

## APPENDIX

### Report Title: Inmate Visitation Policy at the Yolo County Monroe Detention Center

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F1	The Monroe Detention Center permits visits with inmates by family members and friends, but its scheduling procedure is unduly inconvenient and discourages rather than encourages such visits.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
		I agree with the finding.	5-25-18	Yolo County Sheriff
F2	The Monroe Detention Center would benefit from an online system that would allow visitors to make appointments more conveniently.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
		I agree with the finding.	5-25-18	Yolo County Sheriff
F3	The Monroe Detention Center would further enable and encourage visits by investing in video-visiting technology that allows remote visits with inmates by family members and friends.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
		I agree with the finding.	5-25-18	Yolo County Sheriff

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R1	The Yolo County Sheriff should direct the Monroe Detention Center to implement a revised, more convenient and more family-friendly schedule for making visiting appointments (to be implemented by Oct. 31, 2018).	This recommendation has been implemented.	7-10-18	Yolo County Board of Supervisors
		This recommendation has been implemented. Within 48 hours of receiving the Grand Jury's recommendations regarding the Inmate Visitation Policy, the Sheriff's Office made changes to comply with those recommendations. The relevant section of the Yolo County Sheriff's Office Detention Division Policy Manual was in need of review and the Grand Jury's investigation has resulting in positive change.	5-25-18	Yolo County Sheriff

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R2	The Yolo County Board of Supervisors should allocate funding for implementation of an online system for making visiting appointments (to be implemented by Dec. 31, 2020 with evidence of planning by Oct. 31, 2018).	The Board of Supervisors maintains an IT Innovation Fund to fund innovative online projects and welcomes an application by the Sheriff should he seek to implement such a system.	7-10-18	Yolo County Board of Supervisors
		This recommendation requires further analysis.	5-25-18	Yolo County Sheriff
R3	The Yolo County Board of Supervisors should allocate funding for implementation of a video visiting system (to be implemented by Dec. 31, 2020, with evidence of planning by Oct. 31, 2018).	The Board of Supervisors maintains an IT Innovation Fund to fund innovative online projects and welcomes an application by the Sheriff should he seek to implement such a system.	7-10-18	Yolo County Board of Supervisors
		This recommendation requires further analysis. While the Detention Center is not currently equipped to allow videoconference visitations, this is a technology that will be included with the upcoming jail expansion.	5-25-18	Yolo County Sheriff

**Report Title: Juvenile Detention Facility Investigation**

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F1	Some administrators, supervisors, and staff do not have clear directions concerning what is required of them within the Probation Department, and specifically within the JDF. This is similar to the finding of the 2011-12 Grand Jury. The lack of an updated policy and procedure manual results in inconsistent direction from supervisors and reduced department effectiveness.	We disagree with the finding. Explanation below under related recommendation.	7-17-18	Yolo County Board of Supervisors
F2	There is insufficient training for routine and safety-related requirements and procedures for new and extra-help JDF employees.	We agree with the finding.	7-17-18	Yolo County Board of Supervisors
F3	Assaults and other potential felonies are not consistently reported to the District Attorney in a timely manner.	We disagree partially with the finding. Explanation below under related recommendation.	7-17-18	Yolo County Board of Supervisors
		The District Attorney agrees with Finding #3.	7-1-18	District Attorney of Yolo County

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F4	Inadequate operational staffing increases the risk of injuries to JDF staff caused by detainees. Many of these injuries result in lost work time and productivity.	We agree with the finding.	7-17-18	Yolo County Board of Supervisors
F5	Oversight and accountability is lacking over any funds, including cash and property of detainees, due to lack of controls, policies and procedures, or failure to adhere to them.	We disagree partially with the finding. Explanation below under related recommendation.	7-17-18	Yolo County Board of Supervisors
F6	The ORR program, which is administered in Yolo County by the JDF, presents benefits and risks to the county.	We agree with the finding.	7-17-18	Yolo County Board of Supervisors

