

Sierra County Civil Grand Jury



Consolidated Final Report 2014 - 2015

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I. Members of the Grand Jury

Virginia Ann Berry, Foreperson	Pike City
Michael Carnahan	Downieville
Margaret Daigle	Downieville
Donna Jeanne Hauck	Alleghany
Susan Davis Hopkins	Sierra City
Nichola C. Mann	Sierraville
Thomas G. Schumann	Downieville
William H. Teller	Verdi
Kim Torri	Calpine

Impanelled Jurors, Partial Term

Augustine Corcoran	Downieville
Edward Holley	Sierra Brooks
Rebecca Kinhead	Loyalton
Rodney Prince	Goodyears Bar
Krystin Gallegos	Loyalton
Nora Lee Prince	Sierra City

II. Introduction and Business

Complying with California Penal Codes 933(a), 933.01, 933.05, the Sierra County Grand Jury hereby presents the 2014-2015 consolidated report to the Honorable Judge John Kennelly, Presiding Judge of Sierra County, the Sierra County Departments and Agencies, the Sierra County Board of Supervisors, and to our fellow citizens, to whom it is our privilege to serve.

My gratitude to Judges Kennelly, Ervin, and Pangman for the concern and support they have offered us. Thanks also go to Lee Kirby and Jean-Anne Cheatham of the Sierra County Superior Court for assistance in Grand Jury matters. Your knowledge, refined experience, and kindness guided us every step of the way.

Deep appreciation goes to my fellow jurors for providing a pathway for me to learn the greater meaning of behind this appointment. Thanks to jurors who returned to serve again and offered us newcomers the benefit of their prior experience and to those jurors who went to task late in the term and worked tirelessly to the end of our term.

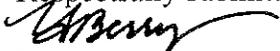
My respect to representatives who came for our fact finding interviews. I thank each of you for answering our questions with such courtesy and for your individual insights into the needs of our county. We owe the depth of our own service as fellow citizens to each of you assisting the Grand Jury process.

Special thanks goes to the Superior Court and volunteer efforts of Laura Marshall, Jeff Rust, and Tim Jordan for setting up the new secure email site for jurors. My hope is for you all to have the tools you need to do your job effectively and for county officials to recognize our dependence on such tools now for a secure and effective electronic system. Communication is vital to county services, safety, and education. Now the Grand Jury will have an alternative as other California counties have had for some time.

My thanks to Marsha Caranci for education and support from the *California Grand Juror's Association (CGJA)*. CGJA's matching financial contribution brought us training and new internet tools of interest. The Northern California Chapter Conference offered a great example of statewide juror fellowship and made Sierra County feel welcomed and encouraged. Thanks to Chapter volunteers in Shasta County for hosting a warm regional conference and extending an invitation to us, who have not yet formed a Chapter but certainly understand the need to do so.

It has been my pleasure to serve with the best.

Respectfully submitted,



Virginia Ann Berry
Foreperson 2014-2015

III. “Shine a Light!” Regarding the Culture of the Sierra County Grand Jury

The Grand Jury is a diverse group of people with varied experiences, affiliations, and political opinions. The final report represents a consensus of their judgement.

Description of the Grand Jury:

“A Grand Jury is an investigatory body of ancient origin, created for the protection of society and the enforcement of law as an agency of the court. It is a judicial body and Grand Jurors are officers of the Court.”

--p.2 of Judge Kennelly’s *“Instructions to the Grand Jury.”*

Background and Concerns:

The beliefs related to the Sierra County Grand Jury have led to an attitude of general disrespect toward that body. Comments may be found in the “Responses” to findings and recommendations proposed in Grand Jury reports going back over many years. Two are quoted here. In addition, a number of verbal quotes have been listed.

The 2014-2015 Grand Jury is very concerned that this body has long suffered from disrespect, lack of support, and general distrust. In order to be able to do its best work, the Grand Jury needs all the support, affirmation, and trust that the county, the court, and the community can give. The current culture surrounding the Grand Jury must be changed.

Community reactions to the mention of Grand Jury service elicit such verbal responses as:

“That’s a waste of time.”

“Why bother...nothing ever changes.”

“Serving on the Grand Jury should not be an exercise in frustration.”

Additionally, on two separate occasions, members of past serving grand juries were heard to share confidential information with members of their community.

