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*To inspire each student to  
extraordinary achievement  
every day*

September 25, 2012

Honorable Laurie Earl, Presiding Judge  
Sacramento County Superior Court  
720 9<sup>th</sup> Street, Department 47  
Sacramento, California 96814

The Honorable Judge Earl

**TWIN RIVERS UNIFIED SCHOOL DISTRICT RESPONSE TO THE  
2011-2012 SACRAMENTO COUNTY GRAND JURY FINAL REPORT**

The Twin Rivers Unified School District (TRUSD) Board of Trustees and members of the communities served by TRUSD have completed the analysis of findings and recommendations issued by the Sacramento County Grand Jury. In responding to the Grand Jury findings and recommendations, the TRUSD has prepared, and hereby submits our official response in an item-by-item format as follows:

**Finding 1.1** "The Evidence Room was sloppy, unkempt, and lacked the necessary information to maintain the chain of evidence. There is no inventory of the Evidence Room and a purge has never been done."

**Recommendations R 1.1** "The Twin Rivers Police Department needs training on how to process evidence, and to organize and maintain an Evidence Room."

**Recommendations R 1.2** "The Chief of Police should assign two people to care for the Evidence Room. They should log in and out all evidence when needed for court and lock up all narcotics and money. These two staff members are then accountable for anything missing or destroyed. The evidence should be purged according to rules and regulations. An NCIC/AFIS records check should be conducted on any recovered weapons."

**Response to R 1.1 & R 1.2** Agree—Twin Rivers District Police Department (TRDPD) will ensure that ongoing training is provided on how to process evidence, organize and maintain an evidence room. TRDPD began work with the Sacramento Police Department (SPD) on or about May 12, 2012. This work

remains in progress. Ongoing professional development has been implemented by the Acting Twin Rivers Chief of Police.

- The District will continue to utilize Lexipol as a resource for Department policy.
- Roll call will continue to be used as a means of training officers on District policy.
- The Department has installed an automated access system for the property and evidence room that became operational on February 9, 2012.
- Two TRDPD staff are assigned as the only persons with access to the evidence room.
- The TRDPD will continue to work with the SPD to accept the transfer of all high risk items, including narcotics, drugs and cash to the custody of the SPD's evidence room.
- The TRDPD will work with SPD to continue staff training, and to conduct inventory and purging. We estimate completion by December 31, 2012.
- Ongoing maintenance and oversight will be provided by the TRDPD Chief of Police.

The actions taken pursuant to finding F 1.1 are consistent with the procedures the Grand Jury has recommended.

**Finding F 2.1** "Over 50% of the officers on Twin Rivers Police Department had taken home cars. Detailed rules and procedures were not available concerning 'take-home' and off-duty use of police vehicles. Present policy on the use of take home cars has generated unnecessary vehicle mileage which in turn inflates fuel, repair, maintenance, ad replacement costs."

**Recommendation R 2.1** "The Twin Rivers Police Department must establish and enforce rules governing 'take-home' and 'non-duty use' vehicles."

**Response to 2.1:** The Twin Rivers District Police Department has established, and is enforcing, rules governing "take-home" and "non-duty use" vehicles. Policy 706 is in place and is being utilized.

**Finding F 2.2** "'Ride along' passengers and family members have been allowed to travel in Twin Rivers Police Department vehicles with on and off-duty officers. There are no regulations regarding family member travel in police vehicles."

**Recommendation R 2.2** "If family members or 'ride-along' passengers travel with the officer, each must have signed and filed a liability release form prior to doing so. Exceptions for emergencies and holidays must be clearly delineated in governing regulations."

**Response to R 2.2:** The Chief of Police and designated Public Relations Officer will approve and clearly define the objective of all ride-alongs. Policy 410 requires ride alongs to sign a waiver. A policy regarding liability waivers for others will be discussed with Twin Rivers Legal Counsel.

**Finding F 3.1** "No procedures or controls were in place to account for the number of miles driven and/or gallons of fuel used per shift or by which officer. Also, an accurate record of the officer badge number and the shift log reporting any damage or mechanical problems of the vehicle could not be determined."

**Recommendation R 3.1** "Immediately establish a record keeping system to track police officer fuel usage by the amount of fuel used, miles driven, and badge number. The department must

review the fuel log and make sure all officers are maintaining records. The clerk must immediately bring any irregular use of fuel for a vehicle to the attention of the day shift commander. It should also be rechecked by both the maintenance department and finance office.”

