

**CALAVERAS COUNTY CIVIL GRAND JURY**

**THE GRAND JURY REPORT CARD**  
**RESPONSES TO THE 2018-2019 GRAND JURY REPORT**

October 7, 2020



## SUMMARY

The power of the Grand Jury lies in its ability to publish fact-based reports that inform and educate citizens as well as local government officials. Although the Grand Jury has no authority to enforce the recommendations included in such reports, it can determine whether local government agencies and officials have provided reasonable responses. These responses must follow a format and timeline clearly defined by law (California Penal Code §933.05). The independent work and voice of Grand Juries are strengthened when local government entities and officials are held accountable and responsible to the will of their constituents.

The 2019-2020 Calaveras County Grand Jury has reviewed the responses to the 2018-2019 Calaveras County Grand Jury Final Report for compliance with the law. This report presents the analysis of that review.

The 2019-2020 Calaveras County Grand Jury deemed most responses compliant regarding mandated response times; however, several respondents failed to comply with the relevant provisions of the Penal Code and/or were lacking detail by which the agency's subsequent actions could be gauged.

The 2019-2020 Calaveras County Grand Jury appreciates the time and attention that all responders devoted to the work of the 2018-2019 Calaveras County Grand Jury. Although invited responders were not required by law to respond, several did, and the Calaveras County Grand Jury thanks them for their willingness to provide additional feedback.

The 2018-2019 Final Report contained nine reports as follows:

- Animal Control Services
- Audit and Finance
- Calaveras County General Plan
- Code Compliance
- Community College Districts
- Continuity of Responses to 2017-2018 Calaveras County Grand Jury
- Educational Support/Services for Homeless Students in Calaveras County
- Jails/Law and Justice
- Jenny Lind Veterans Memorial District

The Continuity Report was the only report for which no responses were requested. Various County department heads and agencies were requested to reply and offer comment regarding the findings and recommendations presented in the published reports.

## GLOSSARY

ACS	Animal Control Services
BOS	Calaveras County Board of Supervisors
CCGJ	Calaveras County Grand Jury

## **METHODOLOGY**

The 2019-2020 Calaveras County Grand Jury (CCGJ) reviewed all responses submitted by elected officials and public agencies to the reports published by the 2018-2019 CCGJ. The results of the review were entered into a comprehensive matrix for analyzing and tracking the responses. California Penal Code §933.05 (Appendix A) mandates the manner in which local governing bodies and elected officials must respond to findings and recommendations that fall under their jurisdictions. Using the matrix, the responses were evaluated for compliance with the governing sections of the Penal Code.

## **BACKGROUND**

It is the role of Civil Grand Juries in California to examine and investigate county government functions. The goal of a Civil Grand Jury is to discover ways to improve systems and methods of operations in local government. The CCGJ exists to promote honest, effective government, supporting positive change in the best interests of all residents. The CCGJ is empowered by the Penal Code with broad investigative powers to provide oversight to county and city governments, as well as special districts within Calaveras County. Investigations may result in a published report which contains facts and findings that lead to recommendations for improvement. Elected officials and governing bodies are required to respond to the recommendations in a specific format detailed in the Penal Code, all others are invited and not required. The 2019-2020 CCGJ discovered that the 2018-2019 CCGJ inadvertently included language suggesting that certain entities were required to respond to various reports, as opposed to being invited.

## **DISCUSSION**

Tracking responses to previous CCGJ reports is an internal function of the sitting CCGJ. The value of a CCGJ investigation is reduced when findings and recommendations are not appropriately addressed by the affected agencies. These circumstances leave a report unresolved. Of the 117 responses to the 2018-2019 CCGJ Report, 18 (roughly 15%) were considered non-compliant due to a lack of stated timeframes for either implementation or analysis.

Evidence of the effectiveness of the CCGJ is demonstrated when agencies respond and take positive action. An agency may respond that it intends to implement a recommended course of action at a later date. Often, a respondent determines that further study is required before a complete response can be formulated.