Sierra County is the only county within the California Grand Jury system without a local CGJA chapter. In keeping with the 21st century we now have a secure internet communication system specifically for the Grand Jury. To enhance and promote the work of the Sierra County Grand Jury the 2014-2015 Grand Jury has several members that are committed to forming a Sierra County chapter of the CGJA. Creating such a support organization can help change the negative culture through developing community awareness and education regarding the roles and duties of grand juries. The chapter can also assist in providing continuity related to issues of concern and raising funds. The chapter could offer to assist the Judge in prescreening candidates for the jury, can assist in orientation of new jurors as well as offering them support. A CGJA chapter can attend public events that may be a conflict of interest for serving Grand Jury members. The chapter could also attend to media outreach on behalf of the Grand Jury.

It is not in the county's best interest to ignore the economic climate that prevails throughout the county today. Doing nothing is not acceptable. The position of County Administrator is described in the County Code: Chapter 2.14. It is unconscionable to allow this position to remain vacant for thirty-eight years. Sierra County needs to focus on the future. The County Code needs to be kept alive by adhering to the most recently updated General Plan.

IV. Grand Jury Business

The 2014-2015 Grand Jury conducted the following tasks in the course of its work:

- Elections for Officials and County Government positions took place. The Sierra County Election Office invited two members of the Grand Jury to oversee the ballot counting at the Sierra County Courthouse in Downieville.
- As California State mandate requires Law Enforcement Jail Facilities in Sierra County were inspected by members of the Grand Jury.
- Each Juror signed the Conflict of Interest Statement prepared and finalized by the 2013-2014 Grand Jury.
- The Northern Regional Chapter Conference in Redding, Shasta County was attended. This united grand jurors from Northern California to address rural issues, declining involvement in civic responsibilities, awareness of changing economic forces, etc.
- For the first time, with great assistance, and established for use by Grand Jury members beginning July 2015, a secure email site and electronic communication capability is given for use by impaneled jurors to conduct their work.
- Submission was made to County Representatives requesting an increase in Sierra County Grand Jury's General Meeting stipend. current and unchanged since 1997, a raise from \$15 for an average four hour meeting was voted for and formally requested from the Superior Court, the County Auditor, and the Board of Supervisors.
- Grand Jury members donated new replacement flags, the Stars and Stripes and a State of California flag to replace our near Courthouse flags. A few days prior to the planned gifting, jurors noticed new flags were introduced. Flags were then given to a Sierra County local Volunteer Fire Station that was currently without. Our thanks to the responsible party who replaced the former ones.
- Jurors assisted Superior Court with pre-empanelment interviews and orientation for incoming 2015-2016 Sierra County Grand Jury.
- Grand Jury Foreperson available to Superior Court process of Grand Jury selection, orientation, and newly appointed Foreperson for 45 days past end of term.
- The first list of potential volunteers comes into existence to assist Superior Court and Sierra County Grand Jury and will follow Chapter Association formation guidelines from California Grand Juror's Association.
- Final Report issued to Superior Court, June 2015.

V. Informational Interviews

The 2014-2015 Grand Jury conducted a number of informational interviews with the following:

- District Attorney's Office/Victim Witness Department
- Sheriff's Department (Several interviews with several Departmental Employees)
- Office of Emergency Services
- Plant Manager's Office
- Planning Department
- Clerk Recorder's Office
- Probation Department
- Auditor's Department
- Assessor's Office
- Information Technology Department, Computer & Software Systems Evaluation
- Superior Court
- Citizen's Panel--Medical Services in Sierra County
- Central California Intelligence Center; Sacramento Regional Threat Assessment Center

VI. Compliance and Continuity Report

“In our system of government a grand jury is the only agency free from possible political or official bias that has an opportunity to see... the operation of the government...on any broad basis.”

--(Monroe vs. Garrett 1971.)

Reviewing the former grand jury reports we formed a committee to research the publicly declared responses to these reports by county departments mandated to do so.

All appropriate county departments responded to grand jury findings and recommendations from last year with one understandable exception: the Calpine Water District. The 2013-2014 Grand Jury wrote that a regularly scheduled maintenance program for existing fire-hydrants in Calpine needed to be produced. However, this was at the very end of the Grand Jury report and the recommendation to the Calpine Water District was not clearly made or possible to respond to if unseen. The sentence of recommendation was hidden in before the last line of the report remarking at the great job the Calpine Water District was doing and this one sentence recommendation could have been easily missed.

