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Fiscal Year 2016–2017

Inyo County Grand Jury

Final Report

COPY

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June 25, 2017

Honorable Dean T. Stout, Presiding Judge, and
Honorable Brian J. Lamb, Judge
Inyo County Superior Court

Dear Judge Stout and Judge Lamb:

The remaining members of the 2016-2017 Inyo County Grand Jury are unanimously pleased to present our final report to the Superior Court and the people of Inyo County. The tasks of our oversight responsibilities were made much easier by the collegiality and positivity exhibited by each grand juror towards one another and towards our guests:

During the final quarter of this fiscal year, two members of the Grand Jury had to resign due to family considerations, plus another member's vital participation was hampered due to a medical condition. Although we have been able to maintain the minimum quorum of eight jurors to conduct business, a few investigations were suspended.

Over the course of the year, dedicated representatives of Inyo County organizations were gracious with their time as we interviewed them, and also provided us with valuable insights and input for our investigations. We again offer our thanks to them. We also offer our apologies to some of our interviewees because we were not able to complete all of the investigations which were initiated. We will recommend that those issues be examined by a future grand jury.

We would like to thank the Superior Court's recently retired Gail Shults for her enthusiastic support and also the current support provided by Alyse Caton.

We thank Inyo County District Attorney Tom Hardy and County Counsel Marshall Rudolph for their support. And, we thank you, Judge Stout and Judge Lamb, for your sage advise.

It was so heartening that during our inspections of the incarceration facilities and during our interviews of Inyo County, City of Bishop and State of California employees, special district board members, and election day volunteer poll workers and election night volunteer ballot counters, we observed common threads of great dedication to public service, enthusiasm and competence connecting all of them.

We Thank You, our fellow citizens of Inyo County!



Les Inafuku,
Foreperson

FY 2016-2017 Inyo County Grand Jury

David Bay
Wilkerson

Kathleen Carmical
Aberdeen
Corresponding Secretary

Rochelle Hair
Bishop
Foreperson Pro Tem

Peter Hart
Bishop

Les Inafuku
Bishop
Foreperson

Will Richmond
Bishop

Rocky Smith
Bishop

Lloyd Wilson
Big Pine

INYO COUNTY JAIL
550 South Clay Street
Independence, CA 93526

SUMMARY

As mandated by California Penal Code 919(b), "the Grand Jury shall inquire into the condition and management of the public prisons within the county." In accordance with that mandate, the 2016-2017 Inyo County Grand Jury (ICGJ) inspected the Inyo County Jail (ICJ).

BACKGROUND

ICJ is a Type II facility as defined by the Board of State and Community Corrections (BSCC). It is defined as a facility which "holds inmates pending arraignment, during trial and after sentencing." The ICJ was built 22 years ago and has a capacity for 96 inmates. On the day of inspection, September 8, 2016, there were 43 inmates being held. The cost of housing an inmate is approximately \$188.00 per day. Drug and/or alcohol related offenses account for 85% of the inmate population. The jail is staffed with 20 fulltime correctional officers.

METHODOLOGY

The Inyo County Sheriff and Jail Commander held a pre-inspection discussion to provide the jurors with background information on the operation and management of the facility. A corrections officer and attending deputy provided the tour, starting at the intake booking area, and continued on through the kitchen, laundry room, medical station and control tower.

The inspection concluded in the conference room with a follow-up question and answer session, and lunch provided by ICJ.

DISCUSSION

The landscaping and exterior of the building was well maintained. Other than the light fixture at the entrance, which held dust and insects, and the floor in the intake area which was stained, the interior of the facility was clean and well maintained. Hallways were clear of obstacles, doors secured and staff presence was always apparent.

The ICJ Policy and Procedures Manual was in compliance with BSCC requirements as outlined in the California Code of Regulations, Titles 15 and 24. Fire extinguishers are up to code and inspected regularly.

The kitchen is staffed with three cooks and seven inmates. The inmates have earned the privilege of working in the kitchen and must pass a medical exam as well as pass TB and

Hepatitis C tests. The kitchen provides three meals per day for all of the prisoners and jail personnel.

Inmates are offered personal growth programs, i.e., life skills classes, faith-based services, substance abuse programs as well as General Education Diploma programs. The law library has been transformed into a private but secured conference room for the use of lawyers and counselors to meet with inmates. Computers for use by inmates contain digitized law books and are not connected to the internet.

During the inspection, staff expressed a concern regarding the lag time between the apprehension of a subject and the evaluation of the mental state of said subject by County Health and Human Services staff. It was brought to the attention of ICGJ that State Bill AB109 and Proposition 47 have impacted the ICJ by limiting space for segregating longer term and more violent prisoners.

A spiral staircase led to the control tower and observation center which is surrounded by glass panels for 24 hour viewing of cells, living quarters and recreational space for inmates. The Control Panel in the control tower is continuously monitored by security staff officers.

FINDINGS

- F1. The concrete floor in the intake area is heavily stained.
- F2. The walk-around deck in the control tower is without a continuous guardrail or warning stripes.
- F3. The control panel in the tower is outdated and replacement parts are hard to acquire or locate. A new panel could cost upwards of \$500,000.
- F4. Staff stated that the facility lacked enough isolation/segregation cells.
- F5. Printer table in the booking room area has sharp edges, which poses a hazard to both staff and incoming prisoners.
- F6. Response time can have an effect on the evaluation of the mental state of a subject at the time of booking and incarceration.

RECOMMENDATIONS

- R1. The Grand Jury recommends a deep cleaning of the concrete floor in the intake area.
- R2. Continue the yellow and black painted line on the edge of the walk around in the control tower or add on to the partial existing rail.

- R3. Set aside or seek funding for the procurement of a new control panel.
- R4. Find or create space which could be set aside for additional isolation/segregation cells.
- R5. For staff and inmate safety, either pad or round the edges of the printer table in the intake area.
- R6. Establish a workable policy with County Health and Human Services staff regarding response time to the facility to assess the mental condition of incoming prisoners at the time of incarceration and/or booking.

COMMENDATION

The Inyo County Grand Jury commends all Inyo County Sheriff Department personnel for their dedication to the work and responsibilities inherent in their positions, and maintaining an efficient and well maintained facility.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, timely responses are requested from the following:

- **Inyo County Board of Supervisors**
- **Inyo County Sheriff**

Reports issued by the Inyo County Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of grand juries not contain the name of any person or facts leading to the identity of any person who provides information.

INYO COUNTY JUVENILE DETENTION FACILITY
201 Mazourka Canyon Road
Independence, CA 93526

SUMMARY

According to California Penal Code Section 919, the Grand Jury (GJ) is authorized to “inquire into the conditions and management of all public prisons within the County.” The Inyo County Juvenile Detention Facility (ICJDF) is one of the mandated responsibilities of the 2016-2017 Grand Jury.