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R1	By December 31, 2018, the Probation Department should update and complete the policies and procedure manual pertaining to the JDF. Provisions should be put in place to guarantee continuing updates as needed.	<p>This recommendation has already been implemented. The Yolo County Juvenile Detention Facility Policy and Procedure Manual are administratively reviewed through bi-annual Board of State Community Corrections (BSCC) inspections. Prior to each inspection, BSCC provides a detailed list of Title 15 updated, changes in new regulations and legislation updates. Upon receipt of the list, the Probation Department comprehensively reviews the Policy and Procedure Manual to ensure that all of the Title 15 requirements are satisfied. During each inspection, the Policy and Procedure Manual is provided to the BSCC representative for review.</p> <p>On July 13, 2017, BSCC conducted their bi-annual review which included a thorough review of the Yolo County Policy and Procedure Manual. The Manual was found to be adequate and inclusive of all required updates and to be in compliance in all areas. The most recent inspection was conducted on March 29, 2018, and the Department is currently awaiting the results.</p> <p>When any policy is updated, all staff receive an e-mail which includes the updated policy for staff to read and an acknowledgement form for staff to acknowledge they are aware of the policy change and understand the policy. All staff sign the acknowledge form and submit it to a supervisor. The supervisor receiving the acknowledgement form signs the staff's acknowledgment form and files it for that specific policy update.</p> <p>An annual Policy and Procedure Manual acknowledgment is sent to all JDF staff each year to ensure staff re-familiarizes themselves with the</p>	7-17-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
		entire manual. Staff are instructed to review the manual and sign the form to certify that they have completed their review. The form is submitted and the supervisor then signs the form. The most recent review was sent for staff review on April 27, 2018.		
R2	By December 31, 2018, a strict and formal training curriculum for JDF personnel should be put in place, together with proper record keeping and review to assure that training is comprehensive and effective. Records should include subject, actual hours of in-person training, date of completion and signatures of trainee and trainer.	This recommendation will be implemented. The department will implement an updated employee orientation process which will document subject, training, hours, date and signature of trainer and trainee. A committee has recently been formed which includes a cross section of employees to develop a formal, comprehensive training curriculum. The initial phased of this training program will begin on August 1, 2018, for new hires. The department anticipates having a formal refresher training program in place for all employees by December 31, 2018.  Additionally, the department recognizes the value of having tenure staff dedication to providing training. As such, the department has identified a training officer for the JDF and is exploring ways to make this a permanent position.	7-17-18	Yolo County Board of Supervisors
R3	By December 31, 2018, audits of training records should be made annually by the Yolo County Human Resources Department. It should be assured that no staff member can be assigned to duties for which he or she is not trained.	This recommendation requires further analysis. The work of the department is governed by the BACC which conducts a training audit each fiscal year. While the department is not opposed to the above recommendation, all officers will be adequately trained to their assigned duties.	7-17-18	Yolo County Board of Supervisors
R4	By October 31, 2018, the JDF should convene an advisory committee of staff members, chosen by rank-and-file staff, who are experienced in interacting with juvenile detainees. This committee should work with management to resolve problems with training, staffing, injuries, and lost time.	This response will not be implemented because it is not warranted. Management shares the Grand Jury's concerns on the topics of training, staffing, injuries and lost time and has already begun implementing a series of actions designed to improve conditions.  Two significant issues that appear to have contributed to an unacceptable increase in staff injuries appear to be higher than usual needs of the Office of Refugee Resettlement (ORR) population, coupled with tight staffing ratios. Management has also recognized the need for increased training in Management of Assaultive Behavior (MAB), Non Violent Crisis Intervention and other behavior management skills.  These issues are already being addressed by increasing staff-to-youth ratios, which previously were 1:8 (staff, youth). Within the past two months, staffing ratios have been increased to 1:6 for the ORR population, and is expected to further increase to 1:4 once the ORR grant is revised.  Also, rather than limit input to a few rank-and-file staff serving as an	7-17-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
		advisory committee, the department is planning for more inclusive methods of gaining input from all staff on training needs. These methods include periodic staff meetings, employee surveys and comment forms which may be submitted to the JDF Training Officer, who will respond by clarifying policies and procedures as necessary, or scheduling additional training for individuals or the full staff as needed.		
R5	Beginning in the first quarter of 2019, the Yolo County Department of Financial Services should audit, at least annually, the effectiveness of the updated procedures related to the control of assets, including money and other property of detainees.	The recommendation will not be implemented because it is not warranted. The department has addressed these issues by proactively seeking a Department of Financial Services audit and updating its property handling policies and training staff accordingly. In addition, the department has been working with the Yolo County Internal Audits Division since November of 2017 on aspects of accountability and will be implementing their recommendations.  Concerning the potential theft of youth property, in addition to the aforementioned changes in policy, the department has been proactive in resolving these matters by contacting law enforcement to conduct a criminal investigation while the department is conducting an Internal Affairs investigation. These changes occurred from isolated incidents that changed our general policy.	7-17-18	Yolo County Board of Supervisors
R6	Effective immediately, the JDF should report all potential felonies committed by juvenile detainees to the Yolo County District Attorney as required by California law and Probation Department policies and procedures.	This recommendation was already implemented. Departmental staff, in early 2018, drafted and put into place a protocol for reporting to the Yolo County District Attorney felonies committed by youth in custody. That draft has been approved by the employee association and the protocol in full effect.	7-17-18	Yolo County Board of Supervisors
		District Attorney: The District Attorney's Office will not be implementing recommendation #6 as it is directed to the Probation Department.	7-1-18	District Attorney of Yolo County
R7	By October 31, 2018, the Yolo County Board of Supervisors should review the ORR program, weighing the benefits and risks, and consider whether to continue the program in Yolo County or not.	The recommendation has already been implemented. The Chief Probation Officer presented the risks, benefits, and his recommendations concerning continuing the ORR program in Yolo County to the Board of Supervisors on March 20, 2018. The Board later acted on June 26, 2018, (following a two-hour discussion and public comment period) to continue the program through at least June, 2019, including the receipt of substation additional funding to assist with service provision to the ORR population.	7-17-18	Yolo County Board of Supervisors

**Report Title: Yolo County Grand Jury Report and Response Follow-up: Elections Office Indiscretions and Culpability**

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F1	The Corrective Action Plan has been implemented and is consistently reviewed and updated.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
		We agree with the finding.	7-10-18	Assessor/Clerk-Recorder/Registrar of Voters
F2	Management effectiveness, adherence to and creation of County and Elections Office policies, procedures, and controls were addressed.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
		We agree with the finding.	7-10-18	Assessor/Clerk-Recorder/Registrar of Voters
F3	Adherence to Department of Human Resources expectations in the areas of hiring, job classifications, job descriptions, separation of duties, and payments for temporary, provisional, or extra help has improved.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
		We agree with the finding.	7-10-18	Assessor/Clerk-Recorder/Registrar of Voters
F4	Staff training programs and consistency have increased. However, the training is not regularly tracked and documented.	We disagree partially with the finding. While Department of Financial Services staff have provided fiscal training to Elections staff as needed, and documentation exists, training records have not been formalized as described below.	7-10-18	Yolo County Board of Supervisors
		We agree that the staff training programs and consistency have increased. Although trainings are tracked by individual managers, we believe a more holistic and centralized tracking and documentation process would be beneficial to the department and will begin efforts to implement accordingly.	7-10-18	Assessor/Clerk-Recorder/Registrar of Voters

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F5	Increased oversight of and interaction with the Elections Office senior leadership and operations by the Chief Administrative Officer, Department of Financial Services, Department of Human Resources, and County Counsel have occurred. However, there is no ongoing independent performance review of the Elections Office.	We disagree partially with the finding. While there is no scheduled on-going fiscal review of the Elections Office by the Internal Audit Division, review and audit are provided upon management request or upon discovery of irregular fiscal activity.	7-10-18	Assessor/Clerk-Recorder/Registrar of Voters
		<p>We agree that increased oversight and interaction have occurred with the Election Office senior leadership and operations by the Chief Administrative Officer, Department of Financial Services, Department of Human Resources and County Counsel. This new collaborative partnership has been positive for the department and the county in general.</p> <p>The Election Office is one branch of the Assessor/Clerk-Recorder/Elections Department (ACE). As a department within the Yolo County government structure, ACE provides annual updates along with other board updates to keep the County Administrator and the Board of Supervisors apprised of key matters. In addition, ACE works closely with the Department of Financial Services, Human Resources and County Counsel on a myriad of issues, including staffing performance matters. The updated leadership and systemic changes more than provides for a positive and ongoing collaborative review structure. However, regardless of this proactive and positive inter-departmental configuration, as an elected official the county Assessor/Clerk-Recorder/Registrar of Voters' performance is ultimately determined by the voters every four years, which would take a change in the state's constitution to modify.</p>	7-10-18	Yolo County Board of Supervisors

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R1	Because of the critical need for ongoing training in all areas, the Elections Office should maintain documentation of all training classes and individual instruction that includes, at minimum: signatures of individuals attending with date and topic covered.	This recommendation will be implemented.	7-10-18	Yolo County Board of Supervisors
		We will work with HR and management staff to research best practices and develop a more holistic and centralized tracking and documentation structure that we can begin implementing in 2018-19.	6-29-18	Assessor/Clerk-Recorder/Registrar of Voters

