



ADMINISTRATIVE SERVICES DEPARTMENT

Information Systems
Geographical Information Services
Purchasing

Communications
Custodial Services
Central Services

Mark A. Cowart
Director / Chief Information Officer

2222 "M" Street
(209) 385-7690
(209) 725-3535 Fax
www.co.merced.ca.us

Mailing Address
2222 "M" Street
Merced, CA 95340

Equal Opportunity Employer

August 2, 2013

The Honorable Brian McCabe
Presiding Judge
Superior Court of California, County of Merced
670 West 22nd Street
Merced, CA 95340

Regarding: 2012-2013 Grand Jury Report
Investigative Report - Merced County 9-1-1 Program

Your Honor:

We have received and reviewed the Grand Jury report and item indicated above. The Department of Administrative Services was requested to respond to recommendations made by the Grand Jury related to the investigation. Our responses to the recommendations are as follows:

R4. The 2012-2013 Merced County Civil Grand Jury recommends that Merced County jurisdictions ensure that all emergency responder radio "dead zones" are located and the necessary actions are taken to ensure adequate radio signal strength.

The Department of Administrative Services has been working with the Sheriff's Office to identify areas of the County where the system either has a weak signal or where there may be no signal. In some cases, the problems are being resolved. For example, one area of the County had experienced a high level of interference problems. The Sheriff's Office met with PG&E and the County's radio system vendor at the location to trouble shoot the problems. PG&E made repairs to their equipment and the interference problem was resolved. The County will monitor the area for interference problems. The County will develop recommendations for more comprehensive system changes to the County's radio system but will continue to identify and correct problems as they arise.

R5. The 2012-2013 Merced County Civil Grand Jury recommends the County of Merced require all departments in charge of purchasing for the county to have a clause in each contract that will allow the return of the equipment and a full refund if it does not work as advertised or with our systems. Also, enough research should be done prior to purchasing to ensure that the equipment will work with our systems.

The County of Merced has standard Terms and Conditions that are utilized on procurements for equipment and systems. The terms and conditions include, at the option of the County, an on-site

acceptance test period that is for the purpose of demonstrating that, in the County's sole opinion, items/services purchased perform in accordance with the manufacturer's specifications. If the equipment or systems are not accepted by the County within sixty days of the beginning of acceptance testing the County may elect to terminate the purchase and the successful bidder shall refund all monies received from the County up to the period of termination, within thirty calendar days from receipt of written termination by the County. Administrative Services will update the standard Terms and Conditions to include the acceptance testing period on all procurements of equipment and systems rather than having it optionally included.

Additionally, the County's Terms and Conditions include warranty conditions that require the manufacturer and bidder to fully guarantee all materials and equipment furnished under the terms of the procurement against poor and inferior quality. While under warranty, successful bidders are required to repair or replace inoperable materials or equipment in a timely manner to minimize the disruption of County operations.

The Emergency Notification System (ENS) purchased in 2007 was of a design that required the County to install and maintain the hardware and software to support the system. An alternative design methodology that has become an industry standard is to utilize an ENS as a service instead of hosting the system locally. This is the methodology utilized by the new system from Everbridge.

The problems inherent, and experienced by the County, with a locally hosted system are a result of the system only being used infrequently - in an actual emergency. Because the system is used infrequently, the various components have problems that aren't apparent until the system is needed. Locally hosted systems require periodic updates and maintenance and are subject to being physically moved or disconnected. These problems along with the design limitations of the availability of trunk lines and other communications infrastructure resulted in the County contracting for a system that could be utilized as a service instead. It wasn't a matter of the system not working immediately after implementation, but over time the system would not reliably function because of the limitations of a hosted system.

Sincerely,



Mark A. Cowart
Administrative Services Department, Director

Cc: County Executive Office



DEPARTMENT OF AGRICULTURE

David A. Robinson
Agricultural Commissioner
Director of Weights and Measures
Director of Animal Control

2139 Wardrobe Avenue
Merced, CA 95341-6445
Phone: (209) 385-7431
Fax: (209) 725-3536
Los Banos Office: (209) 827-2030

Animal Control: (209) 385-7436
www.co.merced.ca.us

Equal Opportunity Employer

June 28, 2013

Honorable Brian McCabe
Presiding Judge
Superior Court of California, County of Merced
2260 "M" Street
Merced, Ca 95340

Re: 2012/2013 Grand Jury Report

Your Honor,

I have received and reviewed the 2012/2013 Grand Jury Report. There are no issues in the report which require further action by the Merced County Department of Agriculture.