**Response to R 3.1:** Agree—Whereas eight employees previously had access to fueling cards for off-site purchase of fuel, only one employee currently has one. All other fueling now takes place at the District’s fleet facility across the street from the police facility. The District’s fueling equipment requires the employee to input the vehicle number, employee number and vehicle mileage before fuel may be dispensed. The Department will review the fuel log and make sure all officers are maintaining accurate records. The clerk will immediately bring any irregular use of fuel for a vehicle to the attention of the day shift commander. The TRDPD Chief of Police will implement policy to comply with this recommendation.

**Finding F 4.1** “The Superintendent and Police Department mishandled a citizen complaint alleging harassment and police misconduct at a local housing complex. Officials were dismissive of his complaints and made crude remarks as to the complainant’s intelligence.”

**Recommendation R 4.1** “An internal and/or outside review of the incident should be conducted. Findings of such review should be provided to the citizen complainant.”

**Recommendation R 4.2** “Written protocol should be in place to address citizen complaints, and if necessary training should be provided to prevent officer misconduct.”

**Response to R 4.1 & 4.2:** Agree—An internal review was completed in January 2012. The original complainant was contacted at that time. In addition, the involved employee was on administrative leave and has subsequently resigned. Policy 1020 was in place at the time of this incident but was not followed.

To ensure future complaints are appropriately addressed in a timely manner, written protocol will be in place to address all District complaints by an internal and/or outside review of the incident. Findings of such review must be provided to the citizen complainant within a specific timeline. To further address these recommendations the TRUSD will:

- Provide complainant a written copy of the complaint.
- Provide a status report to complainant.
- Place complaint procedures and instructions on District website in multiple languages about how to proceed to address a complaint.
- Create tracking system for complaints; serialize all complaint forms with a number that will be recorded by a designated official at the District Office; documentation for missing numbers will be required.
- Conduct regular review and validation of incident occurrence and resolution.
- Create an outside committee to oversee complaints to ensure fairness of an independent investigation. This committee will serve on an as needed basis and will report back to the Superintendent on all findings.

**Finding F 5.1** “When the Twin Rivers administration took control of the new consolidated District, it hired several consultants. The Grand Jury spoke to one of the consultants and also the former Chief of Grant Unified High School District. They told us of the findings and

recommendations given to the Superintendent. It is our understanding that only 2 recommendations were implemented. The Grant Chief wrote a 40 page document regarding issues that should be addressed at the new Twin Rivers Police Department. Another consultant was hired to do investigations of the Police Department for the District. According to testimony, no recommendations were made from his investigation.”

**Recommendation R 5.1** “It should be a top priority of the District to hire a qualified new Chief with supervisory experience. Allow the new Chief time to consult with other police chiefs and study this department and build a comprehensive and effective school District Police Department.”

**Response R 5.1:** Agree—It shall be a top priority of the District to hire a qualified, new Chief of Police. Such appointment will be consistent with the mandates of Federal uniform guidelines on Employee Selection Procedures.

The Chief of Police will be a member of the Superintendent’s Cabinet.

**Finding F 6.1** “Twin Rivers Police Department officers have been reported to have stopped private vehicles for traffic violations while off duty enroute to or from home while in Twin Rivers Police Department vehicles. The patrol officers feel that they have authority and responsibility, under Penal Code Section 830.32, to enforce traffic laws for public safety reasons. Critics of the Twin Rivers Police Department, citing Education Code 38000, contend that the patrol officers are exceeding their ‘school police’ authority.

The California Education Code Section 38000, under which the Twin Rivers Police Department was authorized, sets forth the legislative intent that a school District police or security department is supplemental to city and county law enforcement agencies and is not vested with general police powers. Section 830.32 of the Penal Code of California says that “Any peace officer employed by a K-12 public school District. . . who has completed training as prescribed by Section 832.3 shall be designated a school police officer. An officer so trained is vested with general police powers.”

**Recommendation R 6.1** “In view of the apparent conflicting regulations, it is the Grand Jury’s recommendation that the meeting proposed between the Superintendent of the Twin Rivers Unified School District, the Sacramento County Sheriff, the Sacramento Chief of Police, and the Chiefs of Police of other county municipalities, be convened immediately to mutually agree on procedures for implementation of ‘mutual aid’ and ‘officer assistant’ programs.”