BACKGROUND

The ICJDF, located west of the Inyo County Jail, was built in 1995 for the purpose of detaining juvenile offenders. The Inyo County Probation Department (ICPD) is responsible for the juvenile facility management. Juveniles can be directly released to the custody of their parent(s), or guardian(s), or if they pose a greater threat to society or themselves, they are held in the detention center. The state is responsible for providing education, recreation, health assessment, counseling and other intervention services for those in detention.

METHODOLOGY

Three Grand Jury members conducted an on-site inspection of the facility on September 13, 2016. The facility manager provided an extremely thorough and transparent tour.

GJ members recontacted the facility manager by phone following the tour to clarify some issues.

The full GJ interviewed the Chief Probation Officer (CPO) on November 10, 2016. Two members visited Keith Bright School (KBS, AKA the Court School) and spoke again with the CPO and the facility manager on February 2, 2017.

DISCUSSION

In addition to the mandated yearly enquiry into the conditions and management of the facility, the 2016-2017 GJ has chosen to address issues that have arisen, or may arise, from the transition to a weekend-only detention facility. The transition, which became effective September 22, 2016, entails closure of the facility from Monday mornings through Friday afternoons. What was previously a *full use facility* became a *special use facility*, which means that an on-site school for detainees is no longer required. Nevertheless, the Bishop Unified School District has provided classes for detainees at the Court School (AKA Keith Bright School)

located at the Jill Kinmont Boothe School (JKBS). Court School students are separated from the existing JKBS student population through the use of non-overlapping instruction schedules.

High risk juvenile referrals from law enforcement or Child Protective Services will be detained at the facility from Friday evenings through Monday mornings. Juveniles referred during the week to a full use facility, will be transported to detention facilities in one of the four counties signatory to the "Memorandum of Understanding" (MOU).

This report will address not only physical conditions present at ICJDF and JKBS, but some of the personnel, financial, and other management issues related to the transition.

When ICJDF, still operating as a full use facility, was visited in September 2016, there were only two detainees present. The facility has a physical capacity for sixteen detainees.

Staff stated to GJ members that only one-quarter of beds statewide are occupied. This imbalance is a direct result of the "Evidence-based Practices" theory of juvenile law enforcement referrals that has been mandated at the federal and state levels. Generally speaking, Evidence-based Practices place more stringent criteria on an arresting officer for the detention of juveniles.

Current staffing at ICJDF is adequate. Management makes use of part-time employees to meet unexpected additional needs. These employees provide the flexibility needed on short notice, as they carry no minimum weekly hour requirement. Funding for salaries is adequate at present, with one open position to be filled.

When GJ members visited the KBS in February 2017, there were two students enrolled. Prior to the transition, they would have been detained at the full use facility and would have been enrolled in the school at the facility. Bishop Unified Schools teaching staff reported that attendance has been satisfactory and both students are motivated to learn.

The CPO stated that one other student's attendance has been seriously deficient, which had violated probation, and the student probationer consequently has been detained full time at the El Dorado County juvenile facility under the MOU.

STAFFING – POST TRANSITION

The Group Counselor position has been reclassified as Rehabilitation Specialist. The new classification carries a similar pay scale, but advancement in class is restricted compared to the previous structure. Since far fewer juvenile offenders are incarcerated following the transition, ICPD staffers now interact with them in the community, at their residences, at school, or elsewhere in the community. This change in the work environment from primarily inside a facility to outside has presented a challenge to some staff. The CPO stated that if problems arise, counseling is available will be provided.

Of the four counties named in the MOU (El Dorado, Kern, Nevada, and Tulare), El Dorado County is preferred as a transport destination for those juvenile offenders detained Monday through Thursday. The facility at South Lake Tahoe is reasonably close; and the detainee population most closely matches local characteristics. ICPD staff have done on-site inspections of some of the four counties' facilities as opportunities and budget limitations permit. The CPO has confidence in the Board of State Community Corrections (BSCC) certification process pertaining to the four transport counties.

PHYSICAL INSPECTION OF FACILITY AND RELATED DISCUSSION

Grand Jury members noted a fairly strong odor of mildew in the control room. The CPO stated that the mildew odor has been present since the facility first opened in 1995. Many different solutions have been tried at considerable expense, but the problem persists.

The permanent metal stool in the detainee shower is corroded or rusty around the base. The CPO stated that the stool corrosion will be addressed.

The facility manager stated that the generator is unreliable. The CPO stated that the problem with the generator has been identified by an electrical contractor and the Inyo County Department of Public Works, and is reasonably certain that a fix is imminent, but that the generator will come online in the event of a power outage.

The Policy and Procedures Manual (PPM) has not been updated, apparently since 2008. The CPO stated that the PPM is scheduled for update by BSCC during early 2017.

GJ members observed the JKBS physical facility to be clean, well lighted, and conducive to a positive learning experience. Teaching staff were friendly and helpful.

A section of the vinyl flooring in the school kitchen was curled near one of the sinks, not properly trimmed and inadequately cemented to the substrate.

FINDINGS

- F1. The odor of mildew strongly suggests a persisting fungal infestation constituting a potentially serious health risk to detainees and staff.
- F2. Rust and corrosion is a preventable blight that detracts from a clean orderly appearance.
- F3. A reliably operating generator is essential to the secure operation of the facility, particularly in an area that experiences power outages and frequent weather extremes.
- F4. The PPM must be up to date to ensure compliance with all applicable laws and regulations.

- F5. The Probation Department has not inspected all the facilities of the four counties in the MOU.
- F6. The vinyl flooring issue in the kitchen at JKBS is unattractive and presents the risk of bacteria and other pathogens.

RECOMMENDATIONS

- R1. Broaden efforts to identify, and eradicate, the mildew problem in the control room.
- R2. Implement a regular anti-corrosion inspection and prevention program.
- R3. Ensure that the generator is reliable and starts automatically in the event of power outage.
- R4. Ensure that the PPM is regularly updated as required.
- R5. Institute a periodic inspection schedule for facilities in transport counties in the MOU.
- R6. The Inyo County Superintendent of Schools, which runs the JKBS facility, take immediate action to repair the flooring defect.

