

**The Sutter County
Board of Supervisors' Response to the
ENDORSED FILED**

2011-2012

SEP 28 2012

SUPERIOR COURT OF CALIFORNIA
COUNTY OF SUTTER
CLERK OF THE COURT
By JACKIE LASWELL Deputy

**Sutter County Grand Jury
Final Report**



**Larry Montna
Stanley Cleveland, Jr.
Larry Munger
Jim Whiteaker
James Gallagher**

**District No. 1
District No. 2
District No. 3
District No. 4
District No. 5**

County of Sutter

...established 1850

Office of the County Administrator

September 28, 2012

The Honorable Christopher R. Chandler
Presiding Judge of the Sutter County Superior Court
466 Second Street
Yuba City, CA 95991

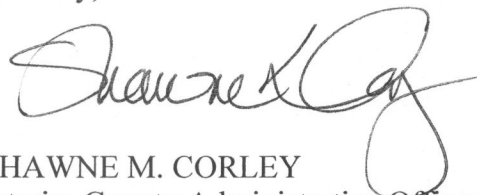
Dear Judge Chandler:

On behalf of the Sutter County Board of Supervisors, I am herewith submitting its response to the findings and recommendations of the 2011-2012 Grand Jury.

The Board of Supervisors appreciates the dedicated efforts of the 2011-2012 Grand Jury in the preparation of its report and the complimentary comments it made with respect to the County and its employees, and trusts that you will find the enclosed material responsive.

I would be happy to meet with the Grand Jury to discuss any or all of these issues.

Sincerely,



SHAWNE M. CORLEY
Interim County Administrative Officer

SMC/ja/gs

Sutter County Board of Supervisors Response to 2011-12 Grand Jury Report

TABLE OF CONTENTS

| | |
|--|----|
| Sutter County Jail Death..... | 4 |
| Sutter County Assessor's Office | 5 |
| Sutter County Department of Child Support Services | 6 |
| Sutter County Memorial Museum | 7 |
| Office of Emergency Management | 8 |
| Sutter County Department of Agriculture | 9 |
| Sutter County Airport | 11 |
| Sutter County Animal Control Shelter..... | 13 |

ASSOCIATED AGENCY

| | |
|--|----|
| Sutter Butte Flood Control Agency..... | 15 |
|--|----|

Attachments:

- Attachment A – Board of Supervisors Response - Sutter County Response Jail Death
- Attachment B – Response from Sutter County Assessor
- Attachment C – Response from Sutter County Director of Child Support Services

Sutter County Jail Death

The Sutter County Board of Supervisors approved its response to the Grand Jury on this subject on June 19, 2012. The response is included in this document as Attachment A.

Sutter County Assessor's Office

Grand Jury Findings:

- (1) *Although the department has captured a high percentage of the Proposition 8 assessments a number of them are missed each year due in part to budget reductions.*
- (2) *Current efforts to advertise the availability of the Proposition 8 program are inadequate.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with the two findings.

Grand Jury Recommendations:

- (1) *Continue efforts to streamline the assessment process to capture a higher percentage of properties due reductions.*
- (2) *Develop outreach programs to reach property owners informing them of Proposition 8.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with the two recommendations, and the County Assessor reports that recommendation number one is being implemented as time allows, and that recommendation number two has already been implemented.

The Sutter County Assessor is an independently elected official, and as such, responds directly to the Grand Jury's findings and recommendations concerning his office. The Board of Supervisors supports the response from the elected Assessor. A copy of the Assessor's response is included in this document as Attachment B.

Sutter County Department of Child Support Services

Grand Jury Findings:

(1) *Based on information gleaned from the interviews it was determined:*

- *Morale has improved*
- *Communications between employees and management is cordial*
- *Employees are familiar with the automated computerized system and are generally satisfied with the training and support they receive from Supervisors, Leads, and Attorneys*
- *Customer Service is a priority*
- *Management and employees have undergone a long period of growth and adjustments that has resulted in a more stable work environment*

Response from the Board of Supervisors:

The Board of Supervisors agrees with the Grand Jury's finding.

