



# BOARD OF SUPERVISORS

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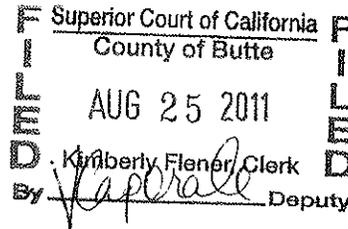
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August 23, 2011

Honorable Steven Howell, Presiding Judge  
Butte County Superior Court  
One Court Street  
Oroville, CA 95965

RE: Board of Supervisors' Response to the 2010-2011 Butte County Grand Jury Final Report

The Butte County Board of Supervisors would like to thank the members of the 2010-2011 Grand Jury for the many hours spent in researching, investigating, and making recommendations for improvements in government operations that benefit the citizens and taxpayers of Butte County.

In accordance with Penal Code Sections 933 and 933.05, the Board submits the following agency response to the findings and recommendations of the 2010-2011 Grand Jury Final Report pertaining to matters under its control. A response from the Board is additionally provided where the Grand Jury has requested a response on matters of a county department that is headed by an elected official. In such cases, the Board's response addresses only those matters over which it has decision-making authority.

It should be pointed out that there are several instances in the Board's response where the Board states it cannot agree or disagree to a finding or comment on a recommendation because the Board is not involved in the day-to-day operations of a given department. In the instances where this is stated, relative to departments under the control of the Board, it should not be construed to mean the Board is unaware of departmental operations. The detailed answers to these findings or comments are contained within the departmental response.

Board members individually, or as members of committees and working groups stay abreast of departmental developments. Board members also meet with and speak with

constituents, which allows for a more complete perspective on departmental activities. The Board works through staff to guide and direct departments under its control.

Appointed department heads were requested to submit responses to the Chief Administrative Officer for attachment to the overall agency response included herein. You will find the various departmental responses located in Appendix A of this agency response. Responses provided to the Chief Administrative Officer by elected Department Heads have also been included as Appendix B. The Board of Supervisors' response below is organized by major heading in the same order as listed in the 2010-2011 Grand Jury Report.

A handwritten signature in cursive script that reads "Steve Lambert". The signature is written in black ink and is positioned above a horizontal line.

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Steve Lambert, Chairman  
Butte County Board of Supervisors

## BUTTE COUNTY CHILDREN'S SERVICES PROGRAM

### FINDINGS

- F1. *Close contact with supervisors is an essential feature of social work during the initial phase of decision-making. Although social workers will always hear back from a supervisor, sometimes the response takes time, which leads to frustration and distraction for the social worker.*

**The respondent agrees with the finding.**

- F2. *In an urgent situation, a delay in response time for a social worker potentially places a child at further risk.*

**The respondent agrees with the finding.**

- F3. *The Structured Decision-Making tool is a useful guide to screeners in their information gathering and decision-making as they process an incoming report. Investigators are less clear about how SDM benefits their work.*

**The respondent agrees with the finding.**

- F4. *Decisions made by social workers are driven by the information they have access to about a particular case. In the rare case of a child with no background or history available through routinely consulted resources, social workers must base their decisions on their own experienced judgment, the SDM framework and other evidence-based tools, and consultations with peers and Supervisors.*

**The respondent agrees with the finding.**

- F5. *Social workers responding to urgent situations in rural and/or rough-terrain areas of the County need reliable means of contacting their supervisors and the Children's Services offices.*

**The respondent agrees with the finding.**

- F6. *Social workers responding to urgent situations in rural and/or rough-terrain areas of the County need reliable means of transportation for themselves and any children they may need to transport.*

**The respondent agrees with the finding.**

## RECOMMENDATIONS

- R1. *Assess the timeliness of supervisor contact with social workers, to ensure that delays in supervisor response do not compromise the social workers' ability to perform their work with appropriate urgency. If it is determined that there are unacceptable and avoidable delays in supervisor responses, develop a plan to resolve the problem.*

**The recommendation has not been fully implemented, but will be implemented in the future as follows:**

- In April 2011, Children's Services completed an organizational restructure of how staff and job functions were assigned to work "units" to enhance the availability of supervisors to social work staff.
- The department has filled temporarily vacant Supervisory positions on a timelier basis by utilizing out of class staffing.
- An analysis will be conducted in January 2012 utilizing staff feedback, to determine if these changes to business practice have assisted in remediating the identified problem.