Sincerely,

David A. Robinson
Agricultural Commissioner
Sealer of Weights and Measures
Director of Animal Control



**OFFICE OF COUNTY ASSESSOR-CLERK-
RECORDER & REGISTRAR OF VOTERS**

Barbara J. Levey
Assessor-Clerk-Recorder-
Registrar of Voters

2222 "M" Street
Merced, CA 95340
(209) 385-7631
(209) 725-3956 Fax
www.co.merced.ca.us

Equal Opportunity Employer

July 31, 2013

Honorable Brian McCabe
Presiding Judge
Superior Court of California, County of Merced
2260 "M" Street
Merced, CA 95340

RE: 2012/2013 Grand Jury Report

Your Honor,

I have received and reviewed the 2012/2013 Grand Jury Report. There are no issues in the report which pertain to, or require further action by, the Merced County Assessor, Clerk, Recorder, or Registrar of Voter offices.

Sincerely,

Barbara J. Levey
Assessor-Clerk-Recorder-Registrar of Voters



AUDITOR-CONTROLLER

Lisa Cardella-Presto
Auditor-Controller

2222 "M" Street
Merced, CA 95340
(209) 385-7511
(209) 725-3900 Fax
www.co.merced.ca.us

July 31, 2013

Honorable Brian McCabe
Presiding Judge
Superior Court of California, County of Merced
2260 "M" Street
Merced, Ca 95340

I have received and reviewed the 2012/2013 Merced County Grand Jury Report. There are no issues in the report which pertain to matters under the control of the Merced County Auditor-Controller.

Sincerely,

Lisa Cardella-Presto, CPA
Merced County Auditor-Controller



DEPARTMENT OF
CHILD SUPPORT SERVICES

Sharon Wardale-Trejo
Director

3368 N Highway 59, Suite A
Merced, CA 95348
(866) 901-3212
(209) 381-1305 Fax
www.merceddcss.com

Equal Opportunity Employer

DATE: July 1, 2013
TO: Mike North, Management Analyst, Chief Executive Office
FROM: Sharon Wardale-Trejo, Director of Department of Child Support Services
SUBJECT: 2012-2013 Merced County Grand Jury Report

MEMORANDUM

Please be advised, the Department of Child Support Services has reviewed the 2012-2013 Grand Jury Report and there are no issues contained in the report that pertain to matters under the control of our department. Please contact me if I can be of any assistance.

Sincerely,

Sharon Wardale-Trejo
Director, Department of Child Support Services



DEPARTMENT OF COMMUNITY
AND ECONOMIC DEVELOPMENT

Mark J. Hendrickson
Director

2222 M Street
Merced, CA 95340
(209) 385-7654
(209) 383-4959 Fax
www.co.merced.ca.us

Equal Opportunity Employer

DATE: July 26, 2013

TO: The Honorable Brian McCabe
Presiding Judge of the Merced County Superior Court

FROM: Mark J. Hendrickson, Director
Community and Economic Development Department

RE: I have reviewed the 2012-2013 Civil Grand Jury Report and there are no issues in the report that pertain to matters under the control of my department. If I can be of further assistance, please feel free to contact me at your earliest convenience.



DISTRICT ATTORNEY
LARRY D. MORSE II

550 W. Main Street
Merced, CA 95340
Phone (209) 385-7381
Fax (209) 725-3669

Chief Deputy District Attorney
HAROLD L. NUTT

Chief Deputy District Attorney
ROBERT O. CARROLL

Director of Administrative Services
JEANNETTE M. PACHECO

INVESTIGATIONS

Chief Investigator
PATRICK N. LUNNEY

VICTIM WITNESS
(209) 385-7385

Victim Witness Program Director
LISA DeSANTIS

LOS BANOS DIVISION
445 I Street
Los Banos, CA 93635
Phone (209) 710-6070
Fax (209) 827-2029

August 1, 2013

The Honorable Mark Bacciarini
Presiding Judge of the Civil Grand Jury
MERCED COUNTY SUPERIOR COURT
2260 "M" Street
Merced, CA 95340

Your Honor:

I have received and reviewed the 2012-2013 Civil Grand Jury Final Report. There are not issues in the report which require further response by the Merced County District Attorney's Office.

