

**1999/2000 GRAND JURY REPORT**

March 19, 2001

**RECOMMENDATION IMPLEMENTATION SCHEDULE**

<b>RECOMMENDATION</b>	<b>ALREADY IMPLEMEN TED</b>	<b>EST. DATE OF IMPLEMENTA TION</b>	<b>NOT RECOMMEN DED</b>	<b>EXPLANATION/NOTES</b>
COMMUNITY DEVELOPMENT COMMISSION:				
1. The BOC should insure that their Procurement Policy, which according to CDC complies with all applicable federal regulations, is strictly followed. The Handbook should be used as a reference for the BOC to insure that the Procurement Policy follows appropriate federal regulations.	X			
2. The BOC should review Handbook Chapters 3-2 and 3-3, plus other pertinent chapters in the Handbook and 24CFR85.36, to insure that they have taken all required steps in the procurement process.	X			
3. The Grand Jury recommends that the limits for "Petty Cash" and the \$25,000 limit not needing BOC approval be reevaluated and possibly lowered. The limits which are stated in the Handbook are maximum limits and can be lowered by the HA. The BOC	X			

## RECOMMENDATION

## ALREADY

## EST. DATE OF

## NOT

## EXPLANATION/NOTES

<p><b>should periodically audit Petty Cash. Handbook Chapter 4-4 outlines procedures for Petty Cash.</b></p>				
<p><b>4. The CDC should coordinate with the County on significant purchases (as authorized in the CDC Procurement Policy) and draw upon County expertise in appropriate areas.</b></p>	X			
<p><b>5. The BOC should immediately insure that the Employee Manual is updated and that both management and staff are made aware of its existence. This manual should be used as a training tool for all staff.</b></p>		Within the next year (12 months)		
<p><b>6. Management needs to receive training in personnel relations, anger management, inter-agency cooperation, internal communication, avoiding favoritism, and team building.</b></p>	X			<p>On-Going. This is an issue addressed between the Union representatives and the BOC.</p>
<p><b>7. The Board of Commissioners should immediately consider its liability on the personal use of Agency vehicles.</b></p>		February 2001		<p>Board of Supervisors will communicate by Feb. 2001 to BOC that they carefully consider Grand Jury concerns regarding the use of public funds for personal vehicle use when developing compensation package for staff.</p>
<p><b>8. If the CDC Board of Commissioners wishes to enhance the ED's compensation, the Grand</b></p>				<p>Board of Supervisors will communicate by Feb. 2001 to BOC that they carefully consider Grand</p>

## RECOMMENDATION

## ALREADY

## EST. DATE OF

## NOT

## EXPLANATION/NOTES

<b>Jury recommends that a more direct and visible approach through salary increases be used.</b>		February 2001		that they carefully consider Grand Jury concerns regarding the use of public funds for personal vehicle use when developing compensation package for staff
<b>9. The CDC should take immediate steps to initiate purchase and construction projects to replace the destroyed units and expand the inventory of affordable rental units.</b>	X			On- going
<b>10. Training in HUD regulations and community development should be mandated for all members of the BOC. The BOC should be more aware of the business transactions conducted by the Commission and of personnel morale.</b>	X			On- going
<b>11. Necessary steps should be taken to insure that there is an authorized alternate and the control of password codes is strictly enforced.</b>	X			
<b>12. If the BOC does not now have a formal procedure to critically evaluate the ED and staff morale; a comprehensive procedure should be developed.</b>	X	July 2001		Board is amending Personnel Policy to include detailed procedure for ED performance evaluation.
<b>13. BOS should appoint commissioners without getting recommendations from the ED, which is allowing the "employee" to recommend who their</b>	X			

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“supervisor” should be.				
14. While the posting of BOC meetings meet legal requirements, the Grand Jury recommends that CDC consider using county wide news media to post meeting notices. For example, BOS meetings are posted at numerous other public places besides the Court House.	X			Agendas are now sent to local media and all CDC development offices, as well as to other agencies and individuals by special request.
15. Minutes of BOC meetings need to be more specific as to what is discussed. A person not attending the meeting should be able to readily understand what the subject of discussion was by reading the minutes. The BOC should also ensure that all decisions, and the specifics of those decisions, be included in the minutes.	X  X			Minutes are now more detailed and are posted at the main office front counter for review after Board meetings.
<b>CONFLICT OF INTEREST:</b>				
1. The District Attorney’s Office continues to maintain a high level of awareness regarding conflict of interest.	X			
2. The quality and utility of the District Attorney’s Policy and Procedures manual are exemplary; all County Departments should have current, active manuals.	X			On-going