COMMENDATION

The Grand Jury commends the Inyo County Probation Department, the Bishop Unified School District, and the staff of the Inyo County Superintendent of Schools, for their creative, resourceful and enthusiastic embrace of the challenges presented by this transition. These challenges cannot be overstated.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, timely responses are requested from the following:

- **Inyo County Board of Supervisors**
- **Bishop Unified School District Board of Trustees**
- **Inyo County Superintendent of Schools**

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BISHOP POLICE DEPARTMENT
207 West Line Street
Bishop, CA 93514

SUMMARY

Sections 19(a) and 19(b) of the California Penal Code mandate the Grand Jury to “inquire into the conditions and management of all public prisons within the County.” The Inyo County Grand Jury (ICGJ) inspected the Bishop Police Department (BPD) and its holding facility as one of its required responsibilities. Section 914.1 further states that the Grand Jury has jurisdiction to investigate any county or city department, which led the Grand Jury to conduct a more general inquiry into the BPD facility and operations.

BACKGROUND

The Police Department is the government agency that keeps public order, safety and enforces the laws. The BPD traces its history back to 1903, shortly after the incorporation of the City of Bishop. BPD’s normal jurisdiction, which encompasses 2.2 square miles, is limited to the city limits but regularly responds to mutual aid requests from other law enforcement agencies, including the Bishop Paiute Tribal Police, and county, state and federal departments/agencies.

The BPD has an annual budget of \$3.3 million. The budget provides for 12 full time sworn officers.

The BPD can only hold adults for a maximum of 6 hours in a holding cell, after which inmates must be transported to the Inyo County Jail in Independence, or be released. Minors cannot be placed in holding cells, but must be detained in the conference room until released to a guardian, the Probation Department or Health and Human Services. BPD no longer transports minors to the Juvenile Detention Facility in Independence.

METHODOLOGY

The lieutenant welcomed the ICGJ on September 15, 2016. The on-duty sergeant and the records manager/dispatch supervisor provided information about the facility and staff duties.

The physical inspection included the conference room, investigations and dispatch areas, two holding cells, evidence room, the secured “Salle Port” and police parking area in the rear of the building.

DISCUSSION

The department moved to its current location at 207 West Line Street 41 years ago.

For security measures, there are five emergency exits with metal doors, a partition wall and thick safety glass that had been added to isolate the lobby.

The building was clean and well maintained despite being undersized for department needs. Due to a lack of available space, some areas must be used for multiple unrelated purposes that may create safety issues.

The facility has a conference room, which doubles as an interview area and storage room. There are two holding cells, a small locker room, a small evidence room, a cramped office area for support staff, and a 911 dispatch room. Some evidence had to be relocated to a secure storage space off premises due to a lack of available space.

The 911 dispatch serves not only the BPD, but also the Inyo County Sheriff Department, California Highway Patrol, Fire Departments and emergency medical services, ambulances and paramedics. The Dispatch Control Panel is operating satisfactorily and is updated every five years.

Brought to the ICGJ's attention was that the Policies and Procedures Manual is not in compliance with the Board of State and Community Corrections (BSCC) requirements as outlined in California Code of Regulations Titles 15 & 24.

Due to the conversion of the Juvenile Detention Facility from a *full use facility* to a *special use facility*, the BPD no longer transports minors to the Independence Juvenile Detention Facility. The Probation Department is contacted and juveniles are placed appropriately.

The BPD no longer has a K-9 Unit and expressed a desire to acquire a canine officer. Estimated cost of a K-9 Unit is as follows:

- \$30,000–40,000 for a canine
- \$60,000 for a modern K-9 Vehicle
- \$75,000 for lifetime maintenance

Some BPD tasers are not functional and there are insufficient numbers to allow each officer to be issued a taser.

The BPD established a safe and more efficient traffic pattern at Home Street Middle School.

FINDINGS

F1. The BPD building is undersized for its functions.

F2. The Policy and Procedure Manual is in the process of being updated and digitized.

F3. The department currently does not have a K-9 unit and is exploring funding.

F4. Due to lack of equipment, officers have limited options for deployment of *less than lethal weapons*.

RECOMMENDATIONS

- R1. Within six months from date of publication of this Grand Jury Report, submit a published public report regarding available options to increase BPD space, including a listing of options.
- R2. Complete the Policy and Procedure Manual update per the BSCC requirements.
- R3. Continue exploring funding for a K-9 Unit.
- R4. Obtain sufficient tasers for every sworn officer combined with adequate training.

COMMENDATIONS

- C1. Despite the crowded conditions, the BPD has an excellent service history.
- C2. The BPD works well with other agencies.
- C3. The new traffic pattern established by BPD at Home Street Middle School is safer and more efficient.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, timely responses are requested from the following:

- **Bishop City Council**

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**CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION
OWENS VALLEY CONSERVATION CAMP #26
2781 Round Valley Road
Bishop, CA 93514**

SUMMARY

California Penal Code Section 919 stipulates that the Grand Jury is authorized to “inquire into the conditions and management of all public prisons within the County.” The Owens Valley Conservation Camp #26 (OVCC) is part of the California Department of Corrections and Rehabilitation (CDCR) Camps Program and is the only state prison in Inyo County. The Grand Jury inspected the OVCC on October 26, 2016.

BACKGROUND

There are 44 CDCR camps in California. The camp operates in conjunction with the California Department of Forestry and Fire Protection (CAL FIRE) for the training of these inmates as firefighting specialists for fighting fires within the State of California.

METHODOLOGY

On-site inspection by the Grand Jury members, not only included inmate eating and sleeping facilities, but a review of CAL FIRE camp facilities as well. Resource materials, discussion with staff, a good noon meal and facility tour by staff from both entities were provided to the Grand Jury (GJ) members.

A demonstration by fire crews assembling, issuing equipment, and preparing to fight a fire was provided for the GJ.

DISCUSSION

The Conservation Camp and the CAL FIRE facilities are both clean and well-run facilities.

Inmates assigned to the camp have not been convicted of violent or sexual crimes. In order to be on firefighting detail, the inmate must meet necessary physical requirements. There were 96 inmates at the facility on the date of inspection. There are currently five trained fire crews. Inmates provide all the maintenance and upkeep of the camp facilities, and prepare meals, cleanup and maintain the cafeteria facility. Some inmates handle the laundry service and clerical work, while other inmates maintain fire equipment for CAL FIRE. Others complete metal welding fabrication and wood fabrication projects.

Inmates also complete project work in the community and with their firefighting skills, are a great asset to the county. Among the beneficiaries of inmate cleanup projects are county parks, Tri-County Fairgrounds, Los Angeles Department of Water and Power ranch leases and county waste facilities. All work provided by inmates is under the direction and supervision of administrative staff.

The Owens Valley Conservation Camp inmates devoted 47,363 man-hours to local community service during 2016. OVCC inmates put in over 6,906 firefighting hours in our state by the end of November 2016. Each inmate in this minimum security program saves the State of California \$51,000 per year, in comparison to lockdown incarceration costs.