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R2	Elected officials are not subject to 360-degree performance review (i.e., feedback from an employee's subordinates, peers, and supervisors). Given that elected officials are accountable only to the voters every four years, the Department of Financial Services should conduct a full audit of the Elections Office annually. Operational and human resource practices should be included in order to ensure compliance with all federal, state, and county laws, codes, and policies and procedures.	This recommendation will not be implemented because it is not warranted. Rather than conducting an annual performance audit of the Elections Office, the Internal Audit Division will continue to monitor countywide financial risks and apply audit resources according to the risks assessed. The County is also in the process of implementing continuous auditing techniques with regard to countywide processes such as payroll, accounts payable, etc. to help identify irregular activities and address them in a more timely fashion.	7-10-18	Yolo County Board of Supervisors  Yolo County Board of Supervisors
		This recommendation is directing the Department of Financial Services, County Administrator and Human Resources to take certain actions with respect to an elected county official. The law does not grant performance oversight authority of an elected official to any other county official. Even a county board of supervisors has no power to direct or control the manner in which an elected official performs his or her duties. Furthermore, a board of supervisors cannot add to the duties prescribed for an elected official and a board of supervisors cannot require county officers to make reports that are not required by law or that are not incidental to the official conduct of that officer.  With that being said, we fully intend to serve the public by complying with all applicable laws and performing to the highest standards. As you have confirmed in this latest report, we have already taken the initiative to adopt and follow policies and procedures emphasizing best practices.	6-29-18	Assessor/Clerk-Recorder/Registrar of Voters

**Report Title: Improving the Yolo County Libraries and Archives**

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F1	Patrons use libraries for many different purposes. For some, the library is one of the few open, air-conditioned, and safe places to sleep and use bathrooms. This fact attracts some people with intense needs for social services, causing library staff to deal with situations for which they could use outside social service support.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
		We disagree partially with the finding. The Woodland Public Library Rules and Regulations Governing Public Behavior does not permit loitering on Library premises, such as sitting or standing idly about, sleeping, or lingering aimlessly.	8-15-18	Woodland Public Librarian (Invited response)
F2	There is an established Code of Behavior for the Yolo County libraries, but it is not always posted in prominent locations, or in multiple languages, and it is not always used concretely to deal with patrons who violate it.	We disagree partially with the finding. The Yolo County Library's Code of Behavior is prominently posted in all branch libraries and featured on the Library's web page at <a href="http://www.yolocountylibrary.org">www.yolocountylibrary.org</a> .	7-10-18	Yolo County Board of Supervisors

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
		We disagree partially with the finding. The Woodland Public library Rules and Regulations Governing Public Behavior is featured on our website, posted in the computer room, and is frequently distributed to our patrons.	8-15-18	Woodland Public Librarian (Invited response)
F3	The Davis library's parking lot is often full and congested, and there are few alternative parking spots in the neighborhood during most library hours. This makes it difficult for patrons to use the library conveniently and efficiently and for library employees to park nearby.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
		The City of Davis concurs that the Davis library parking lot is well-utilized by library patrons and often by users of the adjacent Community Park. The parking lot, is however, owned by and under the jurisdiction of Yolo County, not the City of Davis.  The City does allow for on-street parking in front of the library, and the Davis Joint Unified School District allows the public to park in its large lot just to the west of the library. In addition, during non-school hours, parking is often available at North Davis Elementary, immediately to the east of the library.	7-20-18	Davis City Council
F4	Given the dramatic growth of the Southport community, there is a need for a second library in West Sacramento, but its construction is not scheduled to occur until 2025-2030.	We agree with the finding. This information is consistent with the Yolo County Library Facilities Master Plan for 2018-2035.	7-10-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F5	The Archives and Records Center is performing essential services for county administrators and providing important services to citizens of Yolo County who want to know about particular aspects of the county's rich history. But the staff is small, and the hours that the Archives is open to members of the community are few.	We disagree partially with the finding. In addition to being open to the public eight hours each week, Archives staff will, upon request by phone or email, perform up to thirty minutes of free research when an individual is unable to visit the Archives in person. In addition, for a fee, Archives staff can provide copies of digital or physical copies of non-fragile items to the public. Archives staff also provide 24/7 online access to the County's digital Archives collection at <a href="http://www.yolocountyhistory.com">www.yolocountyhistory.com</a> . There is a link to this resource on the Library's web site at <a href="http://www.yolocountylibrary.org">www.yolocountylibrary.org</a> .	7-10-18	Yolo County Board of Supervisors
F6	As stated in the latest long-term plan for the Archives, its facilities have extensive environmental and space deficiencies and a high risk of damage and/or destruction to archived materials in the event of fire or flood.	We agree with the finding. These deficiencies are being addressed with an extensive facilities renovation project to be completed by June 30, 2019.	7-10-18	Yolo County Board of Supervisors
F7	The Archives does not have a large-scale modern scanner suitable for copying archival materials and digitizing the copies. Digitization of archival materials would allow patrons of the Archives to examine high-quality images of the materials without damaging them.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors
F8	If the Archives had such a scanner, it would also need a digital asset management system to store, preserve, and catalog the copied materials, and make the digitized content available online. This material would then be available online to anyone who wanted to use it, and its formatting could be updated whenever new data and imaging formats became available and widely used.	We agree with the finding.	7-10-18	Yolo County Board of Supervisors