The 2013-2014 Grand Jury recommended that the Calpine Water District implement a maintenance program for the fire hydrants to ensure public safety. The 2014-2015 Grand Jury investigated and has determined that the Calpine Volunteer Fire Department recently tested and

mapped fire hydrants existing in town and also did a flow test, as required, last year. The hydrants are routinely flushed each fall season and all are numbered. The flow test results are documented and on file with both the Calpine Water District and the Calpine Volunteer Fire Department. Ultimately, the Calpine Water Board is responsible for the condition of the fire hydrants. Local Fire Department volunteers take care of the flushing, testing, and clearance issues in the event of an emergency. The water board has also added hydrants on "B" Street and is adding one next to the well adjacent to the firehouse with a filtration system. The reservoir was recently dredged.

Therefore, the Calpine Water District met full compliance with the former grand jury recommendation. Additionally, the Compliance and Continuity Committee became aware that the Calpine area of Sierra County has Community Awareness meetings sponsored by the Calpine Water Board, CalFire, United States Forest Service representatives, and Sierra County Office of Emergency Services (OES).

In other responses to past Grand Jury reports the Compliance Committee noticed "cookie-cutter" responses. That is to say, a form letter of sorts, the same or very similar responses to Grand Jury reports for successive reports.

Conflicts of Interest: The Grand Jury is concerned about county employees who may put the interests of the corporations they represent ahead of county interests.

This year's Grand Jury could not close out its report without leaving a comment about Sierra County, their governing body, department heads, and citizens as a whole. The big question is, "Where is Sierra County going? What is in our future?" Sierra County depends on the tourist trade for the majority of support its businesses receive. Population of the county is down. Some of the towns are listed as disadvantaged communities. The tourist trade, for the most part, is only viable during the summer months. So the question remains, "What is our governing body doing to prepare for the future of Sierra County?"

VII. Law Enforcement Report

Introduction

California Penal Code, Section 919(b) provides as follows:

“The Grand Jury shall inquire into the condition and management of the public prisons within the county.” The Sierra County Grand Jury 2014-2015 has inspected both the Downieville Jail and Sheriff’s Office as well as the Loyalton Substation.

The 2014-2015 Grand Jury of Sierra County formed a committee to report on the state of Law Enforcement in the county. During the course of its work the Grand Jury interviewed several employees of the Sheriff’s Department, toured and inspected both the main Sheriff’s Office and County Jail in Downieville as well as the Eastern Sierra Valley Substation in Loyalton.

Interviews with the County Departments of Probation, County Auditor, and the Assessor’s Office as it pertains to Information Technology were also pertinent to this report.

For the sake of clarity and because the current state of law enforcement in Sierra County has similar challenges both in the jail/dispatch center as well as in field operations. The 2014-2015 Grand Jury has chosen to combine the Jail Report with our other findings pertaining to Law Enforcement. Chronic and sustained understaffing has created a situation that detrimentally affects public safety as well as employee safety and morale.

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Downieville Jail Inspection

The 2014-2015 jail inspection at the Downieville facility took place on October 13th, 2014. The 2014-2015 Grand Jury toured the facility inside and out. In addition to the physical inspection of the jail, the jury interviewed five employees of the Sheriff's Department (both on the day of the inspection and in subsequent interviews), as well as one inmate. The jury reviewed the "Board of State and Community Corrections (BSCC) Biennial Inspections" of the Jail for 2012 and 2014, "Sierra County Grand Jury Report 2013-2014", "Sierra County Grand Jury Report 2012-2013", *The Sierra County Sheriff's Office Jail Closure and Feasibility Study*, and the *Sierra County Sheriff's Office In-Custody Death Report* for an in-custody death that occurred on January 30th, 2014.

All of these documents support a finding of historical understaffing of the Sierra County Jail. Repeatedly, the jail was found to be out of compliance with the minimum staffing as set forth by the BSCC. Although, the Sheriff's response to the BSCC Biennial Reports expressed plans to hire additional staff to bring staffing into compliance, this has not occurred to date. In response to the BSCC and the prior Grand Juries, Sheriff Evans points out that being out of compliance does not violate any law or statute. The Sierra County Board of Supervisors (BOS) also makes a similar distinction regarding lack of compliance with regards to jail staffing. Conversely, the *Sierra County Sheriff's Office Custody Services Manual* states:

"There shall be, at all times, sufficient staff designated to remain in the facility for the supervision and welfare of inmates, to ensure the implementation and operation of all programs and activities as required by Title 15 CCR Minimum Jail Standards, and to respond to emergencies when needed. Such staff must not leave the facility while inmates are present and should not be assigned duties that could conflict with the supervision of inmates (15 CCR 1027).