## RECOMMENDATION

ALREADY

EST. DATE OF

NOT

EXPLANATION/NOTES

MENDOCINO COUNTY ADULT PROBATION DEPARTMENT:				
1. BOS should determine the cost of high Probation Department turnover, including recruitment, training and loss of experience.		April 2001		
2. BOS should review Probation Department salaries to determine if an increase would likely reduce turnover, increase job satisfaction and facilitate recruitment.		December 2001		Slavin Study implemented November 26, 2000. The determination of any appreciable difference should be completed by December, 2001.
3. BOS should seriously re-evaluate the cost and benefit of making Safety Retirement available to all qualified employees of the Probation Department. An actuarial study should be conducted.		April 2001		Department to make recommendation to the Board in April 2001.
4. New staff positions should be established to satisfy the burden of the vertical court system.		X		On-going through grant applications and seeking other funding streams to enhance staffing.
5. CPO should solicit and listen to line staff views, when making decisions that directly affect them.	X			On-going
6. With input from all members of the Department, the current organization chart should be the subject of a thorough review.	X			On-going

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7. BOS should establish a time line for the implementation of the Criminal Justice Facility Master Plan which consolidates Probation Department services in one location.		X		Board of Supervisors adjusts Capital Improvement Plan annually and uses Criminal Justice Facilities Master Plan as a component.
8. CPO should consider filling the allocated position of Assistant Chief Probation Officer as a solution to the problem of CPO's outside obligations. The operation of the Probation Department should always be the primary focus of the CPO.		X		The CPO will address the issue of an Assistant CPO with the Board during the 2001/02 budget conferences/hearings.
9. Priority should be given to team building that would include all department employees. Management should place department morale as an important objective.	X			On-going
10. BOS, with Court approval, should include the CPO in its annual evaluation of County Department Heads.			X	
11. An independent evaluation of the wisdom of arming DPO's should be made.			X	
12. The Probation Department Administration Manual should be updated and made into an active,				

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useful handbook well known to the staff and used for the training of new employees. Section duplicating the County manual should be deleted. Detailed job descriptions should be added to the job standards. Each page should bear a revision date.		June 30, 2002		
<b>MENDOCINO COUNTY CHILD PROTECTIVE SERVICES EMERGENCY RESPONSE UNIT:</b>				
1. Core training in CWS should be mandatory for all SWs involved in ER.		June 2000 – June 2001		Contracted with UC Davis for basic CWS training January – December 2000. Ongoing training provided by unit supervisors and training supervisors.
2. The Grand Jury commends the ER Unit for recently staffing the screener position with fully qualified SWs who perform these duties on a rotating schedule.	X			ER staffing with Social Workers implemented by May 2000.
3. On-going training in the use of the CWS/CMS computers system is necessary. It would be desirable if the statewide system were more user-friendly.		January – June 2001		Ongoing training provided by unit supervisors, training supervisor, and CWS/CMS help desk staff person.
<b>MENDOCINO COUNTY COUNSEL:</b>				

RECOMMENDATION	ALREADY	EST. DATE OF	NOT	EXPLANATION/NOTES
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1. The Grand Jury suggests that the County Counsel create a mechanism, within the department, which would insulate individual attorneys, from conflict of interest situations, avoiding the need to hire outside counsel.	X			Review of the benefits of creating an ethical wall or screen with respect to certain recurring County Counsel functions is an on-going process.
MENDOCINO COUNTY DEPARTMENT OF SOCIAL SERVICES:				
1. MCDSS should make it clear to all managers, supervisors, and employees that, by actions and deeds, favoritism of any kind will not be tolerated and all allegations of favoritism will be independently investigated.	X			Training on personnel process to be implemented January – December 2001. In-service training for existing supervisors and managers has been provided since February 2000. As of February 2001, Orientation for New Supervisors and ongoing Supervisor Training are required for all supervisors during their probationary period. Training staff on specific personnel process is planned for Fall 2001.
2. MCDSS should include case complexity in all case load assignments.	X			Revision of caseload assignments guidelines to be completed by February 2001.
3. If the Merit System procedure is continued, final selection should be made by independent evaluators in			X	Not applicable.

