access" (the California Secretary of State's method) a DRE could be tampered with No one is ever given "unlimited or uncontrolled" access to the DRE's in Monterey County*

Response F 8.2: The respondent agrees with the finding. The Elections Department has security measures in place, including the two-person rule, whereby no one person will have unlimited or uncontrolled access to the County's voting machines. Security measures are in place and include, but are not limited to, 24-hour surveillance cameras, 24-hour alarm systems, limited card-key access to secure areas where machines are stored, tamper-evident seals, and tamper-evident strapping that encapsulates the device.

Finding F 8.3: *If an unauthorized person were to push the "yellow button" nothing will happen. Only Monterey County Elections Department officials – with a source code – can put the DRE in any mode other than "visually impaired voter."*

Response F 8.3: The respondent disagrees partially with the finding. It is correct that if an unauthorized person were to push the yellow button, nothing will happen. There is no "source code" used with the yellow button. It would be more accurate to say, only Monterey County Elections Department officials, with an established and known sequence of actions, can put the DRE in any mode other than "visually impaired voter".

Finding F 8.4: *Without an additional security code, the "yellow button" can only be used by the precinct inspector or a precinct clerk to eject a jammed activator card or to change the DRE mode to "visually impaired voter"*

Response F 8.4: The respondent agrees with the finding. However, as stated above, there is no source code or security code, rather a sequence of specific actions when using the yellow button. The precinct inspector is trained to use the yellow button on the back of the DRE for the following options: to eject a jammed or invalid activator card, to change the DRE mode to visually impaired voter (meaning use of audio functions or contrast adjustment on the LCD), to test the printer that contains the voter verifiable paper audit trail (VVPAT), to recalibrate the screen if necessary, and to view the election information (date, name, precinct number, etc.).

Finding F 8.5: *The Monterey County Elections Department has done an outstanding job of protecting the security of its electronic voting equipment*

Response F 8.5: The respondent agrees with the finding.

Finding F 8.6: *The Secretary of State's methods used in investigating DRE security bears no resemblance to Monterey County Elections Department DRE policy or procedures.*

Response F 8.6: The respondent agrees with the finding as it relates to the fact that the Secretary of State's investigation into DRE security did not consider or incorporate Monterey County's established security procedures.

Finding F 8.7: *There should be unlimited use of DRE's in Monterey County*

Response F 8.7: The respondent agrees with the finding. The Monterey County Elections Department has established procedures and improved security measures. The County should be able to use more than one DRE at each precinct location if all procedures and security measures are administered. Authorization to use more or unlimited numbers of DREs at each precinct rests, however, with the California Secretary of State.

Finding F 8.8: *The Sequoia ACV Edge voting DRE used by Monterey County is a secure and cost effective method of voting*

Response F 8.8: The respondent agrees with the finding.

Finding F 8.9: *The 2007 Monterey County Civil Grand Jury has confidence in the Monterey County Elections Department and its employees in their ability to administer elections*

Response F 8.9: The respondent agrees with the finding.

REPORT TITLE: Electronic Voting in Monterey County
RESPONSE TO: Recommendations R 8.1 – 8.2

Recommendation R 8.1: *The Board of Supervisors and the Monterey County Registrar of Voters should work diligently and as quickly as possible to reinstate the use of Sequoia ACV Edge voting DRE's at all County precincts without conditions*

Response R 8.1: The recommendation has not been implemented, but will be implemented as soon as possible as allowed by the Secretary of State. The County agrees with the recommendation as many of the conditions noted by the California Secretary of State have already been met in Monterey County with previously established procedures. The Monterey County Elections Department will continue to monitor activity at the federal and state level with regard to the conditional recertification and potential reinstatement of full use of the County's voting equipment. However, as long as the current conditions remain in effect, the Elections Department must continue to uphold the new procedures established by the Secretary of State in the conditional re-approval in order to legally utilize the voting equipment.

Recommendation R 8.2: *The Board of Supervisors should provide the funds to the Monterey County Elections Department for a more suitable facility, perhaps the rehabilitation of an existing County building.*

Response R 8.2: The recommendation has not been implemented, but will be implemented, as funding is available through the County's overall Capital Improvement Plan. The Elections Department has submitted information regarding the requirements of a new facility and will continue to work through the Capital Improvements Committee to rehabilitate an existing building or to design and build a new facility.

REPORT TITLE: Family and Children's Services: Transitional Programs for Foster Youth
RESPONSE TO: Findings F 10.1 – 10.9

Finding F 10.1: *Services provided by Monterey County for "emancipated youth" are not meeting the needs of youth*

Response F 10.1: The respondent agrees with the finding. Federal and State policy with regard to emancipated youth is not adequate to meet their needs. A primary concern is the Federal and State limitation that only provides foster care benefits until a youth turns 18 or until their 19th birthday if they are expected to graduate from high school (or the equivalent) by age 19. It should be noted that in FY 2007-08 the State expanded the Transitional Housing Program Plus (THP+) to provide transitional housing for emancipated foster youth. Monterey County's plan for THP+ services has been approved and new services became available in February 2008. While THP+ helps address the needs of emancipating youth, additional changes in Federal foster care policy to fund services beyond a child's 18th birthday are still needed.

Finding F 10.2: *The Department of Social and Employment Services (DSES) for Monterey County is aware there is insufficient funding for "emancipated youth".*

Response F 10.2: The respondent agrees with the finding.

Finding F 10.3: *Lacking sufficient funding, adequate housing, counseling and other support services, youth between the ages of 18-24 may become involved in crime.*

Response F 10.3: The respondent agrees with the finding.

Finding F 10.4: *The County is not meeting the needs of foster pregnant teenagers and foster single teenage parents. This lack of housing will jeopardize both parent and child and place them at risk.*

Response F 10.4: The respondent disagrees partially with the finding. Youth in foster care who are pregnant and parenting pose special challenges and have unique needs; there are not sufficient foster placement options for these youth. The number of parenting youth in Monterey County's foster care program averages between 5 and 10 youth. The County Department of Social and Employment Services (DSES) currently has 2 homes that have declared an interest in caring for minor parents and their children (when they are not otherwise at capacity). Depending on the needs of the youth and local capacity, DSES uses these homes or statewide resources through Foster Family Agencies and Group Homes. DSES has implemented the requirements of SB 500 (Chapter 630, Statutes of 2005), which establishes Whole Family Foster Care rates, and Shared Responsibility Plans; however, targeted Whole Family Foster Care recruitment and training efforts are not expected to be in place until December 2008.

Finding F 10.5: *There is no sufficient housing in Monterey County to place the 27-30 emancipated foster youth living in this community.*

Response F 10.5: The respondent agrees with the finding. However, Monterey County is expanding transitional housing for emancipated youth in 2008 using new State resources for Transitional Housing Program Plus (THP+). Bids were solicited for the development of housing to serve 18 emancipated youth, and an award was made to Peacock Acres. These new housing resources became available in February 2008.

Finding F 10.6: Tracking emancipated youth from foster care at the age of 18 is essential if the County is going to provide services that will assist them toward self-sufficiency.

Response F 10.6: The respondent agrees with the finding.

Finding F 10.7: *Although THP currently provides essential programs for independent living and one-on-one counseling, these programs face annual budget cuts*

Response F 10.7: The respondent disagrees partially with the finding. All government programs are subject to annual appropriations by the legislative body and occasional competitive re-procurement. However, there are no current proposals to reduce the THP program.

Finding F 10.8: *THP-Plus is exerting tremendous efforts to increase transitional housing so these young people do not have to resort to homeless shelters*

Response F 10.8: The respondent agrees with the finding.

Finding F 10.9: *Lack of transitional housing has become not only a national crisis but also a Monterey County crisis that will affect future generations.*

Response F 10.9: The respondent agrees with the finding.

REPORT TITLE: Family and Children's Services: Transitional Programs for Foster Youth
RESPONSE TO: Recommendations R 10.1 – 10.7

Recommendation R 10.1: *The Board of Supervisors should fund DSES in order to maximize the opportunities for these 18-24-year-olds to have healthy, safe, and secure surroundings as they confront the challenges of becoming productive, self-sufficient and socially mature young adults*

Response R 10.1: The recommendation has been implemented. On January 29, 2007 the Board of Supervisors approved \$231,754 in funds for Peacock Acres to operate Transitional Housing Program Plus (THP+) through June 2008. The Governor's Budget proposal for FY 2008-09 recommends continuing funds for THP+.

Recommendation R 10.2: *The Board of Supervisors should immediately fund housing for pregnant foster youth and single parents*

Response R 10.2: The recommendation has been implemented. SB 500 (Chapter 630, Statutes of 2005) establishes Whole Family Foster Care and Shared Responsibility Plans for pregnant and parenting youth in foster care. As mandated under this legislation, the Board of Supervisors funds the Whole Family Foster Care rate when parenting teens are placed in foster care. However, it is noted that targeted recruitment and training efforts for Whole Family Foster Care are not in place. Expanded efforts to recruit and train foster homes for pregnant and parenting teens are scheduled to be in place by December 2008.

Recommendation R 10.3: *The Board of Supervisors should increase funding for the One-Stop Career Center of Monterey County program*

Response R 10.3: The recommendation will not be implemented. The Board of Supervisors funds many priorities and considers needs for county-only resources as part of its budget process. The recently released Governor's budget proposes many deep cuts in human service and health programs, including child protection. The extent to which existing service levels are sustained will be a primary concern during the FY 2008-09 County budget deliberations. It should be noted that the Board of Supervisors has approved submission of a \$400,000 CalGRIP grant which if approved would augment resources for youth employment services and allow the Office for Employment Training to sustain service levels to employment programs delivered in partnership with the Independent Living Program. However, in the first week of March the County learned that it did not receive that grant award.

Recommendation R 10.4: *The Board of Supervisors should not merely continue but rather increase budgetary allocations for the services provided by the THP-Plus program*

Response R 10.4: The recommendation will not be implemented. The Board of Supervisors funds many priorities and considers needs for county-only resources as part of its budget process. The recently released Governor's budget proposes many deep cuts in human service and health programs, including child protection. The extent to which

existing service levels are sustained will be a primary concern during the FY 2008-09 County budget deliberations. It should be noted that the Governor's budget proposes to continue funding for THP+ in FY 2008-09 and provide increases for counties (like Monterey) with approved THP+ programs that received start-up and partial year operational funding in FY 2007-08. The Governor's proposal recommends funding at the amount needed to operate for a full year.

Recommendation R 10.5: *The Board of Supervisors should fund transitional housing for emancipated foster youth in Monterey County*

Response R 10.5: The recommendation has been implemented. On January 29, 2007 the Board of Supervisors approved \$231,754 in funds for Peacock Acres to operate a Transitional Housing Program Plus (THP+) through June 2008.

Recommendation R 10.6: *The Board of Supervisors should fund a dedicated staff position in DSES focused exclusively on transitional housing, who would seek private donations from corporations, nonprofit foundations as well as philanthropists both locally and nationally*

Response R 10.6: The recommendation has been implemented in part. The Department of Social and Employment Services (DSES) does not have a staff person solely dedicated to seeking funding for transitional housing. However, there is a staff person in the DSES Community Action Partnership whose primary role is to pursue grants (government, foundation and / or corporate) to fund the priorities of the Community Action Commission, which include transitional housing programs. Additionally, staff from the DSES Family and Children's Services Branch secured State funding for THP+ in Monterey County and will continue to pursue State THP+ resources. Finally, it should be noted, that it is expected that non-profit service partners take responsibility for independent fundraising as part of the public-private partnership.

Recommendation R 10.7: *DSES should increase publicity and media attention to the current needs of our emancipated foster youth. DSES cannot overcome these obstacles on their own, without funding and increased public awareness and support.*

Response R 10.7: This recommendation has been implemented. In FY 2007-08 the Department of Social and Employment Services (DSES) began a new initiative with the Junior League to support independent living for emancipating foster youth and to raise awareness among Junior League members and the community at-large regarding the needs of emancipating foster youth. Additionally, through the Family to Family initiative there is a robust media campaign to recruit resource families for teenage youth in foster care who face emancipation. Additionally, Monterey County's 2008 Legislative Platform includes a statement of "support for legislation to increase financial support for programs that assist foster youth transition to self-sufficiency, including post-emancipation assistance such as secondary education, job training, access to health care, and incentives to employers who employ foster youth." In support of this effort, DSES works with the County Welfare Directors Association of California and the National Association of Public Child Welfare Administrators to highlight this priority and raise awareness of the needs of youth who have emancipated from foster care.

Finding F 11.1: *Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets*

Response F 11.1: The respondent agrees with the finding.

Finding F 11.2: *Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk*

Response F 11.2: The respondent disagrees wholly with the finding. County agencies and community-based organizations have partnered through the Silver Star Gang Prevention and Intervention (SSGPI) program, which offers comprehensive educational programs, truancy prevention, group and family counseling, recreational programs, career development, pre-employment and job placement and programs, programs targeting aggressive behavior and family dynamics, substance abuse programs and gang counseling. All of these programs are free of charge for the participants with the exception of behavior health programs, which are provided on a sliding scale.

Services are co-located at the old Natividad Hospital facility, to allow for coordination and ease of access and participation by youth and their families. In addition, when other needs are identified, clients are referred to other existing resources that offer social, health or support services in the County, therefore creating linkages to services not previously known to the clients.

Over fifteen different services are provided through the SSGPI program. These services are provided both in the day and evening hours. Additionally, transportation is provided to and from home, school, programs, and field trips for middle school participants in the "On Task" program, a collaboration with Salinas Unified High School District.