-- *Policy 204.3 SCSO Custody Services Manual (p.48)*

In terminology related to law enforcement policies there is an important distinction to be made between the words "may" and "shall". The SCSO Custody Services Manual defines these terms clearly in Policy 106.4 Definitions (p17). The policy states, "May - Indicates permissive, discretionary or conditional action." "Shall or will - indicates mandatory action." By having a historical common practice of having a single Corrections Officer/Dispatcher (CO) on duty at all times and utilizing a Core Trained Jail Supervisor as the second CO during that person's shift the Sheriff's Department has allowed complacency and the money saved by understaffing to supersede being in compliance with minimum staffing as set forth by the BSCC, continual recommendations of its Grand Juries, and its own policies and procedures. Chronic and continual understaffing creates an untenable work environment and makes it difficult to preserve and protect the safety of both the inmates and the staff.

The Sierra County Jail is located in the county seat of Downieville, CA. The facility shares a building with the Sierra County Court, BOS chambers, and other County offices. The current

facility was constructed in 1952. The jail was constructed to be a Type I jail facility that would hold subjects for 0-96 hour incarcerations. Due to the remote location of the jail and difficult access in winter months, the county elected to operate as a Type II facility so that incarcerated subjects who prefer, could serve their sentences locally. Because of this historical operation as a Type II facility the BSCC evaluates that jail as a Type II facility in accordance with BSCC regulations from 1988 and 1994 as the current facility was remodeled in 1991 is in compliance with the regulations at the time of that remodel, with the exception of the exercise yard and staffing. Currently, the recommendations of the BSCC is that the jail employ 10 CO/Dispatchers in order to meet minimum staffing requirements to continue to operate as a Type II facility.

“Since this Inspection, the Sierra County Jail has had an inmate commit suicide when only one jailer/dispatcher was on duty. The lack of jail staff who can respond to emergencies (as specifically required in Title 15 regulations), other than the single officer assigned to a shift, clearly represents a significant issue and liability risk to the Sheriff’s Office and other County Officials.”

-SCSO Jail Closure Assessment and Feasibility Study (p.6)

Findings:

F1--It is the finding of the 2014-2015 Grand Jury that the jail should not operate as a Type II facility until such time as sufficient staffing shall be hired and trained to operate within the staffing recommendations of the BSCC and the Jail’s own written policies.

F2--While it may be acceptable practice for a CORE trained supervisor to be the second staff member to meet jail staffing requirements there must be two CO/Dispatchers on duty at all times unless the jail is temporarily operating as a Type I facility.

Recommendations:

R1--The Sierra County Jail should operate as a Type I facility until it is fully staffed as recommended by the BSCC so as to protect the safety of both the inmates and the staff.

R2--The Sierra County Sheriff’s Department in concert and cooperation with The Sierra County Board of Supervisors should make recruitment and hiring a priority. Ideally, a time frame for hiring should be agreed upon.

The Sierra County Sheriff’s Office commissioned report, Jail Closure Assessment and Feasibility Study prepared by the Criminal Justice Research Foundation has been a very helpful document in preparing this report. Although the county could save considerable money in closing the jail, the possibility of not being able to reopen the jail in the future without meeting current standards for jail facilities, rather than the standards set forth at the time of the 1991 remodel, are likely to mean we no longer have the ability to have a county jail without building a completely new facility. The jail can operate in a Type I capacity until such time that they are in compliance with staffing and plant updates.

The Jail was found to be, generally speaking, in good repair. However, the heating system for the jail is ineffective and the jail is, therefore, frequently cold. The use of space heaters is a safety issue for a jail facility. In addition to the possibility of burns, the presence of electrical cords that could be removed from the heater and used as a weapon make it a poor choice for a jail facility. If replacing the heating system for the whole building is prohibitively expensive, they should investigate the feasibility of having a separate heating system for the jail side of the building or, at the very least, making the thermostat available or accessible to the jail staff so that they can adjust the heat as needed.

On the day of the inspection, the commercial fan above the stove was reported to have been not operational for a number of years. Despite funds for repair being approved and budgeted more than once it had not been repaired. It has since been repaired.