**RECOMMENDATION****ALREADY****EST. DATE OF****NOT****EXPLANATION/NOTES**

the County.				
4. All managers and supervisors should clearly demonstrate their ability and willingness to address existing problems between staff and management.	X	Training: January – December 2001		MCDSS has developed a process to clarify roles and responsibilities among managers and supervisors and to assure accountability. This includes review of job expectations, performance reports, as well as training. Project was begun in November 2000 and will be completed by December 2001.
5. MCDSS should ensure that managers and supervisors of all levels receive training and counseling in the areas of favoritism, confidentiality of personnel and clients, leadership techniques, avoiding burnout, and recognizing achievements,	X	Training & Follow-up: January – December 2001		On-going
6. Recommend that the department continue to take the Multi-faceted Action Plan of August 17, 1999 seriously, maintaining the letter and the spirit of the Plan.	X			The MAP is being progressively implemented from September 1999 – December 2001.
7. Employee surveys should be conducted with no names, or identification of employees, to ensure that there is no animosity or reprisal, directed toward individuals.	X			Anonymity in employee surveys was implemented in 1992 and will be continued.

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8. MCDSS should implement an effective, realistic, nonself-serving evaluation of supervisors and managers, to include employee moral issues and concerns.		December 2001		Revision of supervisor and manager evaluation process to be implemented by December 2001. Development of a format for feedback to supervisors from those supervised is underway.
9. Management should ensure that trainers are competent, qualified, and properly supervised.	X			Review of trainers to be implemented on an on-going basis.
10. New employees should receive instruction in job expectations including work ethics, teamwork, mutual respect, and recognition of the problem and concerns of MCDSS. Existing employees should receive regular refresher training.		July 2001 – December 2001		Revised and expanded new employee orientation to be implemented by July 2001. Refresher training for existing employees to be implemented by December 2001. Specific topics are included in current new employee orientation and Communication and Harassment Prevention Training for all staff as of February 2001.
11. Fewer meetings for supervisors would enable them to spend more time on-site. Use of teleconferencing to save time should be explored.		July 2001		Video-conferencing equipment was approved in the 00-01 County budget and will be purchased by July 2001.
12. The Grand Jury strongly recommends that departing employees continue to be given exit interviews. These interviews should be conducted by the County Human Resources Department instead of the MCDSS internal				Revised exit interview format to be implemented by February 2001. Statewide Social Services Departments have developed a standard exit interview. MCDSS will utilize revised format beginning April 2001.

RECOMMENDATION	ALREADY	EST. DATE OF	NOT	EXPLANATION/NOTES
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Human Resources Unit.				
<b>MENDOCINO COUNTY DISTRICT ATTORNEY FAMILY SUPPORT DIVISION:</b>				
1. Develop a better procedure to keep absent parents informed about what is necessary to preserve their rights, privileges and duties, so that they may petition the courts in a timely manner.	X			On-going
<b>MENDOCINO COUNTY DOMESTIC VIOLENCE:</b>				
1. The District Attorney should assume a proactive leadership role in developing county-wide domestic violence policies and procedures.	X			On-going
2. All members of the criminal justice community should not only participate, but accept active roles in the Council on Domestic Violence. Advantage should be taken of the Media/Community Education Committee to inform the citizenry of the roles and accomplishments of the law enforcement.	X			On-going

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3. The cross training between Project Sanctuary and the District Attorney should be expanded to include all Deputy District Attorneys who may prosecute domestic violence cases. This training program should be formalized and include regularly scheduled training sessions.	X			Subject to Project Sanctuary availability.
4. Budgeting of overtime and staffing decisions should give fair and thorough consideration to the training of all peace officers in the county.	X			
5. To minimize the delay in entering both restraining and stay-away orders into CLETS, procedural changes should be implemented to permit direct electronic entry by the courts or the bailiff.			X	
6. Open dialogue between the District Attorney and law enforcement must be established and become commonplace. Decisions to reject or dismiss a case should be discussed with the arresting law enforcement agency before they become final.	X			
7. The District Attorney should follow the spirit of the law by vigorously prosecuting domestic violence offenders.	X			

