



**COUNTY OF LAKE
BOARD OF SUPERVISORS**
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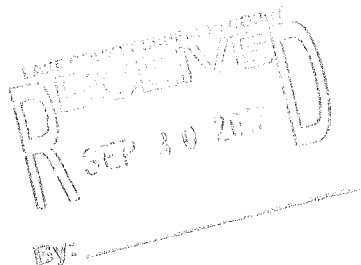
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Rob Brown
District 5

September 20, 2016

The Honorable Andrew S. Blum
Presiding Judge of the Superior Court
255 North Forbes Street
Lakeport, CA 95453



RE: Response to the 2015/2016 Grand Jury Final Report

Dear Judge Blum:

Pursuant to Penal Code Section 933, the Board of Supervisors is submitting this response to the FY 2015/2016 Civil Grand Jury Final Report.

The Board's response is presented in the same sequence as the recommendations appear in the Final Report. We have provided a response to all items for which the report indicated a response was required by the Board of Supervisors. Responses from both appointed and elected department heads are attached hereto, in so much as they were provided to the Board.

As always, the Board of Supervisors appreciates the efforts of the Civil Grand Jury to assist in improving the operations of County government.

OVERALL COMMENTS ON REPORT

The Board would like to thank each member for their time and thoughtful consideration of each issue before it. We submit the following responses to each item as requested by the 2015/2016 Civil Grand Jury.

RESPONSE TO CIVIL GRAND JURY RECOMMENDATIONS

A. ROLE OF THE OFFICE OF EMERGENCY SERVICES IN COUNTY DISASTER PREPAREDNESS

Recommendations #1-13:

1. Create an up-to-date County EOP and post it on the County information website and the Sheriff's Department Website.

2. Conduct an orientation to the updated EOP for the community disaster support and preparedness agencies.
3. Reinstate and populate the OES webpages with all relevant information.
4. Define and promote the nature and works of OES, the Disaster Council and the OAW to effected agencies and the public.
5. Include representatives from all County agencies involved in providing emergency services And post disaster services, in updating the EOP.
6. Submit Disaster Council annual reports and a Strategic Plan to the BOS as per their bylaws.
7. Convene quarterly meetings of the Disaster Council and announce them to the public.
8. Establish a dedicated EOC with all necessary equipment on hand and with a clear set of instructions, contact numbers, expected duties and responsibilities for the responders.
9. Produce a procedural manual and conduct periodic training about activation process and staffing of the EOC.
10. Develop outreach literature and associated training for community groups eligible to participate in emergency preparedness.
11. Include the OES Manager as a primary decision maker in the allocation of grant monies.
12. Update and maintain the 2014 OES Strategic Plan.
13. Establish the Lake County OES as an independent agency that works closely with the Disaster Council and the Operations Area Workgroup.

Response to Recommendations #1-13:

The Sheriff has provided a comprehensive, narrative response to all of the Grand Jury's recommendations concerning the Office of Emergency Services (OES). The Board refers to and concurs with the Sheriff's response. OES, with the support of the County Administrative Office, is already in the process of addressing many of the concerns raised by the Grand Jury and recent disaster response efforts have been better organized. The Board agrees with Recommendations #1-11 and #13, and is confident required plans and other documents will be updated by OES over the course of Fiscal Year 2016-17. The Board disagrees with Recommendations #12 and #14. At the manager level, the OES Manager can serve in an advisory capacity regarding the allocation of grant monies, with the Department Head (Sheriff/Director of Emergency Services) holding decision making authority. OES will remain an agency of the County that works closely with the Disaster Council and the Operations Area Workgroup.

B. PENSION PLAN REVIEWS

Recommendations #1-6:

1. A summary Annual Pension Report be compiled and reported annually to the governing bodies of the County, Clearlake and Lakeport including the annual cost, a breakdown of the funded and unfunded liabilities and comparison to established policy or goals, the plan benefit formulas and any changes, a summary of plan investment results, CalPERS administration

costs, benefit payments made, Pending or projected changes or issues.

2. This Annual Pension Report be posted and made available to plan participants and the public. Most of this data is available in the CalPERS GASB 68 reports.

3. One department in the County be assigned primary administrative responsibility for pension management.

4. The County, Clearlake and Lakeport establish a specific percentage of funding (Goal) by next fiscal year that must be achieved. The goal and actual achievement would be reported in the annual report per Recommendation #1.

5. A policy statement be developed to serve as a guide in program administrative, plan funding and as a communication aid to participants and the public.

6. An employee survey be conducted biannually of both active and retired employees to assess the cost/benefit effectiveness of their pension plans.