It is the opinion of the 2014-2015 Grand Jury that the nutritional needs of the inmate population are not met by the serving of high sodium and high fat frozen meals. While this is not a concern for prisoners of short duration, long term consumption could be detrimental for the wellbeing of the inmates and food choices should be improved. At the time of the inspection jail employees had already consulted with a nutritionist and were investigating how to improve inmate nutrition.

The exercise yard is too small and the fences are too low to be compliant with BSCC recommendations. It also shares space with the sally port for bringing arrestees into the facility.

Findings:

F3 --The heating system is out of date and tied to the whole building. Turning the heat down or off in the Courthouse and County Offices makes the County Jail cold and results in the use of space heaters.

F4 -- Nutritional needs should be improved in relation to consumption of fat and sodium at such time that prisoners are held for prolonged periods of time.

F5--The exercise yard is insufficient in size and equipment to meet outdoor recreation needs and should be improved.

Recommendations:

R3-- Space heaters compromise both inmate and officer safety and should not be used. Until such time that the heating system can be improved or a separate heating system for the jail can be installed, the jail staff should have access to and the ability to adjust thermostats.

R4 -- Food choices for inmates should be improved to reduce sodium and fat.

R5 -- The Sally Port/Exercise Yard should be improved to meet BSCC recommendations.

Loyalton Substation Inspection

The Loyalton Substation is a newer facility that has been utilized by the Sierra County Sheriff's Office since 2006. It is clean and in good repair. However, two security cameras are not operational and since there is no perimeter fencing at the facility the cameras should be a priority for repair or replacement. Also, the rear door is bent and has a noticeable gap at the bottom. This should be repaired as soon as possible as it is a large enough gap to adversely affect the heating of the building.

Findings:

F6 -- Two of the cameras are not operational.

F7 -- The rear door of the facility is bent and has a substantial gap allowing heat to escape during winter.

Recommendations:

R6 -- Replace the non-operational cameras.

R7-- Repair or replace the rear door.

Law Enforcement Staffing

Understaffing in all areas of the Sierra County Sheriff's Department is a problem that has been allowed to become a threat to public safety in both its scope and duration. All law enforcement agencies have had to do more with less money since the financial downturns beginning in 2008. However, unchecked understaffing is a public safety and officer safety problem that cannot be allowed to continue. At the time of writing this report the jail is staffed by five Corrections Officers. The amount of staffing that could be immediately acceptable is eight and the amount recommended by the BSCC is ten. Field officers also have four to six vacancies as of Oct. 13, 2014. (Info per Staffing Flow Chart provided by Sheriff's Office.) Staffing is an ongoing process to account for transfers to other agencies and attrition. The staffing in Sierra County is so low that it necessitates having excessive amounts of overtime or understaffing. Understaffing results in extended arrival times for both emergencies and non-emergencies. Having one officer on duty for each side of the county is an officer safety issue that can affect morale and retention of highly trained and experienced officers. Extended arrival times also mean the safety of the citizens of Sierra County can be in jeopardy. We have found the employees of the Sheriff's Department to be professional and dedicated to performing their duties to the best of their abilities. There just aren't enough of them. Although it can be challenging to find candidates for Corrections Officer/Dispatcher or Deputy positions for a smaller county with lower salary scales, the

Sheriff's Department and the Board of Supervisors should work together to attract, hire, and retain qualified candidates starting within our own population.

Finding:

F8 -- The Sheriff's Department is grossly understaffed.

Recommendation:

R8 -- The Sheriff's Department and BOS should collaborate on a hiring/staffing plan and implement it as soon as possible.

Probation Department

The Probation Department is key to keeping the peace within Sierra County. The Probation Department, with the cooperation of the Board of Supervisors, has recently implemented a program of electronic monitoring (ankle bracelets) that will assist the jail as it gets it's staffing into compliance by having a viable alternative to pre-trial incarceration for those that can not afford bail. Inmates that qualify for electronic monitoring over incarceration will be able to maintain employment and familial relationships. Also, for probationers who require close monitoring post incarceration the county can have another level of accountability as the parolee works to regain their place in society.

Finding:

F9 -- The Probation Department's use of electronic monitoring is necessary for Sierra County.

Drugs In The County

The 2014-2105 Grand Jury has received anecdotal complaints regarding marijuana growing in the county. It is recommended that all concerned citizens review Sierra County Ordinance No. 1055. It is thirteen pages long and is available on the county website. Proposition 215 was approved by California voters for medicinal marijuana use in 1996. There is a valid concern that as surrounding counties make their ordinances more restrictive growers will move to Sierra County.