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R1	By December 31, 2018, the Yolo County Librarian, the Yolo County Department of Social Services, and the Yolo County Board of Supervisors should provide for a social worker, either full- or part-time, to assist library staff in dealing with homeless, substance-abusing, and mentally ill individuals and families who appear at libraries. This professional would speak appropriately with such people, establish connections for them with appropriate county services, and advise library staff about	This recommendation will be implemented as follows. By December 31, 2018, the Yolo County Library will collaborate with the Yolo County Health & Human Services Agency; the Cities of Davis, West Sacramento and Winters; and nonprofit health, medical and social services providers in Yolo County to obtain ongoing and consistent informational outreach and service referral at branch libraries in Yolo County. Service providers will also offer further training for library staff to effectively work with Library users to inform them of free and low cost local housing, transportation,	7-10-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
	ways to deal with such people if and when they present problems for library patrons.	food, medical and mental health resources.		
		This recommendation would not affect the Woodland Public Library. The Woodland Public Library has developed a working relationship with services available for the community of Woodland, such as Fourth and Hope and Empower Yolo. The Library works closely with the Woodland Police Department and the Homeless Outreach Team (HOST). The HOST Team is available to assist the community with homeless-related issues. Library staff is familiar with services and able to direct patrons to social services in Woodland. Library staff has received training in working with patrons who have mental illness and/or substance abuse issues.	8-15-18	Woodland Public Librarian (Invited response)
R2	By October 1, 2018, all Yolo County libraries should post a code of appropriate behavior for library patrons. This code should appear in large print and in the most frequently used local languages. It should be visible in several places within the library. When a library staff person speaks with a patron about misbehaving in the library, the patron should be asked to read a copy (in the person's primary language) and sign and date it to indicate that it was read.	<p>This recommendation will be implemented as follows. By October 1, 2018, the Yolo County Library will create an 11x17-inch sized Code of Behavior poster in English, Spanish, Chinese, and Russian which will be featured prominently in all branch libraries. Library staff will also have copies of the Code of Behavior to distribute to individuals in these languages at service points at all branch libraries.</p> <p>For the following reasons, the recommendation to require individuals to read and sign a copy of the Library's Code of Behavior will not be implemented:</p> <p>(1) This action could further escalate difficult and tense interactions with individuals who are already agitated, thereby jeopardizing the health and safety of staff and other library users.</p> <p>(2) This action assumes all individuals have the ability to read and comprehend the Library's Code of Behavior, which is an incorrect assumption based on the knowledge and experience of Library staff.</p> <p>(3) This action would create barriers for individuals with social, emotional or cognitive differences.</p> <p>The Yolo County Library will continue with its current practice to have Library staff de-escalate a situation with an individual who has violated the Code of Behavior; communicate directly with the individual to help them understand the type of behavior that is appropriate in the facility; provide a warning; and if the conduct continues, require the individual to leave the facility for a specified period of time (most suspensions last one day). If the individual commits further Code of Behavior violations upon their return to the Library, further suspensions are issued, escalating progressively from one week up to six months in duration. All steps in this</p>	7-10-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
		process are documented in writing; Library staff deliver a suspension letter to the individual that includes the conduct leading to the suspension determination, the length of the suspension and the right to appeal the determination to the County Librarian.		
		<p>This recommendation will be implemented as follows. By October 1, 2018, the Woodland Public Library will create an 11x17 inch sized "Library Rules and Regulations Governing Public Behavior" poster in English and Spanish which will be prominently displayed in the library. Library staff will also have copies of the rules to distribute to individuals in these language at each service desk.</p> <p>The Woodland Public Library will not be implementing the recommendation for individuals to sign the library rules. The Library works with staff and the security guard to enforce the rules through an established system of warning and suspensions from the library. Suspensions are documented and those that are longer than a week are discussed with the patron and the patron receives a letter that includes the conduct leading to the suspension and the date they may return to the library.</p>	8-15-18	Woodland Public Librarian (Invited response)
R3	By December 31, 2018, the Yolo County Board of Supervisors should work with the Davis City Council to ease the parking shortage at the Davis library.	This recommendation will be implemented as follows. By December 31, 2018, the Yolo County Library and Board of Supervisors will collaborate with the City of Davis and the Davis Joint Unified School District to explore and implement options to ease parking congestion at the Mary L. Stephens Davis Branch Library.	7-10-18	Yolo County Board of Supervisors
		Over the next several months, the City of Davis will work with Yolo County (and Davis Joint Unified School District, as needed) to explore options to address parking issues at the Davis library. The City and the County have a regular "2x2" meeting to discuss issues of mutual concern, and this item can be agendaized for discussion at those meetings.	7-20-18	Davis City Council
R4	By December 31, 2018, the Yolo County Board of Supervisors should evaluate the possibility of speeding up the process of creating a library in the Southport area of West Sacramento. (This could be in lieu of purchasing a mobile library.)	This recommendation will not be implemented because it is not warranted. The Yolo County Library Facilities Master Plan for 2018-2035 has already been informed by extensive evaluation.	7-10-18	Yolo County Board of Supervisors
R5	By December 1, 2018, the Archives Coordinator should work with the County Librarian and the members of the Board of Supervisors to establish a plan to increase the	This recommendation requires further analysis. By December 1, 2018, the Yolo County Library will collaborate with the County Administrator's Office to evaluate options and resources to increase staffing and on-site	7-10-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
	staffing and open hours of the Archives.	access to the Archives for consideration by the Board of Supervisors.		
R6	By December 31, 2018, the Archives Coordinator should work with the County Librarian and the members of the Board of Supervisors to ensure that the proposals in the Facilities Master Plan to mitigate the environmental damage at the existing Archives building by 2025, and to replace the facility by 2035, remain on track to be implemented.	This recommendation requires further analysis. By December 1, 2018, the Yolo County Library will collaborate with the County Administrator's Office to evaluate options and resources to increase staffing and on-site access to the Archives for consideration by the Board of Supervisors.	7-10-18	Yolo County Board of Supervisors
R7	By October 1, 2018, the Archives Coordinator and the Board of Supervisors should fund the acquisition of a scanner and a digital asset management system by July 1, 2019 (the new fiscal year).	This recommendation requires further analysis. By October 1, 2018, the Yolo County Library will consult with the County Administrator's Office on the feasibility of purchasing a scanner and a digital asset management system.	7-10-18	Yolo County Board of Supervisors

**Report Title: The Looming Crisis of Yolo County City Pension and Retirement Medical Costs**

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F1	For many Yolo County residents, poor transparency and difficulties in accessing information make it hard to understand the consequences of mushrooming retirement benefit expenses and liabilities. This jeopardizes the citizens' ability to hold elected officials responsible for providing adequate funding to all high-priority services.	<p>The City does believe that the issue has been a significant part of the public discourse over the past few years. and the City of Davis is likewise committed to ensuring that the discussion continues into the future.</p> <p>The City of Davis has taken extra efforts over the past two years to provide information related to pension and other post-retirement benefit costs, both short and long term to the public and we will continue to do so over the coming months and years. Below is a brief accounting of outreach where City representatives have discussed pension and other post-employment benefit (OPEB) costs:</p> <p>The City's Finance and Budget Commission has made this a central theme of many of its publicly noticed discussions over the past two years. The City's actuarial consultant, John Bartel, has presented to the commission at public meetings in 2016 and 2017, walking the commission and the public through the City's pension issues.</p> <ul style="list-style-type: none"> <li>• Both city staff and city councilmembers have spoken about pension costs at organizational meetings, including the Chamber of Commerce, the Rotary, and the Kiwanis.</li> <li>• Mayor Robb Davis penned several articles over the past four years</li> </ul>	7-10-18	Davis City Council

Did the 2018-19 Grand Jury Improve Local Government?

Findings	Responses	Date	Who's to Respond
	addressing pensions and post-employment benefit costs. These articles appeared in the Davis Enterprise, on the Davis Vanguard, and on social media outlets.		