Sincerely,



LARRY D. MORSE II
DISTRICT ATTORNEY



FIRE DEPARTMENT

3500 NORTH APRON AVENUE
ATWATER, CA 95301
OFFICE (209) 385-7344
FAX (209) 725-0174

NANCY B. KOERPERICH
Fire Chief
(209) 966-3622

MARK LAWSON
Division Chief
(209) 385-7450

Honorable Brian McCabe
Presiding Judge
Merced County Superior Court
2260 "M" Street
Merced, CA 95340

Re: 2012-2013 Grand Jury Report

Your Honor:

I have received and reviewed the 2012-2013 Civil Grand Jury Final Report and have prepared the following response to the section referencing the Merced County 9-1-1 Program.

The report mentions that OES (Office of Emergency Services) is in charge of implementing ENS (Emergency Notification System). In reality, the OES facilitates the use of the system through a coordinated effort with the City or County having the emergency. Each individual dispatch center that sends emergency equipment to a disaster situation has the authority to implement ENS. The system does not have to be implemented by the Office of Emergency Services. OES has been tasked with the responsibility of the facilitation of the program due to their responsibility in the coordination of disaster management within the County.

In response to R1 & R2; OES agrees that implementation of the geographically targeted messaging system would be a great addition to emergency services, but it cannot replace the ENS. IPAWS & CMAS would enhance the Emergency Notification System known as Everbridge; but there are limitations to the program which should be clearly delineated to the Grand Jury and the citizens within the county.

Additionally, IPAWS and CMAS will not solve all of our messaging challenges. CMAS messaging delivers messages in a broad area, like a rainstorm delivers water, everywhere. Sometimes this is an appropriate solution, but there are more often times when a hose is what is needed; delivery of water exactly where we need it. The "opt-in" program of Everbridge, allows us to identify groups with access and functional needs issues, language preferences, senior citizen concerns, school messaging preferences or general alert categories allowing the agency to deliver the message exactly where it is needed.

Not only can the "opt-in" program narrow the alert category, the user can limit the alerts to items that interest them only. For instance, if you have no children, you may not be interested in receiving information regarding schools, but in contrast, if you work out of the County, and have children that go to school in the County, you may want all notifications regarding the schools. The specific categories of Everbridge bring specific users to the website.

Notifications of a geographic nature would be enhanced in Everbridge using the CMAS program, but implementing CMAS would not make individual registration unnecessary. OES would still need to continue with the campaign for signing up users in order for the system to be fully utilized.

A CMAS message cannot go out directly. The emergency services in the County would need to submit a completed form to a Federal review board to request approval in sending the message. Once approved by the review board, they send it on our behalf. Depending on the scope of the disaster, this would insert unexpected and unnecessary delays into the broadcast cycle. This is not the case with Everbridge since the dispatcher centers are able to immediately make notification as soon as they see the need or meet that City or County management's need for notification. Because Everbridge is a local process there are negligible delays to work through to initiate an alert.

The opt-in program of Everbridge allows the user to choose numerous methods for contact and does not limit the user to being in the area. The CMAS delivery system is cell phone based only and requires you to be in the area of the specific tower or towers identified to broadcast. An Everbridge user can be notified on their own terms regardless of whether they are in the area or not, and can include themselves, friends and/or family to receive notifications as well. With the Everbridge system, citizens can be specific, up to 5 locations in the county can be registered; and if they are out of the county they will still be notified. Basically, if an opt-in participant were visiting in San Diego County, and their home were circled for a notification, they could receive that alert, even being out of the area. With CMAS you would not get it. Also with CMAS, you cannot choose the types of messages, nor who receives the messages. The opt-in program provides for multiple contact paths on each person filling out the online form. This increases the longevity of contact in case they change a path, and allows the program to still notify the user through another path they have chosen. The CMAS would enhance notification by reinforcing the Everbridge notification, alerting those that have not opted in, but are in the area, and alerting visitors in the area that will never opt-in; but CMAS can only notify through one path.