Several examples of CCGJ influence include the following. At their September 17, 2019, meeting the Calaveras County Board of Supervisors (BOS) agreed to take action pursuant to a number of CCGJ findings and recommendations regarding Animal Control Services (ACS). On February 18, 2020, the BOS selected a location for the ACS facility. These actions appear to be, at least in part, the culmination of 20 years of CCGJ findings and recommendations.

In response to the recommendations in the 2018-2019 CCGJ Audit/Finance Report, the BOS addressed the need to update the County Purchasing Ordinance, at a BOS meeting in February 2020, although further study and discussion were tabled until April. As of May 6, 2020, the study has not been rescheduled as an agenda item.

In the same Audit/Finance Report, a county-wide grant writing policy was recommended by the CCGJ. The BOS calendared approval of a new grant policy on March 10, 2020, and it was subsequently approved for implementation two weeks later.

Tracking and review of open reports is challenging, as reports are frequently published at or near the end of the CCGJ's one-year term of service. Follow up by the succeeding CCGJ is necessary to ensure the continuity of the initial investigation. Reporting publicly on the completion or noncompletion of previously committed action(s) is one of the key tasks of the CCGJ in its role as a public watchdog.

## **FINDINGS AND RECOMMENDATIONS**

**F1.** The 2018-2019 CCGJ inadvertently included language suggesting that certain entities were required to respond to various reports, as opposed to being invited to respond.

**R1.** None

**F2.** The most frequent reason for a non-compliant response was the lack of stated timeframe for the completion of further analysis or implementation.

**R2.** The CCGJ recommends that Governing boards and elected officials who have been asked to respond to CCGJ reports carefully review California Penal Code §933.05 to ensure that timeframes are provided when recommendations require further analysis or will be implemented at a future date.

**Respondents:** None

**F3.** Multiple actions taken by the BOS in the 2020 fiscal year were prompted to some degree by CCGJ Report findings and recommendations.

**R3.** None

Reports issued by the Grand Jury do not identify individuals interviewed. Penal Code §929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Grand Jury.
---

## **REFERENCE SOURCES**

- California Penal Code §933.05
- California Grand Jurors Association website, [www.cgja.org](http://www.cgja.org)

## **APPENDIX A – California Penal Code §933.05**

## **APPENDIX B – 2018-2019 Response Compliance Analysis and Matrices**

## APPENDIX A

### California Penal Code § 933.05

- 1) For purposes of subdivision (b) of § 933, as to each grand jury finding, the responding person or entity shall indicate one of the following:
  - a) The respondent agrees with the finding.
  - b) The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
- 2) For purposes of subdivision (b) of § 933, as to each Grand Jury recommendation, the responding person or entity shall report one of the following actions:
  - a) The recommendation has been implemented, with a summary regarding the implemented action;
  - b) The recommendation has not yet been implemented, but will be implemented in the future, with a time frame for implementation;
  - c) The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a time frame for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This time frame shall not exceed six months from the date of publication of the grand jury report; or
  - d) The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
- 3) However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a county department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
- 4) A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
- 5) During an investigation, the Grand Jury shall meet with the subject of that investigation regarding the investigation, unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
- 6) A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. No officer, agency, department or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.

## **APPENDIX B**

### **2018-2019 Response Compliance Analysis and Matrices**

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ FINDINGS  
 ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
F1.	The ACS facility is old, outdated, and insufficient to care for and house animals.	BOS	Agree	The Board of Supervisors generally agrees with the finding regarding the facility. The Animal Control shelter is in fact aged and outdated, as are many of the County buildings. New and/or updated facilities would provide greater space and resources to provide an even higher level of care for animals. However, notwithstanding an old facility, Animal Control Services staff utilize all resources available to the County, including use of other facilities, partnerships, and contracts, to ensure animals are properly housed and well cared for.
		CAO		
F2.	Funding to purchase one additional vehicle is needed.	BOS	Agree	The Board of Supervisors agree with the finding.
		CAO	Agree	The County Administrative Officer agreed with this
F3.	Through interviews , the CCGJ determined that when funded properly, ACS functions more effectively under the jurisdiction of the Sheriff's Office. Under the administration of the Sheriff's Office, an ACS Officer would command more respect and authority within the community, have the authority to issue citations, make arrests, and enforce codes and licensing laws.	BOS	Disagree	The Board of Supervisors disagrees with the finding.
		CAO		