Grand Jury Recommendations:

(1) *It is recommended that Management and Supervision continue to improve communications to support Case Managers to offset the high stress nature of this work environment.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with the Grand Jury's recommendation. The Director of Child Support Services has provided a clarification to the Grand Jury report, and has responded directly to the Superior Court. The Board of Supervisors supports the Director in her response. The response from Sutter County's Director of Child Support Services is included in this document as Attachment C.

Sutter County Memorial Museum

Grand Jury Findings:

- (1) *Public Works charges the Museum to show potential customers Ettl Hall even though the Museum Curator has a key.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with this finding. Any costs associated with Ettl Hall are recorded to the Ettl Hall budget, which is separate from the Museum budget. Staff within the General Services Division of Public Works is required to record time to the appropriate work cost-centers.

Grand Jury Recommendations:

- (1) *During the Museum business hours, it would be more convenient and cost effective to have a Museum employee show Ettl Hall.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with this recommendation. The General Services Division of the Public Works Department will work with the Museum staff so that staff will be able to show the Hall and answer general questions that the public might have.

It should be noted that a staff working group which includes the Museum Director, Public Works Director, and the County Public Information Officer have developed a marketing plan that includes the production of a rental brochure that will be available to parties that are interested in renting Ettl Hall. The intent is to provide additional on-site tools to assist in the marketing of the Hall.

Office of Emergency Management

Grand Jury Findings:

- (1) *The Administrative Analyst I position was transferred out from the OEM to the Fire Services Administration Department.*

Response from the Board of Supervisors:

The Board of Supervisors disagrees with this finding. Prior to FY 2005-06, Fire and Emergency Services existed as a combined budget unit. An Administrative Analyst I position had been allocated to that combined budget unit in the FY 2000-01 at the same time that the Emergency Services Manager position was created. As part of a departmental reorganization in 2004, the position was transferred from the Fire and Emergency Services budget unit to the Environmental Health Division to handle Certified Unified Program Agency (CUPA) duties, and was not transferred to the Fire Services Administration Division. Beginning with FY 2005-06, the Emergency Services and Fire Services Administration were split into two separate budget units.

Grand Jury Recommendations:

- (1) *Reestablish the OEM Administrative Analyst position at a level commensurate with performing emergency coordination as necessary.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with the recommendation. Due to budget constraints, a new position cannot be established at this time. Options for establishing a new shared position which could assist with emergency management related activities will be reviewed and reevaluated, in coordination with the Community Services Department, as part of the FY 2013-14 budget process.

Sutter County Department of Agriculture

Grand Jury Findings:

- (1) *The Department has worked with neighboring counties to share large equipment costs.*

Response from the Board of Supervisors:

The Board of Supervisors and the Agricultural Commissioner agree with this finding.

- (2) *The Department is currently working with Public Works to expand their building space.*

Response from the Board of Supervisors:

The Board of Supervisors and the Agricultural Commissioner agree with this finding.

- (3) *The Department was able to obtain a grant allowing them to run a recycling project for plastic pesticide containers.*

Response from the Board of Supervisors:

The Board of Supervisors and the Agricultural Commissioner agree with this finding.

- (4) *The weed abatement vehicle is not equipped with a Global Positioning System (GPS) which would be beneficial in the distribution and tracking of chemical applications.*

Response from the Board of Supervisors:

The Board of Supervisors and the Agricultural Commissioner agree with this finding.

Grand Jury Recommendations:

- (1) *Expansion of the building space is vital as several work areas are crowded and substandard.*

Response from the Board of Supervisors:

The Board of Supervisors and the Agricultural Commissioner agree with this recommendation. The Board of Supervisors has approved a facility project for the expansion of the Agricultural Commissioner building space in the FY 2012-13 budget.

- (2) *The Department will be challenged by budget restrictions in the foreseeable future therefore, it is imperative that it continues to find ways to share costs and secure grants.*

Response from the Board of Supervisors:

The Board of Supervisors and the Agricultural Commissioner agree with this recommendation.

- (3) *The weed abatement vehicle should be equipped with GPS.*

Response from the Board of Supervisors:

The Board of Supervisors and the Agricultural Commissioner agree with this finding. However, it should be noted that the operation of the weed abatement program has been transferred to the Road Division of the Public Works Department. A Global Positioning System (GPS) is estimated to cost a minimum of \$7,000. The option to add a GPS unit to the existing weed abatement vehicle will be evaluated as part of the FY 2013-14 budget process.