Findings	Responses	Date	Who's to Respond
	<p>We partially agree with this finding. Pension information is shared through CalPERS actuarial reports which are published on CalPERS' website and include projections for 5 years into the future, as well as historical data. Pension and OPEB information, including annual contributions, unfunded liability, market value of assets, etc. is available in several places, including the City's Comprehensive Annual Financial Report (CAFR). Additionally, in the last two years, we have shared information with the public regarding the growing pension and OPEB costs and unfunded liabilities in the following ways, among others:</p> <ul style="list-style-type: none"> <li>• In May 2017, a workshop was held to discuss the budget and the possibility of the City adopting a Section 115 Trust for pension cost stabilization to mitigate the impact of the rising pension costs on future budgets.</li> <li>• In June 2017, the City Council adopted a Resolution adopting the Section 115 Trust for Pension and OPEB funding.</li> <li>• Revenue and expenditure forecasts were provided and discussed with Council at the May 2018 budget workshop and adoption, including significant focus on pension and OPEB costs and the impact we expect rising costs and liabilities to have on future budgets.</li> <li>• The City of West Sacramento utilizes Open Gov, a data transparency tool which provides detailed budget information in various formats for citizens, accessible directly from the City's website. This tool drills down to the object level, showing annual pension and OPEB payments for each fund, department, and the City as a whole.</li> </ul>	8-23-18	W. Sacramento City Council
	<p>The City of Winters does believe that the issue has been brought before the Public over the past few years, and the City of Winters continues to bring the matter to the attention of the public on a regular basis.</p> <p>The City of Winters agrees that the pension costs and associated issues are</p>	9-4-18	Winters City Council

Did the 2018-19 Grand Jury Improve Local Government?

Findings		Responses	Date	Who's to Respond
		an important component of the expenditures of the City of Winters and is working diligently to address the issues in a responsible and reasonable manner. We agree that transparency and outreach are crucial and look forward to continuing and intensifying our engagement efforts with the broader community and collaborating with other leaders throughout Yolo County on the matter.		
Findings		Responses	Date	Who's to Respond
		The City of Woodland concurs that access to information is a pre-requisite to an informed public and civic engagement aimed at informing public policy. To this end, the City of Woodland has established a Transparency in Government page on its website, to include information on public employee compensation and, specifically, CalPERS pension costs and funded status. In addition, information on the City's CalPERS pension and retiree medical benefits have been regularly agendized for discussion as part of the city's quarterly budget updates to the City Council and as stand-alone topics to advance the city's approach to managing rising costs and mitigate impacts on essential city services.	8-30-18	Woodland City Council
F2	Several studies reveal that the retirement benefit system has been compromised by "golden handshakes" (e.g. special pension benefit deals or enhancements) and failure to consider the cost of lifetime benefits and likely investment earning levels. This happens every time a public agency negotiates a contract with its employees. Future fiscal solutions will depend, in part, on the public's willingness to hold state and local politicians accountable for their fiduciary responsibility as required by law and ethics.	No specific response (See F1)		Davis City Council and Winters City Council
		We partially agree with this finding. While such studies may have revealed that the retirement system has been compromised by "golden handshakes", these golden handshakes and "failure to consider the cost of lifetime benefits and likely investment earnings" do not happen every time a public agency negotiates a contract with its employees. The City of West Sacramento not only considers the impacts of labor negotiations on the annual City budget, but also considers any impact to unfunded liability or future liability and costs related to pension, OPEB and other obligations necessitated by the MOU.	8-23-18	W. Sacramento City Council

Did the 2018-19 Grand Jury Improve Local Government?

Findings	Responses	Date	Who's to Respond
	<p>City of Woodland officials (both elected and appointed) take very seriously their responsibility to uphold the public's trust and as fiduciaries of public funds. It is for this reason that, as it relates to managing pension and retiree health benefits, that the City has been actively engaged in working on initiatives to reduce liabilities and mitigate the impacts of these costs on the city's ability to provide essential city services. The following highlights some of the steps taken in this regard:</p>	8-30-18	Woodland City Council
Findings	Responses	Date	Who's to Respond
	<ul style="list-style-type: none"> <li>• Defined Retiree Medical Benefits were replaced with a Retiree Health Savings Account (defined contribution) for all new employees hired after 2006.</li> <li>• The City negotiated labor agreements with all of its employee bargaining groups that require CalPERS contributions well in excess of the statutorily-required employee contributions for pre- PEPRA employees.</li> <li>• The City has capped its contribution to health benefits for all employees, with the effect of capping the city's exposure to unfunded liabilities stemming from its closed Retiree Medical Benefit (for employees hired before 2006).</li> <li>• The City established an irrevocable trust fund to pre-fund its OPEB obligations, effectively accelerating the funding required to offset the city's retiree medical benefit liability.</li> <li>• The City worked with CalPERS to have cities within Yolo County moved from the Bay Area to the Sacramento Region for purposes of setting CalPERS health benefit premiums.</li> <li>• Most recently, the City authorized a pre-payment of \$4 million to pay-down the City's CalPERS pension unfunded liability. The result is a projected decrease of \$700,000 per year in annual required payments toward the unfunded liability.</li> <li>• Addressing escalating pension and retiree medical costs has been specifically called out among the City Council's priorities in its adopted Council Goals (since 2014), acknowledging that this particular issue is not entirely within the city's purview to control.</li> <li>• City representatives have also been active with other cities in the region and across the state in working with the League of California Cities on</li> </ul>		

Did the 2018-19 Grand Jury Improve Local Government?

Findings	Responses	Date	Who's to Respond
	<p>pension reform.</p> <ul style="list-style-type: none"> <li>• Overall, the City Council and management have been very aggressive and purposeful in working with its employees and CalPERS to manage both pension and retiree medical costs both in the short-run and with a focus on long-term fiscal sustainability.</li> </ul>		
F3	<p>Many city councils seem to have found it politically unpalatable or fiscally difficult to find adequate funding resources to make high enough payments to reduce unfunded pension and other post-employment benefit liabilities beyond the required payments. Additionally, when revenue generation is increased (e.g., from bonds, parcel taxes, sales, or utility taxes or fees), the money collected that may be restricted for a specific purpose, makes available other unrestricted general funds to fund retirement cost increases. This is not always clearly communicated to the public.</p>	<p>No specific response (See F1)</p>	<p>Davis City Council and Winters City Council</p>
	<p>We partially agree with this finding. While it is true that it can be fiscally difficult to find adequate funding resources to make additional payments to CalPERS and/or the OPEB Trust to further fund the unfunded liability, particularly during times of economic downturn or revenue decline, it is not necessarily true that when other revenues are increased through the issuance of debt and/or taxes or fees, that the increase in restricted revenues creates capacity in the General Fund to fund more of the unfunded liabilities. Rather, when restricted funds are increased, those funds are legally restricted for a particular purpose. It is a rare occurrence that an increase in revenues for a specific purpose creates capacity in the General Fund, unless the General Fund was subsidizing the costs in those restricted funds to begin with.</p>	<p>8-23-18</p>	<p>W. Sacramento City Council</p>
	<p>While this may be gross generalization, the City of Woodland has, for years, taken steps to set aside more funding than is "legally required" to help offset both retiree medical benefit and -most recently - CalPERS pension unfunded liabilities. While it is true that it is often difficult to prioritize such investments when faced with a long list of competing needs, the City of Woodland City Council has a track record of prioritizing pension and health care liabilities, understanding that delays in funding will only contribute to even higher costs for future Councils to wrestle with. (See comments under Finding #2).</p>	<p>8-30-18</p>	<p>Woodland City Council</p>

Did the 2018-19 Grand Jury Improve Local Government?