**Response to R 6.1:** Agree—Since January of 2012 TRDPD management has been in contact with SPD and Sacramento Sherriff Department (SSD) management on a regular basis. Both SPD and SSD have been assisting with the operational review of the TRDPD as well as other matters. It is the understanding of TRDPD’s management that the SPD and SSD are satisfied with the direction given to TRDPD staff on December 5, 2011, which stated, in summary, that TRDPD officers will not respond in an outside agency’s calls absent a specific request from an outside agency.

It is the intent of the Twin Rivers Police Department to maintain and nurture cooperative working relationships with the local Chief of Police and County Sherriff, as well as the Chiefs of Police of other county municipalities. The Grand Jury’s recommendation that the meeting proposed between the Superintendent of the Twin Rivers Unified School District, the



Sacramento County Sheriff, the Sacramento Chief of Police, and the Chiefs of Police of other county municipalities, shall be convened immediately to review the mutually agreed on procedures for the implementation of “mutual aid” and “officer assistant” programs. Because the Twin Rivers District will conduct Superintendent and Chief of Police searches, the Interim Superintendent and Acting Chief of Police will follow-up to move these recommendations forward and ensure appropriate procedures are in place and followed:

- When the new Superintendent and Police Chief are hired, a follow-up meeting will take place.
- The new Chief of Police of Twin Rivers will be included in this meeting with other law enforcement agencies.
- Twin Rivers Unified School District and Twin Rivers District Police Department will agree to stay within our jurisdiction (**unless called**) until the meeting has been established and agreed programs emerge.
- Twin Rivers District Police Department will adhere to established standards contained in the TRDPD Policy Manual.

**Finding F 6.2** “There appears to be no coordination between Dispatch Center guidelines in place for the Twin Rivers Police Department Dispatcher or Twin Rivers Police Department officers regarding ‘mutual aid’ calls.”

**Recommendation R 6.1.1** “Agency Dispatch procedures must be standardized and coordinated. It is recommended that officers not be dispatched into an adjoining law enforcement agency’s jurisdiction until a request is received from the primary responder for assistance.”

**Recommendation R 6.1.2** “When a dispatcher receives a call for “mutual aid,” an officer must determine the number of officers requested, special equipment required, location of reporting point, name of officer in command, and the name of the officer or PIO with authority to supply information to the media as it is generated. Until this information is received, no officer should be dispatched to assist and no officer will leave the assigned jurisdiction unless on specific orders.”

**Response to F 6.2, R 6.1.1 & 6.1.2:** The mutual aid request referenced to these three areas where specialized equipment, a reporting point or a PIO are needed are made by the requesting agency to a regional mutual aid coordinator who then requests other agencies in the region respond to assist the requesting agency. These types of requests typically stem from natural disasters, large multi-day riots and similar events. These requests are not made via dispatchers. The Grand Jury may be referencing what the CAL E.M.A. Law Enforcement Mutual Aid Plan defines as “day-to-day mutual aid.”

During “day-to-day mutual aid,” normal law enforcement smaller incidents occur that may require immediate assistance, such as: back-up on a traffic stop, perimeter control for a fleeing suspect or crowd control at a barricaded suspect location pending the arrival of additional local resources. Officers from nearby jurisdictions may respond to these emergency broadcasts on their own initiative, Department policy permitting, without a “formal mutual aid request.”

These types of day-to-day requests are subject to the restrictions in the above referenced December 5, 2012 memo. The constraints suggested by the Grand Jury in Recommendation 6.1.2 would not be appropriate for a day-to-day request. TRDPD is not large enough to participate in a

mutual aid request other than a day-to-day request and has not been asked to do so in the past to the recollection of current staff.

**Findings F 7.1** “It became a routine practice for the officers of Twin Rivers Police Department to routinely ‘jump calls’ in areas near schools. They monitor the dispatchers from the Sacramento Police Department and the Sacramento Sheriff’s Department’s radio frequencies. They immediately go to the call sometimes arriving before the other agency. Some citizens believe the Twin Rivers Police Departments response time was much quicker than the city police or sheriff’s officers.”

**Recommendation R 7.1** “The Twin Rivers Police Department must follow their “Mission Statement” that all Twin Rivers Police Department officers must follow. All officers must understand that their primary responsibility is the protection of the students, staff and facilities of the Twin Rivers Unified School District.”