Sutter County Airport

Grand Jury Findings:

- (1) *The SCA deficit continues to grow and the General Fund is used to cover this deficit.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with this finding. The Board of Supervisors has approved a General Fund loan in an amount not to exceed \$185,000. The operations of the County Airport continue to draw for this loan.

- (2) *There is ongoing discussion to turn the operational control of the airport over to a Pilot Association made up of local pilots utilizing the airport. This option is currently under review by the pilots. Unless the operation can be turned over to a private enterprise for operational control and responsibility, SCA will continue to be a burden to the taxpayers.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with this finding. There is ongoing discussion and the option is currently under review by the pilot's association. However, if the option of turning over the day-to-day operation of the Airport to a non-profit association proves to not be viable, the County would need to consider other alternatives that up to this point have either been less desirable, such as further increases in rates, or not fully explored, such as developing and implementing a more aggressive business plan that includes alternatives to diversify and increase revenues.

- (3) *Rental rates for businesses at the airport should be raised to fair market value. Unless rental rates are increased, the deficit resulting from operational costs exceeding income will continue to increase, and taxpayers of Sutter County will continue to subsidize the county airport.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with the finding. It should be noted that the hangar rentals are at a market rate, and that two of the five businesses at the airport, are currently paying fair market value for their leases.

Grand Jury Recommendations:

- (1) *SCGJ recommends the SCBOS take immediate steps to schedule an Airport Ad Hoc Committee meeting to facilitate changes that will avoid utilizing the General Fund to subsidize the operation of SCA.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with this recommendation. Since the date of the Grand Jury's report, the Airport Ad Hoc Committee has met with County staff to develop alternatives for consideration. Additional meetings are planned, and it is anticipated that a new proposal will be presented to the Board of Supervisors for consideration, with the intent of ensuring the Sutter County Airport is appropriately funded and does not rely on General Fund loans in the future.

- (2) *Despite resistance from airport tenants, the SCGJ strongly recommends that commercial rates be raised to at least cover operational costs incurred under the present management system. The Airport Ad Hoc Committee should make this recommendation to the SCBOS a priority.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with this recommendation. Please see the Board's response to Recommendation number one, above.

- (3) *Efforts should be made to transfer the daily operation of the airport to a non-profit entity that is proven to be capable to assume such responsibility, namely a Pilot Association which is currently being discussed by local pilots.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with this recommendation. The Ad Hoc Committee is in discussion with a group of local airport users and supporters. The group has begun the process to become a local chapter of the California Pilots Association, a non-profit organization, with the intent of contracting with the County to operate and maintain the airport facility. The process will take several months and is not being considered in the FY 2012-13 recommended budget. When the County receives a proposal from this organization, which could be within the year, it will be brought to the Board for consideration.

Sutter County Animal Control Shelter

Grand Jury Finding:

- (1) *The lack of policy concerning the boarding of animals outside the SCAS has created an area of concern and requires immediate attention. There has been a conflict of interest pertaining to SCAS employees seizing animals and then receiving reimbursement to transport and board them.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with this finding. Prior transport and boarding has been provided based on two considerations: 1) time-sensitive response to a situation and 2) cost to taxpayers. The Community Services Department has reported that staff has previously been able to quickly arrange animal transport by doing so with personal equipment much faster than by attempting to find other transporters. However, it is acknowledged that there may be the perception that individual staff members would benefit personally from such an arrangement. The Community Services Department reports that the use of personal equipment in such circumstances is limited to emergency situations and that the decision is made on a case-by-case basis, with consideration for animal care and cost to the public being the priorities.

Grand Jury Recommendation:

- (1) *A comprehensive policy pertaining to the boarding of animals outside of the SCAS should be established with the least possible delay. The policy should prohibit the boarding of animals on SCAS employee's property, to avoid a conflict of interest issue that could raise concern by the citizens of Sutter County.*

Response from the Board of Supervisors:

The Board of Supervisors partially agrees with this recommendation. The Community Services Department currently has a policy establishing procedures for boarding animals outside of the Sutter Animal Services Shelter. Under the policy, if an employee has facilities available for boarding, the cost for that boarding was provided within the guidelines of this section, and the cost was determined to be the lowest cost available to Animal Services, then an animal could be placed for boarding with an employee. The Community Services Department would make this decision on a case-by-case basis, with the understanding that there are two primary responsibilities of Animal Services in these potential situations: 1) to ensure that animals are humanely cared for, and 2) to secure appropriate services at the lowest possible cost to the public.