Findings	Responses	Date	Who's to Respond
	<p>Moreover, as part of the City of Woodland's strategy for funding CalPERS pension contributions, the city has worked collaboratively with all of its employee bargaining groups (both represented and unrepresented) to both a) increase pension contributions from employees as well as b) transfer some of the risk of future increases in employer contribution rates.</p> <p>In this regard, the Yolo County Grand Jury's report states that: The percentage of payroll contributed by employees in Yolo County cities range from 6.9% to 9.0%."</p>		

Findings	Responses	Date	Who's to Respond
	<p>This statement merely reflects the statutory requirements as cited in CalPERS valuation reports, and ignores the fact (as communicated to the Grand Jury) that the City of Woodland, through our collective bargaining process, has successfully negotiated significantly higher employee contributions, ranging from 8.0% to a high of 16.89%. Our sworn firefighters all contribute 13.0% and our sworn Police employees contribute between 13.00% and 16.89% of base pay toward their pension costs. Likewise, the city's mid- management employees contribute 16% of pay toward the cost of their pension benefits, to include the required 8% employee contribution PLUS 8% of the "employer contribution rate.</p> <p>As we strive to increase transparency with the public, it is of concern that the Grand Jury report does not provide accurate information with respect to this important factor.</p>		

F4	<p>Beyond CalPERS requirements, the four cities approach the transparency, analysis, management and containment of growing retiree costs in different ways. There is an opportunity for increased collaboration among the cities. For example, Davis has developed a financial forecasting tool that projects revenues and expenses many years into the future. Some cities show retirement costs' share of the "General" or "All" Funds.</p>	<p>No specific response (See F1)</p>		<p>Davis City Council and Winters City Council</p>
		<p>We agree with this finding. Each City is different and is impacted by pension and OPEB liabilities in different ways. The cities already collaborate through monthly City Manager meetings and through regular</p>	8-23-18	<p>W. Sacramento City Council</p>

Did the 2018-19 Grand Jury Improve Local Government?

<p>correspondence between the agency’s finance and management staff. In addition, the City collaborates with other agencies, both inside and outside of Yolo County, on best practices and strategies for funding pensions, OPEB and other large needs through their relationship with regional JPAs and professional associations regionally, as well as at the state and national levels.</p>		
---	--	--

Findings	Responses	Date	Who’s to Respond
	<p>The City of Woodland would concur that there may well be benefits from increased collaboration on initiatives to increase transparency on pension and retiree medical cost information. At the same time, the cities routinely collaborate though the sharing of information on policies and best practices, including management strategies related to pension liabilities and costs.</p> <p>The City of Woodland has also established a long-standing practice of providing the Council and public with long-term financial forecasts which include information specific to historical and future pension costs and impacts on the City’s operating budget. Like several other cities, Woodland has also utilized our consulting actuary to provide projections of CalPERS costs (under various assumptions) that go beyond the five-year contribution rate projections provided by CalPERS.</p>	8-30-18	Woodland City Council

	Recommendations	Responses	Date	Who’s to Respond
R1	<p>By February 1, 2019, city councils and staff should conduct public education campaigns to increase transparency and awareness of the alarming burdensome impact on city service priorities that is being created by retirement pension and medical insurance costs. Examples of public education could be in the form of education forums, explanatory inserts in utility statements, multi-media articles and/or candid</p>	<p>The City does believe that the issue has been a significant part of the public discourse over the past few years. and the City of Davis is likewise committed to ensuring that the discussion continues into the future.</p> <p>The City of Davis has taken extra efforts over the past two years to provide information related to pension and other post-retirement benefit costs, both short and long term to the public and we will continue to do so over the coming months and years. Below is a brief accounting of outreach where City representatives have discussed pension and other post-employment</p>	7-10-18	Davis City Council

Did the 2018-19 Grand Jury Improve Local Government?

Recommendations	Responses	Date	Who's to Respond
<p>conversation at governmental meetings.</p>	<p>benefit (OPEB) costs:</p> <ul style="list-style-type: none"> <li>• The City's Finance and Budget Commission has made this a central theme of many of its publicly noticed discussions over the past two years. The City's actuarial consultant, John Bartel, has presented to the commission at public meetings in 2016 and 2017, walking the commission and the public through the City's pension issues.</li> <li>• Both city staff and city councilmembers have spoken about pension costs at organizational meetings, including the Chamber of Commerce, the Rotary, and the Kiwanis.</li> <li>• Mayor Robb Davis penned several articles over the past four years addressing pensions and post-employment benefit costs. These articles appeared in the Davis Enterprise, on the Davis Vanguard, and on social media outlets.</li> </ul> <p>In addition to outreach, the City Council has been making efforts to reduce City obligations. The City made a \$2 million payment from General Fund reserves in 2017 to pay down a portion of its unfunded liability for retiree medical costs. The Council has negotiated with labor groups so that employees pay a larger percentage of costs than is typical for other California cities. Both Fire and Police employees contribute 12% of their salary to cover retirement costs, 3% more than is required by CalPERS. Two other labor groups have just agreed to pay in excess of the required 8% of salary if PERS costs increase beyond what is currently expected over the next few years. And, of course, employees new to the PERS system since 2013 receive reduced retirement benefits, as per the requirements laid out in the California Public Employees' Pension Reform Act of 2013, also known as "PEPRA". Each of these actions serves to address the City's ongoing pension liabilities.</p> <p>The City has placed a great deal of effort in developing a long range forecast model to include projected PERS costs, along with other City needs, costs and revenues. The model is intended to be both realistic and robust to allow staff, the City Council and the public to see the current costs and effects of rising costs. The graph below illustrates the increasing pension costs, which are estimated to reach a peak by 2026 before starting to subside.</p> <p>Rising pension costs are a real issue. It is also a complicated issue statewide that takes time to address. The City of Davis and its City Council agree that transparency and outreach are crucial and look forward to</p>		

Did the 2018-19 Grand Jury Improve Local Government?