**Recommendation R 7.2** “To limit financial liabilities from engaging in activities outside Twin Rivers Police Department boundaries, Police Department regulations must clearly establish District patrol vehicle response and action boundaries, as well as patrol officer law enforcement authority.”

**Recommendation R 7.3** “In view of the apparent conflicting regulations, it is recommended that the meeting proposed between the Superintendent of the Twin Rivers Unified School District, the Chief of Twin Rivers Police Department, the Sacramento County Sherriff, and the Sacramento City Chief of Police be convened immediately to mutually agree on procedures for “jumping calls.”

**Response to R 7.1, 7.2 & 7.3:** Twin Rivers District Police Department officers must follow the Department’s “Mission Statement” and clearly understand that their primary responsibility is the protection of the students, staff and facilities of the Twin Rivers Unified School District. The Department mission statement may need to be revised to be more reflective of safety and security and less a reiteration of the broader District mission statement. TRDPD officers must adhere to established standards contained in the TRDPD Policy Manual, while remaining focused on the Department’s mission statement.

The Superintendent and the Chief of Police will collaborate to provide an inclusive process and suggested language for the Department’s mission statement revisions and timeline for Board approval.

Policy 706.5 and specific written and verbal directions to staff have reiterated that TRDPD enforcement activity must have a nexus to school issues or present a threat to public safety.

See Response 6.1 for meeting to take place between Twin Rivers Superintendent, TRDPD Chief of Police, and SPD and SSD Chiefs of Police to work out mutually agreeable procedures.

**Finding F 8.1** “Towing a vehicle became common place with many of the officers. Once a vehicle was towed, the owner would often lose the vehicle due to the expense of recovery. Tow release fees that were collected were deposited in the supplemental police fund which could be spent at the discretion of the Chief of Police.”

**Recommendation R 8.1** “Towing should be limited unless a vehicle is a hazard, impedes from flow of traffic, or parked unauthorized on school grounds. Tow release fees should not be increased for the sole purpose of supplementing the Twin Rivers Police Department’s budget.”

**Response to R 8.1:** Agree in principle—On rare occasions vehicles need to be towed for evidentiary or other reasons that the Grand Jury’s recommendation precludes. TRDPD implemented policy changes that are consistent with the spirit of the Grand Jury’s recommendation. Tows for the period of January through April 2012 are down 95% over the same period for 2011. The policy will continue to be refined in a manner consistent with the Grand Jury’s recommendations. Towing will be limited unless a vehicle is a hazard, impedes flow of traffic, is parked unauthorized on school grounds or meets the rare occasions as stated above.

**Finding F 8.2** “The Twin Rivers Police Department established a quota policy for towing cars in violation of the California Penal Code.

**Recommendation R 8.2** “The Department operating procedures must clearly forbid establishment of quotas for vehicle stops, searches and tows by any member of the Police Department.”

**Response to F 8.2 & R 8.2:** Agree—Policy 270 reference Vehicle Code Section 41603 and prohibits quotas for arrests and citations. This policy will be amended to include searches and tows. Twin Rivers District Police Department operating procedures must clearly forbid establishment of quotas for vehicle stops, searches and tows by any member of the Police Department.

**Finding F 9.1** “The Associate Superintendent of Human Resources has no knowledge of the POBR or the police union rules and regulations nor is there a copy of POBR in her department.”

**Recommendation R 9.1** “Make available to the Twin Rivers Police Department and District administration all documents that describe the process of putting an officer on leave. A copy of the POBR and the union rules and regulations must be on file in the Human Resources Department.”

**Response to R 9.1:** Agree—Policy 1020 describes the process for placing officers on leave and is available to all members of TRDPD and has been provided to District Administration. POBR is available via the internet as part of the California Government Code. Copies of the Twin Rivers Police Officer’s Association (TRPOA) contract are available at the District Office and at the TRDPD.

Hard copy documents that describe the process of putting an officer on leave will be available to the Twin Rivers District Police Department and District Administration. A copy of the Police Officers Bill of Rights (POBR) and the TRPOA contract of rules and regulations must be on file in the Human Resources Department. The District will:

- Provide labor relations training to Human Resource staff, including POBR.
- Provide a copy of POBR for placement and use in the Human Resources Department with the union rules and regulations.

- Ensure the person in charge of the Police Department and the District's legal representative understand POBR.