- (2) *The continued review and update of SCAS policies and procedures should continue to avoid any misunderstandings of policy by staff.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with this recommendation. This recommendation has already been implemented by the Community Services Department. All policies and procedures are reviewed annually and more often as needed to ensure that they are current and applicable. Each staff member is knowledgeable in the policies and procedures applicable to their duties. The policy and procedure manual is readily available to each employee for review.

As new animal care protocols are developed, a new policy/procedure will be promptly written and briefed to all applicable staff members.

Sutter Butte Flood Control Agency

Grand Jury Finding:

- (3) *SCBOS approved funds to be moved from the Flood Control Fund for purposes other than flood control.*

Response from the Board of Supervisors:

The Board of Supervisors disagrees with this finding. The County has set aside discretionary funds for the purpose of funding levee and flood control related projects. These funds are available to be used at the discretion of the Board of Supervisors. On October 4, 2011, the Board of Supervisors approved contributing up to \$40,000 of these funds to the Sutter Butte Flood Control Agency to assist with funding a coalition to advocate for the creation of a new FEMA zone for agriculture. The use of the funds is at the discretion of the Board of Supervisors. In its decision, the Board considered this effort to be related to the County's ultimate intent of supporting both future possible property damage relief (by promoting improvement of levee and flood control ways) and current financial relief (through efforts related to private property uses and homeowners/flood insurance program impacts) to the citizens of Sutter County.

Grand Jury Recommendations:

- (3) *SBFCA and SCBOS should carefully consider use of designated Flood Control Funds for purposes other than flood control or levee repairs.*

Response from the Board of Supervisors:

The Board of Supervisors agrees with this finding.

The following Grand Jury Findings and Recommendations have been addressed by the Sutter Butte Flood Control Agency. The SBFCA responded to these findings on August 8, 2012. The Board of Supervisors supports the response of the SBFCA. The full response was included in the SBFCA Board of Directors' meeting agenda for August 8, 2012, and can be found on-line at the following link:

<http://www.sutterbutteflood.org/downloads/2012BoardAgendaPackets/08.08.2012-SBFCABoardAgendaPacket.pdf>

Grand Jury Findings:

- (1) *During the Public Outreach meetings there were concerns for the right-of-way easements, property owners had not been approached by SBFCA prior to testing being done on their property.*
- (2) *The ED's resignation has put additional responsibilities on the interim ED and SBFCA staff. To date the position has not been filled.*
- (4) *Annual Audit findings show deficiencies including lack of certain policies. Additionally, liability insurance coverage has not been in place since SBFCA's inception.*

Grand Jury Recommendations:

- (1) *Landowners need notification prior to any levee work being done on or near their property.*
- (2) *SBFCA needs to actively look for a permanent ED.*
- (4) *SBFCA should carry liability insurance and continue the process of developing and implementing the policies recommended in the Audit findings.*

Attachment A



County of Sutter
Office of the County Administrator

1160 Civic Center Boulevard
Yuba City, California 95993
Phone: (530) 822-7100 Fax: (530) 822-7103

FILED

JUN 27 2012

SUPERIOR COURT OF CALIFORNIA
COUNTY OF SUTTER
CLERK OF THE COURT
By: *[Signature]* Deputy

June 25, 2012

The Honorable Christopher R. Chandler
Presiding Judge of the Superior Court of California
County of Sutter
466 Second Street
Yuba City, CA 95991

Dear Judge Chandler,

On behalf of the Sutter County Board of Supervisors, I am herewith submitting its response to the findings and recommendations of the 2011-2012 Grand Jury pertaining to the Sutter County Jail Inmate Death.

The Board of Supervisors appreciates the dedicated efforts of the Grand Jury in the preparation of its report and trusts that you will find the enclosed material responsive.

I would be happy to meet with the Grand Jury to discuss any or all of these issues.