In reality, the home phone database decreases every month. The OES must adopt and maintain a long term program to gather alternate contact paths for coordination in emergency management. We do not know what the future of the CMAS message delivery program might be. If we only restart our opt-in program when the Federal team pulls the plug on the CMAS program, we may find ourselves years out of a place, and underfunded in a notification program. The numbers of citizens registering in the Everbridge program increases every month and OES will continue to build those numbers in order to have a sound base for this or any new notification system.

Another benefit to the Everbridge system is the ability to confirm notification. There is no confirmation of delivery with CMAS, it is no more detailed than sending a message over the radio. With that said, we don't know how far and wide the messages may go, further limiting the type of messaging we should consider using the system for. Everbridge allows for the user to receive the notification through text, phone, cell phone, and email and requires confirmation to cease the alerts. This aspect to the program can assist OES and the County agencies in knowing the number of participants that have been notified, and who has acknowledged the notification.

2012-2013 Grand Jury Response
Fire Department

Generally there are many people under one address, and in Everbridge they can all register individually in order to be notified in the manner each person wishes to be notified. When all the profiles are registered, it also allows Everbridge to do a "roll call" during significant events to determine who might be accounted for. This benefit of "confirm and quit" process provides Everbridge with the next step prioritization. CMAS does not allow for any individual notifications except geographical and does not roll call or confirm receipt of the messaging as the Everbridge system does.

R4 - It is important to remind the Grand Jury that not all of the first responders are dispatched from Merced County's dispatch center. The County fire dept, along with four of the six cities, are dispatched from the CAL FIRE Emergency Command Center in Mariposa and they do not have the transmitting problems mentioned frequently in this report. Additionally, the fire departments dispatched through CAL FIRE do not have the same problems with transferring calls since the fire dept is not a primary PSAP center. It appears as though the report is mostly targeting the law enforcement branches within the County, but unfortunately using the term "first responders" infers that all first responder's radio traffic is compromised. That is simply NOT the case for the County fire department, City of Gustine, Dos Palos, and Atwater. In fact, State OES and the Merced OES Operational Area have enhanced interoperability radio frequencies within the County for Fire, EMS and Law Enforcement throughout the Op Area to be used in multi-agency disaster preparedness.

There are no other issues addressed in the report which require further response by the Merced County Fire Department.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nancy B. Koerperich', with a stylized flourish at the end.

Nancy B. Koerperich
Fire Chief



COUNTY EXECUTIVE OFFICE
Human Resources

James L. Brown
County Executive Officer

Marci R. Barrera
Acting Director of Human Resources

2222 "M" Street
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(209) 385-7682
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www.co.merced.ca.us

Equal Opportunity Employer

July 1, 2013

The Honorable Brian McCabe
Presiding Judge of the Superior Court
Superior Court of California, County of Merced
670 West 22nd Street
Merced, CA 95340

RE: 2011/2012 Grand Jury Response

Dear Presiding Judge McCabe:

I have received and reviewed the 2011/2012 Grand Jury Report and have found no issues in the report that pertain to the Human Resources Department.

Sincerely,

Marci R. Barrera
Acting Director of Human Resources



HUMAN SERVICES AGENCY

Ana Pagan
Director

2115 W. Wardrobe Avenue
(209) 385-3000
(209) 354-2501 Fax
www.co.merced.ca.us

Mailing Address
P.O. Box 112
Merced, CA 95341-0112

Equal Opportunity Employer

July 8, 2013

The Honorable Brian McCabe
Presiding Judge
Superior Court of California, County of Merced
2222 M Street
Merced, CA 95340

Regarding: Grand Jury Report 2012/2013

I have received and reviewed the Grand Jury Report.

There were two denied complaints under court jurisdiction which were not subject to investigation.

Therefore, there were no issues in the report that pertain to matters under our control.