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ FINDINGS  
 ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
		CCSO	Disagree	<p>As outlined within the 2014-15 Grand Jury Report as well as many other Grand Jury Reports, the Animal Services Department is under-budgeted and under-staffed. The Sheriff's office is also under-budgeted and under-staffed. In the recent past, members of the County Administration Office and the Board of Supervisors had recommended and voted to decrease the budgets of both the Sheriff's Office and the Animal Services Department. The budgets were decreased to levels where services and staff cut to such an extent where both agencies were forced to manage and only respond to crisis and emergency calls rather than being properly responsive and proactive. At times, Animal Services staff was unavailable to respond to emergency and non-emergency calls. These calls were pushed to Deputy Sheriffs who were working patrol responding to crimes in progress and other emergency calls. The Patrol Division within the Sheriff's Office was also severely understaffed and was often forced to choose between responding to priority /emergency law enforcement calls for service and priority Animal Services calls or animal related emergencies. This unnecessarily placed a huge burden onto the Sheriff's Office and its staff.</p>



**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
		EMA/ACS	Partially disagree.	1. Animal Service Officers currently (as part of EMA) already have the authority to issue citations and enforce codes and licensing laws. Officers currently carry pepper spray and are outfitted with bite sticks (batons) for self-protection. 2. While I agree that Animal Services' enforcement capabilities may be expanded if Animal Services was part of the Sheriff's Office, the factual basis for the Grand Jury's conclusion that Animal Services would function more efficiently overall under the jurisdiction of the Sheriff's Office lacks credible supporting data. 3. In terms of resources available for Animal Services, it appears from the Grand Jury's chronology that resource needs were as much an issue when Animal Services was part of the Sheriff's Office as they are currently, with Animal Services a part of Environmental Management Agency (EMA). The Sheriff was quoted by the Calaveras Enterprise on July 2, 2019 as stating: "The problem was that they (Board of Supervisors) keep pulling funding from us, and I think that's why Sheriff Kuntz gave it back." 4. In terms of animal welfare, the Animal Services
F4.	Currently, revenue collected by ACS goes directly into the County General Fund instead of enhancing the ACS budget, limiting funds available for their specific needs.	BOS	Disagree	The Board of Supervisors disagreed with this finding.
		CAO	Disagree	The County Administrative Officer disagreed with this
		EMA/ACS	Disagree	Fee revenue goes directly into the Animal Services budget and not the General Fund. In fact, fee revenue covers only a small percentage of the department's annual costs. In Fiscal Year 2018-19, for example, total revenue from fees, penalties and charges for services (\$61,326) funded only 9.6% of Animal Services costs (\$638,633). So it is clear that the General Fund is not benefiting from revenue collected by Animal Services.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
F5.	<p>A partnership with the Humane Society, based on a 2016 preliminary memorandum of understanding (MOU) to build a 6.93 acres, jointly operated Animal Shelter, fell through. The Humane Society Board lost faith in the County's ability to provide a yearly funding amount of the existing ACS. There was a slower than expected progress on the ACS discussions which is the reason for the ACS deal falling through. This should have never happened. The partnership MOU should have moved forward in a timely manner. A partnership with the Humane Society would have streamlined services and expenses for a new facility.</p>	<p align="center"><b>Director of Environmental Health (DOEH)</b></p>	<p>Partially disagree.</p>	<p>While a partnership with the Calaveras Humane Society (CHS) for development of a new shelter would have potentially been an optimal solution, a variety of issues left unanswered by the preliminary MOU were not addressed in the proposed "final" MOU. Final distribution of costs and funding were issues that were discussed, but they were not the primary focal point of negotiation prior to CHS deciding to withdraw from the process. Questions still needing to be clarified included: (1) Would CHS take possession and responsibility for all animals brought into the shelter after the required holding period or just ones desirable for adoption?; (2) Would the responsibility for euthanizing animals fall entirely on CCACS staff or could duty be shared by the partners?; (3) What should be the process for resolving disputes? The issue of dispute resolution needed to be addressed. CHS also noted that: (1) Significant progress has been made by CCACS in the management and rehoming of animals received at the shelter reducing the urgency in fund raising for a new shared shelter: and (2) Starting with a smaller adoption center would allow CHS to gain experience in sheltering animals on a smaller scale, rather than immediately taking on the entire sheltering operation for the county. CCACS continues to maintain a positive working relationship with CHS overall and remains open to exploring new avenues for collaboration and partnership.</p>
		<p align="center"><b>Calaveras County Animal Control</b></p>	<p>Answered by DOEH</p>	