The camp includes eight barracks, a large kitchen/dining hall, chapel, "hobby shop" (e.g. woodworking), and a library/recreation room. The barracks contain shower rooms, two TV rooms, a large laundry room, and sewing machine area. Outdoor recreation facilities, including a weight area, volleyball court and softball field, are surrounded by an open unfenced area.

All CAL FIRE staff members at the OVCC camp are Emergency Medical Technicians and can provide emergency medical aid to inmates in the event of injury or illness. Northern Inyo Hospital and its Rural Health Clinic provide other health services. Inmates have the opportunity to obtain a GED and take advantage of other training offered, which are transferable skills that can be used upon release.

FINDINGS

- F7. The three-year recidivism rates of the conservation camp system are the lowest in the prison system.
- F8. The OVCC crews provided tens of thousands of hours of community service worth hundreds of thousands of dollars to Inyo and Mono Counties in 2016.
- F9. The annual per capita housing cost is approximately half that of a prison.
- F10. The daily per capita food cost is \$3.14 per meal.

COMMENDATIONS

- C1. The Inyo County Grand Jury commends the Owens Valley Conservation Camp for being a highly cost-efficient and well-maintained facility that provides many services of benefit to Inyo County and the State of California.
- C2. The Grand Jury commends the professional staff of both the conservation camp and CAL FIRE, present and past, for their dedication and commitment to the incarceration and service program.

C3. The Owens Valley camp and the California Department of Forestry and Fire Protection area to be commended for their assistance in fire protection for all unincorporated communities in the county.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, timely responses are requested from the following:

- **California Department of Corrections and Rehabilitation, Owens Valley Conservation Camp #26**

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2016 ELECTION DAY

INYO COUNTY CLERK-RECORDER, REGISTRAR of VOTERS

PO Drawer F
Independence, CA 93526

SUMMARY

During September, 2016, the Inyo County Grand Jury (ICGJ) received an invitation from the Inyo County Clerk-Recorder/Registrar of Voters, to serve as members of the Election Observer Panel on Election Day, November 8, 2016. Three jurors agreed to serve as Election Observers and visited all of the Inyo County polling places on Election Day.

BACKGROUND

The Inyo County Clerk-Recorder serves in an elected position with major responsibilities including maintenance of official county files (marriage documents, political files, annual filing of California Statement of Economic Interest forms by 500 county employees and board and commission members, and California Environmental Quality Act filings), recording (real property, tax liens, permanent records of real estate transactions), voter registration and conducting elections.

The Clerk-Recorder and staff conduct Federal, State and County elections, and also conduct elections for the City of Bishop, 17 special districts, six school districts, two hospital districts, a community college district, and a resource conservation district. Of the approximately 10,000 registered voters in Inyo County, over 65% vote by mail.

METHODOLOGY

During the morning of Election Day, the Election Observers jointly observed the operation of the Bishop area polling places at the Tri-County Fairgrounds and the Paiute Professional Building. During the latter portion of the morning, one of the Observers revisited the operations at the Tri-County Fairgrounds polling place. During the afternoon and evening, the Observers jointly observed operations at the Big Pine and Lone Pine polling places, then ended the voting day at the Independence polling place, and observed the carefully and efficiently conducted closing procedures at that polling place.

The Observers ended Election Day by visiting the Clerk-Recorder office and observed poll workers returning ballots and other election materials to the Clerk-Recorder and the operation of the ballot scanners by staff and volunteers.

The ICGJ conducted a follow-up interview of the Clerk-Recorder in order to gain a better understanding of operations of the office of the Clerk-Recorder/Registrar of Voters.

DISCUSSION

Signage outside of the polling places assisted voters in their efforts to vote. For first time voters, it would have been helpful if all mailings included polling place addresses and if polling place signage visible to drivers had been placed in the vicinity of the polling places.

Although each of the polling places was accessible, since inclement weather can be expected during November election days, ease of accessibility should be considered.

At all of the polling places, the volunteer poll workers enthusiastically assisted voters and kept the polling places neat and organized. The Observers met with the Clerk-Recorder at the Bishop Paiute Professional Building polling place and were given a thorough briefing about polling place operations and the use of the electronic voting machine, which is an accessibility requirement. At all of the polling places, the poll workers graciously provided information to the Observers and answered the Observers' questions. It became very obvious to the Observers that the minute details of operations at each polling place and poll worker duties had been very logically and carefully preplanned and prepared. Although the Observers had not participated in poll worker training, it was evident to them that the poll workers had all been well trained. Poll workers very carefully assisted voters in placing their completed ballots into the ballot boxes, and maintained security of the completed ballots.

The closing procedures were efficiently handled by the lead poll worker and the other poll workers at the Independence polling place, followed by the lead poll worker double checking the closing check list to ensure that proper procedures had been followed.

When the inspector (lead poll worker at a polling place) returned the ballots and other materials upstairs at the Clerk-Recorder office, the staff and volunteers were ready and efficiently checked-in the ballots and other materials.

Each of the ballot counting scanners had an assigned team of volunteers to assist the scanner operator with the counting of ballots. As at the polling places, the volunteers were well trained and worked efficiently as a team.

Ten to twenty volunteers assist staff from three weeks prior to an election to two weeks after an election. There are 120 volunteers on Election Day, saving the County \$8,000.

The Clerk-Recorder has recently been able to add another staff member, thus restoring the office's historic staffing level. However, the Clerk-Recorder and Assistant Clerk-Recorder work long hours and haven't been able to take more than a week of vacation at a time since 2013. They would like to provide better service to County residents, provide outreach to the schools and community, including providing Brown Act training for special districts and fire departments. The addition of another staff member to the office would enable the Clerk-Recorder to provide better and quicker service and conduct outreach.

Some of the vital computers in the Clerk-Recorder's office are outdated: In order to run a program developed 17 years ago in 2000, the computers are of that era. Therefore, those computers would not be secure for online usage. Additionally, the ballot counting scanners were purchased in 2005 and need to be replaced with modern technology. Because of the high cost of modern technology, the Clerk-Recorder will seek approval from the Board of Supervisors for a more frugal lease arrangement allowing for a contractor to supply, maintain and replace an integrated hardware and software solution to the County's voting technology requirements.

The Clerk-Recorder partners with the tribes in the county, assisting with tribal elections by lending the tribes polling booths and signage for tribal elections.