In Sierra County we have very succinct requirements for obtaining and renewing a permit for carrying a concealed weapon (C.C.W. General Process & Procedures available on County Website). If the county implemented a similar permit process for medicinal marijuana there would be several problems solved. By issuing permits the county would ensure that the person receiving the permit has a full understanding of and is agreeing to abide by Ordinance No. 1055. Yearly renewal would ensure that any changes to the ordinance will be known to the permit holder and that they are agreeing to abide by the restrictions of the ordinance. Non-compliance with the ordinance would be just cause for the termination of the permit and the confiscation of

the person's marijuana. This will allow those patients who wish to be in compliance the opportunity to show their good faith compliance and be assured that they are in compliance. The marijuana ordinance in Sierra County is more lax than the ordinances in surrounding counties. The Board of Supervisors should ensure that we are not inadvertently creating a haven for marijuana growers who wish to have fewer rules of compliance and less oversight.

Findings:

F10 -- Many citizens remain confused about what is or is not acceptable for marijuana cultivation in Sierra County.

F11 -- Lack of required permits either through Health and Human Services, building permits, and/or law enforcement permits, and enforcement thereof, makes Sierra County a desired residence for out of compliance growers.

Recommendations:

R10 & R11 -- The Board of Supervisors should implement a permit process for marijuana cultivation that will require cultivators to show knowledge of Ordinance No. 1055 and to agree to operate in compliance thereof. The permit should be specific enough to give the Sheriff's Department and other applicable county departments clear cause for revoking permits from those not in compliance and not issuing permits to those that are not meeting the medicinal requirements for growing.

Cooperation with Allied Agencies

Cooperation with allied agencies is a tradition amongst law enforcement entities in times of emergency. First responders throughout our county and across the globe provide mutual aide to each other when such requests are necessary. Improved cooperation with allied agencies is more necessary than ever with the staffing and budgetary constraints within Sierra County. This cooperation is needed both with adjacent county agencies, state agencies, and federal agencies in order to better serve our community. The grand jury specifically encourages membership in associations that specifically serve rural counties such as our own. A member of the Sierra County BOS is currently a member of the Rural Counties of Representatives of California (RCRC) and we look forward to seeing concrete actions from membership in such a group improving life in Sierra County.

The Central California Intelligence Center (CCIC) provided valuable information regarding educational opportunities to enhance the safety of our schools and training that is available to both our law enforcement officers and our school employees. This information is being forwarded to our school administrators. Currently Sierra County is not participating in CCIC training and does not have a Terrorism Liaison Officer as a point of communication and cooperation with the CCIC. Despite the understaffing within the Sheriff's Department we should be involved in this vital communication loop.

Findings:

F12- The County should reach outside of itself to seek common ground relationships and mutual assistance with our neighboring counties.

F13-- The county does not actively participate in communication and educational opportunities offered by state agencies.

Recommendations:

R12-- The County needs to enhance cooperation with local, adjacent law enforcement agencies such as Nevada County, Placer County, Plumas County, Lassen County, as well as local CHP area offices and resident post officers.

R13-- The County needs to enhance and actively participate in groups such as the RCRC, CCIC and other organizations that can provide training, cooperation, and access to information that the county might otherwise not have.

Appendix

Documents that were reviewed by the Grand Jury for this report included:

State of California, Department of Corrections and Rehabilitation, Corrections Standards Authority (CSA) *2011-2012 Biennial Inspection Report* dated November 18, 2011

State of California, Department of Corrections and Rehabilitation, Corrections Standards Authority (CSA) *2013-2014 Biennial Inspection Report* dated September 14, 2014

Sierra County Grand Jury 2012-2013, *Grand Jury Report and Responses*.
<http://www.sierracounty.ca.gov/documentcenter/view/431>
<http://www.sierracounty.ca.gov/DocumentCenter/View/697>

Sierra County Grand Jury 2013-2014 *Grand Jury Report and Responses*.
<http://www.sierracounty.ca.gov/documentcenter/view/1309>
<http://www.sierracounty.ca.gov/DocumentCenter/View/1322>

Criminal Justice Research Foundation, *Sierra County Sheriff's Office Jail Closure and Feasibility Study*, May 6, 2014. Sacramento, CA.

Sierra County Board of Supervisors, *Ordinance No.1055: Pertaining to Cultivation of Marijuana*, July 8, 2014.
<http://www.sierracounty.ca.gov/documentcenter/view/1285>