Response to Recommendations #1-6:

The Auditor-Controller (A-C) has provided a comprehensive, narrative response to all of the Grand Jury's recommendations concerning pension plan reviews. The Board refers to and concurs with the A-C's response. The Board agrees with Recommendations #1 and #2 and concurs with the A-C's reference to an existing public report which contains the data needs noted. The Board disagrees in part with Recommendation #3 and supports the distinction of the three departments involved in pension plan administration, employee benefit maintenance and fiscal support, for the purpose of solid internal controls. However, the Board agrees that the three departments should meet as a committee to discuss oversight, goal setting and achievement, and to consider development of a policy statement (in agreement with Recommendations #4 and #5) within the next thirty days. The Board disagrees wholly with Recommendation #6 since active employees are not in a position to evaluate program effectiveness while they are still working and the terms of pension plans are set in place, and not subject to change, once employees retire. However, active employees are provided considerable information on the pension plan during New Employee Orientation. The County Human Resources (HR) department serves as the first point of contact for employee questions and concerns regarding the plan. Prior to retirement, HR meets with employees considering retirement to discuss plan options for the benefits they will receive.

Recommendation #7:

Clearlake be more proactive in reducing its unfunded pension liability. It should review Lakeport's plan to determine if that approach would be beneficial.

Response to Recommendation #7:

Not within the scope of the Board of Supervisors.

C. TAX COLLECTOR'S CHECK PROCESSING EFFICIENCY

Recommendation #1:

The existing Payment Receiving and Coding procedures should be revised to include instructions for date stamping and/or logging in each payment when received by the County's mail department so a timing analyst can be performed.

Response to Recommendation #1:

The Treasurer-Tax Collector (T-TC) has provided a narrative response to the Grand Jury's recommendation concerning check processing efficiency. The Board refers to and concurs with the T-TC's response. The Board agrees with the Recommendation #1 in concept and is pleased that the T-TC has been able to resolve obstacles which impacted timely payment processes during the past year.

D. BOARD OF SUPERVISORS INVESTIGATION

Recommendation #1:

Develop, improve and implant a formal five year strategic plan that guides Lake County's future. This should be developed in a joint effort by the BOS and key management personnel. The recently announced Lakeport Economic Strategic Plan is a good model for this. An outside consult/expert in this area may also be useful to assist in facilitating this process.

Response to Recommendation #1:

The Board agrees with Recommendation #1 and notes that historically, through the annual budget process, the Board and department heads set goals and make plans for each fiscal year. During Fiscal Year 2016-17, the CAO is exploring options for expanding upon this process, for Board consideration prior to the next budget cycle.

Recommendation #2:

The BOS should selectively delegate more authority and reduce the number of positions reporting to them by reorganizing and assigning more direct reports to the CAO. Examples might or could include: Human Resources, Public Services, Social Services, Library, Information Technology, Behavioral Health, Animal Care and Control and Child Support services.

Response to Recommendation #2:

The Board agrees with Recommendation #1. During Fiscal Year 2016-17, the CAO is exploring various options for reorganization. The Board will consider such recommendations when they are brought forward for discussion.

Recommendation #3:

Written performance evaluations should be conducted for all County employees, including all management, on an annual basis.

Response to Recommendation #3:

The Board agrees with Recommendation #3 in part and notes that annual written performance evaluations are completed for all permanent County employees including management, with the exception of department heads who report to the Board. Department heads who report to the Board are evaluated annually in closed session.

Recommendation #4:

A comprehensive management succession plan for County department heads could be established and monitored on a regular basis. Human Resources should coordinate this effort.

Response to Recommendation #4:

The Board agrees with Recommendation #4 and notes that, in recent years, the Board has approved the addition of more mid-level management positions with the intent to develop internal candidates. The CAO is planning leadership development training to commence during Fiscal Year 2016-17.

Recommendation #5:

Formal charters, bylaws, timely agendas and informative minutes should be maintained for all citizen advisory board, committees, agencies, commissions and the like that Supervisors participate in. These should all be posted on the County's website.

Response to Recommendation #5:

The Board agrees with Recommendation #5 in concept, but notes that the majority of its citizen advisory boards and committees are volunteer driven and operate without funding. In light of this, they are not all able to regularly generate formal documents. Exceptions include the Area Agency on Aging, the First 5 Commission and the IHSS Advisory Committee which have dedicated funding and staff to do record keeping. The Board sincerely appreciates the efforts of its many citizen advisory boards and committees.

Recommendations #6-7:

6. Increases in BOS base pay should be based upon the average change among all County employees not represented by bargaining units and not just elected officials. Furthermore, any increases should only apply to Supervisors elected or re-elected after such increases are established in order to ensure complete objectivity and to avoid potential conflicted decision-making and perceived self-dealing.

7. A change in the County Ordinance 3A.3, is recommended. No benefits should be provided. This recommendation applies only to future Supervisors. Supervisors should not be regarded as regular full-time management employees and should not be entitled to regular management employee benefits such as insurance and pensions.