Sincerely,

Stephanie J. Larsen

STEPHANIE J. LARSEN
County Administrative Officer

SJL:SMC

RECEIVED

JUN 27 2012

SUPERIOR COURT OF CALIFORNIA
COUNTY OF SUTTER
TRAFFIC DIVISION

Response to the Sutter County 2011-12 Grand Jury Final Report pertaining to Sutter County Jail Death

FINDINGS

- F1. The involved LVN, by failing to recognize the medical emergency and by not calling for an ambulance, acted inadequately in the treatment of the inmate.

Response

The respondent disagrees wholly with this finding. The facts as stated in the Grand Jury report are in question. The finding is a medical and legal conclusion and lacks proper foundation.

- F2. The JNM did not take any interest or immediate action responding to the inmate's medical emergency which is inconsistent with RN training and not in compliance with the job description to provide professional nursing care.

Response

The respondent disagrees wholly with this finding. The facts as stated in the Grand Jury report are in question. The finding is a medical and legal conclusion and lacks proper foundation.

- F3. Although the 2010-11 SCGJ recommended a December 31, 2011 completion date, only about half of the P&Ps have been finalized and made available on the intranet. There was no priority after the inmate death to immediately implement a policy that included vital sign parameters indicating when to call for an ambulance.

Response

The respondent disagrees partially with this finding. A specific Policy and Procedure and Vital Sign Flow sheet has been finalized and posted on the intranet and therefore was a priority. Respondent is working diligently to update all policies and procedures and place them on the intranet as time permits.

- F4. According to the job description, the AD has direct involvement with JMS, not only for oversight of the JNM's performance, but for the purpose of recognizing and improving employee problems. With the disconnect amongst the JMS staff with the JNM, the AD is not attune to the problems at the jail medical clinic and/or not taking appropriate, decisive steps to resolve them.

Response

The respondent disagrees wholly with this finding. The statement about the purported problem or disconnect does not provide sufficient specificity to allow Respondent to adequately respond to the Grand Jury. The job description for the Assistant Director of

Human Services is a combined job description for the Assistant Director of Human Services for Social Services, Public Health or Mental Health and generally refers to oversight of jail health services. However, it is agreed that the Assistant Director of Human Services for Public Health has responsibility for planning, organizing and directing operations of the Jail Medical program and supervision of the Jail Nurse Manager.

- F5.** The AD violated the conditions of the job description by enabling the JNM to be negligent of duties and responsibilities throughout the JNM's entire tenure. This includes continuous noncompliance by not reviewing and updating P&Ps annually (Title 15 sec 1206 CA code), no in-clinic training program to assure standardized treatment procedures, and reluctance to act in the capacity of an RN.

Response

The respondent disagrees wholly with this finding. The JNM was not continuously out of compliance with his duties and responsibilities. The Jail Medical policies and procedures did receive review as part of the Health Officer's annual inspection under and were identified in some of those inspections as requiring updating. Some of those policies and procedures require updating by the Health Officer as well as the Jail Nurse Manager and Nursing Supervisors within the jail. In regular weekly staff meetings, case management and concerns are routinely discussed for training purposes; The Jail Nurse Manager position does not primarily entail clinical nursing duties. The Jail Nurse Manager provides oversight and management of Jail Medical Services and clinical nursing duties. The Jail Nurse Manager has taken on shifts when no staff has been available to work the shift and has periodically scheduled himself to work shifts to oversee the performance of staff duties.

- F6.** There is no in-house training provided to JMS staff that is specific to their job.

Response

The respondent disagrees wholly with this finding. Every staff member, at the time of hire, receives an orientation and one-on-one training for working in the Jail Medical Services. CPR, HIPAA training and Custody Safety Training are specific to their job. Additional trainings that are specific to their jobs have been instituted. For example, the withdrawal from Alcohol Nursing Assessment Protocol has been completely revised, presented in the regular weekly staff meeting with follow-up at subsequent staff meetings to answer questions from staff regarding the new forms and procedures. Staff present at the meetings has been trained in the use of the CIWA-AR alcohol withdrawal monitoring scale and the RN Supervisors are responsible for training staff members not present at the staff meetings.

A written training plan has been instituted with a specific policy developed regarding required training for staff according to classification.