**Finding F 9.2** "Many of the Twin Rivers Police Department officers are unaware of POBR and union rules and regulations."

**Recommendation R 9.2** "All Police Department personnel must be made aware of the administrative requirement of implementing POBR and union rules and regulations that ensure their rights are protected. The union representative of the Police Department should provide all officers with a copy of POBR and the union rules and regulations."

**Response to R 9.2:** Agree—All Police Department personnel must be made aware of the administrative requirement of implementing POBR and union rules and regulations that ensure their rights are protected. The union representative of the Police Department should provide all officers with a copy of POBR and the union rules and regulations. TRDPD management will work with the Twin Rivers Police Officers Association (TRPOA) to better educate staff on these issues.

**Finding F 9.3** "Too many officers are on paid administrative leave for an unacceptable period of time. One officer was placed on administrative leave and paid a salary of over \$120,000 before being brought back to work. Another officer filed suit and was paid over \$200,000 before he subsequently returned to the force."

**Recommendation R 9.3** "When an officer is accused of a violation of a law, rule or regulation, it is in the best interest of the school District and the accused officer who has been laid off, to conduct and complete an internal investigation within a reasonable period of time."

**Response to F 9.3 & R 9.3:** Agree—When an officer is accused of a violation of a law, rule or regulation, investigation into possible wrong-doing may take several months before a person can be fully cleared of any wrong-doing. To protect the investigation and the rights of the accused officer, it is in the best interest of all parties (the complainant, the officer, the TRUSD, and the TRDPD) to separate during the investigation. The District will act to review and resolve administrative leave cases in a reasonable amount of time, when it has been determined that administrative leave is the best available option.

**Finding F 10.1** "There was no PIO job description or guidelines regarding protocols, responsibilities, or communication outreach. There were only verbal guidelines. There was no specified chain of command for review of written releases or verbal communiqués to the media. Media statements were not coordinated so that a single statement was made for the District pertaining to serious incidents or crimes. We found uncoordinated response leads to confusion and irresponsibility."

**Response to F 10.1:** Agree—TRDPD does have a Media Relations Policy, Policy 346. However, it does not address a Public Information Officer (PIO).

**Recommendation R 10.1** "The Twin Rivers Police Department should have a manual specifically describing the PIO's duties and responsibilities, including when to notify and coordinate with the Chief and the District PIO concerning media releases. The operational protocol of both the Police Department PIO and the school District PIO must require timely coordination of all news related releases. No one department should be responsible for any



incident that pertains to the whole District. The Police Department does not speak for the District or vice versa.”

**Response to F 10.1 & R 10.1:** Partially Agree—The PIO position within the TRDPD has been eliminated and primary responsibility for media inquiries has been shifted to the District PIO. Policy 346 addresses media relations policy. The current operational relationship between the Department and the District PIO is as the Grand Jury recommended.

Disagree—We believe it is in the best interest of the Twin Rivers Unified School District to have one Public Information Officer (PIO).

- The District will review policies and procedures pertaining to new media releases and place communications under Superintendent or Superintendent’s designee.
- The District will define how to communicate with the press through policies and procedures.
- The District will communicate to include Hmong, Spanish, Russian and other multi-language representatives to reach out to multiple and various communities.

**Finding F 10.2** “There were no regularly held press conferences and community meetings to update the community about events to create partnerships with the community, to foster positive relationships, and to become co-fighters in crime reduction.”

**Recommendation R 10.2** “Periodic press conferences and community meetings should be held.”

**Response to F 10.2 & R 10.2:** The District has established a Police Services and Safety Committee which has held several meetings. The Chief of Police, Lieutenant and a District Representative have been in attendance at each of these meetings. Assignment of officers to regularly scheduled neighborhood meetings is now coordinated by a patrol sergeant who has field staff attend in order to establish a working relationship with the community rather than having a single officer who does not work the street handle these meetings.

Regular press conferences and regular community meetings must and will be held with representatives of all communities served by Twin Rivers Unified School District.

**Finding F 11.1** “At the time of the incident, Twin Rivers Police Department did not have a manual or guideline on the use of the Taser weapon and the deployment of darts. The Grand Jury was concerned about the policy and procedure of the Twin Rivers Police Department or lack thereof concerning the use of a Taser and subsequent procedure after one has been used.”