Response to Recommendations #6-7:

The Board disagrees partially with Recommendations #6-7 and notes that the methodology for Board base pay and benefits was determined based on recommendations from the last compensation study, which collected and analyzed salaries and benefits paid to benchmark classifications in comparable counties in 2003. The Board is aware of the need to review the County employee compensation plan, which would include review of Board salaries

and benefits. However, due to the catastrophic impact of the recent wildfire disasters on the County budget, no timeframe can be established for addressing the employee compensation plan.

E. VICTIM WITNESS PROGRAM REVIEW

Recommendations #1-3:

1. Lake County should continue to provide necessary supplemental funding for VWP. There should also be a goal to lower this over a two year period.
2. A much greater reliance is recommended on contracted grant writer advice and assistance to gain more new grant sources.
3. VATS should be updated or replaced as soon as practical and affordable.

Response to Recommendations #1-3:

The District Attorney (DA) has provided a comprehensive, narrative response to all of the Grand Jury's recommendations concerning Victim Witness Program Review. The Board refers to and concurs with the DA's response. The CAO and the DA are working cooperatively to secure grant funding. The Board agrees with Recommendations #1 and #2 and disagrees with Recommendation #3 for the reasons described in the District Attorney's response.

F. ALCOHOL AND DRUG SERVICES AVAILABLE IN LAKE COUNTY

Recommendation #1:

The Probation Department continue to promote their special services including those for veterans.

Response to Recommendation #1:

The Chief Probation Officer (CPO) has provided a narrative response to the Grand Jury's recommendation concerning promoting special services including those for veterans. The Board agrees with Recommendation #1 and refers to and concurs with the CPO's response and his intention to maintain all of the special services including Veteran's court.

Recommendation #2:

The CHP and AODS therapists visit Senior Centers to provide information to seniors about the dangers of driving after using certain prescription and over-the-counter medications.

Response to Recommendation #2:

The Interim Director of the Behavioral Health department has provided a narrative response to the Grand Jury's recommendation concerning therapist visits to senior centers to provide information about the dangers of driving while using medication. The Board agrees with Recommendation #2 and refers to and concurs with the Director's response clarifying that outreach information is provided to all age groups and staff will educate seniors as per the Grand Jury's recommendation.

Recommendation #3:

The Probation Department help in the development of more Alternative Work Programs that could be based on Helbush Drive.

Response to Recommendation #3:

The Chief Probation Officer (CPO) has provided a narrative response to the Grand Jury's recommendation concerning the development of Alternative Work Programs (AWP). The Board agrees with Recommendation #3 and refers to and concurs with the CPO's response wherein he clarifies that although the Sheriff operates AWP, he is willing to collaborate.

G. EMPLOYEE ACCOUNTABILITY AND RECORD KEEPING

Recommendation #1:

Although this system is working well at this time, the County should continue to examine competing software periodically to insure best practices in employee time tracking.

Response to Recommendation #1:

The A-C has provided a comprehensive narrative response to the Grand Jury's recommendation concerning employee accountability and record keeping. The Board agrees with Recommendation #1 and refers to and concurs with the A-C's response noting the considerable effort that went into implementation of the existing system. The Board supports the A-C's pledge to monitor software alternatives and to work with users on system improvements.

H. FIRE SAFETY IN LAKE COUNTY

Recommendation #1:

The Sheriff's Department and the Hill Road Correctional Facility should work with CalFIRE to make their inmates who qualify available to transfer to the Conservation Camp Program.

Response to Recommendation #1:

The Sheriff has provided a narrative response to the Grand Jury's recommendation concerning inmate transfer to the Conservation Camp Program. The Board agrees with Recommendation #1 and refers to and concurs with the Sheriff's response noting that despite his efforts to do so, eligible/suitable inmates have not been identified for transfer.

Recommendation #2:

The Lake County Fire Chief's Association and the Board of Supervisors should encourage and support any efforts made by the Middletown Rancheria tribe in setting up another fire district.

Response to Recommendation #2:

The Board agrees with Recommendation #2 and will consider a proposal from the Middletown Rancheria tribe to set up another fire district when it is brought forward.

Recommendation #3:

Lake County should pursue more options for warning systems such as the sirens used in the past and IPAWS. Investigations could include solar power options for the sirens and/or any other alternatives that would supplement the existing telephone and internet systems.

Response to Recommendation #3:

The Sheriff has provided a narrative response to the Grand Jury's recommendation concerning warning systems and power options to supplement telephone and Internet systems. The Board agrees with Recommendation #3 and refers to and concurs with the Sheriff's response noting that donations have been secured for IPAWS and funding sources are being sought for implementing sirens.