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ FINDINGS  
 ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
		<p align="center"><b>Calaveras County Human Resources Department (CCHRD)</b></p>	Fully agree.	Agree with the finding.
		<p align="center"><b>Calaveras County Board of Supervisors (BOS)</b></p>	Partially disagree.	<p>The negotiations on a jointly operated shelter was terminated by the Humane Society. While not directly involved in the negotiations, the CCBOS was made aware that a deal was terminated by the Humane Society by the negotiating party. The progress of the negotiations was hampered by turnover in both the Environmental Management Agency and County Administration, which necessitated some parties having to get up to speed on prior discussion. While the preliminary MOU outlined the duties and responsibilities of both the County and the Humane Society, there remained a number of areas that needed to be clarified, including questions on what the shared staffing would be and which animals would be the responsibility of the County and which would be the responsibility of the Humane Society.</p>
F6.	<p>In researching past Grand Jury reports this year's Grand Jury found that a new facility has been recommended to the Board of Supervisors for nearly 20 years.</p>	<p align="center"><b>Director of Environmental Health (DOEH)</b></p>	Fully agree.	<p>Funding remains a challenge and CCACS will continue to work toward establishment of a new shelter.</p>

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
		Calaveras County Animal Control Services (CCACS)	Answered by DOEH	
		Calaveras County Board of Supervisors (CCBOS)	Fully agree.	The CCBOS agrees with the finding.
F7.	<p>Instead of enforcing the animal laws, the priority of CCACS has been more on the day-to-day care of animals due to the lack of staffing. For example, the level of compliance in obtaining domestic pet licensing is at approximately 22%. The Grand Jury finds this is an area where revenue could be generated with proper staffing.</p> <p>In addition, there is inadequate staffing overall to meet the daily services and operational needs. The shortage of qualified staff lowers the efficiency, effectiveness and productivity of the department including reduced morale.</p>	Director of Environmental Health (DOEH)	Partially disagree.	CCACS staffing level is adequate when all positions are filled, but there has been a significant turnover in staff and staff who have taken extended leave, making it difficult to operate 7 days a week. Addressing the office coverage issue, providing staff with the tools needed to do their job in the field, streamlining the online licensing renewal process, and actively managing staff priorities should have an immediate positive impact on licensing revenue.
		Calaveras County Animal Control Services (ACS)	Answered by DOEH	
F8.	<p>During our tour at CCACS on February 1, 2018 there was mention of considering an outside agency to conduct a feasibility study to create a ballot measure for increasing the CCACS budget.</p>	Director of Environmental Health (DOEH)	Fully agree.	The department will explore this alternative with the County Administrative Officer and CCBOS this fiscal year and will implement it based on the outcome of this analysis.
		Calaveras County Animal Control Services (ACS)	Answered by DOEH	