Sincerely,


Ana Pagan
Director

cc: Mike North, County Executive Office



MERCED COUNTY LIBRARY

TO: Brian McCabe, Presiding Judge
Superior Court of California
County of Merced

FROM: Diane R. Satchwell
Merced County Librarian

SUBJECT: 2012-2013 Merced Grand Jury Report

DATE: June 26, 2013

I, Diane R. Satchwell, Merced County Librarian, via email, have received and reviewed the 2012-2013 Merced Grand Jury Report. There are no issues in the report which pertain to the Merced County Library System.



DEPARTMENT OF MENTAL HEALTH
Administration

Manuel J. Jimenez, Jr., MA, MFT
Director

Administration
1944 M Street
Merced, CA 95340
(209) 381-6813
(209) 725-3676 Fax
www.co.merced.ca.us

Mailing Address
PO Box 2087
Merced, CA 95344

Equal Opportunity Employer

DATE: June 27, 2013

TO: County Executive Office
Mike North

FROM: Manuel J. Jimenez, Jr.

SUBJECT: Grand Jury Final Report FY 2012-2013

I have received and reviewed the Merced County Civil Grand Jury Final Report for FY 2012-2013. There are no issues to report on regarding the Merced County Mental Health Department.

If you require any further information, please contact me.



PROBATION DEPARTMENT



Scott M. Ball
Chief Probation Officer

June 27, 2013

The Honorable Brian McCabe
Presiding Judge
Merced County Superior Court
627 W. 21st Street
Merced, CA 95340

Re: Acknowledgement/Response to Grand Jury Report 2012/2013

Dear Judge McCabe:

I have received and reviewed the Grand Jury Report with regard to the inspection of the Iris Garrett Juvenile Justice Complex (IGJJC) and the investigation into the Probation Department and Public Safety Realignment. The inspection of the IGJJC occurred on September 12, 2012, and the Grand Jury did not find reason to provide any recommendations.

The investigation of the Probation Department and Public Safety Realignment resulted in the following recommendations, which are accompanied by responses from the undersigned:

1. "The 2012/2013 Merced Civil Grand Jury recommends that the VEEP (Vocational Educational and Employment Program) collaborative group includes the Sheriff's Department."

Response: Since the completion of the investigation, the VEEP collaborative group was consolidated with the Re-Entry sub-committee to form the Adult Services Committee. The Sheriff's Department actively participates in this committee and is working with the Probation Department toward implementing vocational, educational, employment, and rehabilitative programs within county jail facilities. The Probation and Sheriff's Departments anticipate releasing a Request for Proposal (RFP) in the upcoming months to initiate these services.

2. "The 2012/2013 Merced Civil Grand Jury recommends that assessments to identify career interest, training, and educational needs should start in jail as a transition to probation and re-entry into the community."

Response: As part of the above noted RFP, there will be a requirement that interested vendors demonstrate the ability to provide career, educational, and substance abuse assessments.

3. "The 2012/2013 Merced Civil Grand Jury recommends that the Probation Department's AB109 statistical analyst develop a report that includes rates of recidivism, program success and cost."

Response: In January 2013, the Probation Department hired a Staff Services Analyst (SSA) utilizing County general fund rather than AB109 funds. The funding set aside for the AB109 analyst position was instead invested in upgrades to the department's adult case management system to allow for the automated collection and compilation of AB109 outcome data, including recidivism and program success. The duties of the SSA include evaluating the data and reporting back on rates of recidivism, program success, and cost-effectiveness of programs.

4. "The 2012/2013 Merced Civil Grand Jury recommends that the Probation Department establish a Probation and Community Team (PACT) in Los Banos with local non-profits. It is further recommended that the Probation Department contract with (vendor) for a Los Banos (day reporting) center."

Response: It is the intent of the Probation Department to provide day reporting and PACT services to west-county clients in Los Banos. The contract with the current day reporting center vendor expires in September 2013. The recently issued RFP includes a vendor option for implementation of a day reporting center in Los Banos.

I greatly appreciate the work of the Grand Jury and their commendations of our staff and facilities.

