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IMPLEMENTING MAJOR CHANGES IN EDUCATION AT THE LOCAL LEVEL: BUILDING A PLANE IN MIDAIR

RESPONSE TO GRAND JURY REPORT

The governance of responses to the Grand Jury Final Report is contained in Penal Code Sections 933 and 933.05. Responses must be submitted within 60 or 90 days. Elected officials must respond within sixty (60) days, governing bodies (i.e. Board of Supervisors) must respond within ninety (90) days. Please submit all responses in writing and digital format to the Grand Jury's Advisory Judge and to the Grand Jury Foreperson.

Report Title: Implementing Major Changes in Education at the Local Level: Building a Plan in Midair

Report Date: April 24, 2014

Response by: June 23, 2014

FINDINGS

I (we) agree with the findings numbered: F1 and F2

I (we) disagree wholly or partially with the findings numbered:

RECOMMENDATIONS

Recommendations numbered: R1

have been implemented ( attach a summary describing implemented actions)

Recommendations numbered:

Require further analysis (attached explanation of analysis or study, time frame for the matter to be prepared by the officer or director of the agency or department being investigated or reviewed; including the governing body where applicable. The time frame shall not exceed six (6) months from the date of the Grand Jury report.

Recommendations numbered:

Will not be implemented because they are not warranted and/or are not reasonable (attach explanation).

Date: June 12, 2014

Signed:



Total number of pages attached 1

IMPLEMENTING MAJOR CHANGES IN EDUCATION AT THE LOCAL LEVEL: BUILDING A PLANE IN MIDAIR



**YOLO COUNTY OFFICE OF EDUCATION**  
Dr. Jorge O. Ayala, *Superintendent*

SENT VIA U.S. MAIL AND EMAIL ([grand-jury@sbcglobal.net](mailto:grand-jury@sbcglobal.net))

June 12, 2014

The Honorable Daniel Maguire  
Yolo County Superior Court  
725 Court Street  
Woodland, CA 95695

Subject: Response to Grand Jury Report (Dated April 24, 2014)  
Implementing Major Changes in Education at the Local Level:  
Building a Plane in Midair

Dear Judge Maguire:

The following is the Yolo County Office of Education's (YCOE's) response to the findings and recommendations of the 2013-14 Yolo County Grand Jury's Report entitled "Implementing Major Changes in Education at the Local Level: Building a Plane in Midair. For purposes of readability, we have shown the Grand Jury's findings and recommendations in **bold**.

**FINDINGS**

- F1. Because the regulations and templates pertaining to LCFF and LCAP are still being developed by the State of California, it is too early to determine if YCOE and the five school districts will successfully implement the new K-12 financial reforms.**
- F2. The five school districts and YCOE are on schedule with implementing the Common Core State Standards.**

**RECOMMENDATIONS**

- R1. By December 1, 2014, YCOE should develop and execute a program to keep the residents of Yolo County advised on the progress of implementing the new K-12 financial reforms.**

The five school districts (Davis Joint Unified School District, Esparto Unified School District, Washington Unified School District, Winters Joint Unified School District, Woodland Joint Unified School District), and the Yolo County Office of Education have established websites

Diane Cirolini, *Associate Superintendent, Administrative Services*  
Dr. Ronda L. Adams, *Associate Superintendent, Educational Services*  
1280 Santa Anita Court, Suite 100 • Woodland, California • 95776-6127 • (530)668-6700 • (530)668-3848 FAX

IMPLEMENTING MAJOR CHANGES IN EDUCATION AT THE LOCAL LEVEL: BUILDING A PLANE IN MIDAIR

**YCOE Response to Grand Jury Report (Dated April 24, 2014)**  
**Implementing Major Changes in Education at the Local Level: Building a Plane in Midair**  
**June 12, 2014**  
**Page 2 of 2**

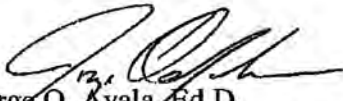
where the public can access information regarding the Local Control Accountability Plan (LCAP) process including state requirements, local stakeholder engagement information and the draft LCAPs.

The communication programs that have been established in each of our districts and in the YCOE are described as follows:

- The districts' and YCOE's LCAPs will be adopted by their boards and receive final approval by the county office of education (district LCAPs) or California Department of Education (YCOE LCAP) on or before October 8, 2014.
- Approved LCAPs will be posted on district and county office of education websites.
- The Districts and YCOE will publish periodic newsletters to update the public on the implementation process of the LCAPs.
- The LCAP process is cyclical and beginning in January the districts will begin gathering data and sharing information with the public during the 2015 stakeholder engagement process to evaluate services to students and make revisions to the LCAP as appropriate.
- The YCOE will include an annual update on the LCAP implementation in the 2015 YCOE Annual Report.

We appreciate the opportunity to respond to the Grand Jury Report. Please do not hesitate to contact us if you have any questions or concerns.

Sincerely,

  
Jorge O. Ayala, Ed.D.  
County Superintendent of Schools

YOLO COUNTY CORONER'S DIVISION

**AGENCY'S RESPONSE PROCEDURE**

**RESPONSE TO GRAND JURY REPORT**

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Report Title: Yolo County Coroner's Division Report Date: 6/30/2014

Response by: Gina Moya Title: Chief Deputy Coroner

**FINDINGS**

I (we) agree with the findings numbered:

F1, F2, F3, F4, F5, F6, F7

I (we) disagree wholly or partially with the findings numbered:

**RECOMMENDATIONS**

Recommendations numbered: R1, R2, R3, R5, R6 have been implemented (attach a summary describing the implemented actions).

Recommendations numbered: R4 require further analysis (attach an explanation of the analysis or study, and the time frame for the matter to be prepared by the officer or director of the agency or department being investigated or reviewed; including the governing body where applicable. The time frame shall not exceed six (6) months from the date of the Grand Jury Report).

Recommendations numbered: \_\_\_\_\_ will not be implemented because they are not warranted and/or are not reasonable (attach an explanation).

Date: 6/30/2014 Signed: \_\_\_\_\_

Total number of pages attached 4

YOLO COUNTY CORONER'S DIVISION



**OFFICE OF THE SHERIFF**  
**YOLO COUNTY**

2500 East Gibson Road, Woodland, CA 95776  
(530) 668-5280 Fax (530) 668-5238 (916) 375-6493

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**Sheriff ~ Coroner**

**Tom A. Lopez**  
**Undersheriff**

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*Personnel*  
*Planning & Research*

**Coroner's Section**  
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**Field Operations**  
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*Community Resources*  
*Crime Prevention*  
*Department Training*  
*Investigations*  
*Marine Patrol*  
*Patrol*  
*Search & Rescue*  
*Aero Squadron*  
*Cadets*  
*Posse Reserves*  
*STARS*

**Animal Services**  
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**Leinberger**  
**Detention**  
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*Corrections*  
*Inmate Work Programs*

**Monroe Detention**  
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*Corrections*  
*Court Services*  
*Food Services*  
*Records*  
*Transportation*

**Cameron Training**  
**Facility**  
(530) 668-5206  
*Commissary*  
*Inmate Education*  
*Inmate Programs*  
*Inmate Training*

**MEMORANDUM**

**TO:** THE HONORABLE JUDGE DANIEL P. MAGUIRE  
PRESIDING JUDGE OF THE SUPERIOR COURT

**FROM:** E. G. PRIETO, SHERIFF-CORONER

**DATE:** JUNE 30, 2014

**SUBJECT:** RESPONSE TO THE 2013-2014 GRAND JURY REPORT

**BACKGROUND:**

Members of the Yolo County Grand Jury reviewed the operation and management of the Yolo County Coroner's Division.