**RECOMMENDATION****ALREADY****EST. DATE OF****NOT****EXPLANATION/NOTES**

8. Cite Hearing, when used, should be structured to keep the victim and the batterer separate, as indicated by expert testimony. Victims should be accompanied by an advocate at these hearings. The District Attorney should continue to tract individuals offered Cite Hearings for recidivism.	X			
9. In conjunction with law enforcement, the District Attorney should implement a follow-up system that tracts cases rejected for insufficient evidence. When law enforcement is unable to obtain the evidence needed for prosecution the Sheriff or the police department should notify the District Attorney and indicate the reasons involved.			X	
10. When cases are rejected for interest of justice, mutual combat, cite hearing and similar causes, the District Attorney should be open to feedback from law enforcement concerning valid arguments for reconsideration. Law enforcement agencies should be encouraged to offer background information not evident in the case file to the District Attorney.	X			

**RECOMMENDATION****ALREADY****EST. DATE OF****NOT****EXPLANATION/NOTES**

11. The District Attorney should consult with probation officers, the prosecuting attorneys, investigating detectives, and Victim/Witness advocates when making or reversing prosecution decisions.	X			
12. All cases of domestic violence, when the evidence is adequate, must be prosecuted. Plea agreements to lesser charges and using violation of probation should be avoided unless the reasoning is compelling.	X			
13. Batterers program facilitators and curricula should be closely monitored by the Probation Department and re-certified each year.	X			
14. The Probation Department should initiate a system of tracking domestic violence offenders for recidivism including those who elect or are sentenced to jail time in lieu of probation.			X	Not recommended at this time.
15. When it is clear to probation court officer that a convicted batterer has an addiction or problem with drugs or alcohol, the suggested terms of probation recommended to the court should include a dependence rehabilitation program as well as	X			

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mandatory batterers counseling classes.				
16. The District Attorney plays a pivotal role in the criminal justice system's response to family violence. The District Attorney must, through his actions, make it known to the community that domestic violence will not be tolerated in Mendocino County.				
MENDOCINO COUNTY GRADING ORDINANCE:				
1. The Grand Jury urges the BOS to review and act on the Humboldt County draft ordinance with the 30 to 60 day time frame. The Grand Jury strongly suggests that the BOS encourage Trinity County to complete their ordinance quickly, so that its features can be considered and incorporated, if found appropriate.	X			Discussion and direction for grading regulations was provided by the Board of Supervisors on January 23, 2001. Per Board direction, a "Grading Committee" comprised of numerous stakeholders will review grading regs and make recommendations for Mendocino County ordinance to the Planning Commission and Board of Supervisors.
MENDOCINO COUNTY IN-HOME SUPPORT SERVICES PROGRAM:				
1. <b>The system should be put in place to avoid fraud on time sheets, which should include regular verification of client signatures.</b>	X			Additional revisions to be made in April 2001.

## RECOMMENDATION

## ALREADY

## EST. DATE OF

## NOT

## EXPLANATION/NOTES

2. The processing time for obtaining approval for change in hours of service should be within two weeks.	X			
3. The client should be seen as often as the situation warrants.	X			
4. The Mendocino County Board of Supervisors should make fingerprinting and background checks mandatory. These should be paid for by Mendocino County and processed by the California Department of Justice for all current and future providers. All clients must be notified of the results.		January 2003		State approval granted in March 2001. To be implemented by July 2001.
5. If a client wants to hire a provider with a criminal background, the client should be requested to sign a waiver stating that he/she has received the background information and wished to hire the person anyway.	X			Revisions of the current procedures to be implemented by April 2001.
6. The IHSS program should work in cooperation with the local educational institutions to provide training programs for providers. At a minimum, providers should be trained in CPR and Basic First Aid.		June 2001		Twelve week curriculum developed through Mendocino Community College; classes begin March 7, 2001
7. A new provider should have a follow-up review in three weeks.	X			