Sincerely,



Scott M. Ball
Chief Probation Officer

cc: Deidre Kelsey, Chairperson, Board of Supervisors
James L. Brown, County Executive Officer
Scott De Moss, Assistant County Executive Officer
Mike North, County Executive Office



PUBLIC DEFENDER

Eric A. Dumars
Public Defender

2150 "M" Street
Merced, CA 95340
(209) 385-7692
www.co.merced.ca.us

Memorandum

To: Honorable Brian McCabe
Presiding Judge, Merced Superior Court

From: Eric Dumars

Date: August 1, 2013

Re: 2012/13 Grand Jury report

Hon. Judge McCabe:

I have received and reviewed the Grand Jury report. I have no issues to discuss. Please contact me with further questions or concerns.

Thank You,

/s/ 

Eric A. Dumars,
Merced County Public Defender



DEPARTMENT OF PUBLIC HEALTH

Kathleen Grassi, R.D., M.P.H.
Director

July 26, 2013

Brian McCabe
Presiding Judge
Merced County Superior Court
County of Merced

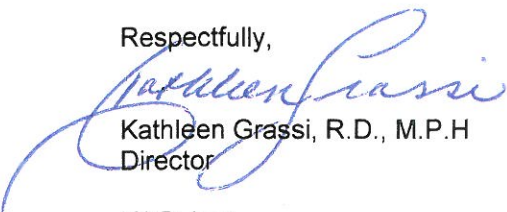
RE: Merced County Civil Grand Jury Final Report 2012-2013

I have received and reviewed the Grand Jury Report. The Department of Public Health's responses follow:

- R1-7: Prior to the release of the Grand Jury Report, the Department's Environmental Health Division hired two Environmental Health Technicians. Routine inspections other than complaint based inspections have occurred in areas listed in F1.
- R8: The Department agrees with the Grand Jury's recommendation.
- R9: The Department agrees with the Grand Jury's recommendation.
- R10: The Department agrees with the Grand Jury's recommendation.
- R11: The Department disagrees with the recommendation to implement an on-site posted placard rating system. On-site posted rating systems are controversial and can mislead the consumer when a food facility's status has changed in-between inspection cycles.
- The Department agrees that timely posting of completed facility inspections, without a rating, is a priority to ensure the public of that facility's inspection status.
- R12: The Department agrees with the Grand Jury's recommendation.
- R13-14: The Department agrees with the Grand Jury's recommendation.
- R15: The Department agrees with the Grand Jury's recommendation.
- Notation: The City of Firebaugh is not located within Merced County's health jurisdiction, but rather is located within Fresno County's health jurisdiction.

The Department appreciates the noted commendation and values the work of the Grand Jury.

Respectfully,



Kathleen Grassi, R.D., M.P.H.
Director

KAG: kag



DEPARTMENT OF PUBLIC WORKS

Dana S. Hertfelder
Director

715 Martin Luther King Jr. Way
Merced, CA 95340-6041
(209) 385-7602
(209) 725-3989 Fax
www.co.merced.ca.us

Building Services
Parks and Recreation
Roads
Fleet Management
County Surveyor
Building & Safety

Equal Opportunity Employer

DATE: July 29, 2013
TO: Presiding Judge Brian McCabe
FROM: Dana S. Hertfelder, Director of Public Works
SUBJECT: 2012-2013 Merced County Grand Jury Report

MEMORANDUM

Please be advised that I have received and reviewed the 2012/2013 Merced County Grand Jury Report.

There are no issues in the report which pertain to matters regarding my Department, so I have no detailed comments.

DSH:jlr

cc: Mike North, County Executive Office

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**MERCED COUNTY
EMPLOYEES' RETIREMENT
ASSOCIATION**

**3199 "M" Street
Merced, California 95348**

MARIA L. AREVALO
Plan Administrator

Telephone 209-725-3636
Fax 209-725-3637

July 31, 2013

To: County Executive Office, Mike North
From: Maria L. Arevalo, MCERA Plan Administrator
Re: Grand Jury Report

Please be advised that I have reviewed the Merced County Grand Jury Final Report, 2012- 2013 and further, that I have found no matters in the report which pertain to matters under the control of the Retirement Association and which require a response from this department.