**FINDINGS:**

- F1.** Yolo County Coroner's Division operates in an efficient and professional manner. It is staffed with well-trained professionals who communicate and collaborate successfully with other organizations and law enforcement agencies regarding death investigations.
- F2.** The Policies and Procedure Manual for the Coroner's Division is complete and comprehensive but is not reviewed regularly for updates and revisions.
- F3.** The Coroner's Division has developed a successful intern program that assists the Division in meeting its staffing needs while providing an excellent learning opportunity for interns.
- F4.** The Agreement for Provision of Forensic Pathology Services No. 13-115, recently approved by the Board of Supervisors, does not set forth clear compliance measures that can be used to monitor the FMG sole source contract as required by Yolo County Contracting and Purchasing Policies. For example, the requirements that autopsies be performed "as soon as possible" and that forensic pathology services

YOLO COUNTY CORONER'S DIVISION

June 30, 2014  
Page 2

be performed “in a manner satisfactory to the Sheriff or his designee” are too vague to be enforceable.

- F5.** Recently the performance of FMG has been inconsistent in the timely completion of autopsies and autopsy reports. There is an unacceptable backlog in autopsy reports from FMG.
- F6.** In some instances, the Coroner's Division has authorized payment to FMG for autopsy services which, according to the contract, include both autopsy and report, before the autopsy report has been received.
- F7.** Yolo County does not require as part of its contract with FMG, nor does it independently verify, the medical licensing or board certification of FMG physicians who perform autopsies in Yolo County.

**RECOMMENDATION:**

- R1** The Coroner's Division should require annual review of its Policies and Procedures Manual.

**SHERIFF-CORONER'S RESPONSE:**

- R1** This recommendation has been implemented. Policies and procedures will be examined yearly and all Deputy Coroners are encouraged to submit requests for changes or updates via the chain of command.

**RECOMMENDATION:**

- R2** The Agreement for Provision of Forensic Pathology Services should be amended to include clear measures to be used by the Coroner's Division to monitor the FMG sole source contract and a requirement that FMG physicians who perform autopsies for Yolo County provide proof of licensing and board certification in forensic pathology or another similar specialty.

**SHERIFF-CORONER'S RESPONSE:**

- R2** This recommendation is being implemented. The monitoring of the contract to ensure FMG keeps within the industry standards is currently in progress. There is no county requirement for forensic board certification. We are currently working with FMG to obtain the proper licensing and board certification documents which will remain on file with the contract. We expect this to be complete by October 1, 2014.

YOLO COUNTY CORONER'S DIVISION

June 30, 2014

Page 3

**RECOMMENDATION:**

**R3** Coroner's Division should require FMG to take immediate measures to clear the backlog of autopsy reports.

**SHERIFF-CORONER'S RESPONSE:**

**R3** This recommendation has been implemented. The reason for the backlog stemmed from staffing shortages. FMG was initially not in compliance, however, now they are now in compliance with the industry standards of 90% of reports finalized within 90 calendar days. This will continue to be monitored.

**RECOMMENDATION:**

**R4** Coroner's Division should withhold payment for autopsy services until autopsy reports are received.

**SHERIFF-CORONER'S RESPONSE:**

**R4** This recommendation requires further analysis. The County Counsel and the County Administrator are currently working in conjunction with the Coroner's Division to resolve this issue with FMG. Alternative payment arrangements are being discussed as a possible resolution in the event 90% of the reports are not within the industry standard of 90 calendar days.

**RECOMMENDATION:**

**R5** Because the expertise and professional competence of FMG's physicians are central to the ability of the Coroner's division to perform its mandated duties, the County should require FMG physicians who perform autopsies for Yolo County to present proof of medical licensing and board certification in forensic pathology or another specialty acceptable to the County.

**SHERIFF-CORONER'S RESPONSE:**

**R5** The Agreement for Provision of Forensic Pathology Services should be amended to include clear measures to be used by the Coroner's Division to monitor the FMG sole source contract and a requirement that FMG physicians who perform autopsies for Yolo County provide proof of licensing and board certification in forensic pathology or another similar specialty.

YOLO COUNTY CORONER'S DIVISION

June 30, 2014  
Page 4

**RECOMMENDATION:**

**R6** In 2015, if the Coroner's Division decides to contract for autopsy services using a sole source, the sole source justification must include, but not be limited to, the following:

- Performance standards for completion of autopsies and autopsy reports;
- Documentation supporting the board certification of staff performing autopsies;
- Cost analysis of alternative contract sources and provision of in-house services.

**SHERIFF-CORONER'S RESPONSE:**

**R6** This recommendation has been implemented. The industry standards for completion of autopsies and autopsy reports will follow those of industry standards. Documentation supporting board certification of staff providing the autopsies will be requested from the contractor. A sole source analysis in regards to the FMG contract was conducted in May of 2013, and as standard practice, will be conducted again prior to the renewal of any contract in 2015.

Please do not hesitate to contact me if you have any questions.

Sincerely,



E.G. PRIETO  
SHERIFF-CORONER

EGP:ea

YOLO COUNTY CORONER'S DIVISION



**COUNTY OF YOLO**  
Office of the County Administrator

**Patrick S. Blacklock**  
County Administrator

625 Court Street, Room 202 Woodland, CA 95695  
(530) 666-8150 FAX (530) 668-4029  
www.yolocounty.org

To: Honorable Judge Daniel P. Maguire  
Superior Court of California, County of Yolo  
725 Court Street  
Woodland, CA 95695

July 15, 2014

To: Yolo County Grand Jury  
P.O. Box 2142  
Woodland, CA 95776

via e-mail: [grand-jury@sbcglobal.net](mailto:grand-jury@sbcglobal.net)

RE: 2013-14 Yolo County Grand Jury Report – Yolo County Coroner's Division

Honorable Judge Maguire:

The following is the response to the 2013-2014 Yolo County Grand Jury Report titled "Yolo County Coroner's Division" from the Yolo County Board of Supervisors, County Administrator and County Counsel. Response from the Yolo County Sheriff-Coroner came under separate cover on June 30, 2014. For purposes of readability, we have included the Grand Jury's recommendations in **bold**.

**R1 The Coroners' Division should require annual review of its Policies and Procedures Manual.**

Sheriff-Coroner response sent under separate cover: This recommendation has been implemented. Policies and procedures will be examined yearly and all Deputy Coroners are encouraged to submit requests for changes or updates via the chain of command.

**R2 The Agreement for Provision of Forensic Pathology Services should be amended to include clear measures to be used by the Coroner's Division to monitor the FMG sole source contract and a requirement that FMG physicians who perform autopsies for Yolo County provide proof of licensing and board certification in forensic pathology or another similar specialty.**

Board of Supervisors, County Administrator and County Counsel response: This recommendation will be implemented by October 1, 2014. Currently, the Sheriff's

YOLO COUNTY CORONER'S DIVISION

Office, County Counsel and the County Administrator's Office are reviewing national industry standards and guidelines to ensure contract alignment, and discussions are underway with FMG to ensure contract compliance of these standards for the remainder of the agreement. These efforts include collection of licensing and certification documentation.

Sheriff-Coroner response sent under separate cover: This recommendation is being implemented. The monitoring of the contract to ensure FMG keeps within the industry standards is currently in progress. There is no county requirement for forensic board certification. We are currently working with FMG to obtain the proper licensing and board certification documents which will remain on file with the contact. We expect this to be complete by October 1, 2014.

- R3 Coroner's Division should require FMG to take immediate measures to clear the backlog of autopsy reports.**

Sheriff-Coroner response sent under separate cover: This recommendation has been implemented. The reason for the backlog stemmed from staffing shortages. FMG was initially not in compliance, however, now they are now in compliance with the industry standards of 90% of reports finalized within 90 days. This will continue to be monitored.

- R4 Coroner's Division should withhold payment for autopsy services until autopsy reports are received.**

Sheriff-Coroner response sent under separate cover: This recommendation requires further analysis. The County Counsel and the County Administrator are currently working in conjunction with the Coroner's Division to resolve this issue with FMG. Alternative payment arrangements are being discussed as a possible resolution in the event 90% of the reports are not within the industry standard of 90 calendar days.

- R5 Because the expertise and professional competence of FMG's physicians are central to the ability of the Coroner's Division to perform its mandated duties, the County should require FMG physicians who perform autopsies for Yolo County to present proof of medical licensing and board certification in forensic pathology or another specialty acceptable to the County.**

Board of Supervisors, County Administrator and County Counsel response: This recommendation will be implemented by October 1, 2014.