**Response to F 11.1:** Agree—TRDPD has and has had a policy on Taser use and follow-up care, Policy 309. Existing policies were not always well understood or followed.

**Finding F 11.2** “We found no evidence that all officers in Twin Rivers Police Department had Taser training.”

**Response to F 11.2:** Agree—Training records for the Department were moved off site as part of the administrative investigation of the Department. Current supervisory staff advised current management that officers who were carrying Tasers had received initial training. Annual

retraining had not happened within twelve months. The entire Department was given retraining by a certified instructor from the Sacramento Police Department on April 5, 2012.

**Recommendation R 11.2.1** “It is recommended that all officers receive approved training in the use of the Taser and a record of such training be entered in the officers’ file.”

**Response to R 11.2.1:** Agree—This recommendation of the Grand Jury was completed on April 5, 2012. There is a policy and it does require a report following a deployment of the Taser. Regarding the use of Tasers, personnel who are authorized to carry the Controlled Energy Device (CED) shall be permitted to do so only after successfully completing the initial department-approved training. Any personnel who have not carried the CED as a part of their assignment for a period of six months or more shall be recertified by a department-approved CED instructor prior to again carrying or using the device.

**Recommendation R 11.2** “The policy covering the use of weapons must conform to statewide standards used by law enforcement agencies. An incident report must be written and filed after the deployment of a Taser.”

**Response to R 11.2:** There is a policy and it does require a report following a deployment of the Taser. TRDPD Policy covering the use of Tasers /CED must be adhered to and an incident report must be written and filed after the deployment of a Tasers/CED.

**Finding F 12.1** “The detective testified about working for the Chief of Police on personal projects while on duty.”

**Recommendation R 12.1** “No officer should be ordered to perform personal work for the Chief or any other officer while on duty. This conduct must be stopped immediately.”

**Response to R 12.1:** Agree—This is no longer happening. The Twin Rivers Unified School District Administration would act immediately to stop such activity and take appropriate disciplinary action if it were to come to their attention.

**Finding F 13.1** “The Superintendent functioned independently from the Board and exceeded his authority. The Superintendent did not keep the Board informed about District issues.”

**Response to F 13.1:** The Superintendent is in charge of all the operational aspects of the District. In that role, he is required to ensure that budget presentations are made to the Board on a regular schedule. In each of those budget presentations, a line item for Police Services is included. In addition, there is a Police Services Policy Manual. The lack of knowledge of certain Board members, who testified, does not preclude its existence. Annual presentations were made to the Board in PowerPoint and oral presentations of all functions of the Police Services Department. Board members may not have known that “a large amount of sophisticated electronic equipment was purchased and installed in patrol cars” just as they can’t tell the Grand Jury what equipment is contained in any school classroom, kitchen, or District Office cubicle. The Board receives information on all District expenditures, but may not know exactly what each expenditure funds. The Board is tasked to set policy and hire a Superintendent. They are not responsible for the myriad of day-to-day operational decisions made by staff. Although the Superintendent regularly met with the Board and provided adequate information, he did not provide all information regarding District operations or bring the specific purchases of equipment for the police cars directly to the Board’s attention. Even though District expenditures are brought forth for Board

approval, the Board will direct the Superintendent to inform the Board directly when future expenditures of this magnitude are being recommended in support of the TRDPD.

**Recommendations R 13.1.1** “The Board should conduct an inclusive and transparent nationwide Superintendent search in order to find a new leader who will win the trust and confidence of the Twin Rivers Unified School District staff, students, and community. The Board needs to clearly establish what their expectations are of a new Superintendent and who has the ultimate decision-making authority for the Twin Rivers Unified School District.”

**Recommendations R 13.1.2** “It is important that the community be involved in the selection of a new Superintendent. Community forums should be held to learn what the Twin Rivers community desires in a Superintendent.”

**Response to R 13.1.1 & 13.1.2:** Agree—The Board must conduct an inclusive and transparent nationwide Superintendent search to find a new leader who will win the trust and confidence of the Twin Rivers Unified School District staff, students, and community. Community/Stakeholder forums must be held to identify expectations of the community served by TRUSD, including input as to the scope of duties to be performed by the Superintendent.

On August 18, 2012, the Board convened a Special Board meeting and community forum to begin the process of looking for a firm to conduct a Superintendent search. On September 4, 2012, the Board selected a qualified, reputable search firm to conduct the appropriate search for a new Superintendent. The Board will continue to engage the community for input through a series of community forums during the Superintendent search process. When conducting the Superintendent search, the Board will clearly establish what their expectations are of a new Superintendent and who has the ultimate decision-making authority for the Twin Rivers Unified School District.