	Recommendations	Responses	Date	Who's to Respond
		continuing and intensifying our engagement efforts with the broader community, amongst other leaders throughout Yolo County and across the state.		
		The City of West Sacramento already has plans to increase education and transparency around budget projections in general, and more specifically, the impacts of rising pension and OPEB costs to our General Fund and All Funds budgets. The City Finance Division has implemented a pension forecasting tool and is in process of implementing the OPEB module of that forecasting tool in addition to developing a long-term financial forecast for the general fund to inform the upcoming budget process. The results of those forecasts will be shared with City Council at a public meeting, and available to the public through the City's website.	8-23-18	W. Sacramento City Council
		<ul style="list-style-type: none"> <li>•The City of Woodland is committed to promoting transparency and increased public engagement on issues affecting our community. The "looming pension crisis" is no exception.</li> <li>• The City is already engaged in several of the efforts suggested in this recommendation and will continue to expand these efforts.</li> </ul>	8-30-18	Woodland City Council
		<p>The City of Winters does believe that the issue has been brought before the Public over the past few years, and the City of Winters continues to bring the matter to the attention of the public on a regular basis.</p> <ul style="list-style-type: none"> <li>• Staff has presented information to the City Council a minimum of 4 times regarding the effects of PEPRA, changes in actuarial assumptions, changes in the discount factor that CalPERS has adopted.</li> <li>• The City Council and City Management has been working with City Staff to inform all employee groups regarding the pension and retiree medical costs during negotiations.</li> <li>• The City Manager included information in the budget message discussing the impact pensions and retiree medical costs have on the City budget.</li> </ul>	9-4-18	Winters City Council
R2	By February 1, 2019, city councils and staff should create a simple statistical template and/or graph that shows three-year past (actual) and projected (look back, look forward) pension costs and liabilities and their impact (% of total) on the city budget General and All Fund base.	In response to Recommendation 2, city staff will work with our fiscal consultant to incorporate a graph in our forecast model to address the look back/look forward information. City of Davis staff has reached out to the other Yolo cities, as well as Yolo County. All are committed to working together and sharing information and ideas to address pension and related	7-10-18	Davis City Council

Did the 2018-19 Grand Jury Improve Local Government?

Recommendations	Responses	Date	Who's to Respond
This is necessary to assure transparency to the public.	retirement costs. The City of Davis is also working on an outreach document that is easy to understand. We anticipate sharing this with the public in a variety of ways by 2019.		
	The City's Long-Term Financial Forecast looks at historical trends for a 5-10-year period and forecasts several years into the future, focusing on major revenue sources, major expense categories and wages, benefits, pension and OPEB costs in-depth. A summary of the forecast will be included in the City's adopted FYs 2019/20 and 2020/21 budget document which will be accessible on the City's website once adopted.	8-23-18	W. Sacramento City Council
	The City of Winters utilizes a 10 year financial forecast that includes all obligations, including pensions and retiree medical cost assumptions for the period.	9-4-18	Winters City Council
	The City can easily incorporate this recommendation to supplement existing charts and graphs already used to convey pension and retiree medical cost data to the City of Council and the public.	8-30-18	Woodland City Council

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R3	By July 1, 2019, Yolo County city councils should investigate and consider alternatives to the existing CalPERS managed pension systems in order to achieve a more sustainable and less burdensome financial impact on city budgets. An alternative hybrid-defined pension option is included in the proposed Public Employees' Pension Reform Act of 2018 (Senate Bill 32). Any alternative plans considered by city governments should be transparent to the public.	No specific response (See R1)	7-10-18	Davis City Council
		Staff has met with CalPERS staff to discuss the various options for addressing and providing additional funding to pay down the unfunded liabilities for pensions.  Additionally, Staff is constantly monitoring the status of the various retirement plans of the City and is currently working with the City Council and CalPERS to develop a strategy for funding additional payments for unfunded liabilities and using new revenues from new development to provide a funding source for paying down the unfunded liabilities for the pension plans on an ongoing basis.  Staff is also looking into other options for funding the Medical Retiree cost beyond the current year funding model.	7-10-18	Winters City Council
		The City has already begun to mitigate the rising annual costs and unfunded liabilities for pension and OPEB in the following ways: <ul style="list-style-type: none"> <li>• The City has successfully negotiated changes in retiree medical benefits for new employees in some bargaining groups, including transitioning from a defined benefit retiree medical plan to a defined contribution retiree medical plan funded by contributions during active employment rather than set benefits at retirement. This will serve to reduce the future costs and liability related to Other Post-Employment Benefit payments through natural attrition.</li> <li>• City of West Sacramento employees contribute a set dollar amount toward the OPEB liability each month (cost-share).</li> <li>• The City opened a CalPERS Employers' Retirement Benefits Trust (CERBT) to pre-fund OPEB costs and has been contributing the annual required contribution (ARC) since FY 2007/08. As of June 30, 2018, the assets in trust were \$17.7 million and the liability was funded at over 56%. The City is on track to fully fund the OPEB liability before 2040.</li> </ul>	8-23-18	W. Sacramento City Council

Did the 2018-19 Grand Jury Improve Local Government?

Recommendations	Responses	Date	Who's to Respond
	<ul style="list-style-type: none"> <li>Some public safety employees (non-PEPRA) have been contributing additional amounts toward pension since 2006. Currently, some public safety employees contribute 13.325% (4.325% more than the required employee contribution of 9%) toward the unfunded pension liability.</li> </ul>		
	<ul style="list-style-type: none"> <li>The City continues to be engaged in efforts to explore and expand options to the existing CalPERS defined benefit plans available to California cities, most notably through its active participation in the League of California Cities' Pension Reform Task Force. (The Task Force help shape the reforms implement via Senate Bill 32).</li> <li>The City also continues to engage its employee bargaining groups to increase awareness, explore alternatives and work toward more sustainable benefit plans.</li> </ul>	8-30-18	Woodland City Council

	Recommendations	Responses	Date	Who's to Respond
R4	By September 1, 2018, collaboration among cities in Yolo County should be increased so that best practices in analysis and cost containment of pensions and other retiree benefits can be shared. The best practices and innovative ideas should be transparent to the public.	No specific response (See R1)	7-10-18	Davis City Council
		<p>This recommendation has already been implemented. The City Managers from each agency meet on a monthly basis and share policies, status, suggestions and ideas for various issues, including the pension and OPEB liabilities (the agenda topic of a recent meeting), options and funding mechanisms. These regularly scheduled meetings as well as the ad-hoc coordination between Finance staff of the municipalities within the County provide beneficial information for addressing the Intent of the recommendation by the Grand Jury with respect to collaboration between the Yolo County agencies.</p> <p>Rising pension costs are a real and complicated issue plaguing local government agencies throughout the state, and it will take time and some creative strategies to address the ever-increasing liability. The City of West Sacramento agrees that transparency and outreach are crucial, and we look</p>	8-23-18	W. Sacramento City Council

Did the 2018-19 Grand Jury Improve Local Government?