Finding F 11.3: *Prevention is the key to long-term control of gang activity*

Response F 11.3: The respondent agrees with the finding.

Finding F 11.4: *Competition for both intervention and suppression program dollars is keen*

Response F 11.4: The respondent agrees with the finding.

Finding F 11.5: *Gangs can be countered with citizen action groups such as Neighborhood Watch program*

Response F 11.5: The respondent agrees with the finding.

Finding F 11.6: *A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish*

Response F 11.6: The respondent agrees with the finding.

Finding F 11.7: *Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.*

Response F 11.7: The respondent agrees with the finding.

Finding F 11.8: *Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.*

Response F 11.8: The respondent agrees with the finding.

Finding F 11.9: *Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.*

Response F 11.9: The respondent agrees with the finding. One of the initial obstacles the Gang Task Force (GTF) faced was the different department policies, operation orders and practices of each participating agency. In a unit such as GTF it is imperative that all of the officers and deputies not only work within the scope of their department's policies, procedures and the law, but also at the same time be consistent with everyone assigned to the GTF. Everyone has become familiar with the policies for each participating department. GTF has found it beneficial to the unit as a whole that each officer brings different successful experiences, methods and techniques for the team to implement.

Finding F 11.10: *Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.*

Response F 11.10: The respondent agrees with the finding.

Finding F 11.11: *Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.*

Response F 11.11: The respondent agrees with the finding. As a point of clarification, according to 2000 US Census Bureau information, Monterey County covers 3,322 square miles of land.

Finding F 11.12: *Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.*

Response F 11.12: The respondent disagrees wholly with the finding. Monterey County has adopted a Comprehensive Gang Model established by the Office of Juvenile Justice and Delinquency Prevention and has implemented successful gang prevention and intervention programs. For example, as the lead agency and fiscal agent of the Silver Star Gang Prevention and Intervention (SSGPI) program the Probation Department formed the Silver Star Resource Center. The Resource Center offers a “one stop shop” for youth that are vulnerable to gang involvement, substance abuse, truancy, unemployment and conflict. The County through the Resource Center provides wrap around prevention and intervention programs through the partnership and collaboration of agencies and community based organizations including the Monterey County Office of Education, the Department of Social Services and Employment Services - Office of Employment Training, the Department of Health - Behavior Health, the District Attorney, the Second Chance Youth Program, Partners for Peace and Community Human Services. Overall, SSGPI has received over 1,700 referrals for youth exhibiting at-risk behaviors for gang involvement.

Another highly effective program is the Silver Star Youth Program at Rancho Cielo. The program operates under the supervision of the Probation Department in collaboration with community-based organizations, and offers a variety of prevention and early intervention programs for at-risk youth age 15 ½ through 18 and their families.

Finding F 11.13: *Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.*

Response F 11.13: The respondent agrees with the finding.

Finding F 11.14: *Gang cultures exhibit a predatory nature. Many youth are sympathizers, people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.*

Response F 11.14: The respondent agrees with the finding.

Finding F 11.15: *Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.*

Response F 11.15: The respondent agrees with the finding.

Finding F 11.16: *Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.*

Response F 11.16: The respondent agrees with the finding.

Finding F 11.17: *Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.*

Response F 11.17: The respondent agrees with the finding.

Finding F 11.18: *Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.*

Response F 11.18: The respondent disagrees partially with the finding. The Board of Supervisors is not responsible for monitoring or directing the actions of community leaders. While the Board agrees that collaborative partnerships among community leaders in gang prevention and suppression activities are beneficial, competition for programs and funding may lead to more effective programs and proposals and is inherent to the community based programming and advocacy.

Finding F 11.19: *Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California*

Response F 11.19: The respondent agrees with the finding.

Finding F 11.20: *Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.*

Response F 11.20: The respondent agrees with the finding.

Finding F 11.21: *The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.*

Response F 11.21: The respondent agrees with the finding.

REPORT TITLE: Monterey County Gangs: Suppression, Intervention and Prevention
RESPONSE TO: Recommendations R 11.1 – 11.7

Recommendation R 11.1: *The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith-based communities to create achievable solutions and alternatives to the gang lifestyle.*

Response R 11.1: The recommendation has been implemented. The Board, through the Gang Task Force (GTF) and Silver Star Gang Prevention and Intervention (SSGPI) programs has brought all of these groups together, and continually works with these groups in a close and collaborative manner. Collectively, the County has expended an extraordinary amount of time and resources to create solutions and alternatives to gang activities. Support for gang suppression, intervention and prevention activities has been the County's top legislative priority for over four years. The County has successfully obtained funding for the GTF and SSGPI programs through a series of Congressional earmarks. Where funding has not materialized or been discontinued, the County has successfully worked with its network of community partners to keep programming active. The County continues to work with its state and federal legislators, the San Francisco Federal Regional Counsel, and any and every other possible outlet to aggressively pursue all possible sources of funding and partnerships for these programs.

Monterey County's GTF and SSGPI programs have been pointed to as models for successful gang suppression, intervention and prevention strategy. The GTF has, for the last two years, hosted statewide conferences for law enforcement officials; and the SSGPI has a long list of community partners, both within County departments and community based organizations.

Recommendation R 11.2: *The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums*

Response R 11.2: The recommendation will not be implemented. The Monterey County Office of Education operates independently of the Monterey County Board of Supervisors. School curriculums are within the purview of the Superintendent of Schools and the Board of Education. However, the County partners with these organizations when feasible and beneficial, to promote alternatives to violence.

Recommendation R 11.3: *Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk*

Response R 11.3: The recommendation will not be implemented. The Monterey County Office of Education operates independently of the Monterey County Board of Supervisors. After-school programming is within the purview of the Superintendent of Schools and the Board of Education. However, the County partners with these organizations when feasible and beneficial, to promote after-school activities.

Recommendation R 11.4: *The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.*

Response R 11.4: The recommendation has been implemented. The County currently funds in full or in part a variety of parental and family counseling programs, and programs that teach youth alternatives to gang life. For example, the Silver Star Youth Program consists of a comprehensive set of services with the primary goal of improving the health and well being of youth by reducing gang involvement risk factors and providing an environment rich in academic, health, recreational, and job preparation opportunities. The programs and services work with families to reestablish positive family dynamics and include individual and family support systems that provide alternatives to crime.

Some of the services offered include social and mental health related support services, day school offering completion of GED and college credit, breakfast and lunch for day school students, cultural enhancement activities, arts and expressive therapy, sports and recreation activities, job training, placement, and follow-up services, gang intervention and counseling, tattoo removal services, tutorial services, alcohol and drug treatment services, Young Fathers Program, victim reconciliation services and family conflict. The Monterey County Office of Education and many community-based organizations are partners in these efforts.

Recommendation R 11.5: *The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.*

Response R 11.5: The recommendation has been implemented. City recreation and park departments commonly offer recreational activity programming for youth. The Monterey County Parks Department currently offers two educational programs for youth: one at Toro Park funded by the Parks Foundation; and another at San Lorenzo Park funded by the Monterey County Agricultural & Rural Life Museum (MCARLM). The Parks Department regularly pursues all possible sources of funding to enhance park programs for youth and all citizens of Monterey County.

Recommendation R 11.6: *The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars*

Response R 11.6: The recommendation has been implemented. The technology has been provided and the issue has been resolved. The Board continues to support making the latest technology available to its law enforcement agencies.

Recommendation R 11.7: *The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force*

Response R 11.7: The recommendation has been implemented. Each of the GTF cars are now equipped with GPS software.

REPORT TITLE: Probation Department / Adult Division
RESPONSE TO: Findings F 12.1 – 12.10

Finding F 12.1: *Although the education requirements for probation officers are higher than those of other law enforcement officers, probation officers are paid less. This pay discrepancy, combined with the high cost of living in Monterey County, makes it difficult to recruit and retain officers.*

Response F 12.1: The respondent disagrees partially with the finding. While presently there is no degree requirement for minimum qualifications, it is a highly desirable factor, and, in fact, the majority of probation officers hold bachelor degrees or higher degrees.

Finding F 12.2: *Monterey County took CJIS off-line in December 2004.*

Response F 12.2: The respondent disagrees wholly with the finding. At present, CJIS is still utilized by County agencies. The Monterey County Superior Courts were mandated by the Administrative Office of the Courts (AOC) to implement a new case management system as part of a statewide initiative to standardize systems and, as a result, withdrew from CJIS.

Finding F 12.3: *There is no longer any computer interface between the courts and probation. Because of the lack of IT interface between courts and probation, there is approximately a 30 day delay in relaying necessary information from the courts to the Monterey County Probation Department.*

Response F 12.3: The respondent disagrees partially with the finding. The Courts created the Justice Partners Access Website (JPAW) to allow read-only access to court case information, which is not in real time. Processes previously done electronically have been replaced by manual processes, therefore requiring additional time.

Finding F 12.4: *The number of people placed on probation continues to rise along with the regular population statistics, about 3% per year.*

Response F 12.4: The respondent agrees with the finding.

Finding F 12.5: *Case loads average over 240 cases per officer and are at an all-time high.*

Response F 12.5: The respondent agrees with the finding.

Finding F 12.6: *The Restoration Unit, which helps resolve victim compensation claims, currently ranks 11th out of the 58 counties within the State for case resolution.*

Response F 12.6: The respondent disagrees partially with the finding. The joint efforts of the Monterey County Probation Department's Adult and Juvenile Restitution Unit, the Monterey County Revenue Division, and the Monterey County District Attorney's Office Victim of Crime Restitution Program have enabled Monterey County to be ranked eleventh (11th) out of the 58 counties within the state of California.

Finding F 12.7: *Currently only 31 of the 40 authorized armed officer positions are filled – a 22.5% vacancy rate*

Response F 12.7: The respondent disagrees wholly with the finding. There is no set number of authorized armed officer positions. The Chief Probation Officer on a case-by-case basis makes arming authorizations. The Probation Department currently has 35 armed officers.

Finding F 12.8: *All probation officers are required to use the same type of weapons and equipment with the exception of those currently assigned to the Monterey County Joint Gang Task Force*

Response F 12.8: The respondent disagrees wholly with the finding. The department issues standard safety equipment, however, department policy provides for in-lieu-of equipment, upon approval from the Office of the Chief.

Finding F 12.9: *The Monterey County Adult Probation Department has 30 Taser[®] devices. Due to lack of training, these Taser[®] devices are not being used*

Response F 12.9: The respondent disagrees wholly with the finding. Although the Probation Department owns 30 Tasers[®], delayed deployment of Tasers[®], with the exception of those assigned to Gang Task Force, is an administrative decision and is not due to lack of training funding.

Finding F 12.10: *Due to lack of equipment, some of the Sheriff's deputies working in the County Jail have purchased their own Taser[®] devices*

Response F 12.10: The respondent agrees with the finding. Approximately 70% of the deputies assigned to the Custody Operations Bureau have been issued or will be issued a Taser[®] in the near future. Deputies that do not want to wait or want the most recent model may purchase their own Taser[®]. Due to budget restraints, the Taser[®] being standard issued equipment for all Monterey County Sheriff's deputies has not yet occurred.

REPORT TITLE: Probation Department / Adult Division
RESPONSE TO: Recommendations R 12.1 – 12.6

Recommendation R 12.1: *The Board of Supervisors should fund Taser[®] training for the Monterey County Probation Department Adult Division officers. If this funding is not feasible, these Taser[®] devices should be reissued to the Sheriff's Department.*

Response R 12.1: The recommendation will not be implemented. The deployment of Tasers[®] is not related to lack of training, but is based on an administrative decision.

Recommendation R 12.2: *The Board of Supervisors should fund the centralization of the Monterey County Probation Department's facilities and allow enough office space to accommodate full staffing requirements.*

Response R 12.2: The recommendation has been implemented. In June 2007, the Board approved the \$500,000 requested by the Probation Department to accommodate their office space requirements. The Capital Management Department and Probation Department are currently working together to determine an appropriate site.

Recommendation R 12.3: *The Board of Supervisors should include the Probation Department in the ongoing IT feasibility study.*

Response R 12.3: The recommendation has been implemented. Since its inception, the Probation Department has been an active participant in the Monterey County Integrated Justice Information Systems (IJIS) project, an initiative to replace / upgrade CJIS and facilitate the sharing of information among criminal justice partners. The Chief Probation Officer is a member of the IJIS Executive Committee, and the Probation Department is included in the IJIS strategic plan recommendations prepared by MTG Management Consultants.

Recommendation R 12.4: *The Board of Supervisors should upgrade the IT systems to allow for interface with the courts and other law enforcement agencies.*

Response R 12.4: The recommendation has not been implemented, but will be implemented based upon available funding. The Monterey County Integrated Justice Information Systems (IJIS) project was established to provide an integrated environment for the sharing of information among the County's criminal justice departments, the Courts, and eventually other law enforcement agencies. The multi-year, multi-phased project, which also includes upgrade or replacement of various department systems, has been presented to the Board's Capital Improvements Committee for funding consideration.

Recommendation R 12.5: *The Board of Supervisors should fund pay increases so that parity between the Sheriff's Department and the Probation Department will be achieved.*

Response R 12.5: The recommendation will not be implemented, but may be considered in future negotiations with the Probation employee organizations. A number of collective bargaining agreements set forth wages for Probation Officers and Deputy Sheriffs. Probation Officers are generally paid less than Deputy Sheriffs. The difference in wages is based on the historical development that, though both Deputy Sheriffs and Probation Officers are public safety officers, the jobs are distinctly different and pay is negotiated on the basis of analysis of classification, parity and equity.