FINDINGS

- F1. Signage outside of the polling places was present.
- F2. Polling place accessibility was adequate.
- F3. The Clerk-Recorder/Registrar of Voters and staff have very carefully and logically preplanned elections procedures.
- F4. The Clerk-Recorder/Registrar of Voters and staff have provided training for the volunteer poll workers and volunteer ballot counters.
- F5. The volunteer poll workers and volunteer ballot counters were very enthusiastic, dedicated and well trained.
- F6. The poll workers maintained the security of completed ballots.
- F7. The Clerk-Recorder has the vision to provide better and quicker service to County residents and to provide more outreach, including training to all levels of authorized government and special districts.
- F8. Replacement of the circa 2000 computers, circa 2005 ballot counting scanners and other associated election hardware and software are priorities.

RECOMMENDATIONS

- R1. The ICGJ recommends that the Clerk-Recorder/Registrar of Voters re-examine polling place signage to ensure that voters can easily find their polling places while driving. The Inyo County Road Department could consider procurement of mobile changeable message displays similar to those utilized by Caltrans. In addition to a variety of informational uses throughout the year, these could be placed near polling places to assist new voters. It is

also recommended that all election related mailings from the Clerk-Recorder/Registrar of Voters include polling place physical addresses.

- R2. Since inclement weather can be expected on November election days, the ICGJ recommends that polling place accessibility be re-examined by the Clerk-Recorder/Registrar of Voters and by Public Works to ensure that all voters can easily and safely enter and exit their polling places.
- R3. The ICGJ recommends that consideration be given to establishing another staff position in the office to enable the Clerk-Recorder to provide better and quicker service to County residents and to provide more outreach, including training.
- R4. The ICGJ recommends that the Inyo County Board of Supervisors fund the replacement of the circa 2000 computers, circa 2005 ballot counting scanners and other associated election hardware and software with modern, upgradeable technology.

COMMENDATIONS

- C1. The Inyo County Grand Jury commends the Inyo County Clerk-Recorder/Registrar of Voters and staff, recognizing that they are dedicated, enthusiastic, and productive hard working public servants.
- C2. The Inyo County Grand Jury commends the remarkable residents of this County who so willingly volunteer to serve as poll workers, ballot counters, drivers, and in-office volunteers during election preparation, on election days, and through post election wrap up.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, timely responses are requested from the following:

- **Inyo County Board of Supervisors**
- **Inyo County Clerk-Recorder, Registrar of Voters**

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CITIZEN COMPLAINT: CLEANLINESS OF RESTROOMS AT A COUNTY OFFICE

INYO COUNTY HEALTH AND HUMAN SERVICES DEPARTMENT PUBLIC HEALTH DIVISION

207A W. South Street
Bishop, CA 93514

SUMMARY

The Inyo County Grand Jury (ICGJ) initiated an investigation in response to a letter of complaint regarding the Inyo County Public Health Division (PHD).

BACKGROUND

The Inyo County Health and Human Services Department's Public Health Division serves clients of all ages and physical abilities. The PHD is focused on protecting and improving the health of families and communities. It is essential that restrooms open to the public are safe, clean and accessible.

METHODOLOGY

On November 10, 2016, in response to a citizen complaint regarding cleanliness of the public restroom facilities at the PHD, located at 207A South Street in Bishop, members of the ICGJ made a physical inspection of the PHD. The grand jurors were given a tour of the facility by management.

DISCUSSION

The restrooms are accessed through the main lobby of the PHD: A single restroom for females and a single restroom for males. Both are small, clean and stocked with appropriate restroom fixtures and supplies.

Management stated that a contracted janitorial crew completes its work each evening after office hours. However, in the event that cleaning is needed during the day, management must clean the restrooms.

Accessibility for both restrooms is not adequate for all users, and inconvenient for all. Management stated that some people have to be carried into and out of the restrooms by caregivers.

According to the Americans with Disabilities Act (ADA), many older buildings are not compliant with current ADA standards and other accessibility requirements. However, in general,

accessibility improvements are triggered by alterations to public access areas, subject to certain cost thresholds.

The ADA does not have a provision to “grandfather” a facility, but it does have a “safe harbor” provision in the revised regulations for businesses and state and local government. This safe harbor provision exempts accessibility modifications to elements of an existing building that complied with the then 1991 ADA standards unless current plans are set to modify those same elements. Those modification plans would then trigger a requirement to comply with the more recent 2010 ADA standards.

FINDINGS

F9. The restrooms appeared clean and well stocked with sanitary supplies. They are cleaned each evening by a contracted cleaning agency, but employees are obliged to attend to any emergency cleanup during office hours.

F10. Both restrooms are small and difficult to access, especially for the disabled.

RECOMMENDATIONS

R5. The Inyo County Health and Human Service’s Public Health Division can seek a contract modification to include as needed daytime janitorial services in addition to the contracted evening services.

R6. Prioritize all public contact Inyo County departments with offices in Bishop for inclusion in the construction of the consolidated county office building.

COMMENDATION

The ICGJ commends the management and staff of the Public Health Division for their commitment to and caring for the citizens and families of Inyo County.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, timely responses are requested from the following:

- **Inyo County Board of Supervisors**

Reports issued by the Inyo County Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of grand juries not contain the name of any person or facts leading to the identity of any person who provides information.

SOUTHERN INYO HEALTHCARE DISTRICT

SOUTHERN INYO HOSPITAL

501 East Locust Street
Lone Pine, CA 93545

SUMMARY

The Inyo County Grand Jury (ICGJ) undertook a follow-up into a citizen's complaint from a previous year concerning the use of the Southern Inyo Hospital Parcel Tax monies.

BACKGROUND

In a previous year, a complaint was received by the ICGJ that the use of Parcel Tax funds by Southern Inyo Hospital was not being spent within the guidelines of the tax measure. The ICGJ elected to get an update from the hospital's directors about how the parcel tax funds were being utilized and a briefing about the hospital's post-bankruptcy reorganization and the reopening of the hospital.

METHODOLOGY

On January 27, 2017, three grand jurors visited Southern Inyo Hospital for a tour of the facility and a meeting with the Board President and the Chief Restructuring Officer/Administrator. On May 9, 2017, the Board President, accompanied by another Board Member and the Chief Restructuring Officer/Administrator, presented a PowerPoint presentation to the ICGJ, with all three representatives providing input during the Q&A session following the presentation.

DISCUSSION

After the State of California Department of Health closed Southern Inyo Hospital in December, 2015, due to financial distress, the Skilled Nursing Facility patients were transferred, followed by resignation of the CEO and the Board of Directors. The Southern Inyo Community Clinic remained open. On December 29, 2015, the Inyo County Board of Supervisors appointed a quorum of new Board members for SIHD.