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
		<b>Calaveras County Board of Supervisors (BOS)</b>	Fully agree.	Per the report from the DOEH, Department staff did mention there being an interest in contracting with an outside organization to assist in a ballot measure to construct a new animal shelter.
<b>F9.</b>	The current vehicles are in poor condition, inadequate and not functional for the CCACS' needs. One has very high mileage (over 100,000 miles), and one is currently out of service. All vehicles, when received, have been used vehicles and not designed for animal control according to interviewed representatives. At the February 1, 2018 CCACS meeting, the Grand Jury was informed the CCBOS allotted \$40,000 to purchase a new specialized vehicle.	<b>Director of Environmental Health (DOEH)</b>	Fully agree.	Replacement of aging equipment is a priority.
		<b>Calaveras County Board of Supervisors (BOS)</b>	Fully agree.	The CCBOS agrees with this finding.
<b>F10.</b>	There are industry standards established such as found in "Guidelines for Standards of Care in Animal Shelters", 2010, or similar guidelines.	<b>Director of Environmental Health (DOEH)</b>	Fully agree.	Development of policies and procedures for assuring best management practices for animal shelter operations will be a major focus for the CCACS Manager the first half of this fiscal year.
		<b>Calaveras County Animal Control Services (ACS)</b>	Answered by DOEH	
		<b>Calaveras County Board of Supervisors (BOS)</b>	Fully agree.	The CCBOS agrees with this finding.
<b>F11.</b>	The CCACS does have a web site and in addition uses Facebook as a social media source.	<b>Calaveras County Animal Control Services (ACS)</b>	Answered by DOEH	Development of enhanced website presence and utilization of social media platforms, consistent with county web-security requirements, will be an objective for the second half of this fiscal year.

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ FINDINGS  
 ANIMAL CONTROL SERVICES**

#	Findings	Required Respondent (Governing Body / Elected Official)	2017 Responses (Agree/Disagree)	2017 Response Text
F12.	Clear policy and procedures are in place and strictly followed by staff and volunteers. Day-to-day operations are performed at a high standard under sub-standard conditions without adequate facilities and equipment.	None	DOEH responded -	While policies and procedures were presented to the Grand Jury, many are outdated and not readily available to staff. Comprehensive policies and procedures are urgently needed and will be a high priority for the new Animal Services Manager.
F13.	The nonprofit Friends of the Calaveras Animal Shelter (FOCAS) has provided funds to the CCACS and has donated equipment and volunteer hours to help keep the CCACS effective.	None	DOEH responded -	FOCAS provides invaluable assistance to CCACS in terms of financial assistance and volunteer help. FOCAS members are tremendously dedicated to all aspects of animal welfare and the work performed by CCACS.
F14.	The CCACS has a ninety percent (90%) no-kill rate.	None	DOEH responded -	This no-kill rate applies to dogs at the shelter and is the result of the hard work of staff and volunteers in providing animals with medical treatment, socialization, and a variety of placement options, including adoption out of other centers and rescue groups.