MARK N. PAZIN
COUNTY OF MERCED
OFFICE OF THE SHERIFF-CORONER

August 14, 2013

The Honorable Brian McCabe
Presiding Judge
Merced County Superior Court
Merced, CA 95340

Re: Response to the 2012/2013 Grand Jury Report

Dear Judge McCabe:

I have reviewed the 2012-2013 Grand Jury Report.

In reference to Merced County Sheriff's Office CCW application and review process: State law allows for the possession of firearms in one's home and place of business,* if it is not otherwise prohibited by issues such as criminal history or mental illness. *Businesses and institutions may restrict the carrying of a firearm on their premises regardless of whether or not the individual holds a CCW permit.

During the last year the Merced County Sheriff's Office, in collaboration with County Counsel, has revisited and revised its CCW (Carry Conceal Weapon) Permit policy to better comply with State law. However, as alluded to in the report, the Sheriff, a life member of the NRA, has the ultimate authority for approving permit applications. With this authority comes considerable liability.

Most recently, the Sheriff has directed applicants who reside in any of Merced County's six incorporated municipalities to apply directly to their respective Chief of Police who possesses the statutory authority to grant CCW permits within that chief's respective jurisdiction.

Further, the Grand Jury opted to reference Stanislaus County Sheriff's Office practices for comparison purposes with the Merced County Sheriff's Office process. This Office's issuance rate of CCW's permits equals and often exceeds the issuance rate of other California counties with both similar and significantly greater populations

I concur generally with the observations and recommendations of the remainder of the report, as it pertains to the correctional facilities and the Coroner Office.

Sincerely,

A handwritten signature in blue ink that reads "Mark N. Pazin". The signature is written in a cursive style with a large, stylized "M" and "P".

Mark N. Pazin
Merced County Sheriff-Coroner



07-25-12 A11:28:56 CVD
403 "F" STREET ★ LOS BANOS, CA 93635

209-826-5166 ★ FAX 209-826-8737

July 1, 2013

Merced County Executive Office
2222 M Street
Merced, CA 95340
Attn: Mike North

Re: Acknowledgment of 2012/2013 Grand Jury Report

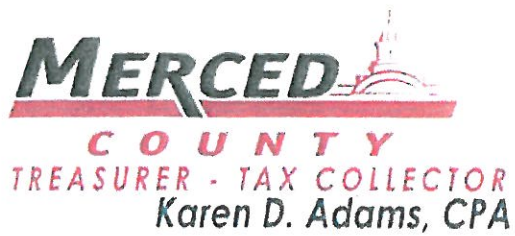
Honorable Brian McCabe
Presiding Judge, Merced County Superior Court:

Please note I have received and reviewed the 2012/2013 Grand Jury Report. There are no issues in the report which pertain to matters under my control.

Thank you,

A handwritten signature in black ink that reads "Ron Brandt".

Ron Brandt
Manager



Karen D. Adams, CPA
Treasurer-Tax Collector

2222 "M" Street
Merced, CA 95340
(209) 385-7307
(209) 725-3905 (Fax)
<http://www.mercedtaxcollector.org>

June 28, 2013

The Honorable Brian McCabe
Presiding Judge of the Superior Court
Merced County Superior Court
P.O. Box 2034
Merced, CA 95344

SUBJECT: 2012-2013 GRAND JURY REPORT

I received and reviewed the 2012-2013 Grand Jury Report. I have no comments regarding any of the findings or recommendations contained in the report.

Sincerely,

Karen D. Adams
Treasurer-Tax Collector



**DEPARTMENT OF
WORKFORCE INVESTMENT**

Robert A. Morris
Director

1880 Wardrobe Avenue
Merced, CA 95341-6407
(209) 724-2000
(209) 725-3592 Fax
www.co.merced.ca.us/wi

Equal Opportunity Employer

MEMORANDUM

July 1, 2013

To: Honorable Brian McCabe, Presiding Judge,
Superior Court of California, County of Merced

From: Robert A. Morris, Director, Department of Workforce Investment 

Subject: Acknowledgement of the 2012/2013 Grand Jury Report

I am acknowledging receipt of the Grand Jury report of 2012/2013. I have reviewed the report and find no reference to issues under my control and jurisdiction and have no comments regarding any of the findings or recommendations contained in the report.

STRIVING FOR EXCELLENCE