SIHD was \$4.5 million in debt, and in January, 2016, the new Board of Directors moved to declare Chapter 9 bankruptcy, contracted with Healthcare Conglomerate Associates (HCCA) for both management services and a line of credit, and also retained bankruptcy attorneys.

HCCA aims to turn around distressed healthcare facilities by stabilizing the facility, laying the groundwork for a successful integrated healthcare system, then operating that integrated healthcare system collaboratively with hospital staff, leadership and community stakeholders.

With a close working relationship between the staff of the hospital, HCCA and the BOD, Southern Inyo Hospital reopened on March 1, 2016. Highlights include: most medical and administrative staff roles are filled, all departments are functioning and operating at historical levels; and Skilled Nursing Facility (SNF) resident numbers are rising. Payroll is current and insurance is reinstated.

With backup personnel, doctors, nurses, financial staff, etc., the hospital was reopened and patients returned to the SNF. The 33 bed SNF was serving 21 residents in May, 2017. A physician is on staff to serve the emergency department, with a medical lab and other ancillary services to handle emergency cases. With four acute beds, some patients may be admitted and others transferred to other definitive care facilities.

If a patient needs to be transferred to another medical facility, transport is usually provided by Lone Pine Volunteer Fire Department Ambulance. At times, transport is delayed because of a shortage of Emergency Medical Technicians (EMTs) to staff the ambulance. The Lone Pine Volunteer Fire Department is seeking more volunteers to become trained and serve as EMTs.

Information provided by the Administrator demonstrated that the parcel tax funds are being used within the guidelines of the tax measure.

During the January visit, as grand jurors entered the hospital lobby, they observed SNF patients. The patients were sitting in the sunny lobby, and were enjoying the views of the surrounding environs as they looked out the large windows.

Due to a problematic heating boiler, portable heaters had been placed in patient rooms for their comfort.

The Board President's presentation to the full ICGJ on May 9, 2017, gave an overview of the post-bankruptcy hospital reopening, the separate and interconnected steps which are to be taken to solve the debt; the current operations, and plans for future operation. The information was very clearly presented.

Having received permission from the Board President, the presentation slides have been attached to this report as Appendix A.

FINDINGS

F11. Although the facility is older, it was clean and appeared to be in good condition.

F12. The effectiveness of the heating system varied within the building, with some rooms being very cold. A planned boiler replacement project is a priority.

F13. Individual electric heaters have been placed in patient rooms for patient comfort.

F14. The parcel tax monies are being used within the guidelines of the tax measure.

F15. There is a critical need for additional funding to pay off bankruptcy debt, for current operations, and to become solvent.

F16. At times, there is a delay in patient transfers to other definitive care facilities due to a shortage of EMTs to staff the Lone Pine Volunteer Fire Department Ambulance.

RECOMMENDATIONS

R7. The SIHD BOD is encouraged to offer more of the SIHD slide presentations in a variety of venues, and all residents of the Southern Inyo Healthcare District and other interested individuals are encouraged to attend one of these events.

COMMENDATION

The Inyo County Grand Jury commends the Southern Inyo Healthcare District Board of Directors, Southern Inyo Hospital management and staff, the Inyo County Board of Supervisors and the Citizens of the district for their commitment to quality healthcare in the service area and for the great amount of work they have provided to keep the hospital open for all.

REQUEST FOR RESPONSES

Pursuant to Penal Code 933.05, timely responses are requested from the following:

- **Southern Inyo Healthcare District Board of Directors**

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INYO COUNTY FREE LIBRARY OPERATION AND BUDGET

INYO COUNTY FREE LIBRARY

PO Box K
Independence, CA 93526

SUMMARY

Inyo County Grand Jury undertook an investigation into the Inyo County Free Library budget, operation and programs.

BACKGROUND

The Inyo County Free Library (Library) was formed on September 15, 1913 by Resolution of the Inyo County Board of Supervisors for the "education, culture and pleasure" of the people of Inyo County. The Library consists of six branches located in: Independence; Big Pine; Bishop; Furnace Creek; Lone Pine and Tecopa. It currently services a population of approximately 18,000 people over 10,000 square miles.

The Library's mission "is to provide all citizens of the county with access to materials which can improve their minds, broaden their lives, and fulfill their cultural, civic, intellectual, educational, and recreational needs". The Library offers internet access to residents and travelers, provides reference and research services to the public and County staff, collects and maintains local history materials, conducts outreach programs for children and adults, and acquires media and books reflecting a wide range of interests and needs. The Library has daily, direct interaction with a wide range of Inyo County residents and visitors, and is often their only contact with a County department.

The Public Law Library is operated under the oversight of the Law Library Board of Trustees for the use of the judiciary, members of the State Bar, State and County Officials, and residents of the County. All day-to-day management functions of the Law Library - including reference work, purchasing publications, updating subscriptions, and fiscal oversight are performed by Library staff. The County is statutorily obligated to maintain a law library.

METHODOLOGY

On May 9, 2017 the Grand Jury interviewed a library staff member. The Grand Jury reviewed budget information from 2001 to 2016, Manpower Reports and Library branch information. Language from the Inyo County Budget is directly used in this report.

DISCUSSION

The Library provides a valued public service to all communities in Inyo County. Programs and services provided are an important part of the culture, history and education of the public. For some patrons, the Library is the only computer and internet access available to them. Due to the remote and rural location of Inyo County, many government forms and services are only conveniently available to the public with computer access.

BUDGET DISCUSSION

According to the 2016 Library Journal's annual budget survey, the average budget for a library that serves our population size is \$931,000, with the salary budget at \$550,000 and the materials budget at \$103,100.

The 2014-2015 Inyo County Draft Budget acknowledged the Library was underfunded and stated a need of \$695,600 to meet service goals. A request of \$478,687 was made due to budget constraints (See Attachment A). This is an underfunding of \$216,913 for fiscal year 2014. There has not been any significant increase in funding since the 2014 report. Based on these figures, the Library has been significantly underfunded since 2010, the 2016 budget is approximately 50% of the average library serving our population.

Due to County budget constraints, the Library budget has been reduced 28% since 2007.

Net County Library Cost (Fiscal Year Actual)

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
657,017	631,731	640,144	548,029	543,536	585,900	526,320	459,064	444,603	467,906

Budget reductions have been primarily achieved by reduction in staff. In 2008-2009, the budget allowed for 13.35 positions (9 full time and 6 BPAR) (See Attachment B). The 2016-2017 budget allows for 5.17 positions (3 full time and 1 BPAR¹) (See Attachment C), for six branch locations, with one position shared between the Library and the Eastern Sierra Museum. Additional budget savings have been made by reduction in book purchases, reusing supplies and purchasing used library materials.