Recommendation R 12.6: *The Board of Supervisors should address the condition of chronic underfunding and should fully fund the resources needed to resolve the inefficiencies created by overcrowded office space, exceptionally high caseloads and officer recruitment/retention problems.*

Response R 12.6: The recommendation will be implemented, based upon funding availability. The Board approved the Probation Department's request for \$500,000 to accommodate office space requirements in June 2007. The County establishes a budget based on an assessment of the needs of all departments and available financing sources, and then prioritizes those needs to meet overall County service goals. Finite financial resources are distributed based on the prioritization of those needs.

REPORT TITLE: Probation Department / Juvenile Division
RESPONSE TO: Findings F 13.1 – 13.14

Finding F 13.1: *Grant monies are not guaranteed. Consequently, inconsistencies and variables in money received are inevitable. This situation makes the continuation of certain programs and the funding of new programs problematic.*

Response F 13.1: The respondent agrees with the finding

Finding F 13.2: *Although not segregated by gang affiliation, youth offenders function well in their day-to-day environment*

Response F 13.2: The respondent agrees with the finding in reference to the juvenile institutions environments, Juvenile Hall and Youth Center.

Finding F 13.3: *Between 20-30% of the youth have mental health problems and are prescribed psychotropic drugs*

Response F 13.3: The respondent disagrees partially with the finding. While 20-30% of all minors in custody are on prescribed psychotropic drugs, not all minors with mental health problems (over 50% of the minors in custody) are prescribed psychotropic drugs.

Finding F 13.4: *Of those in custody, 45% of youth offenders are incarcerated for probation violations. The remaining 55% are confined for a variety of crimes ranging from drug offenses to murder*

Response F 13.4: The respondent agrees with the finding.

Finding F 13.5: *Although the education requirements for probation officers are higher than that of other law enforcement officers, probation officers are paid less. This pay discrepancy combined with the high cost of living in Monterey County makes it difficult to recruit and retain officers*

Response F 13.5: The respondent agrees with the finding. While no degree is required to meet the minimum qualifications for a Probation Officer, it is a highly desirable factor. The majority of County Probation Officers hold bachelor or higher degrees.

Finding F 13.6: *Due to the high turnover rate, the average length of service of probation officers at Juvenile Hall is 2 years or less*

Response F 13.6: The respondent disagrees partially with the finding. The average length of service among the Juvenile Institutions Officers (not Probation Officers) in Juvenile Hall is about three years.

Finding F 13.7: *Anecdotal evidence suggests that transitional programs appear to aid rehabilitation more than immediately returning juvenile offenders to their home environments after program completion*

Response F 13.7: The respondent agrees with the finding.

Finding F 13.8: *Currently there is no system to measure success, or analysis to identify which programs are successful and identify those that would slow the rate of recidivism*

Response F 13.8: The respondent disagrees partially with the finding. Program success is measured annually for all Juvenile Justice Crime Prevention Act (JJCPA) funded programs due to a state mandate. Additionally, several curriculums used in juvenile programs offered or sponsored by the Probation Department, such as “Thinking for a Change” or “7 Challenges” are evidence-based or best practice models, with built-in success measures

Finding F 13.9: *The Wellington M. Smith Jr Juvenile Hall remains in use despite major problems with the wiring and maintenance of the fire alarm and suppression system*

Response F 13.9: The respondent disagrees partially with the finding. While false alarms have been a problem, the system is fully capable of detecting either fire or smoke from a fire. The implementation of high-level preventive maintenance has cut the number of false alarms considerably.

Finding F 13.10: *A new juvenile hall must be built*

Response F 13.10: The respondent agrees with the finding.

Finding F 13.11: *Each delay in the completion of building a new Juvenile Hall adds additional cost to the project and to the County*

Response F 13.11: The respondent agrees with the finding.

Finding F 13.12: *Fire alarm system ports at Juvenile Hall, which are normally not sealed, have been sealed to prevent rainwater from entering the system. The Grand Jury was informed that those seals must be broken in order to perform system checks or routine maintenance*

Response F 13.12: The respondent disagrees partially with the finding. While the outside maintenance inspection ports originally were sealed to prevent rain damage, the seals are broken and then re-sealed when performing checks and maintenance.

Finding F 13.13: *Due to an antiquated boiler system, winter temperatures inside the Juvenile Hall can drop to 40°degrees, causing a deplorable environment for both youth offenders and staff*

Response F 13.13: The respondent disagrees partially with the finding. The existing boilers in Units A, B, and C in Juvenile Hall were retained and were utilized as part of an extensive revamp of the heating systems in those units during 2003-04. Hot water from those boilers, which previously had been circulated through radiant heat conduits embedded in the concrete floors, was rerouted to a series of pipes so that it would heat the air circulated through newly installed ceiling ventilation ducts. This renovation replaced the radiant heating system that had reached the end of its useful life with a retrofit system designed to provide heat in the three buildings. Due to the nature of retrofit systems, numerous minor adjustments have been needed and made since the retrofit was completed to balance the distribution of heat in an effort to make all areas of the building comfortable.

Finding F 13.14: *The Grand Jury was impressed with and would like to acknowledge the many programs offered to youth offenders through the Monterey County Juvenile Probation Division*

Response F 13.14: The respondent agrees with the finding.

REPORT TITLE: Probation Department / Juvenile Division
RESPONSE TO: Recommendations R 13.1 – 13.5

Recommendation R 13.1: *The Monterey County Board of Supervisors should condemn the Wellington M Smith Jr Juvenile Hall*

Response R 13.1: The recommendation will not be implemented. The existing facility has undergone renovation work and interim repair work while awaiting funding for construction of a new facility. Condemnation would result in a lack of custodial facilities for juvenile offenders in Monterey County.

Recommendation R 13.2: *A new juvenile hall must be built The Monterey County Board of Supervisors and the County Administrative Officer should work in conjunction with the Chief Probation Officer to immediately fund and begin the construction of a new juvenile hall*

Response R 13.2: The recommendation has been implemented. On January 18, 2008 the Board of Supervisors' Budget Committee approved a recommendation from the Board's Capital Improvements Committee that made construction of a new Juvenile Hall and expansion of the Jail facility the County's number one medium term (3-7 year) projects. Preliminary steps of the multi-year project include a Needs Assessment presented to the Board of Supervisors and an RFP, in progress, for master planning and pre-architectural programming services. Representatives from the Board of Supervisors, County Administrative Office and Probation Department are part of the ad-hoc committee for the new Juvenile Hall facility and continue to work together on the project.

Recommendation R 13.3: *The Monterey County Board of Supervisors should fund and modernize the information technology (IT) systems used by the Probation Department*

Response R 13.3: The recommendation has not yet been implemented, but will be implemented. The need for a case management system that more adequately addresses the data collection, tracking and reporting needs of the Probation Department has been identified; this project is a component of the Monterey County IJIS Project. Additional funds are needed for the IJIS project and are being sought via the County's Capital Improvement Program.

Recommendation R 13.4: *The Monterey County Board of Supervisors should fund pay increases so parity between the Sheriff's Department and the Probation Department will be achieved.*

Response R 13.4: The recommendation will not be implemented, but may be considered in future negotiations with Probation employee organizations. A number of collective bargaining agreements set forth wages for Probation Officers and Deputy Sheriffs. Probation Officers are paid generally less than Deputy Sheriffs. The difference in wages is based on the historical development that, though both Deputy Sheriffs and Probation Officers are public safety officers, the jobs are distinctly different and pay is negotiated on the basis of analysis of classification, parity and equity.

Recommendation R 13.5: *The Monterey County Board of Supervisors should address the risks that could be incurred to the County should building of a new juvenile hall be further delayed*

Response R 13.5: The recommendation will not be implemented but will be implemented subject to the availability of funding. The County is aware of the need to mitigate risk and is moving forward with due diligence with the plan for construction of a new Juvenile Hall as funding from the State becomes available.

Finding F 14.1: *The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate equipment for given situations.*

Response F 14.1: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.2: *The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use operation and deployment of the MECC.*

Response F 14.2: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.3: *The Department's equipment includes an assortment of additional tools used to assist officers in searches such as the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.*

Response F 14.3: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.4: *All Greenfield police officers are issued Level B Haz-Mat suits, which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one or two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and boots.*

Response F 14.4: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.5: *The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.*

Response F 14.5: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.6: *All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California SEMS (<http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/SEMS-NIMS-2007-PDFs/file/DirectorLtr07.pdf>) NIMS (http://www.fema.gov/emergency/nims/nims_training.shtml)*

Response F 14.6: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.7: *Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight*

Response F 14.7: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.8: *Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.*

Response F 14.8: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.9: *Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings*

Response F 14.9: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.10: *The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) Information, LiveScan Fingerprint notices, DUI Enforcement, Online Crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more. The website may be viewed in both English and Spanish at (<http://ci.greenfield.ca.us/police.htm>)*

Response F 14.10: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.11: *Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools*

Response F 14.11: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.12: *The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis*

Response F 14.12: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.13: *The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.*

Response F 14.13: The respondent neither agrees nor disagrees with the finding. The Board of Supervisors is not familiar with the practices of the Greenfield Police Department, and therefore defers to the Greenfield City Council for response.

Finding F 14.14: *Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack*

Response F 14.14: The respondent agrees with the finding. The Hazardous Materials Management Service (HMMS) of the Monterey County Health Department's Environmental Health Division provides support to the City of Greenfield as part of a countywide multi-agency 24-hour First Responder Team. HMMS emergency response staff train regularly with the fire Hazardous Materials response teams from Seaside and Salinas Fire Departments. This 24-Hour First Responder Team will respond to threat scenarios throughout Monterey County, including the City of Greenfield. The three-agency first responder team is well equipped and trained to respond rapidly to any terrorist scenario including a dirty bomb, chemical, biological or agro-terrorism attack.

REPORT TITLE: Greenfield PD: An Innovative Approach to Law Enforcement
RESPONSE TO: Recommendations R 14.1 – 14.5

Recommendation R 14.1: *All city police departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependent on one or two people.*

Response R 14.1: The recommendation will not be implemented because it is not within the purview of the County of Monterey.

Recommendation R 14.2: *All city police departments in the County should have a range of less-than-lethal weapons.*

Response R 14.2: The recommendation will not be implemented because it is not within the purview of the County of Monterey.

Recommendation R 14.3: *All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.*

Response R 14.3: The recommendation has been implemented. This recommendation, as it applies to County personnel, is addressed in the response to Recommendation R 3.7. Local government jurisdictions retain responsibility for NIMS and SEMS compliance.

Recommendation R 14.4: *The Board of Supervisors should require completion of county-wide NIMS and SEMS training as soon as possible.*

Response R 14.4: The recommendation has been implemented. The recommendation is addressed in the response to Recommendation R 3.7 and R 14.3. Local government jurisdictions retain responsibility for NIMS and SEMS compliance.

Recommendation R 14.5: *The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public needs to be educated on the hazards of chemicals.*

Response R 14.5: The recommendation has been implemented. The Hazardous Materials Management Service (HMMS) of the Monterey County Health Department - Environmental Health Division, under State law, requires annual hazardous materials business plans from all industries, including the agricultural industry, which are involved in the storage and use of hazardous materials. The business plan must indicate where and how hazardous materials are stored and what provisions have been implemented to ensure that they are secure and safe. Within its mandate and responsibility as the Certified Unified Program Agency (CUPA), HMMS staff shares the business plan information with the appropriate fire agencies. In addition, HMMS provides three all-day trainings per year targeting the agricultural industry for the purpose of educating representatives of that industry on the proper storage and handling of hazardous

chemicals and materials. Improperly stored and maintained agricultural equipment can cause contamination of crops. The secure storage of agricultural equipment falls under recent voluntary agricultural best practices agreements, as approved by the California Department of Agriculture. Severe economic losses to the farmer can occur if the best management practices are not observed, as processors will not purchase potentially contaminated crops.

Finding F 15.1: *The Sheriff rotates the Coroner's command staff every 3 to 5 years.*

Response F 15.1: The respondent agrees with the finding.

Finding F 15.2: *The cost of the central removal services will undoubtedly increase at the end of the current contract.*

Response F 15.2: The respondent agrees with the finding.

Finding F 15.3: *There is a nationwide shortage of pathologists which impacts Monterey County's ability to retain qualified staff.*

Response F 15.3: The respondent disagrees partially with the finding. There may be a nationwide shortage of pathologists; however, the Monterey County Coroner's Office has historically experienced excellent stability and retention of its pathologist position.

Finding F 15.4: *Policies and procedures for a mass casualty situation occurring in Monterey County and command structure for such an emergency is outdated and needs to be rewritten.*

Response F 15.4: The respondent disagrees partially with the finding. Command structure for such an emergency is in place. Depending on the scope of the emergency, local, state and federal agencies may assist. The Coroner's Office personnel are trained in methods to manage such an emergency. The policy regarding the Coroner's role in such an emergency needs revision and the Coroner's Office is currently working on that revision.

Finding F 15.5: *In the event of a mass casualty situation, Monterey County will incur the additional cost of international transportation to return the remains of non-citizens back to their home countries*

Response F 15.5: The respondent disagrees wholly with the finding. The cost of returning bodies to their home country rests with the family of the deceased and / or the government of the country in question.

Finding F 15.6: *The donated x-ray machine in the Coroner's Office has not been functional for over a year, and replacement parts are no longer available*

Response F 15.6: The respondent agrees with the finding.

Finding F 15.7: *When necessary, a body is transferred back and forth to Natividad Medical Center for x-ray. The cost incurred for time and travel would be eliminated by a functional x-ray machine*

Response F 15.7: The respondent agrees with the finding.