**Finding F 13.2** “The Board learned about District issues and incidents from the local media.”

**Recommendation R 13.2** “The Superintendent must inform the Board of all pertinent events going on within the District. The Superintendent should not allow the District PIO or the Twin Rivers Police Department PIO to release anything to the media before the Board President or representative is sent the release.”

**Response to F 13.2 & R 13.2:** Agree—The Board did learn of some District issues and incidents from the local media. The Superintendent must inform the Board of all pertinent events going on within the District. The Superintendent should not allow the District PIO to release any information to the media before the Board President or Board representative is sent the release.

**Finding F 13.3** “There was no involvement of the Board and the community in the selection and hiring of the Twin Rivers Unified School District Police Chief.”

**Recommendation R 13.3** “The Superintendent and the Board should gather information regarding qualifications that the community desires in a new Twin Rivers Unified School District Chief of Police. The Board and the community should be involved in the selection of the Twin Rivers Unified School District Police Chief. The Board needs to pick someone who can be a good role model and has the skills to be an effective leader in order to restructure and reinvigorate the Police Department, and to rebuild the trust and confidence in the Twin Rivers Police Department.”

**Response to F 13.3 & R 13.3:** Agree—It shall be a top priority of the District to hire a qualified, new Chief of Police. Such appointment will be consistent with the mandates of Federal uniform guidelines on Employee Selection Procedures. The Board and the Superintendent will be involved in the selection and hiring process and the community will be engaged in community forums for input about what the community desires in a Chief of Police to rebuild trust and confidence in the Twin Rivers District Police Department.

**Finding F 13.4** “The Board did not effectively ensure that good management practices were being followed by the Superintendent and his top management staff when overseeing the Twin Rivers Police Department and Human Resources Department.”

**Recommendation R 13.4.1** “Newly elected Board members should enroll in the California School Boards Association’s workshop for new Board members to understand their governance role and oversight of the Twin Rivers Unified School District.”

**Response to R 13.4.1:** Agree—The newly elected Board members have enrolled in the California School Boards Association’s workshop for new Board members, scheduled to be held at the CSBA Annual Education Conference and Trade Show on November 28, 2012, in San Francisco, California. This workshop will provide an opportunity for new Board members to further learn about their governance role and oversight of the Twin Rivers Unified School District.

The Board met on August 28, 2012, with a CSBA consultant in a governance workshop entitled *Good Beginnings*. The work started in this workshop is scheduled to continue with the CSBA consultant on October 27, 2012. Additionally, CSBA Masters in Governance training modules are available to all Board members for additional training in specialized areas of school District related business. New Board members will have the opportunity to attend additional new Board member training, scheduled to be held by CSBA in Sacramento in January 2013.

New Board member orientation was held on June 30, 2012 by the Interim Superintendent to provide information to get the new Board members off to a good start and to review Board Policies outlining the Board’s role and responsibilities.

**Recommendation R 13.4.2** “Regular reports should be made at Board meetings regarding the operation and status of both the Police and Human Resources Departments.”

**Response to R 13.4.2:** Agree—Regular reports should be made at Board meetings regarding the operation and status of all Cabinet level District Departments. The Board agenda will be revised to include a section on each Regular Board meeting agenda for Cabinet Level Department Reports.

**Finding F 13.5** “Legal counsel charged the District millions of dollars to defend the District and Twin Rivers Police Department.

The Board was not apprised of alleged illegal matters and issues of liability.”

**Recommendation R 13.5** “The new Board must become informed of all past and present Twin Rivers Police Department legal affairs and lawsuits. They should obtain and review all legal expense records that pertain to the Twin Rivers Police Department, and find ways to streamline costs. A RFP should be used for future hiring of legal counsel.”



**Response to F 13.5 & R 13.5:** The Board has already met this recommendation and has become informed of all legal affairs and lawsuits. The Board will continue to review legal affairs and lawsuits and look for ways to streamline operations in all District Departments. A Request for Proposals (RFP) was recently provided to numerous law firms as a method to acquire future legal counsel.

**Finding F 13.6** “The Board was uninformed about the Twin Rivers Police Department budget and how their monies were spent.”