The County is statutorily obligated to maintain a law library. All day-to-day management functions of the Law Library, which includes reference work, purchasing publications, updating subscriptions, and fiscal oversight are being performed by the Library staff. Until recent years, the Law Library was staffed with a Law Library Clerk several hours per week. The Library staff now provides approximately \$4,000 in personnel services to the Law Library reducing the need for additional General Fund expenditures. Revenue from the filing fees designated for the Law Library and Law Library fines as well as expenses are not part of the Library budget.

¹ BPAR Category is a part time classification defines as working 20-29 hours per week. Inyo County pays a portion of employee-only medical coverage. Employees may cover family members at additional cost; at the employees' expense dental and vision family coverage is available; paid sick leave, vacation, and flex leave are prorated for time worked.

IMPACT OF BUDGET AND STAFF REDUCTIONS

The current staffing is below minimum needed for operation of the Library, and currently the operation of the Library is only achieved with the participation of volunteers. When staff take vacation time or are ill, the branch the employee is scheduled to work does not open. This has occurred on several occasions and if the closure was not planned in advance no notice or sign is posted to the door or the Library. In addition, staff are not using their accrued paid time off. Short staffing and backlog of work is contributing to a stressful working environment and may have been a factor in a recent incident that occurred at one Library branch. In addition to unanticipated Library closures there is a backlog of books to be restacked, collection maintenance is delayed, the e-book collection is not being fully developed as planned, and library programs, customer interaction and assistance are reduced.

The Library Automation Project has not been completed. The project, which started in 2012, is an initiative to digitize the library catalog and automate the check out and returns. This is the standard for modern libraries and would provide for an internet search of the Library catalog. Completion of this project would allow Library users to search for books from the internet and order books from other branches to be delivered to their local branch. This initiative was not funded by the County and progress has only been achieved due to donations from the Bishop Friends of the Library for that purpose. The primary reason for this not being complete is funding and available time for the staff to work on the project.

ADDITIONAL DISCUSSION

A 2006 study conducted by the Library Research Association for the state of Colorado found that the median return on investment for Libraries in the study was \$5 for every \$1 spent. This study included 3 mountain communities. The return on investment for these communities ranged from \$4.28 to \$31.07 for every \$1 spent. (See Attachment D). A lengthier study completed by the *Library Journal* in 2009 supported the 2006 study.

The Library is a beneficiary of The California State Library's ZipBooks program that helps the Library buy books. Funding for this state program comes from the Federal Government and is at risk of being cut from the current US Federal Budget.

The six Library branches are appropriately located throughout Inyo County, the scheduled hours of operation are adequate although additional days and hours would be preferred. Review of expenses show reduction of Library hours and locations would only yield minimal cost savings and would greatly reduce services and public availability of this resource.

In 2014 Inyo County approved \$2 million in staff raises without funds to cover the additional expense, further increasing the need for budget cuts. The Library was further affected by this motion.

Inyo County has a challenging responsibility of distributing limited funds to necessary departments.

Findings

- F1. The Library is underfunded and has been since 2010.
- F2. The Library does not have the staff to perform basic operations without the aid of volunteers. Staff reductions are negatively impacting the operation of the Library including unscheduled closures of Library branches.
- F3. The Bishop Friends of Library are the primary funding source for the Library Automation Project.

Recommendations

- R1. Within 6 months of this report, explore options to stabilize Library funding.
- R2. Explore options to increase 2017-2018 staffing budget meet operational needs and prevent unannounced closures.
- R3. Explore options to increase 2017-2018 budget to allow for completion of Library Automation Project.

Commendations

The Grand Jury commends the Library Staff, Volunteers and the Friends of The Library for the dedication and caring they have for the Library and the services they provide to the community.

Request for Responses

Pursuant to Penal Code 933.05, responses are requested from the following:

- **Inyo County Board of Supervisors**

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ATTACHMENT A

FY 2014-2015 STATEMENT OF UNDER-FUNDING
Estimate budget, by expense category total, that would be needed to meet service goals in non-extraordinary fiscal year

Budget No.: 066700
 Budget Name: County Library

Expense Category	Comments	FY 2013-2014		
		\$ Needed	\$ Rqst'd*	Difference
Salaries & Benefits	Two Librarians, two Senior Library Assistants, two Library Assistants	600,000	445,687	154,313
Services & Supplies	5325 Library books and subscriptions Databases, audio-visual materials, books, ebooks for library serving 10,000-24000 5311 OCLC subscription, cancelled with loss of State funds.	84,000 4,000	30,000 0	54,000 4,000
Internal Charges				
Other Charges	5333 Motorpool-Increase delivery to once weekly, and visit remote branches twice yearly instead of once.	6000	3000	3000
Fixed Assets	Replacement facsimile machines - 3, replacement digital speaker telephones - 2	1,600	0	1,600
Other Financing Issues				
Reserves				
TOTAL		695,600	478,687	216,913

* Amount of Department's FY 2014-2015 Budget Request

CULTURAL SERVICES

Title	Range	Num Auth Positions	Full	BPAR
CAO-ECONOMIC DEVELOPMENT				
CAO DEPUTY	088	1.00	1.00	0.00
Division Totals: 1.00 1.00 0.00				

Title	Range	Num Auth Positions	Full	BPAR
COUNTY LIBRARY				
LIBRARY DIRECTOR	072	1.00	1.00	0.00
ACCOUNT TECHNICIAN III	063	1.00	1.00	0.00
LIBRARIAN III	060	2.00	2.00	0.00
LIBRARIAN CENTRAL	060	1.00	1.00	0.00
LIBRARY TECHNICIAN II	058	1.00	1.00	0.00
LIBRARIAN II	057	2.72	2.00	1.00
LIBRARY SPECIALIST III	050	1.72	1.00	1.00
LIBRARY SPECIALIST II	048	2.90	0.00	4.00
Division Totals: 13.35 9.00 6.00				

Title	Range	Num Auth Positions	Full	BPAR
MUSEUM - GENERAL				

ATTACHMENT C

County of Inyo

Manpower Report

As of 7/1/2016

CAO CULTURAL SERVICES

<u>Title</u>	<u>Salary</u>	<u>Range</u>	<u>Num Auth Positions</u>	<u>Full</u>	<u>BPAR</u>
COUNTY LIBRARY					
LIBRARY DIRECTOR	\$4601 - 5589	072	1.00	1.00	0.00
LIBRARIAN	\$3014 - 4216	054 - 060	2.72	2.00	1.00
LIBRARY SPECIALIST	\$2502 - 3343	046 - 050	0.72	0.00	1.00
LIBRARY MUSEUM ASSISTANT	\$2502 - 3343	046 - 050	0.72	0.00	1.00
		Division Totals:	5.17	3.00	3.00