- R2. *Evaluate how SDM is used by all social workers within Children's Services, and the ways that this protocol benefits their work. Data and conclusions should be shared with all personnel.*

**The recommendation has not yet been implemented but will be implemented in the future as follows:**

- The business practice expectation that SDM is to be utilized in all aspects of case work will be implemented in August 2011.
- SDM training has been scheduled for all social work staff with a completion date of February 2012.
- Ongoing use and compliance with SDM will be monitored on a monthly basis with the use of Safe Measures, a data collection tool, by Administrative staff and Supervisors.

- R3. *Provide social workers with reliable means of contact with supervisors and Children's Services offices, especially in rural or rough-terrain areas of the County.*

**The recommendation requires further analysis.** The department needs to investigate potential alternatives to communication tools including but not limited to the use of handi-talks similar to those used by local Law Enforcement and Fire Service, satellite telephones, and texting capabilities. This analysis will be completed by November 1, 2011. A subsequent implementation plan for deployment of the selected communication devices will be implemented by February 2012.

*R4. Provide access to reliable and sufficient means of transportation that are suitable for children's Services' work in the entire County, including rural or rough-terrain areas.*

**The recommendation has been implemented.** In June 2011, two additional vehicles were purchased for staff to use in rural/rough terrain. One of the vehicles purchased was a four wheel drive SUV and the second vehicle was a large capacity van to better accommodate large sibling groups that require transportation. In fiscal year 2012, an additional four wheel drive SUV will be purchased.

**2010-2011 BUTTE COUNTY GRAND JURY REPORT  
BUTTE COUNTY JAIL**

**FINDINGS**

- F1. There is an Inmate Welfare Fund at the Butte County Jail with funds available at the time of this report. The Grand Jury is not aware of an audit of this fund.*

**The respondent agrees with the finding.**

- F1. The GED program is currently limited to independent study.*

**The respondent agrees with the finding.**

- F2. Inmates who work in the kitchen receive training while they work, for which they can receive a certificate as a kitchen helper.*

**The respondent agrees with the finding.**

- F3. There are no vocational training programs for inmates, other than the kitchen program.*

**The respondent partially agrees with the finding.** The Sheriff also provides training for inmates through road crew duties. Inmates are trained to safely use mowers, trimmers, chainsaws and other hand tools. They also trained in traffic control and flagging procedures so that they can safely work on and near the roadway.

- F4. The women's facility is in need of maintenance and eventual replacement or remodeling when funds become available.*

**The respondent agrees with the finding.** However, it should be clarified that the facility is in compliance with minimum standards of design and operation of local adult detention facilities as set forth in Title(s) 15 and 24 of the California Code of Regulations.

- F5. Health, spiritual and drug & alcohol rehabilitation programs are offered to inmates.*

**The respondent agrees with the finding.**

F6. *Food served in the jail meets federal nutrition guidelines.*

**The respondent agrees with the finding.**

F7. *Inmates do not always have access to the telephone numbers stored in their cell phone once they have been booked into the jail.*

**The respondent agrees with the finding.**

F8. *The current jail handbook is being revised.*

**The respondent agrees with the finding.**

F9. *The ventilation system in the women's facility does not operate properly, causing an uncomfortable draft. This ongoing issue has remained unresolved by county maintenance staff for several years.*

**The respondent partially agrees with the finding.** The ventilation system in the women's facility has been an ongoing challenge. However, in January 2011, General Services brought in Heating, Ventilation and Air Conditioning (HVAC) specialists, who found out of balance return air between two HVAC systems directly serving the woman's facility and the problem was remedied. There have been no subsequent complaints.

F10. *Some jail security systems are in the process of being upgraded.*

**The respondent agrees with the finding.**

## RECOMMENDATIONS

R1. *Develop a plan to reinstate the GED and other education programs and provide a timeline for completion, including Inmate Welfare Fund as a potential funding source.*

**The respondent is unable to comment on this recommendation.** Even though the Butte County Board of Supervisors was requested to respond, the recommendations are directed at the Sheriff, an independent elected official.

R2. *Evaluate the women's facility plumbing and ventilation systems using an outside licensed contractor and provide the contractor's written proposal for resolution and timeline for repair.*

**The recommendation has been implemented.** In January 2011, General Services brought in Heating, Ventilation and Air Conditioning (HVAC) specialists, who found out of balance return air between two HVAC systems directly serving the woman's facility and the problem was remedied. There have been no subsequent complaints.

R3. *Provide the anticipated date for completion of the proposed revisions to the jail handbook.*

**The respondent is unable to comment on this recommendation.** Even though the Butte County Board of Supervisors was requested to respond, the recommendations are directed at the Sheriff, an independent elected official.

R4. *Provide a progress report on the status of the security system upgrades.*

**The recommendation has been implemented.** General Services provides the Sheriff updated progress reports on the status of the upgrades.

R5. *Perform an independent audit of the Inmate Welfare Fund and provide an audit report and transparent financial statements which include an itemized cost per unit analysis.*

**The respondent is unable to comment on this recommendation.** By State law, the Inmate Welfare Funds are within the control of the Sheriff, an independently elected official, and not under the control of the Board of Supervisors. Additionally, an itemized cost per unit analysis is not feasible. Staff performs due diligence in the use of the funds, exercising prudent care with the purchases from the fund. The benefits that would be gained from an itemized cost per unit analysis would not be commensurate with the high cost to performing it.

R6. *Continue to offer the kitchen training program.*

**The respondent is unable to comment on this recommendation.** Even though the Butte County Board of Supervisors was requested to respond, the recommendations are directed at the Sheriff, an independent elected official.

R7. *Develop a policy regarding retrieval of telephone numbers from inmate cell phones at the time of booking.*

**The respondent is unable to comment on this recommendation.** Even though the Butte County Board of Supervisors was requested to respond, the recommendations are directed at the Sheriff, an independent elected official.

## **BUTTE COUNTY JUVENILE HALL**

### **FINDINGS**

*F1. Table Mountain School meets the educational needs of students so that they do not fall behind in their education while incarcerated.*

**The respondent agrees with the finding.**

*F2. BCJH has partnered with The Boys and Girls Clubs of the North Valley to assist detained youth.*

**The respondent agrees with the finding.**

*F3. The partnership between the BCJH and The Boys and Girls Clubs of the North Valley is reducing recidivism among the juvenile detainees who participate in the Targeted Re-Entry Program in connection with the Minor Adjustments Program (MAP).*

**The respondent agrees with the finding.**

*F4. The BCJH Boys and Girls Club provides counseling, job training and life skills training.*

**The respondent agrees with the finding.**

*F5. The BCJH Boys and Girls Club is staffed by individuals who work to improve the lives of youth offenders within our communities, at minimal cost to the County.*

**The respondent agrees with the finding.**

*F6. The BCJH Boys and Girls Club facility is in an available pod. It is decorated to appeal to youth and provide a pleasant atmosphere and place to socialize which offers many of the features and programs of the Boys and Girls Clubs found in the community.*

**The respondent agrees with the finding.**

*F7. The partnership between Butte County Probation Department, BCJH and the Boys*

*and Girls Club of the North Valley is a cost-effective method of dealing with juvenile offenders which reduces overall cost to Butte County.*

**The respondent agrees with the finding.**

## **RECOMMENDATIONS**

*R1. Continue the partnership with the Boys and Girls Club to serve detained youth.*

**The recommendation has been implemented.** The partnership is ongoing.

*R2. Continue the relationship with Table Mountain School operated by the Butte County Office of Education in providing education to detainees.*

**The recommendation has been implemented.** The relationship is ongoing.

*R3. Develop a contingency plan to ensure the survival for the BCJH Boys and Girls Club program in the event that state JJCPA funding is discontinued.*

**The recommendation requires further analysis.** Planning for the future will greatly depend on how the State public safety realignment develops over the next two years. The realignment may result in additional juveniles needing to be housed in the hall, or may result in higher priority needs. Funding and space will both be issues to consider. The factors may not be known within six months, therefore the analysis is likely to take place beyond that timeframe.

## BUTTE COUNTY LIBRARY SYSTEM

### FINDINGS

- F1. *The BC Library's new cataloging procedure and new self check out equipment have allowed staff to spend more time serving library patrons and enhanced efficiency with the BC Library system.*

**The respondent agrees with the finding.**

- F2. *The BC Library now contracts with Unique Management to collect overdue books, materials and fees.*

**The respondent agrees with this finding.**

- F3. *The BC Library's new procedure for collecting overdue books, materials and fees has allowed library staff to spend more time serving library patrons and has resulted in a greater return of books and materials than previously experienced.*

**The respondent agrees with the finding.**

- F4. *The BC Library's new procedure for collecting overdue books, materials and fees has resulted in few complaints from library patrons.*

**The respondent agrees with this finding.**

- F5. *The Butte County Board of Supervisors approved closure of the BC Library for one business day in 2010 to hold a staff development day, which provided a valuable opportunity for training, policy review, and collaboration among staff at all branches.*

**The respondent agrees with this finding.**

- F6. *Friends of the Library and volunteer groups provide invaluable support to the BC Library, in the form of both hands-on help and fundraising efforts. This support enhances the library's service to the community.*

**The respondent agrees with this finding.**

F7. *BC Library staff members are committed to their work for the library, as evidenced by their willingness to adapt to changes and to learn or take on new tasks in order to continue providing quality service to library patrons.*

**The respondent agrees with this finding.**

F8. *The BC Library is a heavily utilized public resource within Butte County.*

**The respondent agrees with this finding.**

F9. *Some of the BC Library's facilities, including but not limited to carpet, ceiling tiles, walls and baseboards, are in need of maintenance or repair.*

**The respondent agrees with this finding.**

F10. *The BC Library's computer hardware is out-of-date and its computer software system is inefficient.*

**The respondent agrees with the finding.**

F11. *The BC Library's hours of operation have decreased since 2007.*

**The respondent agrees with this finding.** However, it should be noted that the Board of Supervisors has increased the hours of operations at the library this year.

F12. *On February 8, 2011, the Butte County Board of Supervisors approved the "Butte County Library Strategic Long Range Plan."*

**The respondent agrees with this finding**

## **RECOMMENDATIONS**

R1. *The Butte County Board of Supervisors should continue to approve and fund one or more staff development meetings per year to provide BC Library staff members with training and increased opportunities for collaboration across branches.*

**The recommendation has already been implemented.** The Board of Supervisors will approve staff development meetings at the request of the Library Director, on a case-by-case basis. The Library Director will submit a resolution to the Board of Supervisors by December of each year, if the Director recommends holding a staff development meeting during the current fiscal year. No additional funding is necessary to hold a staff development meeting.

- R2. *The Butte County Board of Supervisors should develop and implement a plan for procuring updated computer hardware and for maximizing the efficiency of computer software to best meet the BC Library's current technological needs.*

**The recommendation requires further analysis.** The Chief Administrative Officer is working with the Technology Upgrade and Policy Review Committee analyzing the costs and benefits of implementing a countywide computer hardware and software replacement policy and program. This issue is not specific to the Library, as many County departments have outdated hardware and software. This analysis is part of a larger county-wide issue, with a report anticipated by June 30, 2012.

- R3. *Due to the large volume of community members using the BC Library, the Butte County Board of Supervisors should improve facilities maintenance and repair at all of the BC Library's branches.*

**The recommendation will not be implemented because it is not feasible.** The Board of Supervisors has responsibility for a wide variety of programs and services, of which the Library is one. With the very limited discretionary resources available to the Board, it is not possible to predetermine that the Library's facility needs are a higher priority than other needs. The Board continues to approve facility improvements as the need arises and resources become available.

- R4. *The Butte County Board of Supervisors should continue to assess current library usage and community interest, to determine whether the current hours of operation within the BC Library system are sufficient to meet demand. If not, the Board should continue to explore further ways to increase hours of operation.*

**The recommendation has been implemented.** The Board, on an ongoing basis, assesses Library usage and interest. During the budget adoption process, as well as throughout the year as the need arises, the Board sets hours of operations. It should be noted that the Board of Supervisors has increased the hours of operations at the library this year.

- R5. *The Butte County Board of Supervisors, in collaboration with the Library Director,*

*should prioritize the suggestions listed in the "Butte County Library Strategic Long Range Plan," and develop a specific plan for timing and implementing their highest ranked priorities.*

**The recommendation will not be implemented because it is not feasible.** The Board of Supervisors accepted the strategic long range plan, and agrees that it contains worthwhile goals. However, in an era of strained discretionary resources, with competing demands for those resources, the Board cannot develop a specific plan of implementation.

**BUTTE COUNTY DEPARTMENT OF PUBLIC WORKS  
FLEET SERVICES DIVISION**

**FINDINGS**

*F1. Fleet Services is an efficient and competent resource for the County.*

**Respondent agrees with this Finding.**

*F2. Fleet Services currently has no means of enforcing its suggestions made to other departments.*

**Respondent Agrees with this Finding.**

*F3. There currently is no single department with authority over all of the County vehicles.*

**Respondent agrees with this Finding.**

*F4. County procedures manuals provide no clear criteria for when a vehicle should be classified as "Surplus" or retired.*

**Respondent agrees with this Finding.**

*F5. There is no mechanism for adequate centralized record keeping for County vehicles.*

**Respondent partially disagrees with this Finding.** Fleet Services currently maintains all Maintenance, Smog, and Repair records for vehicles that are brought to the County's shop. However, not all departments use Fleet Services for maintenance.

*F6. There is no procedure outlining the transfer of vehicles between departments.*

**Respondent disagrees with this Finding.** The County's manual on "The Acquisition, Maintenance and Disposal of County Vehicles" addresses vehicle transfers.

**RECOMMENDATIONS**

*R1. Develop a plan for more effective management of the County's vehicles, which*

*includes an explicit evaluation of consolidation and/or centralization of this function under the authority of a single department. The plan should address allocation, maintenance, retirement, and replacement of County vehicles. Provide a deadline for implementation of this plan.*

**The recommendation requires further analysis.** The Board will direct the Public Works Director, who is in charge of Fleet Services, to work with other County department heads to review the feasibility of implementing this recommendation. The Public Works Director will bring forward recommendations to the Board by February 1, 2012.

- R2. *Amend the appropriate policy or procedure manual to provide clear criteria dictating when a vehicle should be designated "Surplus" or retired.*

**The recommendation requires further analysis.** The Board will direct the Public Works Director, who is in charge of Fleet Services, to work with other County department heads to review the feasibility of implementing this recommendation. The Public Works Director will bring forward recommendations to the Board by February 1, 2012.

- R3. *Amend the appropriate policy or procedure manual to provide an efficient means of transferring a vehicle between departments.*

**The recommendation requires further analysis.** The Board will direct the Public Works Director, who is in charge of Fleet Services, to work with other County department heads to review the feasibility of implementing this recommendation. The Public Works Director will bring forward recommendations to the Board by February 1, 2012.