**2017-18 Calaveras County Grand Jury  
RESPONSES TO CGJ RECOMMENDATIONS  
ANIMAL CONTROL SERVICES**

#	Recommendations	Required Respondent (Governing Body / Elected Official)	2017 Responses (implementation)	2017 Response Text
<b>F1.R1.</b>	CCHRD needs to increase the CCACS budget and the CCBOS needs to approve the increase proposed for the CCACS budget to efficiently and effectively operate at a higher level of productivity.	<b>Director of Environmental Health (DOEH)</b>	Recommendation requires further analysis.	CCHRD has no authority to increase the CCACS budget but has supported CCACS by assisting in recruitment of a new CCACS Manager and by working with CCACS to address office coverage issues when there are only 1 office support staff, 2 shelter staff and 3 field staff, working under MOUs from 2 different labor unions, that are charged with serving and protecting the public 7 days a week. Core management issues such as prioritization of staff time, efficient scheduling, improved systems of communication, and comprehensive policies and procedures need to be put into place before an assessment of budgetary needs can be completed. When this assessment has been completed and a facility plan for shelter replacement has been developed, we believe that the CCBOS will support the department's budgetary requests within the constraints of available resources.
		<b>Calaveras County Human Resources Department (CCHRD)</b>	Recommendation will not be implemented.	The CCHRD does not have involvement in the approval of the CCACS budget.
		<b>Calaveras County Board of Supervisors (BOS)</b>	Recommendation requires further analysis.	CCBOS is aware of historical difficulties keeping an adequate staffing level in CCACS. Rather than identify the challenges as only a budget constraint, the CCBOS is interested in a complete analysis of the program, its focus, and operation. With the hiring of both a new CCACS Manager and DOEH, it is anticipated that there will be a complete review of the CCACS program, resulting in changes to proper operations as well as potential budgetary changes that would come to the CCBOS for consideration.
<b>F2.R1.</b>	CCHRD needs to add, and the CCBOS needs to approve, an additional position to assist the Animal Services Manager and the vacant position needs to be filled.	<b>Calaveras County Animal Control Services (ACS)</b>	Answered by DOEH.	CCACS Manager needs to have direct-report position that assists him in his duties. The recently hired CCACS Manager needs to become familiar with the operation of the shelter and field program and recommend the type of support that he will need, whether it be an Animal Services Officer III, an Animal Services Supervisor, a second Office Technician, or an Administrative Assistant. The vacant field position referenced in the report has been filled by an Animal Services Officer II.

**2017-18 Calaveras County Grand Jury  
RESPONSES TO CGJ RECOMMENDATIONS  
ANIMAL CONTROL SERVICES**

#	Recommendations	Required Respondent (Governing Body / Elected Official)	2017 Responses (implementation)	2017 Response Text
		<b>Director of Environmental Health (DOEH)</b>	Recommendation requires further analysis.	The new CCACS Manager needs to become familiar with the operation of the shelter and field program and recommend the type of support that he will need, whether it be an Animal Services Officer III, an Animal Services Supervisor, a second Office Technician, or an Administrative Assistant. The vacant field position referenced in the report has been filled by an Animal Services Officer II.
		<b>Calaveras County Human Resources Department (CCHR)</b>	Recommendation will not be implemented.	The CCACS manager is new to Calaveras County and needs time to analyze the needs of his department. The position referenced has been filled by an Animal Services Officer II.
		<b>Calaveras County Board of Supervisors (BOS)</b>	Recommendation requires further analysis.	The CCBOS is interested in the analysis and recommendations of the newly hired CCACS Manager on the needs within the CCACS program. If the recommendation comes back that an additional staff person needs to be added, the CCBOS will review the funding sustainability of adding the position and decide whether sufficient ongoing revenue will allow the adding of an additional position.
<b>F3.R1.</b>	The Grand Jury recommends the CCBOS continue to approve "equity" adjustments until wages are comparable to adjoining counties.	<b>Director of Environmental Health (DOEH)</b>	Recommendation requires further analysis.	This will depend upon a variety of factors to be reviewed by CCHR and the CCBOS, who are charged with aligning salaries for the staff throughout the county governmental system.
		<b>Calaveras County Animal Control Services (ACS)</b>	Answered by DOEH.	It is very important that the department's wages and benefits be roughly equivalent to the wages and benefits of staff in other counties, especially with those of the neighboring foothill counties. Equity adjustments are useful in achieving this goal.
		<b>Calaveras County Board of Supervisors (BOS)</b>	Recommendation will not be implemented.	Wages and equity adjustments for employees under a union-represented bargain unit are negotiated.
<b>F4.R1.</b>	DOEH needs to budget for, and the CCBOS needs to approve, a budget for the construction of a modern facility that reduces the number of buildings and includes a secondary fence to effectively and safely contain animals to bring the CCACS up to current recommended industry standards.	<b>Director of Environmental Health (DOEH)</b>	Recommendation will be implemented.	The department will strongly advocate for a facility development plan to lay out the path, with milestones, for development of a new shelter.
		<b>Calaveras County Animal Control Services (ACS)</b>	Answered by DOEH.	A new shelter is needed. The optimal number of buildings should be a part of the architect's design, which will include a secondary fence. CCACS staff will work with the EMA Administrator (DOEH) and County Administration to develop a facility development plan for moving forward this fiscal year.
		<b>Calaveras County Human Resources Department (CCHR)</b>	Recommendation will not be implemented.	These recommendations are not within the scope of the CCHR.