Finding F 15.8: *The County lacks a sufficient number of body bags needed in the case of a mass casualty situation*

Response F 15.8: The respondent disagrees partially with the finding. On average, more than 350 body bags are on hand. The Coroner's Office has determined this to be a sufficient number. Storing 1,000 body bags is not practical due to space constraints and the shelf life of body bags. Body bags are readily available from vendors in the event the Coroner requires additional bags.

Finding F 15.9: *In the event of a mass casualty situation the Monterey County Morgue is undersized. This will affect Monterey County in the event of a pandemic or other mass casualty disaster where the County would have to acquire refrigerated trucks*

Response F 15.9: The respondent agrees with the finding.

REPORT TITLE: Monterey County Coroner's Office and the County Morgue
RESPONSE TO: Recommendations R 15.1 – 15.4

Recommendation R 15.1: *The Board of Supervisors and the County Administrative Officer should provide all funding necessary for the Coroner's Office to purchase an x-ray machine*

Response R 15.1: The recommendation has not been implemented, but will be implemented. The Board will consider funding a new x-ray machine based on the Department's prioritization of all its funding needs and requests. The Sheriff's Office is currently working with Salinas Valley Medical Center on the possibility of acquiring an x-ray machine from their hospital at little or no cost.

Recommendation R 15.2: *The Sheriff should set and publish a timeline for the Coroner's Office to complete the new written policies and procedures for emergency preparedness Tests should be conducted yearly to ensure feasibility and functionality*

Response R 15.2: The recommendation has not been implemented, but will be implemented within the next year. The policy is currently being re-written by Coroner's staff.

Recommendation R 15.3: *The Board of Supervisors should fund the purchase of additional body bags to be on hand in case of a mass casualty situation*

Response R 15.3: The recommendation will not be implemented because it is not warranted. On average, more than 350 body bags are on hand. The Coroner's Office has determined this to be a sufficient number. Storing 1,000 body bags is not practical due to space constraints and the shelf life of body bags. Body bags are readily available from vendors in the event the Coroner requires additional bags.

Recommendation R 15.4: *The Board of Supervisors should address the potential increased cost of the repatriation of the bodies of non-citizens after a mass casualty situation.*

Response R 15.4: The recommendation will not be implemented because it is not warranted. The cost of repatriation of bodies is not the County's responsibility.

Finding F 16.1: *Due to lack of equipment, some deputies have chosen to purchase their own Taser[®] devices for use in the County Jail*

Response F 16.1: The respondent agrees with the finding. The Sheriff's Office allows for the use of personally purchased Taser[®] units, and some Deputies have chosen to purchase their own units.

Finding F 16.2: *One of the main duties for the Sheriff's Department is to provide deputies for court security*

Response F 16.2: The respondent agrees with the finding.

Finding F 16.3: *The one K-9 unit in the jail is used to conduct drug searches and other general services*

Response F 16.3: The respondent agrees with the finding.

Finding F 16.4: *Sheriff's Department statistics show that 30% of the incarcerated offenders are considered hard-core gang members while an additional 30% are gang sympathizers.*

Response F 16.4: The respondent agrees with the finding.

Finding F 16.5: *Due to design flaws and overcrowding, order among the inmates is difficult to maintain. Inmates watch each other and take full advantage of any situation made available to them to commit an assault. A new, contemporary designed facility should eliminate many of these issues.*

Response F 16.5: The respondent agrees with the finding.

Finding F 16.6: *According to the Sheriff's Department violence inside the County Jail is rising.*

Response F 16.6: The respondent agrees with the finding.

Finding F 16.7: *The Sheriff's Department considers an 85% recidivism rate as normal. There are no policies or procedures to evaluate the success/failure of any of the programs offered to inmates.*

Response F 16.7: The respondent agrees with the finding.

Finding F 16.8: *About 15% of the inmate population requires psychotropic drugs for psychiatric illnesses, a slightly higher percentage than the general County population.*

Response F 16.8: The respondent agrees with the finding.

Finding F 16.9: *Recruitment and retention are high priority issues for the department. At the time of the Grand Jury's tour in April, the jail was short 47 deputies. By October there were only 16 deputy positions and two non-custodial positions vacant.*

Response F 16.9: The respondent agrees with the finding.

Finding F 16.10: *The County Jail needs more Taser[®] devices for use by deputies. The Adult Division of the Probation Department has 30 Taser[®] devices they are not using.*

Response F 16.10: The respondent agrees with the finding.

Recommendation R 16.1: *The Board of Supervisors should fund increases in pay where needed so that parity is achieved between the various County law enforcement departments*

Response R 16.1: The recommendation will not be implemented. Parity for Monterey County law enforcement agencies is not achieved by comparison between the various County law enforcement departments but rather by comparison between the comparable agencies.

Monterey County seeks to compensate based on a fair wage. We do not seek to be the highest paying agency nor do we want to be the lowest paying agency. Parity, by County policy, is within 5% of the mean of comparable agencies. Comparable agencies are mandated by County policy and are defined as the 8 adjacent counties and 2 cities within Monterey County (City of Salinas and City of Monterey)

Based on the latest compensation review in August 2007 using the comparable agencies, the County was approximately 5% over parity for Deputy Sheriffs and at parity for Sergeants and Commanders. Since that review, the Board of Supervisors has adopted a "Difficult to Recruit Policy" which increased the salaries of Deputy Sheriffs and Sergeants by 5%.

Probation Officers are currently within parity. Parity for Probation is defined as compared to the 8 comparable counties, since cities do not operate probation departments. The Probation Officers, in both adult and juvenile institutions are at parity. Probation Officers are expected to remain at parity throughout the term of their four-year agreement.

Recommendation R 16.2: *The Board of Supervisors should fund the purchase of a Taser[®] device for every deputy assigned to the Monterey County Jail. The Adult Division of the Probation Department has 30 Taser[®] devices it is not using. If the funding of Taser[®] device training for Monterey County Probation Department Adult Division officers is not feasible, these Taser[®] devices should be reissued to the Sheriff's Department*

Response R 16.2: The recommendation has not been implemented. The Taser[®] devices are not being utilized by the Probation Department due to an administrative decision by the Department, not because of a lack of funding for training. If it is determined that the extra Tasers[®] meet the specification needs of the Sheriff Office, and that the Probation Department does not intend to utilize the units, the Tasers[®] may be transferred to the Sheriff's Office within six months.

Recommendation R 16.3: *The Board of Supervisors and the Sheriff should consider all modern jail designs to include the proper housing for the most violent inmates. The new jail, when built, should include smaller general population blocks that will offer a higher level of control over ever-increasing violence*

Response R 16.3: The recommendation has been implemented. The Board of Supervisors' Jail Construction and Secure Community Reentry Facility Ad Hoc Committee, the Board's Capital Improvement Committee and the Sheriff's Office will investigate and pursue state of the art detention facility design technologies in planning any new jail or jail addition for Monterey County, with the understanding that the appropriate designed facility and the required funding are not the exclusive responsibility of the County. When applicable, the State and Federal Government share responsibility in design and associated funding for jail facilities.

Recommendation R 16.4: *The Sheriff should make sure all windows, doorways and exercise areas at the Monterey County Jail are secured and far enough away from the civilian population so that contraband cannot easily enter prison grounds or be easily accessed by inmates.*

Response R 16.4: The recommendation has been implemented. Operational and physical measures to prevent contraband including cameras, changes in locking mechanisms, screens and sheeting have been put in place.

Recommendation R. 16.5: *The Sheriff should institute measurements or analyses that would determine what programs help to lower the rate of recidivism*

Response R 16.5: This recommendation will not be implemented because it is not warranted. The Sheriff's Office Custody Operations Bureau (Jail) is regulated by State standards set by the Corrections Standards Authority (CSA). The CSA in its' Jail Profile Survey Annual Report 2005 states "California jails on average cannot fully meet the needs of the justice system due to population pressures and capacity constraints." Additionally, the Report identifies the complicating issues of the high percentage of felony inmates, non-sentenced inmates, mental health needs inmates and maximum security inmates. These factors coupled with the transitory nature of the local level inmate and budget restraints relegate programs to a lower priority than the safety and security of the inmates and the custodial staff. The jail does have programs as mandated by CSA, but the measurements or analyses may be more appropriate to the rehabilitative resources such as the Probation Department or community based organizations versus the jail whose primary responsibility is custody operations.

Recommendation R 16.6: *The Sheriff should address the reason an 85% recidivism rate is considered normal and accepted*

Response R 16.6: The recommendation will not be implemented because it is not warranted. The recidivism rate has not been statistically verified or validated as normal. The Sheriff's Office priority at this time is to address the issues of overcrowding and an aging jail which may in the long run address the systemic problems that promulgate high recidivism rates.

**THE MONTEREY COUNTY DISTRICT ATTORNEY'S
RESPONSES TO THE 2007 MONTEREY COUNTY
GRAND JURY FINAL REPORT**

Recommendation R 2.1: *The Board of Supervisors should insure the priority and timeliness of the ongoing system upgrade feasibility study.*

District Attorney's Response R. 2.1: The recommendation has been implemented. The feasibility study for JMS was completed in October 2007.

Recommendation R 2.2: *The Board of Supervisors should include the County Probation Department in the scope of the feasibility study.*

District Attorney's Response R. 2.2: The recommendation has been implemented and the Probation Department has been an active participant in the project.

Recommendation R 2.3: *The Board of Supervisors and the Superior Court should begin a process, which will ultimately result in a seamless flow of law enforcement data of interest to all elements operating within the County irrespective of jurisdiction, geography, or IT methods or means.*

District Attorney's Response R. 2.3: The respondent has been informed that the recommendation has been implemented. The respondent adopts as its response the proposed response set forth by the Monterey County Board of Supervisors to Recommendation R 2.3 as follows:

“The recommendation has been implemented. The Integrated Justice Information System (IJIS) project plans call for the sharing of law enforcement information between all interested stakeholders regardless of jurisdiction, geography, or IT methods or means. To date the project definition has been confined to law enforcement agencies operating within the County of Monterey. The use of the national Global Justice Edition XML data model as the basis for the County's IJIS design will foster the greatest probability of exchanging information with all law enforcement agencies. However, continuing this process will require additional funding the source for which has not yet been identified.”

Recommendation R 2.4: *The County IT Department should develop evolving contingency plans for all critical County law enforcement IT functions.*

District Attorney's Response R. 2.4: The respondent adopts as its response the proposed response set forth by the Monterey County Board of Supervisors to Recommendation R 2.4 as follows:

“The recommendation has not been implemented, but will be implemented. The County is in

transition with how it uses information system technology. The County will increase usage of on-line real time transaction capabilities of its computer systems. This transition from system of records to a system of conducting transactions will initiate a higher reliance on the availability and reliability of the County's information systems. The greater dependence on computer systems will mean that as these new systems are deployed the County will need to develop contingency plans for what to do if the primary system is not available. The County IT Department will work with the law enforcement agencies to incorporate such contingency planning into the County's information system life cycle and deployment methodology to mitigate the risk of becoming more reliant upon systems without adequate contingency plans."



Monterey County Office of Education

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Dr. Nancy Kotowski
Monterey County Superintendent of Schools

March 27, 2008

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
240 Church Street
Salinas, CA 93901

Dear Judge Scott:

Pursuant to Penal Code Section 933(b) the following is the response by the Monterey County Office of Education (MCOE) to the Final Report of the 2007 Monterey County Civil Grand Jury.

Specifically, this response addresses the Findings and Recommendations made in the Law Enforcement, Section 11 of the Grand Jury's 2007 Report entitled "Monterey County Gangs: Suppression, Intervention and Prevention."

The MCOE is pleased that the Monterey County Grand Jury has expressed the public concern by addressing the issue of gangs in Monterey County. This is an important topic that demands our attention and the best efforts of all partners and agencies that have a role in the suppression, intervention or prevention of gang activity.

For responses to all Findings and Recommendations where the MCOE has authority, responsibility and/or experience, a brief review of the MCOE's activities, programs, and partnership is included.

The MCOE is unable to make responses to certain Findings and Recommendations made in the Grand Jury Report. Specifically, Findings 11.8 through 11.12 concerns the various types of equipment, techniques and operational systems employed by the Monterey County Gang Task Force (GTF). The MCOE is not involved in these specific areas of law enforcement and, therefore, cannot either agree or disagree with the Findings as presented. Consequently, the MCOE's response of agreement with the Findings is to mean that no objection is made to the Finding.

Recommendations 11.6 and 11.7 require judgment statements that cannot be made by the MCOE because they relate to technology issues entirely within the County of Monterey and the members of the Gang Task Force, and outside of the jurisdiction of the MCOE.

The MCOE's response of agreement with the Findings means that no objection is made to the Recommendation.

I am happy to make my staff and myself available for continued discussions on this important topic. If you have any questions or would like additional information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Nancy Kotowski". The signature is written in a cursive style with a large, looping initial "N".

Nancy Kotowski, Ph.D.
Monterey County Superintendent of Schools

//sjh

**Monterey County Office of Education
Responses to the Findings and Recommendations
of the 2007 Monterey County Civil Grand Jury**

Findings:

F 11.1 *Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.*

The Monterey County Office of Education agrees with this Finding.

The National Crime Prevention Council reports that programs using a strategy combining service coordination, partnership between police and the community, coordinated enforcement and prosecution, neighborhood mobilization, and job training for youth are successful in suppressing gang activity.

In order for this or any strategy to be successful, key partnerships must be forged and maintained between the police and other enforcement agencies, education, local agencies, and community-based resources.