**Recommendation R 13.6** “The Grand Jury recommends a total audit of all Police Department accounts by a forensic audit team, going back to the formation of the Twin Rivers Police Department. The Board should review the audit and insure the money is being spent appropriately.”

**Response to F 13.6 & R 13.6:** Agree—The Board is in the process of satisfying this recommendation.

## **CONCLUSIONS – Page 77**

### **TWIN RIVERS UNIFIED SCHOOL DISTRICT ADMINISTRATION Page 78**

All District employees are given a thorough background check prior to an offer of employment. In the current situation, all employees of the predecessor Districts are mandated by law to be hired by the successor District in any unification or reorganization. Certificated employees are guaranteed a full year of salary after the unification or reorganization. In the case of classified employees, they are provided by California Education Code an additional year (two years total) protection at the salary they earned in their predecessor District. These laws apply equally to certificated and classified management employees. It is imperative that there be an extensive assessment of top administrative positions. The Board must determine if these individuals have the integrity, knowledge, experience, and skills, for their position.

### **SUPERINTENDENT’S DINNER WITH THE CHIEF – Page 78-80**

**Response:** The Community and Board find this action unprofessional and unacceptable.

### **THE HIGH SCHOOL VICE PRINCIPAL, Pages 80-82**

**Response:** This issue has been resolved.

### **DIRECTOR OF FACILITIES, PLANNING AND CONSTRUCTION Pages 82-83**

**Response:** The Board’s review of allegations is ongoing.

### **ASSISTANT SUPERINTENDENT OF FACILITIES SERVICES Pages 83-85**

**Response:** The Board is reviewing all allegations.

### **THE TWIN RIVERS SERGEANT – Page 85**

**Response:** The Board is reviewing all allegations.

### **THE DISTRICT SPOKESPERSON Pages 85-87**

**Finding F.1** “The District’s spokesperson presented inaccurate and misleading facts concerning Twin Rivers Unified School District to the public and media.”

**Recommendation R.1** "The Twin Rivers Unified School District should utilize a more qualified PIO who checks the facts and reports the truth."

**Response to F.1 & R.1:** Agree—The Twin Rivers Unified School District will hire a new PIO who will accurately report the facts.

THE BUS DRIVER Page 87

**Finding 1.1:** "The Director of Classified Personnel issued a reprimand which strongly suggested an employee attend EAP, a strictly voluntary program. The reprimand stated: "Failure to follow these directives will result in further disciplinary action up to and including dismissal."

**Response to F1.1:** The District finds these remarks inappropriate.

STUDENT SERVICES RECOMMENDATION Page 88

**Finding F.1:** "It appears to be common practice for the Director of Student Services to order illegal background checks on students."

**Recommendation R.1:** "Twin Rivers Unified School District, including the Twin Rivers Police Department, must not perform background checks on students without following the law."

**Response to F.1 & R.1:** Agree—The Twin Rivers Unified School District and the Twin Rivers District Police Department must not perform background checks on students without following the law.

THE DISAPPEARING COMPUTER AND SERVER Page 88-89

**Response:** The Board's review of all allegations is ongoing.

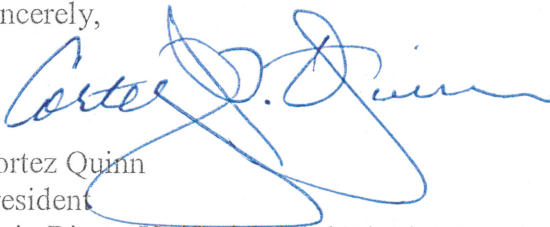
## CONCLUSION

Final Recommendation Page 89 "It is imperative that there be an extensive assessment of top administrators. The Board must determine if top administrators have the integrity, knowledge, experience, and skills for the positions."

**Response to Final Recommendation:** Agree—It is imperative that there be an extensive assessment of top administrators. The Board must determine if top administrators have the integrity, knowledge, experience, and skills for the positions.

The Twin Rivers Unified School District Board of Trustees met on September 25, 2012, in a Regular Public Board Meeting, to approve submission of the Board's response document as a follow-up to the 2011-2012 Sacramento County Grand Jury Report.

Sincerely,

A handwritten signature in blue ink, appearing to read "Cortez Quinn", with a large, stylized flourish underneath.

Cortez Quinn  
President

Twin Rivers Unified School District Board of Trustees