I. CANINE UNITS IN LAKE COUNTY

Recommendation #1:

The BOS, the Sheriff's Department and the Clearlake Police Department should assure that there are sufficient funds available to replace dogs as they retire.

Response to Recommendation #1:

The Board agrees with Recommendation #1. The Sheriff and the CAO are working cooperatively to fund all needs in the Sheriff's Budgets during these particularly challenging fiscal times resulting from the unprecedented wildfire disasters. At present, the Sheriff has 3 active canines.

J. THE LAKE COUNTY GRAND JURY VISITS THE MENDOCINO COUNTY JUVENILE FACILITY

Recommendations #1-2:

When the current contract between Lake and Mendocino Counties expires, it should be renegotiated.

Consider purchasing slipper socks for the youth to ward off the cold from the concrete floors in the bedrooms.

Responses to Recommendations #1-2:

The Chief Probation Officer (CPO) has provided a narrative response to the Grand Jury's recommendation concerning its visit to the Mendocino Juvenile Facility. The Board agrees with Recommendations #1-2 and refers to and concurs with the CPO's response noting his intention to seek Board approval to extend the contract. The CPO has also asked Mendocino County Probation to take the Grand Jury's recommendation for slipper socks under advisement.

K. NUISANCE ABATEMENT CODE ENFORCEMENT IN AND AROUND LAKE COUNTY, AFTER THE 2015 WILDFIRES

Recommendations #1-2:

Lakeport should establish a log of nuisance complaints.

Clearlake should purchase or share the program that the County government has purchased to speed the processes involved in responding to nuisance complaints and enforcement reports.

Response to Recommendations #1-2:

Although neither of the above recommendations are within the scope of the Board, the County Community Development (CD) Director has provided a narrative response to the Grand Jury's Finding, within the same section, "F3. The Grand Jury found a bottleneck in the processing of complaints and inspection reports within the County CDD office due to communication difficulties with the officers in the field and with citizen complaints". The Board refers to and concurs with the CD Director's response wherein he discusses ongoing program improvements and impending implementation of a new software system.

This concludes the Board of Supervisors response to the 2015 - 2016 Civil Grand Jury Report. Once again, the Board thanks each member of the Civil Grand Jury for their efforts to improve the delivery of public services in Lake County.

Sincerely,

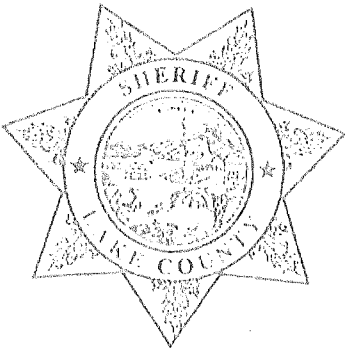
LAKE COUNTY BOARD OF SUPERVISORS



Rob Brown
Chair of the Board

Attachments

cc: 2015-2016 Civil Grand Jury Foreperson
2016-2017 Civil Grand Jury Foreperson



LAKE COUNTY SHERIFF'S OFFICE

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Administration
(707) 262-4200

Central Dispatch
(707) 263-2690

Coroner
(707) 262-4215

Corrections
(707) 262-4240

Patrol/Investigations
(707) 262-4200

Brian L. Martin
Sheriff/Coroner

August 21, 2016

Honorable Andrew Blum
Presiding Judge
Lake County Superior Courts
255 N. Forbes Street
Lakeport, CA 95453

To the Honorable Judge Blum,

I am writing this letter in accordance with Penal Code Section 933.05 as response to the June 30, 2016 final report from the Lake County Civil Grand Jury. I first want to thank the Court and express my gratitude and appreciation for the volunteers who dedicated many hours by providing this important service to our community. I welcome the opportunity to have oversight and feedback regarding the Sheriff's Office's operations, and I constantly strive to improve the professional services provided by this agency to the people in Lake County.

The Grand Jury's Final Report included a chapter on the role of the Office of Emergency Services and county disaster preparedness. The Grand Jury's report found that the coordination of emergency services in the midst of one of the largest disasters to hit California was "disorganized." The investigation report recognized that the Office of Emergency Services' functions had moved from the Public Services Department, to the Sheriff's Department, to the County Administrative Office, and back to the Sheriff's Department by the time of publishing of the report.

In response to the report, I wholeheartedly agree that emergency service responses during the Rocky, Jerusalem, and Valley Fires of 2015 were disorganized despite the dedication of other County leaders who stepped up during these events. The County, in cooperation with my Office, amended the County's ordinance appointing the Lake County Sheriff as the Director of Emergency Services in Lake County. After extensive recruitment efforts were made, we were able to hire a new Emergency Services Manager (ESM) at the end of April, 2016. This Emergency Services Manager comes with many years of experience in emergency response,