The Monterey County Office of Education is proud of the partnerships it has helped to create with Monterey County's Probation Department, the Office of the Monterey County Sheriff, the Monterey County District Attorney, and various non-governmental agencies that has contributed to a comprehensive approach linking the community and government in providing positive opportunities and demonstrating clear consequences for youth at-risk for gang involvement.

F 11.2 *Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at-risk.*

The Monterey County Office of Education agrees with this Finding.

Local law enforcement agencies, community-based organizations, faith-based groups, educational agencies and non-governmental organizations offer a network of programs and services. Access by the average citizen is sometimes difficult due to the independence of the involved agencies and organizations. Staff within one organization or agency may not be knowledgeable of the services or existence of intervention services offered by other organizations or agencies.

However, staff of the MCOE work with many agencies, the school districts, and non-profit groups to expand knowledge and make available information about the services and resources available to at-risk youth.

The staff of the MCOE work with staff from many of the agencies, organizations and the departments of the County of Monterey involved in gang suppression, intervention, and prevention. An extensive information network has been developed and MCOE staff is knowledgeable and participate in information sharing and collaborative networks throughout the County.

Each fall, participating with the Salinas Adult School and community agencies, the MCOE co-sponsors a community resources fair providing opportunities for local school outreach workers, parent liaisons, counselors, and student support staff to learn about the resources available to them.

Community Links For Monterey County, a project of the Community Foundation for Monterey County is available online to assist service providers and families in identifying agencies and organizations able to provide resources for families and young people dealing with gang related and at-risk behaviors. Community Links is located at < <http://www.communitylinks.net/>>

F 11.3 Prevention is the key to long-term control of gang activity.

The Monterey County Office of Education agrees with this Finding. Offering young people positive opportunities at an early age is key to prevention of gang membership. When young people have the chance to choose between healthy, positive activities and joining a gang, they will not choose the gang. Reduction in gang enlistment and membership requires the efforts of many people and agencies. While progress has been made, society still has a long way to go to achieve the goal of eliminating recruitment into gangs.

F 11.4 Competition for both intervention and suppression program dollars is keen.

The Monterey County Office of Education agrees with this Finding, with the following notation:

MCOE Alternative Programs Department, in collaboration with Monterey County Probation, Partners 4 Peace, Global Majority (conflict resolution) and Second Chance Youth Programs has applied for a five-year "School Community Violence Prevention

Program” grant to enable allocation of \$500,000.00 towards gang prevention and at-risk student counseling services.

MCOE Alternative Programs have a long-standing collaboration with Monterey County Probation, the District Attorney’s Office (in regards to truancy abatement), Second Chance Youth Programs, Rancho Cielo and Monterey County Behavioral Health.

MCOE Alternative Programs has also established a new partnership with the Pre-Apprentice Training Program based in the City of Marina to provide apprenticeship training for at-risk students who are scheduled for release from the Monterey County Youth Center.

F 11.5 Gangs can be countered with citizen action groups such as Neighborhood Watch program.

The Monterey County Office of Education agrees with this Finding.

F 11.6 A community or neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang’s ability to flourish.

The Monterey County Office of Education agrees with this Finding.

F 11.7 Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang’s activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.

The Monterey County Office of Education agrees with this Finding.

F 11.8 Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.

The Monterey County Office of Education agrees with this Finding.

F 11.9 Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers’ department.

The Monterey County Office of Education agrees with this Finding.

F 11.10 Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.

The Monterey County Office of Education agrees with this Finding.

F 11.11 Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.

The Monterey County Office of Education agrees with this Finding.

F 11.12 Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.

The Monterey County Office of Education agrees with this Finding.

While many departments of the County of Monterey (behavioral health, the Office of the County Sheriff, Natividad Medical Center, Social Services) offer programs and services to at-risk children and their families. Funding is historically been an issue for these human services programs. Consequently, the success of these efforts may be raced to the funding continuity for them.

In themes of public education, the MCOE Health and Prevention Program facilitates a network of local school district Safe and Drug Free School and Communities Coordinators. Through this collaboration, the MCOE has been able to sponsor local training for science-based programs that are research validated and eligible to be funded by the federal and state governments through prevention funds.

Programs funded through grants – state, federal or private – are subject to the possibility of funds not being available in subsequent years and, consequently, there is a certain level of inconsistency in the financial support and long-term viability of even the most successful of programs.

F 11.13 Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.

The Monterey County Office of Education agrees with this Finding, with the following clarification:

The MCOE Alternative Programs collaborated with Monterey County Probation, through the Monterey County Youth Center, to form a committee to have an assessment done by Dr. Edward Latessa, the nationally recognized expert in correctional program research and evaluation.

A full committee report based on Dr. Latessa's finding was compiled and submitted which outlined the need for Individualized treatment and programming based on identified target populations.

F 11.14 Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.

The Monterey County Office of Education agrees with this Finding.

F 11.15 Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.

The Monterey County Office of Education agrees with this Finding.

F 11.16 Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.

The Monterey County Office of Education agrees with this Finding.

F 11.17 Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.

The Monterey County Office of Education agrees with this Finding, with the following statement:

MCOE Alternative Program's school sites are committed to the immediate removal of any graffiti found at our sites through our custodial staff. At the Boronda site the Alternative Program contract with the Salinas City Elementary School District for its maintenance staff to remove graffiti immediately upon discovery.

F 11.18 Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.

The Monterey County Office of Education agrees with this Finding, with the following notation illustrating the manner in which many agencies form collaborative relationships.

The MCOE participates on the Monterey County Children's Council, which provides leadership and policy direction in the development of services for the children and youth of Monterey County. One example of this leadership is the development of transitional housing services for youth who are transiting out of the juvenile probation and child welfare systems.

The MCOE Alternative Programs Department, in collaboration with Monterey County Probation, Partners 4 Peace, Global Majority (conflict resolution) and Second Chance Youth Programs has applied for a "School Community Violence Prevention Program" grant to enable allocation of \$500,000.00 towards gang prevention and at-risk student counseling services.

The MCOE Alternative Programs has a long-standing collaboration with Monterey County Probation, the District Attorney's Office (in regards to truancy abatement), Second Chance Youth Programs, Rancho Cielo and Monterey County Behavioral Health.

The MCOE Alternative Programs has also established a new partnership with the Pre-Apprentice Training Program based in the City of Marina to provide apprenticeship training for at-risk students who are scheduled for release from the Monterey County Youth Center.

F 11.19 Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.

The Monterey County Office of Education agrees with this Finding.

F 11.20 Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.

The MCOE Alternative Programs collaborates with Monterey County Behavioral Health to provide a solid educational experience for those at-risk female students

who are part of the Santa Lucia Placement Program. They attend the MCOE's educational program on-site at Rancho Cielo. A Day Treatment Center program is being developed on-site to meet the unique needs of these female students.

F 11.21 The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.

The Monterey County Office of Education agrees with this Finding.

Recommendations:

R 11.1 The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith-based communities to create achievable solutions and alternatives to the gang lifestyle.

The Monterey County Office of Education agrees with this Finding.

R 11.2 The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculums.

The Monterey County Office of Education's Alternative Programs provide alternatives to violence within through various programs. At our Monterey County Youth Center facility for instance, we provide an array of programming options for the students including (but not limited to) "Power of Words," "Anger Management," "Victim Impact" and "Thinking for a Change."

At the MCOE Salinas Community School, in partnership with organization Global Majority, offers Conflict Resolution every Wednesday. This program is available to all students regardless of their at-risk status.

At the MCOE's Boronda Community School site, a counselor from the Second Chance Youth Program conducts regular sessions with at-risk students.

Through the MCOE network of district Safe and Drug Free School Coordinators, district personnel learn of classroom-based curriculum that teaches students conflict resolution and violence prevention.

R 11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at-risk.

MCOE Alternative Programs has expanded its Independent Study model at the Boronda site to a full Community School model of 5 periods a day, 5 days a week. This has maximized the time students have with teachers, as well as allow students full access to MCOE's on-site computer resource lab where they conduct such work as preparation for the California High School Exit Exam, Reading and Language Development, and GED preparation. This has also enabled staff to offer extra-curricular activities such as Art and Music.

At Juvenile Hall School, MCOE staff offers after-school tutoring, GED preparation, and services for English Language Learners, in an addition one-to-two hours following the school day.

At the Rancho Cielo site, MCOE offers the students adjunct classes with collaboration through the Lyceum of Monterey for such things as drama, journalism, P.E. and woodworking.

The MCOE is the regional lead for the After-School Training and Technical Assistance Program, providing technical assistance and training to school-based after-school programs in the areas of academic support, enrichment activities, and youth development programs.

R 11.4 The Board of Supervisors should fund parental and family counseling programs, and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.

The Monterey County Office of Education agrees with this Finding.

R 11.5 The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.

The Monterey County Office of Education agrees with this Finding.

R 11.6 The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.

The Monterey County Office of Education agrees with this Finding.

R 11.7 The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.

The Monterey County Office of Education agrees with this Finding.



Monterey County Sheriff's Office

Response to the

Monterey County Civil Grand Jury
2007 Final Report

February 19, 2008

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REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 2.1 – F 2.4

Finding F 2.1: *The County's law enforcement information technology (IT) systems no longer interface with the court's IT systems. The two systems are no longer compatible and do not integrate with each other or with other law enforcement systems.*

Response F 2.1: The respondent agrees.

Finding F 2.2: *There are no plans to upgrade the JMS legacy system.*

Response F 2.2: The respondent disagrees wholly with the finding. The Monterey County Integrated Justice Information System (IJIS) has been addressing the replacement or upgrade of the JMS legacy system.

Finding F 2.3: *The feasibility study of the JMS is underway.*

Response F 2.3: The respondent disagrees partially with the finding. The feasibility study for the County's Integrated Justice Information System (IJIS) was completed in October 2007. The study and resultant IJIS project recommend full replacement of the JMS as a part of the IJIS project. The County is now attempting to identify funding for the replacement effort.

Finding F 2.4: *The consultant is working with all Justice Partners in the study.*

Response F 2.4: The respondent agrees with the finding.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 2.1 – F 2.4

Recommendation F 2.1: *The Board of Supervisors should insure the priority and timeliness of the ongoing system upgrade feasibility study.*

Response F 2.1: The Sheriff's Office is in agreement with the Monterey County Board of Supervisors that the recommendation has been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to implement the recommendation.

Recommendation F 2.2: The Board of Supervisors should include the County Probation Department in the scope of the feasibility study.

Response F 2.2: The Sheriff's Office is in agreement with the Monterey County Board of Supervisors that the recommendation has been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to implement the recommendation.

Recommendation F 2.3: *The Board of Supervisors and the Superior Court should begin a process which will ultimately result in a seamless flow of law enforcement data of interest to all elements operating within the County irrespective of jurisdiction, geography, or IT methods or means.*

Response F 2.3: The Sheriff's Office is in agreement with the Monterey County Board of Supervisors that the recommendation has been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to implement the recommendation.

Recommendation F 2.4: *The County ID Department should develop evolving contingency plans for all critical County law enforcement IT functions.*

Response F 2.4: The recommendation has not yet been implemented. The County IT Department has traditionally worked with the law enforcement agencies to develop evolving contingency plans for all critical County law enforcement IT functions. Implementation is not within the authority or control of the Monterey County Sheriff's Office to implement the recommendation.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 11.1 – F 11.21

***Finding F 11.1:** Suppression of gang activity in Monterey County is a vital tool in getting gang members off the streets.*

Response F 11.1: The respondent agrees with the finding.

***Finding F 11.2:** Even though many intervention programs exist in Monterey County, they are not always made easily available to children or families at risk.*

Response F 11.2: The respondent agrees with the finding.

***Finding F 11.3:** Prevention is the key to long-term control of gang activity.*

Response F 11.3: The respondent agrees with the finding.

***Finding F 11.4:** Competition for both intervention and suppression program dollars is keen.*

Response F 11.4: The respondent agrees with the finding.

***Finding F 11.5:** Gangs can be countered with citizen action groups such as Neighborhood Watch program.*

Response F 11.5: The respondent agrees with the finding.

***Finding F 11.6:** A community of neighborhood that is united to neutralize gangs and dedicated to working against violence will greatly hamper a gang's ability to flourish.*

Response F 11.6: The respondent agrees with the finding.

***Finding F 11.7:** Every member of the community has a responsibility to overcome gang intimidation and not give into the apathy that tacitly supports a gang's activities. To bring peace to the streets of the County, the cooperation of the citizens of the County is necessary.*

Response F 11.7: The respondent agrees with the finding.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 11.1 – F 11.7

Finding F 11.8: *Each member of the different law enforcement departments represented in the GTF uses equipment and techniques from their home department. Each member brings different expertise, and the task force continues to blend these skills together.*

Response F 11.8: The respondent agrees with the finding.

Finding F 11.9: *Because of this diversity in methods, techniques and equipment, the GTF has had to learn on-the-job how to coordinate their own methods and techniques. The equipment is still dependent on their home officers' department.*

Response F 11.9: The respondent agrees with the finding.

Finding F 11.10: *Not all the cars used by the GTF are equipped with Global Positioning Systems (GPS), making it difficult when they are driving through remote areas.*

Response F 11.10: The respondent agrees with the finding.

Finding F 11.11: *Each car used by the GTF is equipped with the computer and interface from its jurisdiction. Different jurisdictions do not have the capability of computer interface with each other. Even though they are now the same unit they must communicate by cell phone. This effect is magnified because Monterey County covers 131,708 square miles.*

Response F 11.11: The respondent agrees with the finding.