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8. The published handbook should be reviewed periodically and revised as needed.	X			Handbook revision to be implemented by June 2001.
9. DSS should give each client a "quick reference sheet" compiled with his/her physician's name, case manager name, Home Care Coordinator name, nurse and provider name and their phone number. The 24-hour Crisis Hotline and 9-1-1 should also be listed. This information is critically needed in emergency situations.		October 2001		
10. Mendocino County should explore ways to augment the wages and benefits for providers.		January 2001		Increase of 3% above minimum wage budgeted and implemented January 2001, with full support of the Board of Supervisors.
MENDOCINO COUNTY JAIL STAFFING AND FACILITY:				
1. The intercom replacement and new control panel installation should be completed as soon as possible.	X			
2. <b>In general, painting, equipment and repair problems in the Jail must receive high priorities and corrected promptly.</b>	X			

RECOMMENDATION	ALREADY	EST. DATE OF	NOT	EXPLANATION/NOTES
3. Keep extra electronic door locks in reserve.	X			
4. Recommend B&G assign a maintenance person full time to the Jail facility without any other responsibilities.	X			
5. To maintain a full time dedicated Jail maintenance employee, the B&G Department should request additional staffing.	X			On-going evaluation pending available funding. Evaluation and recommendation to be made by the Department to the Board prior to the 2001/02 budget year.
6. Inmate Welfare Trust Fund should be used for Jail maintenance when the Sheriff deems it appropriate.				
7. When appropriate and not compromising jail security, inmates should be used for Jail maintenance tasks.	X			
8. The Sheriff's Department has taken positive steps to speed up and improve recruitment of new Corrections Officers. The efforts may not be sufficient, therefore, an active recruitment program is necessary.	X			
9. Salaries must be improved to attract and retain Corrections Officers. Possibilities for advancement and professional growth within the Corrections Department should be developed to reduce the current high		November 2000		The Slavin Study is scheduled to be implemented in late November of 2000. When staffing approaches full funding levels, the Department can create assignment opportunities.

**RECOMMENDATION**

**ALREADY**

**EST. DATE OF**

**NOT**

**EXPLANATION/NOTES**

turnover rate.				
<b>10. The Grand Jury continues to insist that the County provide adequate private space for attorney/inmate interviews at the Courthouse.</b>				
MENDOCINO COUNTY JUVENILE HALL:				
<b>1. The Grand Jury recommends implementing additional programs designed to promote social awareness and reduce recidivism, such as victim awareness, conflict resolution and self-esteem building.</b>	X			
<b>2. The Grand Jury recommends developing this space for additional recreational activities.</b>		mid-summer 2001		
<b>3. Juvenile Hall should provide hair care as mandated.</b>	X			
<b>4. The Grand Jury recommends that the administration continue to train all staff in basic computer skills and in the use of JALAN.</b>	X			
<b>5. Each person called should be advised of the high charge these collect calls will add to their telephone bill.</b>	X			

RECOMMENDATION	ALREADY	EST. DATE OF	NOT	EXPLANATION/NOTES
6. The Grand Jury recommends that Probation Department continue to be aggressive in collecting this revenue from parent who are required to pay the costs of their child being incarcerated.	X			
MENDOCINO COUNTY OFFICE OF THE ALTERNATE DEFENDER:				
1. The BOS should consider funding one additional Deputy Alternate Defender.	X			
2. The BOS should review the County attorney salary structure.		November 2000		
3. The County should install a security counter between the public area and the secretary's desk.			X	Not feasible due to space limitations.
4. A current policy and procedures manual needs to be developed.		January 2002		
5. The BOS should reconsider elevating the Office of the Alternate Defender to Department status, which would permit performance reviews of the Alternate Defender and let the Alternate Defender go directly to the BOS when needs arise.			X	
6. The Sheriff should meet with the Alternate Defender and the Public Defender to determine a rapid response procedure that will guarantee that attorneys are	X			