YOLO COUNTY CORONER'S DIVISION

Sheriff-Coroner response sent under separate cover: The Agreement for Provision of Forensic Pathology Services should be amended to include clear measures to be used by the Coroner's Division to monitor the FMG sole source contract and a requirement that FMG physicians who perform autopsies for Yolo County provide proof of licensing and board certification in forensic pathology or another similar specialty.

**R6 In 2015, if the Coroner's Division decides to contract for autopsy services using a sole source, the sole source justification must include, but not be limited to, the following:**

- **Performance standards for completion of autopsies and autopsy reports;**
- **Documentation supporting the board certification of staff performing autopsies;**
- **Cost analysis of alternative contract sources and provision of in-house services.**

Board of Supervisors, County Administrator and County Counsel response: This recommendation will be implemented in 2015 as part of the Sheriff Department's standard contract renewal process.

Sheriff-Coroner response sent under separate cover: This recommendation has been implemented. The industry standards for completion of autopsies and autopsy reports will follow those of industry standards. Documentation supporting board certification of staff providing the autopsies will be requested from the contractor. A sole source analysis in regards to the FMG contract was conducted in May of 2013, and as standard practice, will be conducted again prior to the renewal of any contract in 2015.

**MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY**

**AGENCY'S RESPONSE PROCEDURE**

**RESPONSE TO GRAND JURY REPORT**

The governance of responses to the Grand Jury Final Report is contained in Penal Code §933 and §933.05. Responses must be submitted within 60 or 90 days. Elected officials must respond within sixty (60) days, governing bodies (for example, the Board of Supervisors) must respond within ninety (90) days. Please submit all responses in writing and digital format to the Presiding Judge and the Grand Jury Foreperson.

Report Title: MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY Report Date: MAY 13, 2014

Response by: THOMAS McDONALD Title: WEST SACRAMENTO POLICE DEPT CHIEF OF POLICE

**FINDINGS**

I (we) agree with the findings numbered:

F1, F2, F3, F4, F6, F7

I (we) disagree wholly or partially with the findings numbered:

**RECOMMENDATIONS**

Recommendations numbered: R1, R2 have been implemented (attach a summary describing the implemented actions).

Recommendations numbered: \_\_\_\_\_ require further analysis (attach an explanation of the analysis or study, and the time frame for the matter to be prepared by the officer or director of the agency or department being investigated or reviewed; including the governing body where applicable. The time frame shall not exceed six (6) months from the date of the Grand Jury Report).

Recommendations numbered: \_\_\_\_\_ will not be implemented because they are not warranted and/or are not reasonable (attach an explanation).

Date: 5.28.14 Signed: \_\_\_\_\_

Total number of pages attached 3

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

WEST SACRAMENTO POLICE DEPARTMENT

MEMORANDUM

May 23, 2014

**TO: HONORABLE DANIEL MAGUIRE,  
SUPERIOR COURT OF CALIFORNIA  
724 COURT STREET WOODLAND, CA 95695**

**FROM: THOMAS MCDONALD, CHIEF OF POLICE  
WEST SACRAMENTO POLICE DEPARTMENT  
550 JEFFERSON BLVD. WEST SACRAMENTO, CA 95605**

**SUBJECT: RESPONSE TO GRAND JURY REPORT-  
MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY**

The West Sacramento Police Department has received the Grand Jury Report, findings and recommendations on the above subject matter dated May 13, 2014. This memorandum is being submitted in direct response to:

- R1. *Given the increase in 5150 calls in Yolo County, law enforcement agencies should develop a plan by October 1, 2014, to provide more officers with Crisis Intervention Training or departmental in-service training to help them respond to calls involving mental health issues.***

The West Sacramento Police Department currently has 64 sworn police officers. Of those, 41 officers have attended the Crisis Intervention Training (CIT). The department recognizes the need for all employees who deal with the public to further their education and training in the area of mental health awareness. As such, it was determined that all police personnel (sworn and non-sworn staff) are to attend CIT by February 2015.

The current CIT course of instruction that is department approved is hosted by the Sacramento County Regional Intervention Team, in conjunction with the Sacramento County Sheriff's Department. This course of instruction is a California POST certified, Plan IV course. They have earned this certification by meeting the exceptionally stringent standards as set forth by the Peace Officers Standards and Training Commission of California. This CIT course is taught by a physician, who specializes in this same field. This class is a one day course designed to assist first responders with identifying and assisting individuals with mental illness. CIT is designed to promote community solutions to assist individuals with a mental illness.

## MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

The training is expected to increase the safety of patrol officers, consumers, family members, and other citizens within our community. CIT reduces both the stigma and the need for further contact within the criminal justice system. Students are provided with an overview of the basic symptomology of mental illnesses, tactics for communication with the sufferers of mental illness and an awareness of the community resources available. All training and attendance is being carefully tracked and monitored within the department's training division.

Recognizing the importance of this specialized training, this CIT course through the West Sacramento Police Department, was offered to other city employees who are expected to deal with the public. Their attendance is voluntary.

**R2. *By October 1, 2014, Yolo County law enforcement agencies should develop an integrated response plan so certified Crisis Intervention Training officers are the first responders on calls involving individuals in mental health crisis.***

All West Sacramento Police sworn and non-sworn personnel will have completed this CIT by February 2015.

The City of West Sacramento and the police department is currently collaborating with the Mental Health Services Oversight and Accountability Commission (MHSOAC) in their efforts with the SB82 Grant Program, Community Based Crisis Response (CBCR). This program is expected to be on-line by the end of 2014.

Two CBCR clinicians will be housed at the West Sacramento Police Department and will provide a joint response and clinical support to police personnel responding to those experiencing mental health issues or who are in crisis. They will offer therapeutic intervention in order to avoid less effective and more costly alternatives such as hospitalization or jail. The peer counseling component provides follow-up support after a crisis event has passed. This is in support of facilitating access to and engaging in services that will prevent future crisis events; and promote recovery and wellness.

It is anticipated that this program will be offered during evening hours and days of week with the highest crisis call volume.

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

AGENCY'S RESPONSE PROCEDURE

RESPONSE TO GRAND JURY REPORT

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Report Title: Mental Health Crisis Services Report Date: May 22, 2014

Response by: Landy Black Title: Police Chief, City of Davis

FINDINGS

I (we) agree with the findings numbered:

F3, F4, & F7

I (we) disagree wholly or partially with the findings numbered:

RECOMMENDATIONS

Recommendations numbered: R1 have been implemented (attach a summary describing the implemented actions).

Recommendations numbered: \_\_\_\_\_ require further analysis (attach an explanation of the analysis or study, and the time frame for the matter to be prepared by the officer or director of the agency or department being investigated or reviewed; including the governing body where applicable. The time frame shall not exceed six (6) months from the date of the Grand Jury Report).

Recommendations numbered: R2 will not be implemented because they are not warranted and/or are not reasonable (attach an explanation).

Date: June 30, 2014 Signed: 

Total number of pages attached 2

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

**Police Department**

2600 Fifth Street - Davis, California 95618-7718  
Business: (530) 747-5400 - Fax: (530) 757-7102 - TDD: (530) 757-5666  
Administration: (530) 747-5405 - Investigations: (530) 747-5430  
www.davispd.org



June 30, 2014

Honorable Daniel Maguire  
Superior Court of California  
725 Court Street  
Woodland, California 95695

Yolo County Grand Jury  
Post Office Box 2142  
Woodland, California 95695

Re: Grand Jury Report – Mental Health Crisis Services

Dear Judge Maguire and Yolo County Grand Jury:

This letter is to serve as the attachment to the Davis Police Department response to the Yolo County Grand Jury report regarding “Mental Health Crisis Services in Yolo County.”

**Response regarding Recommendation R1:**

Recommendation R1 has been implemented.

The Davis PD has already established, and continues to pursue, a Crisis Intervention Training plan. We have deemed that the 32-hour training curriculum that has obtained California Commission on Peace Officer Standards and Training (P.O.S.T.) certification is the appropriate level of training to expose Davis Police officers to and have been sending employees to such a level of training for several years now. The Davis PD CIT plan establishes a 100% Crisis Intervention Training and certification target — not only for patrol officers within one year of completing a P.O.S.T.-compliant field training program and their probationary period, but for Public Safety Dispatchers within one year of completing a communications training program and their probationary period.

**Response regarding Recommendation R2:**

Recommendation R2 will not be implemented at this time because it is impractical and unreasonable.

At such time as the California Commission on Peace Officer Standards and Training (P.O.S.T.) establishes Crisis Intervention Training (CIT) as a mandatory component of either the Police Academy training curriculum, or the Field Training Program standards that all

City of Davis

## MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

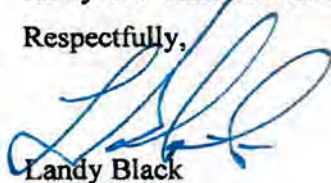
newly hired peace officers must undergo, then it will be inevitable that fully accredited peace officers will be working on the streets of all California jurisdictions, including Yolo County and the City of Davis, who have yet to receive the important, but not mandatory, CIT. Even when the point is reached when all tenured police officers in Davis (or any other jurisdiction) are CIT certified, there will be those newer, not yet CIT certified police officers working alongside CIT certified officers. However, yet-to-be-CIT-trained officers will undoubtedly be the closest, or most appropriate, police resources to dispatch to emergency or less urgent calls for service “involving individuals in mental health crisis” on many occasions. Unnecessarily delaying police responses to any calls “involving an individual in mental health crisis” – especially emergency calls – through a practice of deferring dispatch to a CIT certified officers who, due to distance or prior obligation, may have a response times several minutes slower than non-CIT officers’ response times, is not reasonable. The almost certain result of such an emergency call dispatching strategy is that both those who are in direct need of an expeditious police response, as well as innocent bystanders, are subjected to further, unnecessary risks.

Further, it is impractical and an unreasonable burden on police agencies, especially smaller agencies with perhaps only five to eight officers assigned per shift, to manage shift/squad assignments, beat assignments, call-for-service assignments, court appearances, vacation and other training time absences, etc. in such a way there is always a CIT certified officer on-duty and capable of being the first to respond to calls involving individuals in mental health crisis.

Again, when the time comes that P.O.S.T. establishes CIT as a mandatory component of either the Police Academy training curriculum, or the Field Training Program standards that all newly hired peace officers must undergo, every accredited peace officer working in any jurisdiction in California will have CIT as part of their basic skill-set. Then, by default, each and every peace officer responding to any and all calls involving individuals in mental health crisis will be CIT certified. Until that time, calls for service must continue to be dispatched as expeditiously as appropriate, without regard to CIT certification, with a continuing strategy to get CIT officers on-scene as soon as possible, but not requiring they be the first. This may seem explicitly contrary to Recommendation R2, but it is not entirely inconsistent philosophically.

I appreciate the Grand Jury’s enquiry into the important realm of Mental Health Crisis Services in Yolo County. We at the Davis Police Department not only look forward to, but advocate for, improvements and advancements to the intertwined network of mental health and public safety/law enforcement services.

Respectfully,



Landy Black  
Police Chief

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

AGENCY'S RESPONSE PROCEDURE

RESPONSE TO GRAND JURY REPORT

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Report Title: Mental Health Crisis Services in Yolo County Report Date: July 1, 2014

Response by: Dale Johnson Title: Captain

FINDINGS

I (we) agree with the findings numbered:

F3, F4 and F7

I (we) disagree wholly or partially with the findings numbered:

RECOMMENDATIONS

Recommendations numbered: R1 have been implemented (attach a summary describing the implemented actions).

Recommendations numbered: \_\_\_\_\_ require further analysis (attach an explanation of the analysis or study, and the time frame for the matter to be prepared by the officer or director of the agency or department being investigated or reviewed; including the governing body where applicable. The time frame shall not exceed six (6) months from the date of the Grand Jury Report).

Recommendations numbered: R2 will not be implemented because they are not warranted and/or are not reasonable (attach an explanation).

Date: 7/1/2014 Signed: D. Johnson #6

Total number of pages attached 2

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY



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INVESTIGATIONS  
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FOOD SERVICES  
RECORDS  
TRANSPORTATION

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INMATE EDUCATION  
INMATE PROGRAMS  
INMATE TRAINING

MEMORANDUM

**To:** THE HONORABLE JUDGE DANIEL P. MAGUIRE  
PRESIDING JUDGE OF THE SUPERIOR COURT

**From:** E. G. PRIETO, SHERIFF-CORONER

**Subject:** RESPONSE TO THE 2013-14 GRAND JURY REPORT  
MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

**Date:** JULY 2, 2014

**Background:**  
Members of the Yolo County Grand Jury reviewed public and community-based mental health crisis resources available in Yolo County.

**Recommendations:**

**R1.** Given the increase in 5150 calls in Yolo County, law enforcement agencies should develop a plan by October 1, 2014 to provide more officers with Crisis Intervention Training or departmental in-service training to help them respond to calls involving mental health issues.

**SHERIFF-CORONER'S RESPONSE:**

**R1.** This recommendation has been implemented. The Yolo County Sheriff's Office has already established, and continues to move forward on, a Crisis Intervention Training plan. We have deemed that a minimum of an 8-hour up to a 32-hour training curriculum that has obtained California Commission on Peace Officer Standards and Training (P.O.S.T.) certification is the appropriate level of training to expose Yolo County Sheriff's deputies and supervisors to. The Yolo

*"Service Without Limitations"*

## MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

County Sheriff's Office CIT plan establishes a 100% Crisis Intervention Training target – not only for patrol deputies but all sworn deputies.

### **Recommendations:**

- R2.** By October 1, 2014, Yolo County law enforcement agencies should develop an integrated response plan so certified Crisis Intervention Training officers are the first responders on calls involving individuals in mental health crisis.

### **SHERIFF-CORONER RESPONSE:**

- R2.** This recommendation will not be implemented at this time. Currently, California Police Academies do not require Crisis Intervention Training (CIT) as part of their curriculum. Until the California Commission on Peace Officers Standards and Training makes this a mandatory component, it will be inevitable that fully accredited peace officers will be working in Yolo County, who have yet to receive the important, but not mandatory, Crisis Intervention Training (CIT). Even when our goals are reached when all sworn deputies in Yolo County are (CIT) certified, there will be newer, not yet CIT certified deputies that may be closer, or the most appropriate, law enforcement resource to dispatch or respond to any call for service. This includes individuals in a mental health crisis. It would be inappropriate and irresponsible of the Sheriff's Office to unnecessarily delay a deputy responding to any call including calls involving an individual in mental health crisis to wait for a (CIT) certified deputy or other peace officers. The deputy(s), as well as innocent bystanders, are subjected to further, unnecessary risks and liabilities.

The Yolo County Sheriff's Office will continue to respond to calls for service as appropriate, without regard to (CIT) certification, with a continuing strategy to get (CIT) deputies on-scene as soon as possible, but not requiring they be the first. We will continue to work with P.O.S.T. and try to establish Crisis Intervention Training (CIT) as a basic skill-set for California Peace Officers.

Please do not hesitate to contact me if you have any questions.

Sincerely,



E.G. PRIETO  
SHERIFF-CORONER

EGP:ea

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

AGENCY'S RESPONSE PROCEDURE

RESPONSE TO GRAND JURY REPORT

The governance of responses to the Grand Jury Final Report is contained in Penal Code §933 and §933.05. Responses must be submitted within 60 or 90 days. Elected officials must respond within sixty (60) days, governing bodies (for example, the Board of Supervisors) must respond within ninety (90) days. Please submit all responses in writing and digital format to the Presiding Judge and the Grand Jury Foreperson.

Report Title: Mental Health Crisis Services in Yolo County Report Date: May 12 2014  
Response by: Don Bellini Title: Police Chief

FINDINGS

I (we) agree with the findings numbered:

I (we) disagree wholly or partially with the findings numbered:

RECOMMENDATIONS

Recommendations numbered: R1, R2 have been implemented (attach a summary describing the implemented actions).

Recommendations numbered: \_\_\_\_\_ require further analysis (attach an explanation of the analysis or study, and the time frame for the matter to be prepared by the officer or director of the agency or department being investigated or reviewed; including the governing body where applicable. The time frame shall not exceed six (6) months from the date of the Grand Jury Report).

Recommendations numbered: \_\_\_\_\_ will not be implemented because they are not warranted and/or are not reasonable (attach an explanation).

Date: 7/2/14 Signed: [Signature]

Total number of pages attached 3

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY



*City of Woodland*  
**PUBLIC SAFETY DEPARTMENT**

DAN BELLINI, CHIEF



June 23, 2014

**TO:** Honorable Daniel Maguire  
Superior Court of California  
724 Court Street, Woodland, CA 95695

**FROM:** Daniel Bellini  
Woodland Police Department  
1000 Lincoln Avenue, Woodland, CA 95695

**SUBJECT:** Response to Grand Jury Report  
Mental Health Crisis Services in Yolo County

The Woodland Police Department is in receipt of the Grand Jury Report: "Mental Health Crisis Services in Yolo County" dated May 12, 2014. The Grand Jury requested a response from the Woodland Police Department specifically to recommendations R1 and R2. This memorandum is being submitted in direct response to the Grand Jury's request.

**R1. "Given the increase in 5150 calls in Yolo County, law enforcement agencies should develop a plan by October 1, 2014 to provide more officers with Crisis Intervention Training or departmental in-service training to help them respond to calls involving mental health issues."**

The Woodland Police Department currently has 60 sworn police officers. All of the sworn officers are in compliance with the requirements and standards as set forth by P.O.S.T. regarding in-service training in responding to mental health crisis. Additionally, the Department sends officers to an extended 32-hour course on Crisis Intervention Training offered through Yolo County ADMH and sponsored by the Woodland Police Department for certification through P.O.S.T. Although there are shorter, less vigorous CIT courses available, the Woodland Police Department has committed to sending officers to the extended CIT training. As of July 2014, approximately 1/3 of the sworn officers will have received the 32-hour Crisis Intervention Training.

The Yolo County CIT training is offered four times each year. Scheduling officers for this training is dependent on staffing levels and the ability of the Department to adequately staff and respond to calls for service to ensure public safety. In response to the Grand Jury's report, the Woodland Police Department has identified an additional CIT training provider which offers an extended CIT training course (24-hour course).

## MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

This will provide the Department with supplementary training dates enabling the Department to increase the number of officers receiving the extended CIT training. Additionally, the Woodland Police Department will focus first on sending those officers assigned to our patrol division to the extended CIT training (those officers most likely to be first responders to an incident involving an individual in mental health crisis). It is the Department's goal to have all sworn officers attend the extended CIT course.

- R2. “By October 1, 2014, Yolo County law enforcement agencies should develop an integrated response plan so certified Crisis Intervention Training officers are the first responders on calls involving individuals in mental health crisis.”**

As previously mentioned, all Woodland Police Department sworn officers are in compliance with the requirements and standards set forth by P.O.S.T. concerning responses to individuals in mental health crisis and the Department is working towards having all officers additionally trained in the extended CIT course.

In order to provide timely assistance and avoid an extended response, when the Woodland Police Department receives a call for service involving an individual in mental health crisis, the officer working that area of the city will respond to the call. If that officer is already involved on another priority call, the nearest available officer will be dispatched to the call. Waiting for an officer who has attended the extended 32-hour CIT course to be the first responder to calls involving an individual in mental health crisis will unnecessarily delay our department's response and could result in an extended wait for assistance.

The above recommendation by the Grand Jury will be attained once the Woodland Police Department has accomplished the goal set forth in R1.

MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY



**COUNTY OF YOLO**  
Office of the County Administrator

*Patrick S. Blacklock*  
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To: Honorable Judge Daniel P. Maguire  
Superior Court of California, County of Yolo  
725 Court Street, Room 303  
Woodland, CA 95695

July 7, 2014

To: Yolo County Grand Jury  
P.O. Box 2142  
Woodland, CA 95776

via e-mail: [grand-jury@sbcglobal.net](mailto:grand-jury@sbcglobal.net)

RE: 2013-14 Yolo County Grand Jury Report – Mental Health Crisis Services in Yolo County

Honorable Judge Maguire:

The following is the response to the 2013-2014 Yolo County Grand Jury Report titled “Mental Health Crisis Services in Yolo County” from the Yolo County Director of Health Services (who oversees both the Department of Alcohol, Drug & Mental Health, and the Health Department) and the Director of Employment & Social Services. For purposes of readability, we have included the Grand Jury’s recommendations in **bold**.

**R3 By September 1, 2014, the ADMH home page on the Yolo County website should be updated to make it easier to navigate and to provide more useful content, including a section for Frequently Asked Questions and links to community-based mental health resources.**

Director of Health Services response: This recommendation will be implemented by September 1, 2014. The work necessary to redesign the department’s public website has begun but will take some time to complete. Staff has been given instruction on making the necessary/desired changes and data/information gathering is underway. The priority areas for the redesign are:

- Ease of navigation
- Content
- Frequently Asked Questions
- Links to treatment resources in the community

## MENTAL HEALTH CRISIS SERVICES IN YOLO COUNTY

Additionally, the department's website is being redesigned overall to provide a better user experience particularly for consumers. To this end, consumers will be asked to provide input on the development of the website changes. Content areas under consideration include:

- Alcohol and other drug services
- Mental Health services
- Forms and documents
- Government documents
- Provider information
- Related links
- Reports and publications
- FAQs
- Staff directory
- General contact information

The use of social media will also be considered particularly in regard to Wellness Center activities.

- R4** By July 1, 2015, Yolo County Health Department, ADMH, and the Department of Employment and Social Services should develop a method to measure and report, to the Board of Supervisors, whether the merger of the departments results in streamlined services for people with mental health issues.

Directors of Health Services and Employment & Social Services response: This recommendation may not be implemented in the timeframe noted. The Board of Supervisors has approved a year of planning for an integrated Health & Human Services department with a report due in January 2015. Following this report, the Board of Supervisors will take further action on the integrated department..

- R5** By January 1, 2015, ADMH should prepare a plan to address the barriers to accessing mental health treatment caused by difficulty in understanding insurance coverage, cultural and transportation issues.

Director of Health Services response: This recommendation has been implemented. Effective July 2014, ADMH is providing orientation daily along with a full-time bilingual clinician dedicated to daily crisis and triage services at the Woodland clinic. (Note: Woodland continues to be the site for entry to care and services. The hours and staffing at the West Sacramento and Davis clinics are determined by needs of clients served.) The Health & Human Services integration team is also considering the possibility of co-locating a DESS eligibility worker with ADMH staff to help consumers apply for Medi-Cal and other public benefits.

PROPOSITION 218 PROTEST ELECTION PROCESS: "THE YOLO WAY"



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July 15, 2014

To: Yolo County Grand Jury  
P.O. Box 2142  
Woodland, CA 95776

via e-mail: [grand-jury@sbcglobal.net](mailto:grand-jury@sbcglobal.net)

RE: 2013-14 Yolo County Grand Jury Report – Proposition 218 Protest Election Process:  
"The Yolo Way"

Honorable Judge Maguire:

The following is the response to the 2013-2014 Yolo County Grand Jury Report titled "Proposition 218 Protest Election Process: 'The Yolo Way'" from the Yolo County Board of Supervisors and the County Administrator. The Interim Director of Planning & Public Works responded under separate cover. For purposes of readability, we have included the Grand Jury's recommendations in **bold**.

**R1 By October 1, 2014, the County Administrative Officer shall work with the County Counsel, Clerk of the Board of Supervisors and the Department of Planning & Public Works to develop a set of procedures for a Proposition 218 election, including outlining each department's responsibilities.**

County Administrator response: This recommendation will be implemented by October 1, 2014.

**R2 By December 1, 2014, the Department of Planning & Public Works, in coordination with County Counsel and the Clerk of the Board, shall develop guidelines for the preparation of a Proposition 218 Public Notice. The notice shall include all legally required information and the following:**

- **An explanation of the "protest" election process;**
- **How a resident can participate in the protest election;**

**PROPOSITION 218 PROTEST ELECTION PROCESS: "THE YOLO WAY"**

- **How the protests are counted and what constitutes a successful protest;**
- **How relevant information can be obtained; and**
- **How disabled and non-English speaking residents can participate.**

County Administrator response: This recommendation will be implemented by December 1, 2014.

June 23, 2014 Response from Interim Director of Planning & Public Works: The department is in agreement with Recommendation R2 and will work with County Counsel and the Clerk of the Board to develop guidelines for the preparation of a Proposition 218 Notice.

- R3 The Board of Supervisors shall consider including a protest form in the public notice to be completed and returned by a protesting resident for all future Proposition 218 actions.**

County Administrator and Board of Supervisors response: This recommendation will be implemented with a protest form being added to the public notice.

- R4 By October 1, 2014 the Board of Supervisors shall identify the appropriate department to maintain and make accessible Proposition 218 election records, consistent with the maintenance of other utility rate, election and financial records.**

County Administrator and Board of Supervisors response: This recommendation will be implemented by October 1, 2014

YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST



# COUNTY OF YOLO

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August 6, 2014

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Woodland, CA 95776

via e-mail: [grand-jury@sbcglobal.net](mailto:grand-jury@sbcglobal.net)

RE: 2013-14 Yolo County Grand Jury Report – Yolo County Sheriff: Leadership Practices  
from the Wild, Wild West

Honorable Judge Mock:

The following is the response to the 2013-2014 Yolo County Grand Jury Report titled “Yolo County Sheriff: Leadership Practices from the Wild, Wild West” from the Yolo County Deputy County Administrator (CAO)/Human Resources (HR) Director and the County Administrator (CAO). For purposes of readability, we have included the Grand Jury’s recommendations in **bold**.

**R1 By September 30, 2014, the HR Department shall review and revise the County nepotism policies and existing practices including prevention, monitoring and reporting of conflicts of interest.**

Yolo County Deputy CAO/HR Director response: This recommendation will be implemented by December 31, 2014.

**R2 The HR department will annually review nepotism practices in the Sheriff’s Department. Such a review shall ensure ethical standards are established and a procedural firewall exists between related employees. This annual review will be presented to the Board of Supervisors with findings and recommendations by December 1, 2014 and each following year.**

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

Yolo County Deputy CAO/HR Director response: By December 1, 2014, and periodically thereafter, Human Resources will review adherence to the nepotism policy in the Sheriff's department.

- R3 By September 30, 2014, the CAO shall review and revise the County's mandated training requirements and compliance with the State of California Public Service Ethics as directed by AB 1234.**

Yolo County CAO response: The recommendation has been implemented. Staff have completed a review of the mandated training requirements and confirm the County is in compliance with AB 1234.

- R4 By November 30, 2014, the Sheriff's Department in collaboration with HR shall review and revise the evaluation standards (written and unwritten) used for all department job classifications to establish a fair and objective set of written guidelines.**

Yolo County Deputy CAO/HR Director response: Human Resources has developed a set of written guidelines designed to ensure fair and objective evaluations. However, this recommendation will not be implemented because it is not within the authority of Human Resources. The State constitution provides independent authority to elected department heads thus limiting the role of County administration. Appointed county staff strive to provide advice and assistance whenever possible. Ultimately, however, the Sheriff is an independently elected department head and not directed or evaluated by County administration. Upon request of the Sheriff, County staff are available to assist the Sheriff with this recommendation.

- R5 By September 30, 2014, the Sheriff's Department in collaboration with HR shall develop a plan to reinforce the authority of the command staff. This plan shall define the level of authority of supervisors and managers for supervising, evaluating and effectively recommending personnel actions for the staff they oversee.**

Yolo County Deputy CAO/HR Director response: This recommendation will not be implemented because it is not within the authority of Human Resources. The State constitution provides independent authority to elected department heads thus limiting the role of County administration. Appointed county staff strive to provide advice and assistance whenever possible. Ultimately, however, the Sheriff is an independently elected department head and not directed or evaluated by County administration. Upon request of the Sheriff, County staff are available to assist the Sheriff with this recommendation.

- R6 By June 30, 2015, the leadership of the Sheriff's Department, in collaboration with HR, shall develop and implement an internal training program to promote and**

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

**encourage upward mobility within the department up to and including the elected official's position. Such a training program will serve as a blueprint for department succession planning.**

Yolo County Deputy CAO/HR Director response: Human Resources stands ready to assist the Sheriff in implementing this recommendation if he so chooses. It is important to note, however, that Human Resources cannot unilaterally implement this recommendation as the State constitution provides independent authority to elected department heads thus limiting the role of County administration. Appointed county staff strive to provide advice and assistance whenever possible. Ultimately, however, the Sheriff is an independently elected department head and not directed or evaluated by County administration. Upon request of the Sheriff, County staff are available to assist the Sheriff with this recommendation.

- R7 By December 1, 2014, HR shall review and update Harassment and Ethics online training programs and implement a training program that includes classroom (in-person) training.**

Yolo County Deputy CAO/HR Director response: This recommendation will be implemented. Like most cities and counties, Yolo relies on online trainings and coursework from organizations such as the Attorney General's Office. The AB 1234 training and Harassment Prevention training, though online, are updated annually. These mandated programs have been available online in Yolo County for six years; that timeframe makes now a good time to evaluate their effectiveness. Should Human Resources determine that a classroom training is a more effective method to deliver the training, those opportunities will be made available. By December 1, 2014, Human Resources will pilot classroom training for Harassment Prevention and obtain evaluations from participants in order to assist with the determination of effectiveness.

- R8 By November 1, 2014, the CAO shall revise and extend the current 360 degree evaluation process to include an opportunity for all elected department heads to participate.**

Yolo County CAO response: This recommendation has already been implemented. Since the implementation of 360 evaluations in October 2012, all Yolo County elected department heads have been extended the opportunity to be evaluated in this manner; only one has taken advantage of this opportunity to date.

YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST

AGENCY'S RESPONSE PROCEDURE

RESPONSE TO GRAND JURY REPORT

The governance of responses to the Grand Jury Final Report is contained in Penal Code §933 and §933.05. Responses must be submitted within 60 or 90 days. Elected officials must respond within sixty (60) days, governing bodies (for example, the Board of Supervisors) must respond within ninety (90) days. Please submit all responses in writing and digital format to the Presiding Judge and the Grand Jury Foreperson.

Report Title: Leadership Practices from the Wild Wild West Report Date: August 7, 2014

Response by: Dale Johnson Title: Captain

FINDINGS

I (we) agree with the findings numbered:

I (we) disagree wholly or partially with the findings numbered:

F1, F2, F3, F4, F5, F6, F7, F8 and F9

RECOMMENDATIONS

Recommendations numbered: \_\_\_\_\_ have been implemented (attach a summary describing the implemented actions).

Recommendations numbered: \_\_\_\_\_ require further analysis (attach an explanation of the analysis or study, and the time frame for the matter to be prepared by the officer or director of the agency or department being investigated or reviewed; including the governing body where applicable. The time frame shall not exceed six (6) months from the date of the Grand Jury Report).

Recommendations numbered: R4, R5, R6, and R9 will not be implemented because they are not warranted and/or are not reasonable (attach an explanation).

Date: 8/7/2014 Signed: D. Johnson

Total number of pages attached 9

YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST



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CAMERON TRAINING  
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COMMISSARY  
INMATE EDUCATION  
INMATE PROGRAMS  
INMATE TRAINING

**TO:** THE HONORABLE JUDGE STEPHEN L. MOCK  
JUDGE OF THE SUPRIOR COURT

**FROM:** E.G. PRIETO, SHERIFF ~ CORONER

**SUBJECT:** RESPONSE TO THE 2013-14 GRAND JURY REPORT  
YOLO COUNTY SHERIFF: "LEADERSHIP PRACTICES FROM THE  
WILD, WILD WEST."

**DATE:** AUGUST 7, 2014

**Overview:**

The Yolo County Grand Jury recently reviewed allegations raised against the Yolo County Sheriff's Office. Although they remark their findings are "the *opinion* of the Grand Jury, rather than indisputable statements of fact," the Yolo County Sheriff's Office takes very seriously any opinion, statement, or critical assessments rendered by the Grand Jury. Accordingly, we will evaluate every recommendation brought forward, and in turn will critically reevaluate our current managerial policies and practices.

However, we believe it is important to note that the conclusions reached by the Grand Jury regarding internal matters of the Sheriff's Office were based upon interviews of approximately 16 members or less of the Sheriff's Office out of 265 employees.

In addition, as stated above, we take this very seriously and we find that the title given to the report by the Grand Jury to be unprofessional. A report of this nature is very significant and should not be titled with a snide of sarcastic term. The title has created an atmosphere of a joke in the community and diminishes the importance of the report.

**Findings:**

**F1.** "Favoritism, nepotism and preferential treatment of employees have adversely affected employee morale in the Sheriff's Department. These practices by the Sheriff involve hiring, promotion, assignments and discipline."

YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST

**SHERIFF ~ CORONER'S RESPONSE TO F1: Disagree**

**Hiring Process:**

- ❖ All applicants submit their applications to Yolo County Human Resources (County HR)
- ❖ *County HR* develops lists based off of tests they administer and forwards the results to Sheriff's Office
- ❖ Interviews are conducted by personnel from the Sheriff's Office and an internal list is established based upon ranking
- ❖ Background investigations are conducted
- ❖ Medical and Psychological exams are conducted
- ❖ Recommendations for hire are given to Sheriff by the Administrative staff

**Promotional Process:**

- ❖ *County HR* posts promotional opportunities available to all qualified personnel
- ❖ Depending on the position, a written test is administered by County HR
- ❖ A list of potential applicants for promotion is established based upon qualifications
- ❖ Interviews are conducted by *external panels* and a list is established based upon ranking
- ❖ The Sheriff and Command Staff consult with external panels on rankings achieved
- ❖ Sheriff promotes most qualified based upon qualifications and input from interviewing panel

**Discipline:**

- ❖ Division Commanders evaluate all investigations, inquiries, and deviations from policy and procedure and recommend penalties for adverse action to the appointing authority.
- ❖ The Sheriff or his designee conducts a mandated Skelly Hearing prior to any discipline being imposed
- ❖ The recommended disciplinary action may be instituted or may be reduced by the appointing authority.
- ❖ If the employee disagrees with the imposed discipline, he/she is entitled to appeal to an outside arbitrator who makes the final decision regarding sufficiency of evidence and appropriateness of the level of discipline.

**Findings:**

- F2.** "The Sheriff uses or creates provisional and extra help positions as a means to employ personal friends and relatives."

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

**SHERIFF ~ CORONER'S RESPONSE TO F2: Disagree**

- ❖ All Department Heads work with the County HR Director to hire provisional or extra help employees in order to carry out the duties of their office, providing their budget has funding for these positions and these positions are justified.
- ❖ All employees are encouraged to recruit qualified candidates to work within the Yolo County Sheriff's Office.
- ❖ Hiring is based upon knowledge, skills, and abilities inherent in and necessary for the position.
- ❖ Yolo County, CA Code of Ordinances
- ❖ Sec. 2-6.27.2. Appointments: Provisional.
- ❖ Sec. 2-6.28. Appointments: Extra Help

**Findings:**

- F3.** "The Sheriff has engaged in hiring immediate family, has authorized their assignments, determined their promotions and salary, and has used his personal, final authority to determine disciplinary actions, if necessary."

**SHERIFF ~ CORONER'S RESPONSE TO F3: Partially Agree**

- ❖ Two family members were hired by the Yolo County Sheriff's Office; however, these hirings followed policy and protocol, and selections were made based solely upon the knowledge, skills, and abilities of the candidates.
- ❖ One family member applied for a job, tested, and was hired in December, 2001, as a Provisional ID Technician, with the concurrence of County HR.
- ❖ Despite County HR's concurrence, in April, 2002, County HR notified the Sheriff's Office that this was a violation of the then nepotism policy. As a result, the family member immediately resigned from the Sheriff's Office.
- ❖ Subsequently, the Yolo County Board of Supervisors changed the nepotism policy for all county employees. After this revision, in April, 2003, the former employee applied for an open Crime Scene Investigator position. This individual was rehired, and per the newly-established county policy, which requires a minimum of (2) levels, there were four (4) levels of supervision between the Department Head and the employee.
- ❖ The second family member was hired in July, 2004, as a provisional records clerk. She later tested and was hired for an open position as a records clerk in October, 2004.
- ❖ She transferred to an Office Technician position in January, 2006
- ❖ She tested, was placed upon an eligibility list, and was later selected as a Deputy Sheriff Recruit in July, 2006. After completion of a state-mandated Peace Officer Standards Training (POST) Academy, was hired full-time as a Deputy Sheriff in December, 2006

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

- ❖ All salaries for all employees are determined by County HR with the approval of the Board of Supervisors. The Yolo County Sheriff has no influence upon or input into employee salaries.
- ❖ In the past, the Sheriff, as the appointing authority, has served as the Skelly Officer for the majority of disciplinary proceedings. In December, 2005, the Sheriff was the Skelly Officer for employees involved in the same incident. One of these individuals was a family member. After conferring with the investigating supervisor on the merits of the case, it was agreed the disciplinary action for all individuals involved would be modified.
- ❖ The Sheriff subsequently issued a directive that any future employment issues involving his family members will be handled through the Office of the Undersheriff.

**Findings:**

- F4.** “The HR Department conducted three ineffective investigations related to allegations of harassment and poor morale at the Sheriff’s Department.”

**SHERIFF ~ CORONER’S RESPONSE TO F4: Disagree**

- ❖ This Finding obviously applies to County HR and not the Sheriff’s Office. However, there is no evidence, facts, or information provided to support this finding.

**Findings:**

- F5.** “The Sheriff’s Department, a military-like structure, with a clear and rigid chain of command, operates with minimal external administrative resources, particularly the County HR Department and labor organizations.”

**SHERIFF ~ CORONER’S RESPONSE TO F5: Disagree**

- ❖ Similar to other law enforcement agencies, the Yolo County Sheriff’s Office is a para-military organization and works collaboratively with County HR.
- ❖ The Sheriff’s Office is a Law Enforcement Agency and its mission is unlike any other county department.
- ❖ Since 1999 when the Sheriff won elected office, he has maintained an open communication with all labor organizations, allied agencies, community organizations and other collaborative partners. The Sheriff has also had a positive working relationship with employee organizations, especially with the Yolo County Deputy Sheriff’s Association and Yolo County Correctional Officer Association. Additionally, the Sheriff has made working collaboratively on issues of mutual concern a top priority.

❖ **Findings:**

- F6.** “The Sheriff’s micromanagement reduces Department supervisors’ and managers’ authority to lead and evaluate staff.”

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

**SHERIFF ~ CORONER'S RESPONSE TO F6: Disagree**

- ❖ There has been no evidence, facts, or information provided which supports this finding.
- ❖ As a paramilitary organization, the Sheriff delegates authority and decision making down to the lowest supervisory level within the organization when and where appropriate.
- ❖ Each level has roles, responsibilities, and the authority to carry out their duties. Each level is accountable to the next level of command. In the management and supervisory ranks, the hierarchy is: Sheriff-Coroner, Undersheriff, Captain, Lieutenant, Sergeant, and Officer-in-Charge. These positions are defined within the Yolo County Sheriff's Office's General Operating Orders.

**Findings:**

- F7.** "The Sheriff's Department operates with unwritten work standards for deputies who are evaluated by these standards on a monthly and annual basis. These standards are inconsistently applied by supervising staff."

**SHERIFF ~ CORONER'S RESPONSE TO F7: Disagree**

- ❖ There has been no evidence, facts, or information provided which supports this finding.
- ❖ There are no known work standards which are unwritten; however, there are job descriptions which define the roles, responsibilities and expectations of the deputies.
- ❖ Although sergeants have varying life experiences and educational backgrounds, all sergeants receive training - both internally and externally, from their lieutenants and POST-mandated classes covering such curriculum as supervision and the evaluation process.
- ❖ Supervisors are evaluated by the next level of command, in this case, the lieutenant. These evaluations are based upon the supervisors' knowledge, skills, abilities, job performance, and their evaluations of their subordinates.

**Findings:**

- F8.** "The Sheriff failed to observe County Code Section 2-6.44, Nepotism Policy, by hiring immediate family members and determining their salaries, promotions, assignments, performance evaluations and discipline."

**SHERIFF ~ CORONER'S RESPONSE TO F8: Partially Agree**

- ❖ The current Yolo County nepotism policy authorizes the hiring of family members who meet minimum standards of the job, pass the required tests, and are approved by the County HR. Additionally, policy dictates there shall be two (2) levels of supervision between the Department Head and the relative.
- ❖ The sheriff has four (4) levels of supervision between himself and his family members, exceeding the county mandate by two (2).

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

- ❖ **SALARY:** The Sheriff does not set salary levels. This is done by County HR and the Board of Supervisors.
- ❖ **PROMOTIONS:** Refer to Finding 1 & 3
- ❖ **ASSIGNMENTS:** Employees who test for a new position are evaluated by a panel, placed upon a list, and selected by competitive factors. Division Commanders follow similar testing requirements as a means of promoting qualified personnel.
- ❖ **DISCIPLINE:** Refer to Finding 3
- ❖ **PERFORMANCE EVALUATIONS:** There have been seventeen (17) performance evaluations completed on the Sheriff's family members. Every one of these evaluations were completed by appropriate supervisory personnel. *None* were signed by the Sheriff.

**Findings:**

- F9.** "The Sheriff was unaware of the contents and intent of the State of California Public Service Ethics AB 1234."

**SHERIFF ~ CORONER'S RESPONSE TO F9: Partially Agree**

- ❖ Although the Sheriff did not have total recall of the contents of AB1234, the Sheriff has refreshed his understanding of the requirements contained in California Public Service Ethics AB1234.

**Findings:**

- F10.** "The Grand Jury was unable to determine the County's compliance with State of California Public Service Ethics AB 1234 mandated training for 2006-2011 for the Sheriff."

**SHERIFF ~ CORONER'S RESPONSE TO F10: Refer to County HR**

- ❖ N/A

**Findings:**

- F11.** "HR manages harassment and ethics online training courses for all employees to comply with state and federal laws. These outdated and repetitious trainings are found to be inadequate and ineffective."

**SHERIFF ~ CORONER'S RESPONSE TO F11: Refer to County HR**

- ❖ N/A

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

**Findings:**

**F12.** “The HR Department serves in an advisory role lacks appropriate oversight and accountability of personnel matters at the Sheriff’s Department.”

**SHERIFF ~ CORONER’S RESPONSE TO F12: Refer to County HR**

❖ N/A

**Findings:**

**F13.** “The CAO and HR have insufficiently monitored and audited the Sheriff’s Department compliance with County Codes and Policies and Procedures.”

**SHERIFF ~ CORONER’S RESPONSE TO F13: Refer to CAO and County HR**

❖ N/A

**Findings:**

**F14.** “The CAO conducts a 360 degree evaluation for all appointed Department Heads. This evaluation process currently excludes elected officials.”

**SHERIFF ~ CORONER’S RESPONSE TO F14: Refer to CAO**

❖ N/A

**Recommendations:**

**R4.** “By November 30, 2014, the Sheriff’s Department, in collaboration with HR shall review and revise the evaluation standards (written and unwritten) used for all job classifications held within the Department with the end goal of establishing a fair and objective set of written guidelines. These guidelines will then serve as the basis for fair, impartial, and timely evaluations, as well as the measure by which the Department assesses and holds expectations for job performance.”

**SHERIFF ~ CORONER’S RESPONSE TO R4:**

❖ While no specific issues were raised relative to the current evaluation standards, it should be noted prior to the Grand Jury’s report, the Sheriff’s Office’s evaluation standards have been used as a model by County HR for the purposes of evaluating of employees within Yolo County. This carries the honor and responsibility of maintaining such standards of excellence, and as such, the Sheriff will continue to be actively involved in the review and improvement upon these evaluation standards within his organization with the goal of continuing excellence.

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**

**Recommendations:**

- R5.** “By September 30, 2014, the Sheriff’s Department, in collaboration with HR, shall develop a plan to reinforce the authority of the command staff relative to their ability to supervise, manage, and effectively evaluate personnel. Further, this plan shall also address the proper implementation of necessary personnel action, should there be a need for employee discipline. This plan will provide a clear, unambiguous framework from which Department supervisors and managers shall operate, and will reinforce the importance of the firmness, fairness, timeliness, and consistency required in and demanded by all personnel interactions.”

**SHERIFF ~ CORONER’S RESPONSE TO R5:**

- ❖ The Sheriff’s Office is a paramilitary organization. The command staff has five (5) levels of supervision within the sworn class of personnel, and the authority and duties expected and required within each of these levels are currently codified, in place, and followed. The Sheriff is committed to reviewing policy, procedures and practices and he will make modifications and improvements when necessary.

**Recommendations:**

- R6.** “By June 30, 2015, the leadership of the Sheriff’s Department, in collaboration with HR, shall develop and implement an internal training program to promote and encourage upward mobility within the department, up to and including the elected official’s position. By implementing a program which encourages promotion for all departmental employees, the department recognizes the valuable contributions to be made by the vast cross-section of society inherent in the Department, and will ensure not only success moving forward as an organization as a means of succession planning, but will also ensure the Department is truly a representative of the populace we serve.”

**SHERIFF ~ CORONER’S RESPONSE TO R6:**

- ❖ Along with continually reviewing and adopting successful practices from succession planning programs within other California Law Enforcement Agencies, the Department also recognizes and promotes the many upward mobility options available to our personnel based upon an individual’s knowledge, skills, abilities, life experience, background, and current work assignments. Past and current practice for promotion has been, based upon a supervisor’s counsel and recommendations, employees are selected to serve as acting, in the supervisor’s absence, allowing the employee to experience a higher level of responsibility and accountability. In addition to a supervisor’s recommendation, other factors, such as desirable field and staff-time assignment performance, along with educational experience, are also considered when recommending placement in specialty assignments. The Sheriff and his executive command staff look forward to the opportunity to reevaluate the Department’s promotional and placement processes and developing and implementing plans which would serve to best benefit and develop the careers of Sheriff’s Office employees, resulting in enhanced services to the public.

**YOLO COUNTY SHERIFF: LEADERSHIP PRACTICES FROM THE WILD, WILD WEST**


**Recommendations:**

- R9.** “The Grand Jury recommends elected public officials submit themselves to the 360 degree evaluation process used by all other department heads in the County.”

**SHERIFF ~ CORONER’S RESPONSE TO R9:**

- ❖ Currently, the many elected officials are not required to participate in the 360 evaluation process. Yet there are many feedback streams currently in place to advise, recommend, and enhance operations, the Sheriff as an elected official, is cognizant of his tremendous responsibility to the citizens of Yolo County who have repeatedly placed their trust in him as is evident by the fact he has been re-elected four times - the most recent being June 3, 2014. This is not something the Sheriff takes lightly, and to that end, the Sheriff remains responsive and accountable to those very citizens he has been given the honor to serve and protect.

Respectfully Submitted,



E.G. PRIETO  
SHERIFF ~ CORONER

EGP: ea