Finding F 11.12: *Monterey County has some prevention and intervention programs. However, the County has failed to put effective programs in place. Until there are better programs, the GTF will be necessary.*

Response F 11.12: The respondent disagrees wholly with the finding. The GTF model recognizes that suppression of criminal gang activity was only one component of a three dimensional approach to addressing gang violence on a systematic level. Prevention and intervention efforts compromise the other two elements. The Monterey County Silver Star Gang Prevention and Intervention Program (SSGPI) with the Monterey County Probation Department functioning as the lead agency, has proven very successful as a countywide collaborative of public and community-based agencies,. The SSGPI provides the prevention and early-intervention component of the continuum of coordinated anti-gang efforts at the local level.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 11.1 – F 11.7

Finding F 11.13: *Placing youth into gang activity treatment programs is challenging and may have unintended consequences if not done correctly. Differentiation of a hard-core gang member from a sympathizer is of utmost importance. Keeping these populations separated in treatment programs is of utmost importance.*

Response F 11.13: The respondent agrees with the finding.

Finding F 11.14: *Gang cultures exhibit a predatory nature. Many youth are sympathizers; people who are not officially a part of a gang but may wear gang colors, flash signs or imitate gang behavior. Hard-core gang members will relentlessly attempt to recruit gang sympathizers.*

Response F 11.14: The respondent agrees with the finding.

Finding F 11.15: *Many gangs have membership going back three or four generations. Youth may know no other lifestyle than that of the gang.*

Response F 11.15: The respondent agrees with the finding.

Finding F 11.16: *Violence in gangs is systemic and a way of life. Prevention and intervention are paramount to the suppression of gangs.*

Response F 11.16: The respondent agrees with the finding.

Finding F 11.17: *Graffiti markings serve as a warning to others that the gang rules this part of a neighborhood. If not removed quickly, graffiti draws rivals into the area.*

Response F 11.17: The respondent agrees with the finding.

Finding F 11.18: *Community leaders must stop competing among themselves for programs and funding and instead work together for resources to help both prevention and intervention.*

Response F 11.18: The respondent agrees with the finding as it relates to the GTF. The Monterey County Joint Gang Task Force and the Monterey County Silver Star Gang Prevention and Intervention Program, the City of Salinas' Community Safety Alliance and Rancho Cielo and all Monterey County Law Enforcement agencies work collaboratively to address prevention, intervention and suppression.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 11.1 – F 11.21

Finding F 11.19: *Part of the California "Gang Prevention Network" uses their city teams to participate in roundtable discussions with representatives from the offices of the Governor and both United States Senators from California.*

Response F 11.19: The respondent agrees with the finding.

Finding F 11.20: *Girls raised within a violent gang atmosphere may suffer greatly from low self-esteem. They grow up to believe that domestic violence is a normal way of life, or that they deserve to be abused. Passing this mentality from one generation to the next, violence becomes routine and accepted.*

Response F 11.20: The respondent agrees with the finding.

Finding F 11.21: *The long-term solution to overcoming gangs is through a coordinated community effort that includes prevention and intervention as well as suppression. The County and Monterey County city governments with their associated law enforcement agencies cannot merely arrest their way out of increasing gang violence.*

Response F 11.21: The respondent agrees with the finding. A three dimensional approach that addresses gang violence on a systematic level includes suppression, intervention and prevention.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 11.1 – F 11.7

Recommendation F 11.1: *The Board of Supervisors should bring together a network of municipal leaders, law enforcement officials, school administrators, community partners and representatives of faith based communities to create achievable solutions and alternatives to the gang lifestyle.*

Response F 11.1: The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 11.2: *The Board of Supervisors in conjunction with the Monterey County Office of Education, each school district within the County and non-profit organizations should include alternatives to violence in school curriculum.*

Response F 11.2: The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 11.3: *Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.*

Response F 11.3: The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 11.4: *The Board of Supervisors should fund parental and family counseling programs and programs that teach youth alternatives to gang life. These programs should be made available at schools and through non-profit agencies.*

Response F 11.4: The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 11.5: *The Board of Supervisors and the city council of each city countywide should fund and promote park activities and youth groups as an alternative to gang activities.*

Response F 11.5: The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 11.6: *The Board of Supervisors should fund updated Internet Technology and interface for GTF use in both their office and cars.*

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 11.1 – F 11.7

Response F 11.6: The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 11.7: *The Board of Supervisors should fund a Global Positioning System device (GPS) for every car used by the Monterey County Joint Gang Task Force.*

Response F 11.7: The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 12.1 – F 12.10

Finding F 12.1: *Although the education requirements for probation officers are higher than those of other law enforcement officers, probation officers are paid less. This pay discrepancy, combined with the high cost of living in Monterey County, makes it difficult to recruit and retain officers.*

Response F 12.1: The respondent agrees with the finding.

Finding F 12.2: *Monterey County took CJIS off-line in December 2004.*

Response F 12.2: The respondent disagrees wholly with the finding. The Administrative Office of the Courts migrated to their own system, SUSTAIN in December 2004. CJIS has remained on line.

Finding F 12.3: *There is no longer any computer interface between the courts and probation. Because of the lack of IT interface between courts and probation, there is approximately a 30 day delay in relaying necessary information from the Courts to the Monterey County Probation Department.*

Response F 12.3: The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

Finding F 12.4: *The number of people placed on probation continues to rise along with the regular population statistics, about 3% per year.*

Response F 12.4: The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

Finding F 12.5: *Caseloads average over 240 cases per officer and are at an all-time high.*

Response F 12.5: The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 12.1 – F 12.10

Finding F 12.6: *The Restoration Unit, which helps resolve victim compensation claims, currently ranks 11th out of the 58 counties within the State for case resolution.*

Response F 12.6: The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

Finding F 12.7: *Currently only 31 of the 40 authorized armed officer positions are filled – a 22.5% vacancy rate.*

Response F 12.7: The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

Finding F 12.8: *All probation officers are required to use the same type of weapons and equipment with the exception of those currently assigned to the Monterey County Joint Gang Task Force.*

Response F 12.8: The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

Finding F 12.9: *The Monterey County Adult Probation Department has 30 Taser[®] devices. Due to lack of training, these Taser[®] devices are not being used.*

Response F 12.9: The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

Finding F 12.10: *Due to lack of equipment, some of the Sheriff's deputies working in the County Jail have purchased their own Taser[®] devices.*

Response F 12.10: The respondent agrees with the finding. Approximately 70% of the deputies assigned to the Custody Operations Bureau have been issued or will be issued a Taser[®] in the near future. Due to budget restraints, the Taser[®] being standard issued equipment for all Monterey County Sheriff's deputies has not yet occurred. Deputies that do not want to wait or want the most recent model may purchase their own Taser[®].

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 12.1 – F 12.6

Recommendation F 12.1: *The Board of Supervisors should fund Taser® training for the Monterey County Probation Department Adult Division officers. If this funding is not feasible, these Taser® devices should be reissued to the Sheriff's Department.*

Response F 12.1: The recommendation has not been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 12.2: *The Board of Supervisors should fund the centralization of the Monterey County Probation Department's facilities and allow enough office space to accommodate full staffing requirements.*

Response F 12.2: The recommendation has not been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 12.3: *The Board of Supervisors should include the Probation Department in the ongoing IT feasibility study.*

Response F 12.3: The recommendation has been implemented. The Probation Department is already included in the ongoing IT feasibility study called Monterey County Integrated Justice Information System (MCIJIS).

Recommendation F 12.4: *The Board of Supervisors should upgrade the IT systems to allow for interface with the courts and other law enforcement agencies.*

Response F 12.4: The recommendation has not been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to do so.

Recommendation F 12.5: *The Board of Supervisors should fund pay increases so that parity between the Sheriff's Department and the Probation Department will be achieved.*

Response F 12.5: The recommendation has not been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to do so.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 12.1 – F 12.6

Recommendation F 12.6: *The Board of Supervisors should address the condition of chronic under-funding and should fully fund the resources needed to resolve the inefficiencies created by overcrowded office space, exceptionally high caseloads and officer recruitment/retention problems.*

Response F 12.6: The recommendation has not been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office to do so.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 14.1 – F 14.14

Finding F 14.1: *The Greenfield Police Department uses an assortment of less-than-lethal equipment and weapons. All officers are well trained and knowledgeable in the selection and use of weaponry. Each officer is trained to choose the most appropriate equipment for given situations.*

Response F 14.1: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.2: *The Police Chief of Greenfield personally designed a Mobile Emergency Command Center (MECC). All department employees are cross-trained in the use operation and deployment of the MECC.*

Response F 14.2: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.3: *The Department's equipment includes an assortment of additional tools used to assign officers in searches such as the use of a robotic remote control camera, which may be deployed to "clear" an area prior to entrance.*

Response F 14.3: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.4: *All Greenfield police officers are issued Level B Haz-Mat suits which are primarily used when there is a severe respiratory hazard present or moderate skin exposure present. Level B offers protection with a chemical resistant coverall, one of two piece splash unit. Pressure demand Self Contained Breathing Apparatus (SCBA) or supplied air respirator with escape SCBA gloves and tools.*

Response F 14.4: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.5: *The Greenfield Police Department sets the standard in emergency preparedness in the County. They have practiced their procedures and are prepared for any civil emergency.*

Response F 14.5: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 14.1 – F 14.14

Finding F 14.6: *All Greenfield Police Department employees are certified in both Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), required by the Department of Homeland Security and the State of California. SEMS: (<http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/SEMS-NIMS-2007-PDFs/file/DirectorLtr07.pdf>). NIMS: (http://www.fema.gov/emergency/nims/nims_training.shtm)*

Response F 14.6: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.7: *Greenfield's Community Service Officer negotiated an agreement with a local towing service to remove abandoned vehicles from city streets at no charge to the municipality, thus reducing urban blight.*

Response F 14.7: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.8: *Greenfield is a rapidly growing community area. The Police Chief aids city planners to develop parks and recreational areas to avoid creating areas that might become opportunities for crime locations.*

Response F 14.8: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.9: *Educating the community is key to the prevention of crime and the Greenfield Police Department holds regular community awareness meetings.*

Response F 14.9: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.10: *The Greenfield Police Department created a comprehensive and informative Internet web page that includes salient data on current community issues. The page includes On-line Amber Alerts, School Violence Reports, the Violence Suppression Unit (VSU) Information, LiveScan Fingerprint notices, DUI Enforcement, Online Crime Reporting, Registered Sex Offender Information, real time flood information, press releases and more. The website may be viewed in both English and Spanish at (<http://ci.greenfield.ca.us/police.htm>).*

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 14.1 – F 14.14

Response F 14.10: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.11: *Pre-arranged and parentally authorized, K-9 school drug searches are in the process of negotiations and, if approved, will be conducted on a random basis at Greenfield schools.*

Response F 14.11: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.12: *The Greenfield Police Department is awaiting approval of its plan to conduct random DUI and illegal drug and weapons traffic checkpoints on a periodic basis.*

Response F 14.12: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.13: *The Greenfield Police Department concentrates pro-actively on preventing crime including shopping cart control, weed abatement, the aforementioned abandoned vehicle removal program and graffiti control.*

Response F 14.13: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

Finding F 14.14: *Terrorism within the Monterey County is a possibility, and Greenfield is well prepared for many scenarios including a dirty bomb, chemical, biological and even agro-terrorism attack.*

Response F 14.14: The respondent cannot respond as the Greenfield Police Department is a municipal law enforcement agency separate from the Sheriff's Office.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 14.1 – F 14.5

Recommendation F 14.1: *All city police departments in the County should be fully cross-trained so that any peace officer would be capable, if needed, of taking charge of any emergency situation. This way a city is not dependent on one or two people.*

Response F 14.1: The recommendation will not be implemented by the Sheriff's Office as this recommendation pertains to city police departments. Municipal law enforcement agencies are separate entities and are not under the operational control of the Sheriff's Office.

Recommendation F 14.2: *All city police departments in the County should have a range of less-than-lethal weapons.*

Response F 14.2: The recommendation will not be implemented by the Sheriff's Office as this recommendation pertains to city police departments. Municipal law enforcement agencies are separate entities and are not under the operational control of the Sheriff's Office.

Recommendation F 14.3: *All County and city personnel required to take NIMS and SEMS training should complete their training as soon as possible.*

Response F 14.3: The recommendation has been implemented in the Sheriff's Office. The Sheriff's Office will not be implementing this recommendation for other County and city personnel as they are not under the control or authority of the Sheriff's Office.

Recommendation F 14.4: *The Board of Supervisors should require completion of county-wide NIMS and SEMS training as soon as possible.*

Response F 14.4: The recommendation has been implemented in the Sheriff's Office. The Sheriff's Office will not be implementing this recommendation for the Board of Supervisors as they are not under the control or authority of the Sheriff's Office.

Recommendation F 14.5: *The Board of Supervisors, city councils, Sheriff and all city law enforcement agencies should publicly address the necessity of securing proper storage of agricultural equipment and industrial chemicals in the County. The agriculture industry and the public need to be educated on the hazards of chemicals.*

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 14.1 – F 14.5

Response F 14.5: The recommendation has been implemented in the Sheriff's Office. The Sheriff's Office has an Agriculture Task Force and is a member of the federally funded Agricultural Crime Technology Information & Operations Network (ACTION) program. The ACTION program and the Agriculture Task Force address local agriculture crime issues and anti-terrorism initiatives. The County wide Sheriff's Office Agriculture Task Force does collaborate and coordinate with other law enforcement agencies in Monterey County. The Sheriff's Office will not be implementing this recommendation for the Board of Supervisors city councils and other city law enforcement agencies as they are not under the control or authority of the Sheriff's Office.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 15.1 – F 15.9

Finding F 15.1: *The Sheriff rotates the Coroner's command staff every 3 to 5 years.*

Response F 15.1: The respondent agrees with the finding.