<u>Title</u>	<u>Salary</u>	<u>Range</u>	<u>Num Auth Positions</u>	<u>Full</u>	<u>BPAR</u>
MUSEUM - GENERAL					
MUSEUM ADMINISTRATOR	\$4391 - 5341	070	1.00	1.00	0.00
MUSEUM CURATOR COLL & EXHIBITS	\$3471 - 4216	060	1.00	1.00	0.00
LIBRARY MUSEUM ASSISTANT	\$2502 - 3343	046 - 050	0.72	0.00	1.00
		Division Totals:	2.72	2.00	1.00
		Budget Officer Totals:	7.90	5.00	4.00

Colorado Libraries Return on Investment: 5 to 1

ED3/110.10/No. 273

June 10, 2009

It's no secret that public libraries provide essential services to their patrons and are important resources for their communities. Intrinsic values are easy to understand, but actual values can be difficult to quantify. For every dollar spent on public libraries in Colorado, how much is returned to the community? Approximately \$5 – according to a study conducted by the Library Research Service (LRS).

The LRS report, *Public Libraries – A Wise Investment: A Return on Investment Study of Colorado Libraries* details the results of a study utilizing a multiple case study approach to quantify the return on investment (ROI) to taxpayers for eight public libraries in Colorado. These libraries represented geographically, economically, and demographically diverse regions of state, and included three large Front Range libraries (Denver Public Library, Douglas County Libraries, and Rangeview Library District); three in mountain communities (Montrose Library District, Eagle Valley Library District, and Cortez Public Library); one on the Western Slope (Mesa County Public Library District); and one on the Eastern Plains (Fort Morgan Public Library).

Usage patterns for these libraries varied as much as the libraries themselves. (See Table 1.)

Table 1
Selected Characteristics of Public Libraries Used in Return on Investment Study, 2006

Library	Legal Service Area (LSA) Population	Annual Circulation per Capita	Annual Visits per Capita	Library Program Attendees per 1,000 Served	Public Access Computers per 1,000 Served
Cortez Public Library	8,757	16.3	21.6	178	1.17
Denver Public Library	580,223	16.2	6.6	657	0.92
Douglas County Libraries	265,470	21.8	6.5	446	0.38
Eagle Valley Library District	41,593	9.3	8.6	698	1.05
Fort Morgan Public Library	10,899	9.4	9	388	0.64
Mesa County Public Library District	135,468	5.9	3.8	334	0.37
Montrose Library District	38,150	6.8	5.9	212	0.24
Rangeview Library District	311,290	2.3	1.9	75	0.13

Note: Data is from the 2006 Public Library Annual Report, available at www.lrs.org.

Assigning values

LRS utilized survey questionnaires filled out by almost 5,000 Colorado residents, a library survey, and existing data sources to determine how much – in dollars – libraries contribute to their communities. To identify library services or functions to which dollar values could be easily assigned, LRS looked at ROI studies completed in other states for guidance. Several different numbers were considered together in calculating final returns. These values included:



- "Cost to use alternatives" – Cost to patrons to acquire information or materials from an alternative source if the library did not exist
- "Lost use" – Direct benefit patrons who chose not to seek information elsewhere would lose if the library did not exist
- Local expenditures – What the library spends on goods and services in its community
- Lost staff compensation – Salaries and wages that would not be paid without the library
- "Halo spending" – Purchases made by patrons at businesses near the library when they visit

For more information on the methodology used in this study, see the full report at www.lrs.org/documents/closer_look/roi.pdf.

Results

For most of the libraries in the study, the ROI was approximately five to one; for every dollar spent on the library, about five dollars of value was realized by taxpayers. (See Table 2.)

Table 2
Return on Investment Per Dollar for Participating Libraries

Library	ROI
Cortez Public Library	\$31.07
Fort Morgan Public Library	\$8.80
Montrose Library District	\$5.33
Douglas County Libraries	\$5.02
Denver Public Library	\$4.96
Rangeview Library District	\$4.81
Mesa County Public Library District	\$4.57
Eagle Valley Library District	\$4.28
MEDIAN	\$4.99

Why so different?

As Table 2 illustrates, the ROI for the Cortez Public Library (\$31.02 per \$1.00) vastly exceeded the median, while the ROI for the Fort Morgan Public Library exceeded the median slightly (\$8.80 per dollar). In these libraries, the discrepancy between who funds the libraries (municipalities) and who uses them (county residents) accounts for much of the difference in ROI. For a more detailed explanation, see the individual ROI reports for Cortez Public Library and Fort Morgan Public Library, available at www.lrs.org/public/roi.



Determining personal ROI

As part of this study, LRS created an interactive return on investment calculator that patrons of public libraries in Colorado can use to determine a personal return on their investment as taxpayers. The calculator (available at www.lrs.org/public/roi/usercalculator.php) assigns a dollar value to a single use of a particular library service. Individual returns on investment are based on the number of times the individual reports using each service per month and the typical annual tax contribution for the selected public library.

Using ROI

Return on investment studies can be valuable for public relations campaigns and budget discussions, as they detail how libraries benefit their communities in a dollars-and-cents way. While understanding the ROI value of libraries can be useful and important, it is equally important to remember that there are other dimensions of library value. True returns on taxpayer investments in public libraries include intangible benefits that are nearly impossible to quantify, such as the sense of community and lifelong learning that libraries help foster. It is important to keep asking patrons how they benefit and to communicate these values to patrons and stakeholders.

For more information on the LRS return on investment study, including individual reports for the participating libraries, ROI calculators, and related articles, information, and resources, visit www.lrs.org/public/roi.

References

Colorado Public Library Annual Report, 2007. (2007). Compiled by Library Research Service. Retrieved May 8, 2009, from www.lrs.org.

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ABOUT THIS ISSUE

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RESPONSE REQUIREMENTS

California Penal Code Sections 925 and 925a require that grand juries investigate and report on the operations, accounts and records of the officers, departments or functions of the county or any city within the county.

Penal Code Section 933(c) requires agency heads and elected county and city officers affected by findings and recommendations contained in the final report to respond to those findings and recommendations. The agency heads must respond within 90 days of the public release of the final report and the elected officers must respond within 60 days.

Pursuant to the California Penal Code section 933.05, the person or entity responding to each grand jury finding shall indicate one of the following:

1. The respondent agrees with the finding.
2. The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefore.

The person or entity responding to each grand jury recommendation shall report one of the following actions:

1. The recommendation has been implemented, with a summary regarding the implemented action.
2. The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.
3. The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency where applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.
4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefore.