



BUTTE COUNTY ADMINISTRATION

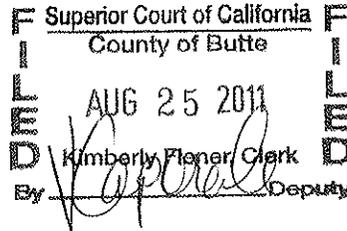
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Paul Hahn
Chief Administrative Officer

August 24, 2011



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

RE: Chief Administrative Officer's Response to the 2010-2011 Butte County Grand Jury Final Report

Honorable Judge Howell,

Pursuant to Penal Code Section 933 and 933.05, this response is being provided to the 2010-2011 Grand Jury report. The response addresses four items in the Report: 1) "Butte County Children's Service Program"; 2) "Butte County Juvenile Hall"; 3) Butte County Library; and 4) "Butte County Department of Public Works – Fleet Services Division".

One of the roles of the Chief Administrative Officer is to act as the *de facto* chief of staff to the Board of Supervisors. In that role, I directed the preparation of the Board of Supervisors' response to the Report, therefore my response to the Report is very similar to the response provided by the Board of Supervisors.

A handwritten signature in black ink, appearing to read "Paul Hahn", written over a horizontal line.

Paul Hahn
Chief Administrative Officer

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.

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 this 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 this 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 this 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. It is the responsibility of the Library Director to request a change in hours each year in order to accommodate staff development meetings by bringing forward a resolution to the Board of Supervisors. The very minimal costs for staff development meetings can be absorbed within the Library's annual budget so no additional funding is necessary.

- 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 reasonable. 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 County Administrator has recommended, and the Board has provided 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 County Administrative Office works with the department to provide information to the Board as needed to allow them to assess 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 respondent is unable to comment on this recommendation since it is directed to the Board of Supervisors and the Library. However, the Chief Administrative Officer cannot recommend a specific plan of implementation for the strategic long-range plan, as there are too many competing needs for scarce resources, including unknown needs related to public safety realignment, which may have higher priority.

**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 Administrative Office will work with the department to study the recommendation and report to the Board of Supervisors 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 Administrative Office will work with the department to study the recommendation and report to the Board of Supervisors 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 Administrative Office will work with the department to study the recommendation and report to the Board of Supervisors by February 1, 2012.