Finding F 15.2: *The cost of the central removal services will undoubtedly increase at the end of the current contract.*

Response F 15.2: The respondent agrees with the finding.

Finding F 15.3: *There is a nationwide shortage of pathologists which impacts Monterey County's ability to retain qualified staff.*

Response F 15.3: The respondent disagrees partially with this finding. There is a shortage of pathologists. Our pathologist has been with us for 15+ years.

Finding F 15.4: *Policies and procedures for a mass casualty situation occurring in Monterey County and command structure for such an emergency is outdated and needs to be rewritten.*

Response F 15.4: The respondent disagrees partially with the finding. Command structure for such an emergency is in place. Depending on the scope of the emergency, local, state and federal agencies may be involved. Our Office's personnel are trained in ways to manage such an emergency utilizing established protocols such as ICS, NIMS and SEMS. It is correct that the policy regarding the Coroner's role in such an emergency is outdated and needs to be rewritten. The Coroner's Division is revising their Mass Fatality Plan to conform to current State standards. This will be completed by June 30, 2008.

Finding F 15.5: *In the event of a mass casualty situation, Monterey County will incur the additional cost of international transportation to return the remains of non-citizens back to their home countries.*

Response F 15.5: The respondent disagrees wholly with the finding. The cost of returning bodies to their home country rests with the family of the deceased, and/or the Government of the Country in question.

Finding F 15.6: *The donated x-ray machine in the Coroner's Office has not been functional for over a year, and replacement parts are no longer available.*

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 15.1 – F 15.9

Response F 15.6: The respondent agrees with the finding.

Finding F 15.7: *When necessary, a body is transferred back and forth to Natividad Medical Center for x-ray. The cost incurred for time and travel would be eliminated by a functional x-ray machine.*

Response F 15.7: The respondent agrees with the finding.

Finding F 15.8: *The County lacks a sufficient number of body bags needed in the case of a mass casualty situation.*

Response F 15.8: The respondent disagrees partially with the finding. The Sheriff's Coroner Division has approximately 350 body bags in inventory. This number is reasonable as more than this number is not practical due to space constraints and the shelf-life of the body bags. Body bags are readily available from a vendor when requested.

Finding F 15.9: *In the event of a mass casualty situation the Monterey County Morgue is undersized. This will affect Monterey County in the event of a pandemic or other mass casualty disaster where the County would have to acquire refrigerated trucks.*

Response F 15.9: The respondent agrees with this finding. The Sheriff's Office in collaboration with the Office of Emergency Services and the Health Department has identified alternate temporary morgue sites should a mass casualty incident occur.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 15.1 – F 15.4

Recommendation F 15.1: *The Board of Supervisors and the County Administrative Officer should provide all funding necessary for the Coroner's Office to purchase an x-ray machine.*

Response F 15.1: The recommendation has not been implemented. The Coroner's Office does need an X-Ray machine and this is a budget request for Fiscal Year 08-09. The Sheriff's Office continues to work with the County Administrative Office and the Board of Supervisors to secure funding for this purchase.

Recommendation F 15.2: *The Sheriff should set and publish a timeline for the Coroner's Office to complete the new written policies and procedures for emergency preparedness. Tests should be conducted yearly to ensure feasibility and functionality.*

Response F 15.2: The recommendation has not been implemented because it is not warranted. The Coroner's Division is revising the Coroner's protocol for emergency preparedness and this will be completed by June 30, 2008. The necessity to set and publish is satisfied with this date. Annual tests to ensure the feasibility and functionality of the Coroner's Division emergency protocol are not necessary. The Coroner's Office participates in training and tabletop exercises conducted through the Monterey County Office of Emergency Services, the Army's Homeland Security Division other local agencies. In the near future an exercise is scheduled that is related to the Pandemic Influenza threat. The Coroner is integral to any emergency preparedness drill, so is routinely included in training exercises conducted in the County.

Recommendation F 15.3: *The Board of Supervisors should fund the purchase of additional body bags to be on hand in case of a mass casualty situation.*

Response F 15.3: The recommendation will not be implemented because it is not warranted or reasonable. Body bags are available through a vendor should the need arise. Issues with storage and shelf life support the current inventory level of approximately 350 body bags.

Recommendation F 15.4: *The Board of Supervisors should address the potential increased cost of the repatriation of the bodies of non-citizens after a mass casualty situation.*

Response F 15.4: The recommendation will not be implemented because it is a non issue. The cost of repatriation of bodies does not fall to the County.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 16.1 – F 16.9

Finding F 16.1: *Due to lack of equipment, some deputies have chosen to purchase their own Taser® devices for use in the County Jail.*

Response F 16.1: The respondent agrees with the finding. Approximately 70% of the deputies assigned to the Custody Operations Bureau have been issued or will be issued a Taser® in the near future. Due to budget restraints, the Taser® being standard issued equipment for all Monterey County Sheriff's deputies has not yet occurred. Deputies that do not want to wait or want the most recent model may purchase their own Taser®.

Finding F 16.2: *One of the main duties for the Sheriff's Department is to provide deputies for court security.*

Response F 16.2: The respondent agrees with the finding. The Sheriff's Office has four main duties. The Sheriff as the Chief Law Enforcement Officer of the County is responsible for law enforcement in the unincorporated county area. The second major function of the Sheriff is acting as "Ministerial Officer of the Court." The Sheriff provides bailiffs to the Court to maintain court discipline and accountability for defendants. As Ministerial Officer of the Court, the Sheriff is required to serve a variety of civil processes and process civil writs of execution. The third duty of the Sheriff is acting "Keeper of the County Jail". As the County Jailer, the Sheriff is responsible to maintain the County Jail, the Adult Rehabilitation Facility and auxiliary services. The fourth duty of the Sheriff is that of Coroner.

Finding F 16.3: *The one K-9 unit in the jail is used to conduct drug searches and other general services.*

Response F 16.3: The respondent agrees with the finding.

Finding F 16.4: *Sheriff's Department statistics show that 30% of the incarcerated offenders are considered hard-core gang members while an additional 30% are gang sympathizers.*

Response F 16.4: The respondent agrees with the finding.

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Findings F 16.1 – F 16.9

Finding F 16.5: *Due to design flaws and overcrowding, order among the inmates is difficult to maintain. Inmates watch each other and take full advantage of any situation made available to them to commit an assault. A new, contemporary designed facility should eliminate many of these issues.*

Response F 16.5: The respondent agrees with the finding.

Finding F 16.6: *According to the Sheriff's Department violence inside the County jail is rising.*

Response F 16.6: The respondent agrees with the finding.

Finding F 16.7: *The Sheriff's Department considers an 85% recidivism rate as normal. There are no policies or procedures to evaluate the success/failure of any of the programs offered to inmates.*

Response F 16.7: The respondent disagrees partially with the finding. The recidivism rate has not been statistically verified. It is correct that there are no policies or procedures to evaluate the success or failure of any of the programs offered to the inmates. The programs offered in the jail do meet the Corrections Standard Authority requirements.

Finding F 16.8: *About 15% of the inmate population requires psychotropic drugs for psychiatric illnesses, a slightly higher percentage than the general County population.*

Response F 16.8: The respondent agrees with the finding.

Finding F 16.9: *Recruitment and retention are high priority issues for the department. At the time of the Grand Jury's tour in April, the jail was short 47 deputies. By October there were only 16 deputy positions and two non-custodial positions vacant.*

Response F 16.9: The respondent disagrees partially with the finding. Recruitment and retention are high priority issues for the Sheriff's Office. The specific numbers cited are incorrect. The 47 deputy vacancies most likely represent the total number of deputy vacancies in the Sheriff's Office. This would include vacancies in the Administration Bureau and the Enforcement Operations Bureau and not just the Custody Operations Bureau.

REPORT TITLE: 2007 Grand Jury Report Agency Response

RESPONSE BY: Monterey County Sheriff's Office

RESPONSE TO: Recommendations F 16.1 – F 16.6

Recommendation F 16.1: *the Board of Supervisors should fund increases in pay where needed so that parity is achieved between the various County law enforcement departments.*

Response F 16.1: The recommendation has not been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office. The Sheriff as the Chief Law Enforcement Officer of the County has consistently supported the Monterey County Sheriff's Deputies being the highest paid law enforcement officers in the County.

Recommendation F 16.2: *The Board of Supervisors should fund the purchase of a Taser® device for every deputy assigned to the Monterey County Jail. The Adult Division of the Probation Department has 30 Taser® devices it is not using. If the funding of Taser® device training for Monterey County Probation Department Adult Division officers is not feasible, these Taser® devices should be reissued to the Sheriff's Department.*

Response F 16.2: The recommendation has not been implemented. Implementation is not within the authority or control of the Monterey County Sheriff's Office. The Sheriff supports the Taser® being standard issued equipment for all Monterey County Sheriff's deputies.

Recommendation F 16.3: *The Board of Supervisors and the Sheriff should consider all modern jail designs to include the proper housing for the most violent inmates. The new jail, when built, should include smaller general population blocks that will offer a higher level of control over ever-increasing violence.*

Response F 16.3: The recommendation has been implemented. The Board of Supervisors approved Jail Facility Needs Assessment planning project has been completed. This assessment provides the foundation for the funding, designing and constructing of additional detention beds and/or new County jail facility. The Sheriff continues to work with the County Administrative Office and Board of Supervisors to secure funding for new jail construction. Monterey County is also pursuing a state partnership consistent with the Public Safety and Offender Rehabilitation Services Act of 2007 (AB900). The AB 900 Grant award would secure jail construction funding. The partnership with the State could also result in a California Department of Corrections and Rehabilitation Re-entry Facility being built.

Recommendation F 16.4: *The Sheriff should make sure all windows, doorways and exercise areas at the Monterey County Jail are secured and far enough away from the civilian population so that contraband cannot easily enter prison grounds or be easily accessed by inmates.*

REPORT TITLE: 2007 Grand Jury Report Agency Response
RESPONSE BY: Monterey County Sheriff's Office
RESPONSE TO: Recommendations F 16.1 – F 16.6

Response F 16.4: The recommendation has been implemented. Video surveillance, physical barriers and mesh screens over the caged fencing have been installed to prevent contraband from entering the facility. Additionally, the Sheriff's Office is working on a video visiting system that will reduce contraband and enhance the availability of inmate visits by the community.

Recommendation F 16.5: *The Sheriff should institute measurements or analyses that would determine what programs help to lower the rate of recidivism.*

Response F 16.5: This recommendation will not be implemented because it is not warranted or is not reasonable. The Sheriff's Office Custody Operations Bureau (Jail) is regulated by State standards set by the Corrections Standards Authority (CSA). The Corrections Standards Authority in its' Jail Profile Survey Annual Report 2005 states that "California jails on average cannot fully meet the needs of the justice system due to population pressures and capacity constraints." Additionally it identifies the complicating issues of the high percentage of felony inmates, the high percentage of non-sentenced inmates, the high percentage of mental health needs inmates and the high percentage of maximum security inmates. These factors coupled with the transitory nature of the local level inmate and budget restraints make it difficult to institute program measurement or analysis. The Custody Operation Bureau does have programs as mandated by CSA, but the measurements or analyses may be more appropriate to the rehabilitative resources such as the Probation Department or community based organizations.

Recommendation F 16.6: *The Sheriff should address the reason an 85% recidivism rate is considered normal and accepted.*

Response F 16.6: This recommendation will not be implemented because it is not warranted or is not reasonable. The recidivism rate has not been statistically verified or validated as normal. The Sheriff's Office priority at this time is to address the issues of overcrowding and an aging jail through new jail construction. The problems that promulgate high recidivism rates indicate a global response, rather than at the county jail level, is necessary.

February 14, 2008

Honorable Russel D. Scott
Presiding Judge
Superior Court of California
County of Monterey
240 Church Street
Salinas, CA 93901

Your Honor,

The North Monterey County Unified School District (NMCUSD) agrees with the recommendations of the 2007 Monterey County Civil Grand Jury regarding the Mission Trails Regional Occupational Program. The two recommendations that are under the purview of the individual school districts have been implemented. Our district teaching and administrative staff are represented on the ROP Board and continue to work together to ensure that all interested students are provided the opportunity to take vocational education classes. North County High School is currently examining its block schedule to see if a potential schedule modification might make more classes accessible to students.

The North County Unified School District agrees with the recommendations regarding Monterey County gangs that fall under the jurisdiction of the school districts. Our schools already include alternatives to violence in the school curriculum, via the Community of Caring, Life Skills and Challenge Day programs, and we continue to conduct conflict resolution trainings. Our middle school has a girls support group to address self-esteem issues. We have Super Kids and Super Teen counselors at our schools. All our schools have extensive after school programs. The state budget situation will probably have an impact on our after school programs as well as counseling ratios.

You have requested that school districts respond to the findings regarding Monterey County Gangs. Gang suppression is a very sensitive topic in the community of Castroville. Three community forums-were held in the last six months dealing with law enforcement and community relations. Approximately 200 Castroville residents attended the forums and many community members expressed concerns that gang suppression activities have crossed the line into

racial profiling. Additionally, concerns were raised that although gang membership among Latino youth represent a very small percent of the population, much attention is given to suppression tactics due to the political climate and media attention to this issue. In an effort to address these community concerns, Supervisor Calcagno subsequently convened a meeting of law enforcement officials, The League of United Latin American Citizens (LULAC), other community partners, and school administrators to discuss law enforcement and community issues in Castroville. An outcome of the community forums and Supervisor Calcagno's meeting is that the Sheriff's Department has assigned a full-time deputy to be housed in Castroville to meet community members and develop positive relationships with families, the schools, business and other key partners.

We agree that intervention and prevention is the key to controlling not just gang activity, but also other negative influences such as teen pregnancy, and alcohol and substance abuse. Long term solutions to these negative influences work more effectively through coordinated community effort. In an effort to provide access to intervention and prevention resources, which includes mental health services, the Board of Supervisors provided funding via the Redevelopment Agency to build the Castro Plaza Child and Family Resource Center, which opened in fall of 2006. Our school district provides day-to-day management of the Family Resource Center, which is funded by our district, Monterey County Department of Social and Employment Services, Monterey County Office of Mental Health, and the Monterey County Office of Education and funds from the First Five Commission. The Family Resource Center offers on site counseling and referral services, as well as preschool and adult education classes. The Central Coast Collaborative and the lead agencies in the Family Resource Center are bringing service providers together to attempt to coordinate delivery of many services to families and youth in North County.

The efforts of the Grand Jury to provide accountability for public agencies are appreciated. Please let me know if you need more information about statements made in this response.

Sincerely,

Carolyn Post
Superintendent

CC: Supervisor Lou Calcagno



www.pgusd.org

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March 17, 2008

The Honorable Russell D. Scott
Presiding Judge, Superior Court of California
County of Monterey
240 Church Street
Salinas, CA 93901

Dear Judge Scott:

In compliance with Sections 933 and 933.5 of the California Penal Code, as Superintendent of the Pacific Grove Unified School District (PGUSD) I am responding to the 2007 Grand Jury Report's recommendations of Sections 9 and 11 for our district as requested.

Section 9 – Mission Trails Regional Occupational Program

The ROP courses offered at PGUSD are intended to educate students who are either seeking training that will assist them with worthwhile employment opportunities following high graduation, or to enhance their studies as they prepare for a college education. We believe our program is implementing the recommendations stated in the Report and offer the following summary.

R 9.1 ROP and school district representatives should continue working together to ensure that all interested students are provided the opportunity to take vocational education classes.

A valuable way that PGUSD works together with other districts is to provide additional funding for ROP classes. Our Board of Trustees approves approximately \$100,000 each year to ensure the quality and quantity of classes offered at PGUSD meets the needs of students seeking vocational education. Students from other districts are encouraged to enroll in our classes and our students are given the opportunity to enroll in classes offered in other districts. Both I and a Trustee attend the ROP Executive meetings as our schedules permit to stay informed.

R 9.2 ROP should expand its outreach, using television, radio, public information booths at popular events, ...and distribution of ROP brochures to local libraries, recreation facilities and community programs geared toward young people.

Outreach efforts are very successful on our high school campus. At the beginning of the 2005-06 school year, the Board of Education approved the allocation of General Fund money to begin a Career Center and hire a Career Technician to run the Center. In the 2006-07 school year a Career Education Plan was developed for students to ensure ROP courses offer a well rounded education. Activities available to students include an annual field trip to Monterey Peninsula College to promote course sequencing and continuation towards certificated programs (ten PGHS ROP courses qualify for articulation), guest speakers from local businesses

(who might hire our graduates), job shadowing (sponsored by Rotary), and career planning, career assessments and career exposure (Mock Interviews). In collaboration with the Pacific Grove Adult School, high school students are now able to explore opportunities in the health career field through the Certified Nursing Assistant program.

R 9.3 The participating school districts should be creative in scheduling to allow more students to take electives, such as ROP courses.

There are approximately 575 students enrolled at PGHS and 420 of them are currently enrolled in ROP courses. This high enrollment was accomplished by offering semester long courses for both semesters. The 24 sections of ROP courses (and number of sections) offered at PGHS are as follows:

Administrative (2)	First Responder (1)
Catering One (3)	Hospitality (1n)
Catering Two (1)	Intro to Police and Fire Science (1)
Computer Systems Application (2)	Media Occupations (1)
Designer Occupations (3)	Mill Cabinetry (1)
Digital Imaging (1)	Photography One (4)
Drafting 1/Drafting 2 (1)	

Section 11 – Monterey County Gangs: Suppression, Intervention and Prevention

R11.3 Each school district within the County should encourage after-school activities that are made available in all communities for all children including kids at risk.

“The mission of PGUSD, in partnership with home and community, is to challenge every student to learn the skills, acquire the knowledge, and develop the insight and character necessary for a productive and rewarding life.” We accomplish this by enhancing our academic programs through co-curricular and extra-curricular programs for students in all grade levels. These include music, art, and sports. The PG Community Center, the PG Youth Center, the After-School Enrichment Program and the Lyceum expand the list of opportunities for students in our district. While many of the programs are free, scholarships are available so that any student with an interest can participate.

Because we strongly believe that youth who have a positive adult role model are able to cope better, we have initiated the “Dot” program. Teachers at all school sites reviewed the list of students in their classrooms and placed a dot after the name of those students whom they knew outside the classroom, through some other activity. Those students with no dots, meaning no one at the school interacted with them outside the classroom, were assigned to a staff member who engaged with that student in a mentor capacity. There were positive changes in those students’ self esteem as they became more socially engaging and their grades improved.

We hope this information is satisfactory to your request. Please do not hesitate to contact me should you have questions or need more information.

Sincerely,



Dr. Ralph Gómez Porras
Superintendent

April 8, 2008

The Honorable Russell D. Scott
2007-2008 Presiding Judge of the Superior Court
240 Church St.
Salinas, CA 93901

RE: 2007 Monterey County Civil Grand Jury Final Report, "Monterey County Gangs: Suppression, Intervention and Prevention"

Dear Judge Scott:

I am writing in response to Section 11 of the 2007 Monterey County Civil Grand Jury Final Report, "Monterey County Gangs: Suppression, Intervention and Prevention" as requested.

While the Board of Trustees is sympathetic to the gang problems in certain areas of the county, we do not experience this difficulty at our school, and feel no need to take any remedial or other action.

Our school is the smallest unified school district in the State of California with a population of 20 students, K-12th grade. In my 5 years of association with this district as a parent and board member, I have never known of a single gang member who has attended our school and see no evidence of any gang activity or recruitment going on here. We are simply too isolated and too small to be of interest to any gangs, and our students have incredible support as the majority of the community often functions as an extended family.

Currently our administrator has been implementing conflict resolution skills instruction and team building exercises in our curriculum, thereby developing positive character traits in our students that would prevent the influence of gang style practices.

If you need anything further, please do not hesitate to contact me personally, or any staff member at our school.

Sincerely,

Lynne Byrne
President, Board of Trustees
Pacific Unified School District

DIVISION OF ADULT INSTITUTIONS

SALINAS VALLEY STATE PRISON
P.O. Box 1020
Soledad, CA 93960
(831) 678-5500



March 4, 2008

The Honorable Russell D. Scott
Superior Court, County of Monterey
P.O. Box 414
Salinas, CA 93902

Dear Judge Scott,

Salinas Valley State Prison (SVSP) has reviewed the Law Enforcement section of the Grand Jury 2007 Final Report. In accordance with the California Penal Code, the following are the institutional responses to the Grand Jury Findings and Recommendations:

The Grand Jury Findings and Recommendations are not in bold type, the SVSP responses are in **bold** type.

Findings (as listed in the 2007 Final Report):

F 18.1 Overcrowding creates safety issues for both inmates and correctional officers.

In general, SVSP agrees with this finding, as conventional wisdom suggests overcrowding can create conditions that lead to a volatile environment. SVSP's design capacity is 2,498 inmates and current staff capacity is 4,125. SVSP presently houses 4,087 inmates which is a reduction of 660 inmates in the last year due to the deactivation of gymnasium and dayroom beds. Institution population is controlled by a headquarters population management unit, as dictated by overall agency population demands.

F 18.2 Gang violence within the prison system continues to be problematic.

SVSP agrees with this finding. The actual percentage of inmates within California Department of Corrections and Rehabilitation (CDCR) who align themselves with a gang or disruptive group cannot be determined due to the secretive nature of the groups; however, the accepted percentage is between two and five percent. Although limited in number, the violence perpetuated by these inmates' impacts significantly larger portions of the inmate population and limits its access to normal program activities, including, but not limited to, canteen, recreation, education and self help groups.

F 18.3 "Lockdown" is often a necessary tool to keep control of prisoners and offers safety for other inmates as well as correctional officers.

SVSP agrees with this finding, in that on occasion it is necessary to restrict the activities of some or all of the inmate population to ensure the safety of inmates and

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staff and orderly operation of the institution, while providing for public safety. CDCR defines “Lockdown” as; “The restriction of all inmates to their cells/dormitory beds encompassing no less than a facility. SVSP has only experienced this extreme level of security on rare occasion. When necessary, facilities at SVSP operate under a “Modified Program” to ensure the safety of both inmates and staff. CDCR defines “Modified Program” as; “The suspension of any operation, procedure, service or function to prevent, isolate, contain, or control a disruption of orderly operations, caused by an inmate disturbance, natural disaster, or external stimulus.

F 18.4 When in “Lockdown” inmates cannot take advantage of educational and behavioral training.

SVSP agrees with this finding to the extent that when SVSP operates under “Lockdown” or “Modified Program” facilities may be required, for security reasons, to restrict an inmate’s or group of inmates’ daily program to a degree that they are prohibited from attending activities beyond those required to meet constitutional minimums. Traditional classes that are taught in a classroom environment frequently are relegated to distance learning and in-cell educational alternatives including but not limited to Bridging Education Program, Arts in Corrections and Coastline Community College courses.

F 18.5 Presently there are no vocational programs other than the PIA dairy. Pending programs include Janitorial, Landscaping, Auto Body Repair and Office Services. Although none of these programs had begun as of the Grand Jury’s tour, the projected start dates are in 2007.

SVSP agrees with this finding and since the Grand Jury tour at SVSP, the Education Department has followed through on this matter by establishing Janitorial and Landscaping vocational programs. Within CDCR, the Division of Education, Vocations and Offender Programs (DEVOP) oversees this topic. SVSP continues to work closely with DEVOP in an effort to expand local programs.

F 18.6 Overall costs of running facilities like SVSP have skyrocketed all across the country with especially high impact on California facilities. The State’s prison budgets do not reflect the true cost of prison operation.

SVSP partially agrees with this finding. While SVSP acknowledges that the overall costs of running an institution have risen dramatically in recent years, SVSP feels that the State’s prison budgets accurately reflect the costs required to operate an institution in compliance with minimum constitutional standards while maintaining a base level of public safety. Public safety is not inexpensive. Greater resources would, without question find good application and enhance the Department’s ability to better address recidivism reduction; however, public policy decisions regarding allocation of taxpayer dollars is the province of other governmental entities.

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F 18.7 Some inmates work in the preparation of meals. All inmates are given a hot breakfast, a bag lunch and a hot dinner each day. Full nutritional value and special dietary requirements are met.

SVSP agrees with this finding.

F 18.8 The high cost of housing in Monterey County negatively affects the ability to recruit and retain correctional officers.

SVSP agrees with this finding. The elevated cost of housing contributes to the high cost of living in Monterey County. These factors significantly impact the institutions ability to recruit and retain staff.

F 18.9 Contraband (including tobacco products, drugs and weapons) continues to be smuggled into the prison and remains a very significant problem.

SVSP agrees with this finding. SVSP continuously trains staff in an effort to minimize the introduction of contraband into the institution.

Recommendations (as listed in the 2007 Final Report):

R 18.1 SVSP and CDCR should continue efforts to reduce overcrowding.

SVSP and CDCR understand the seriousness of overcrowding and the impact it has upon the inmate population and staff. CDCR and SVSP, to the extent that it can, will continue efforts to reduce overcrowding, while working within governmental and legislative parameters.

R 18.2 SVSP and CDCR should continue to work with the inmate population on educational goals and behavioral alternatives to violence.

The institution and CDCR understand the importance of inmate education and continues to expand educational options, to include behavioral modification programs focused upon facilitating inmates' ability to successfully re-integrate back into society. SVSP places an emphasis on inmate education and regularly explores new methods and alternatives to normal education for the entire inmate population. SVSP has reactivated select vocational programs and continues to graduate inmates from established educational and self-help courses.

R 18.3 SVSP and CTF should coordinate a joint effort to recruit and retain correctional officers from the local area.

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Administrative staff from SVSP and CTF have collaborated to address staffing shortages and staff retention strategies. The institutions have worked together with departmental units in extensive efforts to recruit locally resulting in over 1,000 candidates being tested. SVSP continues to work closely with CDCR administration to process potential officers expeditiously.

R 18.4 SVSP and the CDCR should consider the use of drug sniffing dogs for screening prison visitors to help curtail contraband from entering the prison.

Current CDCR policy prevents institutions from implementing this recommendation. CDCR has taken this recommendation under advisement and regularly reviews its policy relating to this matter. Should CDCR policy change, SVSP is prepared to address this topic and enforce any new regulations set forth.

Thank you for your review of these responses and for the Grand Jury's time spent as Salinas Valley State Prison both in the informational meetings and the tour of the facility. The Grand Jury was gracious to our staff, presented many questions and listened carefully to responses. They represented well the values and interests of our community. If you have any questions feel free to contact me at 678-5566.

Sincerely,

M. S. EVANS
Warden
Salinas Valley State Prison