**RECOMMENDATION**

**ALREADY**

**EST. DATE OF**

**NOT**

**EXPLANATION/NOTES**

<p><b>released from the interview room in a more timely manner at the Jail.</b></p>				
<p>MENDOCINO HISTORICAL REVIEW BOARD:</p>				
<p><b>1. Residence eligibility to serve on the MHRB could be expanded to include an area outside of the Historic District. This would provide larger pool from which to select board members. Proximity to the Historic District would assure that they would have a vested interest in the historical preservation of the town.</b></p>			<p>X</p> <p>X</p>	
<p><b>2. At least some MHRB members and/or staff should have some expertise in architecture, historic preservation or other related fields. Professional staff should be better utilized to advise the MHRB in reaching decisions.</b></p>				<p>The Board agrees that it would be beneficial for MHRB members and/or staff to have some expertise in architecture, historic preservation or other related fields. However, the Board also concurs with the Department that the more important attributes are that MHRB members and/or staff: a) have an intimate knowledge of the Town and its history, b) have the ability to read architectural drawings, c) have a passion for and a track record in historical preservation, and d) be familiar with the Design Guidelines. The Board also agrees that staff should have good meeting facilitation</p>

**RECOMMENDATION****ALREADY****EST. DATE OF****NOT****EXPLANATION/NOTES**

				and public speaking skills, and be familiar with local, state and federal laws pertaining to historic preservation. The Board believes that these qualities do exist within the current members of the Review Board and its staff support.
<b>3. Notices should be mailed to all property owners within 300 feet of the subject property.</b>			X	<p>The Board disagrees with this recommendation. As explained by the Planning and Building Services Department, fees have been recently reduced on the belief that it will result in fewer violation cases and will facilitate the timely maintenance of historic buildings. Because of the small parcel sizes in the town of Mendocino, a 300 foot mailing would create additional cost for the applicant and would be time consuming for clerical staff. Increasing costs may result in increased application fees and over the past several years there has been tremendous emphasis on reducing fees for processing MHRB applications. Notices of Coastal Development Permit applications are mailed to neighboring properties for any major projects that include intensification of land use or a new structure.</p> <p>The Board concurs with the Planning and</p>

**RECOMMENDATION**

**ALREADY**

**EST. DATE OF**

**NOT**

**EXPLANATION/NOTES**

				<p>Building Services Department's recommendation for improving the public noticing to include:</p> <ul style="list-style-type: none"> <li>• Notices posted are produced on heavier card stock poster paper (to resist wind and rain damage) in bright orange or pink.</li> <li>• "OFFICIAL NOTICE – DO NOT REMOVE" shall be added to agendas posted around the town.</li> <li>• Staff will post all project sites rather than the applicant, which has been past practice, to ensure postings are in the most visible location available to the public.</li> </ul> <p>Staff will include Planning and Building Services internet site on the letterhead of the posters so that interested parties can view and print copies of the MHRB agenda for themselves</p>
<p><b>4. The process for dealing with code violations should be revised and</b></p>				<p>The Board agrees with this recommendation and has approved</p>

**RECOMMENDATION**

**ALREADY**

**EST. DATE OF**

**NOT**

**EXPLANATION/NOTES**

<p><b>simplified. Issues that require code enforcement should be handled in a more expeditious manner. Computer technology, which is available to all County Departments, could be employed by generating compliance letters automatically.</b></p>				<p>an additional Planner position for the Fort Bragg Office in the 2000/01 Final Budget. The Board further agrees with the improved code enforcement activities in the Town of Mendocino. As noted in the Planning and Building Services response, all known MHRB violations have been documented and owners have received notices that include remedies to correct violations, and time frames to achieve compliance. Recipients that do not respond to the notice within the specified time frame will have their case forwarded immediately to Code Enforcement for further action.</p>
<p><b>5. Real estate agencies and property owners that list properties for sale in the Historic District should be required to inform potential buyers, in the form of a disclosure, or the historical preservation requirements which exists. A positive effort must be made to notify property owners of the historical preservation requirements in the Historic District.</b></p>		<p>January – February 2001</p>		<p>The Planning and Building Services Department has scheduled this issue for further discussion and direction by the Board of Supervisors on February 13, 2001. By letter dated October 3, 2000, Planning and Building Services requested that local title companies and the Coastal Mendocino Board of Realtors comment, no later than November 17, 2000 on the Grand Jury’s recommendation.</p>
<p>1998 – 99 GRAND JURY FINAL REPORT RESPONSE REVIEW:</p>				

**RECOMMENDATION****ALREADY****EST. DATE OF****NOT****EXPLANATION/NOTES**

<b>Transient Occupancy Tax (TOT):</b> <b>1. The BOS should review with the Treasurer the current procedures and determine if they are adequate to insure compliance</b>		January 2001		