- F7.** All JMS Management (JNM, AD, and HO) abrogated their responsibility by not conducting an M&M-like conference following the death of the inmate.
-

Response

The respondent disagrees wholly with this finding. Morbidity and Mortality-like ("M&M-like") conferences have not been held because they are not required and the JMS is not a teaching hospital where M&M-like conferences may be appropriate. Moreover, this was not a death in custody.

- F8.** M&M-like conferences have not been held after adverse incidents at the JMS clinic. These discussions have been discouraged by the HO. M&M-like conferences are of great value as a teaching tool for patient management. Stifling any discussions of these cases is a detriment to the JMS since it deprives the nursing staff team of an outlet to reflect upon and review poor or avoidable outcomes.

Response

The respondent partially disagrees with this finding. Mortality and morbidity-like ("M&M-like") conferences have not been held because they are not required and the JMS is not a teaching hospital where M&M-like conferences may be appropriate. Moreover, this was not a death in-custody.

- F9.** Both the NCCHC visit and SCGJ investigation independently came to many of the same conclusions concerning issues with the JNP.

Response

The respondent disagrees wholly with this finding. The Health Officer provided a copy of the National Commission on Correctional Health Care ("NCCHC") report to the SCGJ on or about February 15, 2012. The SCGJ submitted its report on April 3, 2012. Therefore, the Respondents cannot determine whether the SCGJ findings were independent of the NCCHC report conclusions. None of the conclusions in the NCCHC report are the same as the SCGJ findings.

RECOMMENDATIONS

- R1.** Clinical performance of the involved LVN should be evaluated by the RN supervisors on a regular basis and reported to the JNM. The JNM and the AD should then review oversight and performance of the LVN to determine if the LVN meets minimum nursing standards.

Response

The recommendation has been implemented. The performance evaluation of all LVNs is being transferred to the RN Supervisors as per their County job descriptions. The RN Supervisors are responsible for directing and evaluating assigned staff (i.e. LVNs), to include assigning work, handling employee concerns and problems, counseling, discipline, and completing employee performance appraisals. The performance appraisals will be reviewed by the Jail Nurse Manager and the Assistant Director of

Human Services for Public Health. The performance appraisal is to determine the level of performance of their job position. The responsibility to determine if the LVN meets minimum nursing standards lies with the State Licensing Board.

- R2. When present during an emergency situation the JNM should assume full responsibility as the lead RN to ensure professional quality medical care. The JNM should be more accessible when asked for guidance by jail nursing staff regarding inmate care and be more available to assist as needed.

Response

The recommendation has been implemented. In the absence of the Medical Doctor or Family Nurse Practitioner, the Jail Nurse Manager, if present, will take the lead. When staff requests assistance related to an urgent situation, the Jail Nurse Manager will be expected to respond if present at the jail.

- R3. The JNM must ensure all JMS staff is thoroughly familiar with the new JMS Policy #16-506, which outlines parameters for abnormal vital signs and requires actions.

Response

The recommendation has been implemented. The staff have been trained at their regular jail medical services staff meeting and the RN Supervisors have been charged with ensuring that those staff not present at the staff meeting receive training of the policy and procedure and the use of the Vital Signs flow sheet.

- R4. The AD should evaluate and make changes to ensure the person in the position of JNM is capable of fulfilling all job responsibilities. This could entail periodic feedback from the nursing staff, more direct observation, and frequent evaluations of the JNM's leadership abilities.

Response

The recommendation has been implemented. The AD has and will continue to evaluate the position of Jail Nurse Manager to ensure that the person is fulfilling all job responsibilities as described in the job description.

- R5. Every effort should be made by the JNM, AD, and HO to finalize and implement all P&Ps and make them available on the intranet. Thereafter, all P&Ps should be reviewed and updated annually.

Response

The recommendation has been implemented. The completion of the core policy and procedures continues to be a top priority and as each policy and procedure is completed and finalized, it is reviewed with staff and posted on the intranet. The intranet manual is available to the Jail Medical Services staff.

- R6. The JNM should encourage and foster a learning environment for the nursing staff. They should have opportunities to attend continuing education courses and arrangements should be made for in-house training relating to direct patient care, i.e., man down, suicide prevention, etc.

Response

The recommendation has been implemented. A written training plan has been instituted with a specific policy developed regarding required training for staff according to classification. This training plan is continuing to evolve as more training needs are identified. All regular staff are being scheduled to attend the Suicide Prevention Training offered by Sutter-Yuba Mental Health Services, a two-day training session, as it becomes available. The RN staff have attended a Physical Assessment all day training. In addition, it should be noted that the County Rules, specifically, *Rules Governing Employee Compensation, Benefits and Working Conditions* Section 30.7 Continuing Education for Licensed Vocational Nurses states that "Licensed Vocational Nurses who are full time regular employees shall be granted forty (40) paid hours per year to attend conferences and seminars pertaining to continuing education within their relevant fields of practice if such courses are of benefit to the County. Such courses must be approved by the employee's Department Head on the basis of job relatedness and minimum scheduling requirements." This policy is administered on an equal basis for all covered employees, and requests for attendance to conferences and seminars are reviewed based on relevance to the fields of practice and job description. During the regular weekly Jail Medical Services staff meetings, staff are provided training related to policy and procedures and other training needs as they are identified.

- R7. After a death or poor outcome at the jail clinic, the HO should conduct M&M-like conferences with the AD and all JMS staff present. The JNM, AD, and HO share the responsibility to schedule these discussions.

Response

The recommendation will not be implemented as stated because it is not warranted. M&M-like conferences are not required. The JMS is not a teaching hospital where M&M-like conferences may be appropriate.

- R8. JMS should implement all NCCHS recommendations.

Response

The recommendation will not be implemented as stated because not all of the NCCHC recommendations are warranted and some of the NCCHC recommendations were identified by NCCHC as optional items for the County to consider. The NCCHC recommendations concern differing aspects of both administration and provision of health care at the jail.

Attachment B

ASSESSOR'S OFFICE

(530) 822-7160



COUNTY OF SUTTER

Todd L. Retzloff, Assessor

August 28, 2012

Honorable Christopher R. Chandler
Superior Court Judge
463 2nd Street
Yuba City, CA 95991

RE: 2011-2012 Grand Jury Report that pertains to the Assessor's Office

Dear Judge Chandler:

I have reviewed the 2011-2012 Sutter County Grand Jury Report, along with the findings and recommendations contained within it. I have attached my response to aforementioned report pursuant to section 914.1, 933 and 933.05.

I want to first thank the Grand Jury for their time, dedication and effort to help make Sutter County the best it can be. I believe the annual reviews by the Grand Jury provide us with an opportunity to review our process and improve our service to the public.

Finally, I would like to thank and express my appreciation to my staff of the Sutter County Assessor's Office for their commitment to teamwork, professionalism and serving the property owners and citizens of Sutter County in these challenging times.

Sincerely,

Todd L. Retzloff, CCIM
Sutter County Assessor

Sutter County Grand Jury 2011-2012

Findings, Recommendations and Responses

Finding 1: We agree with the finding.

Finding 2: We agree the current efforts can be improved and is addressed in the recommendation section.

Recommendation 1: The recommendation is being implemented as time allows. The Assessor's Staff continues to improve the existing systems and develop new ones to better analyze the assessment data. This year the staff has improved the existing Excel program that analyzes the single family residential properties and is developing a system to analyze small income properties more efficiently. These upgrades to our current system will allow the staff more time to research the custom homes, industrial and commercial properties that may qualify for reductions in value. The Assessor's ability to accomplish these tasks is limited due to the reduction in the number of employees, time and the inherent limitations that come with having older software.

Recommendation 2: This recommendation has been implemented. The Assessor placed ads within the Appeal Democrat newspaper and the Territorial Dispatch, and a news story on temporary reduction in value, more commonly known as Proposition 8 that included an interview of the Sutter County Assessor was recently run by one of the local radio stations. In addition, during the month of August 2012, ads by the Assessor have been broadcast multiple times per day on three local radio stations. We are working on placing an insert into the next property tax bill informing the property owners on temporary reduction in value, known as Proposition 8. Our commitment to reaching out to the property owners on Proposition 8 will be limited by our budget.