Recommendations	Responses	Date	Who's to Respond
	forward to continuing and intensifying our engagement efforts with the broader community and collaborating with other leaders throughout Yolo County.		
	We agree that transparency and outreach are crucial and look forward to continuing and intensifying our engagement efforts with the broader community and collaborating with other leaders throughout Yolo County on the matter.	9-4-18	Winters City Council
	The City of Woodland will continue to work with the cities of Davis, West Sacramento and Winters to share information and best practices related to management of pension and retiree medical benefit costs and unfunded liabilities. We welcome the opportunity to collaborate on approaches to enhance transparency to the public.	8-30-18	Woodland City Council

**Report Title: Reporting and Analysis of Child Welfare Statistics by the Child, Youth and Family Branch of the Yolo County Health and Human Services Agency**

Findings	Responses	Date	Who's to Respond
F1 The CWS/CMF database system used by the Child, Youth and Family Branch was introduced in 1997 and is awkward and outdated, requiring social workers to spend nearly half their time on data entry and making analyses difficult. The state is working on a new-generation data system, known as CWS CARES (California Automated Response and Engagement System). However, delivery of this new system, promised in 2017, may still be several years away.	We agree with the finding. Development of the statewide Child Welfare System database continues to move forward with the Child, Youth and Family Branch analyst team participating, along with the other 57 counties, in a work group to provide input on design and the functioning of the system. Thus far, a web-based search engine has been prototyped and tested. Additional components to support intake, emergency response and on-going programs have yet to be piloted or completed, and full implementation appears to be several years away. The Child, Youth and Family Branch is unable to substantially influence the State's timeline for full implementation.	7-10-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F2	<p>Social workers in the Child, Youth and Family Branch of the Yolo County Health and Human Services Agency have extremely important and stressful jobs that affect many aspects of our community, from schools to unemployment rolls to prisons. When social workers are required to grapple with antiquated and cumbersome data systems, their morale suffers and the time they can devote to keeping Yolo County children safe is diminished.</p>	<p>We agree with the finding.</p> <p>We know that child welfare work is extremely challenging, and we know from psychologists like Frederick Herzberg that job satisfaction and strong motivation comes largely from the experience of doing something meaningful and gaining recognition for achieving important outcomes that arise intrinsically from the work. In order to support staff in the experience of making a difference in the community, data systems are required that can provide confirmation that social workers are tangibly improving outcomes related to children and families. Data systems also provide a much needed feedback loop to ensure training and policy development are focused on efforts that make the biggest difference for our children and families. Data allows us to track progress towards our goals at the county level. Data that is timely and relevant, and demonstrates progress towards shared goals, improves morale and job satisfaction.</p> <p>The future implementation of the CWS CARES system promises to significantly improve the antiquated statewide data system currently in use. In the near term, the Child, Youth and Family Branch is working to simplify and streamline processes wherever feasible.</p>	7-10-18	Yolo County Board of Supervisors
F3	<p>Child welfare staff cannot efficiently and effectively monitor and identify trends in such variables as reentry into the foster care system, timely medical and dental interventions, or the role of parental drug abuse. Because of this, Child, Youth and Family Branch staff, along with county supervisors and the general public, can be blindsided by sudden spikes in negative outcomes that make headlines and generate reactive responses, to the detriment of efforts to systematically improve child welfare services and outcomes.</p>	<p>We disagree partially with the finding.</p> <p>As a part of an ongoing Continuous Quality Improvement process, further strengthened following the Board of Supervisors assessment of the child welfare system in 2016, efforts have been underway to improve our understanding of trends and variables related to Yolo County foster care, including:</p> <ul style="list-style-type: none"> <li>• A renewed effort to use the Results-Based Accountability method to analyze outcomes that make the biggest difference to the community;</li> <li>• New emphasis on data-driven decision making; an effort that includes front line supervisors and staff;</li> <li>• Utilizing the Child and Family Service Review results in an effort to gather qualitative information regarding program effectiveness; and</li> <li>• New family maintenance and re-entry reviews to gain better insight into important safety-related decision making processes.</li> </ul> <p>That said, additional resources are needed to better support these nascent practices and provide a more robust and systematic approach to ensuring more accountability, transparency and a fully data-driven child welfare system.</p>	7-10-18	Yolo County Board of Supervisors

Did the 2018-19 Grand Jury Improve Local Government?

	<b>Findings</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
F4	The county's Child Welfare Action Plan calls for continuous, data-driven quality improvement, but the Child, Youth and Family Branch does not have sufficient data-analytic resources to fully engage in continuous quality improvement. The paucity of data-analytic resources means that the Branch cannot easily provide regular updates to the public concerning trends, challenges, and successes. Instead, the public tends to hear about the child welfare system only when there is a crisis (such as the death of a child), creating negative perceptions that may interfere with recruiting foster parents and other kinds of community support.	<p>We disagree partially with the finding.</p> <p>The Child, Youth and Family Branch is committed to providing strong and transparent data and information regarding the strengths and areas of improvement needed with respect to service delivery and accountability. Currently, there is a substantial amount of data available which drives our day-to-day efforts to improve service delivery.</p> <p>That said, the bulk of our aggregate data is not always adequately assessed and analyzed in a manner that ensures it is understandable, usable and sufficiently applied to solving new problems or informing new policy. Additional resources would allow for better transparency as it relates to decision-making and outcomes that matter to Yolo County residents, as well as ensuring data is regularly available, meaningful and accurate for the County's child welfare program as well as other community service providers.</p>	7-10-18	Yolo County Board of Supervisors

	<b>Recommendations</b>	<b>Responses</b>	<b>Date</b>	<b>Who's to Respond</b>
R1	By October 31, 2018, the Child, Youth and Family Branch of the Yolo County Health and Human Services Agency should submit a proposal to the Board of Supervisors for a continuous quality improvement unit charged with streamlining data collection and introducing tools that will enable the Branch to use data to drive decisions and measure success.	This recommendation will be implemented. Development of the statewide Child Welfare System database continues to move forward with the Child, Youth and Family Branch analyst team participating, along with the other 57 counties, in a work group to provide input on design and the functioning of the system. Thus far, a web-based search engine has been prototyped and tested. Additional components to support intake, emergency response and on-going programs have yet to be piloted or completed, and full implementations appears to be several years away. The Child, Youth and Family Branch is unable to substantially influence the State's timeline for full implementation.	7-10-18	Yolo County Board of Supervisors
R2	By January 1, 2019, The Board of Supervisors should provide funding for a viable continuous quality improvement unit.	This recommendation requires further analysis and will be considered upon receipt of a proposal from the Child, Youth and Family Branch.	7-10-18	Yolo County Board of Supervisors
R3	By July 1, 2019, the Child, Youth and Family Branch should create a website dashboard that keeps the public informed of child welfare challenges, successes, and needs, including information related to the need for more foster parents in the county.	This recommendation will be implemented subject to available resources.	7-10-18	Yolo County Board of Supervisors

**2018 – 2019  
Yolo County Grand Jury  
Final Report**