Attachment C

SUTTER COUNTY



DEPARTMENT OF CHILD SUPPORT SERVICES

543 Garden Highway
P.O. Box 689
Yuba City, CA 95992-0689

Telephone: (866) 901-3212
Facsimile: (530) 822-7170

Jamie E. Murray, Director
Martha G. Patchin, Deputy Director

May 31, 2012

To: Christopher Chandler, Presiding Judge, Superior Court of California, County of Sutter

From: Jamie E. Murray, Director of Child Support Services

Subject: **Response to the 2011-2012 Grand Jury Final Report**

The following are the responses of the Director of Child Support Services to the findings, recommendation and discussion of the 2011-2012 Sutter County Grand Jury Final Report.

Department of Child Support Services

Findings:

Based on information gleaned from the interviews it was determined:

- *Morale has improved*
- *Communication between employees and management is cordial*
- *Employees are familiar with the automated computerized system and are generally satisfied with the training and support they receive from Supervisors, Leads and Attorneys*
- *Customer Service is a priority*
- *Management and employees have undergone a long period of growth and adjustment that has resulted in a more stable work environment*

Recommendation:

It is recommended that Management and Supervision continue to improve communications to support Case Managers to offset the high stress nature of this work environment.

Response:

The Department of Child Support Services Director concurs with the findings and recommendation of the Sutter County Grand Jury.

Discussion:

On June 1, 2009, the current Director of CSS was hired. Up to this time case records were being compiled and maintained manually. Morale was not an issue. The new Director was instrumental in convincing California Department of Child Support Services (CDCSS) to include Sutter County as one of three counties to pilot a new automated computerized system that would be used statewide. The manual system and the automated computerized system were used in parallel until early 2011 when the automated computerized system was fully implemented.

During the two years of transition from the manual system to the automated computerized system CSS employees labored through numerous changes. Occasionally, the changes were hour-by-hour and/or day-to-day. In addition to these frequent changes, staff was expected to provide a consistent level of service to clients while learning new procedure. The on-the-job stress generated led to serious frustration that resulted in extremely low moral within the department. This was the condition at the beginning of 2011, at which time seven long term employees retired leaving a brief deficiency in the experience level of the department. To off-set the loss of experience, several promotions were made and four new employees were hired, one of which was terminated. The atmosphere within CSS began to stabilize as the new system was learned and new habits formed which facilitated the maintenance of assigned cases. This resulted in improved morale.

Response:

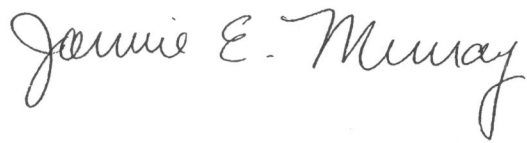
The Department of Child Support Services would respectfully like to clarify the discussion in the 2011-2012 Grand Jury Report noted above. Sutter County Child Support services manually processed case files until October 1998 when they transitioned to Computer Assisted Support Enforcement System (CASES) which automated case management.

In 2005 Sutter County was selected as one of three counties to pilot the statewide California Child Support Automated System (CCSAS). Case data clean up, training and various transition activities occurred between September 2005 and April 2007. Sutter, Yolo and El Dorado counties went live on CCSAS in May 2007. By August 2008 the statewide system was stable. In November 2008 the last California county transitioned to CCSAS and the statewide system met federal certification requirements. There was never a time when manual case processing and an automated computer system were used in parallel.

When I was hired in June 2009 as the Director, this department had been working in CCSAS for two years. During my three years in Sutter County I have made organizational and business process redesign changes which have redistributed the workload in a more equitable manner and increased efficiencies within the department. While our core mission remains static to establish paternity, locate non-custodial parents, establish and enforce child and medical support orders, and collect and distribute monies to families, the program is ever-changing. As the federal and State laws and regulations change, the program and its employees continue to adapt. Last year due to a Voluntary Early Retirement Incentive Program (VERIP) we lost several seasoned case managers. The department has been busy recruiting and training new case managers. Management is committed to strengthening communications with all staff and continuing to provide ways to offset the high stress nature of our

work environment. We have a great team and I look forward to providing excellent customer service to the children, families and parents we serve in Sutter County.

Respectfully submitted,

A handwritten signature in cursive script that reads "Jamie E. Murray". The signature is written in dark ink and is positioned above the printed name.

Jamie E. Murray

Director, Sutter County Department of Child Support Services

Cc: Sutter County Board of Supervisors

Stephanie Larsen, County Administrative Officer