**2017-18 Calaveras County Grand Jury  
RESPONSES TO CGJ RECOMMENDATIONS  
ANIMAL CONTROL SERVICES**

#	Recommendations	Required Respondent (Governing Body / Elected Official)	2017 Responses (implementation)	2017 Response Text
		<p align="center"><b>Calaveras County Board of Supervisors (BOS)</b></p>	<p>Recommendation requires further analysis.</p>	<p>The CCBOS agrees that the current facility is not ideal to meet the service demands placed upon the program. The CCBOS has tasked the County Administrative Office with conducting a countywide space utilization study to address aging facilities and identify all County Departments that have outgrown their current space and then to bring recommendations back to the CCBOS on funding sources and project plans to address the identified problems. Funding for constructing new buildings remains a challenge for the County, with multiple Departments in immediate need of a new building or alternative location. The CCBOS will consider all Department space requests and prioritize construction projects based on need, worker safety, and available funding.</p>
<p><b>F5.R1.</b></p>	<p>Any future MOUs with the Humane Society, the CCACS management and the CCBOS need to demonstrate "Good Faith" and timely progress in the partnership.</p>	<p align="center"><b>Director of Environmental Health (DOEH)</b></p>	<p>Recommendation will be implemented.</p>	<p>It should be noted that while a partnership with the Calaveras Humane Society (CHS) for development of a new shelter would have potentially been an optimal solution, a variety of issues left unanswered by the preliminary MOU were not addressed in the proposed "final" MOU. Questions still needing to be clarified included: (1) Would CHS take possession and responsibility for all animals brought into the shelter after the required holding period or just ones desirable for adoption?; (2) Would the responsibility for euthanizing animals fall entirely on CCACS staff or could duty be shared by the partners?; (3) What should be the process for resolving disputes? The issue of dispute resolution needed to be addressed.</p> <p>CHS also noted that: (1) Significant progress has been made by CCACS in the management and rehoming of animals received at the shelter reducing the urgency in fund raising for a new shared shelter: and (2) Starting with a smaller adoption center would allow CHS to gain experience in sheltering animals on a smaller scale, rather than immediately taking on the entire sheltering operation for the county.</p> <p>CCACS continues to maintain a positive working relationship with CHS overall and remains open to exploring new avenues for collaboration and partnership.</p>

**2017-18 Calaveras County Grand Jury  
RESPONSES TO CGJ RECOMMENDATIONS  
ANIMAL CONTROL SERVICES**

#	Recommendations	Required Respondent (Governing Body / Elected Official)	2017 Responses (implementation)	2017 Response Text
		<p align="center"><b>Calaveras County Animal Control Services (ACS)</b></p>	<p>Answered by DOEH.</p>	<p>It should be noted that while a partnership with the Calaveras Humane Society (CHS) for development of a new shelter would have potentially been an optimal solution, a variety of issues left unanswered by the preliminary MOU were not addressed in the proposed "final" MOU. Questions still needing to be clarified included: (1) Would CHS take possession and responsibility for all animals brought into the shelter after the required holding period or just ones desirable for adoption?; (2) Would the responsibility for euthanizing animals fall entirely on CCACS staff or could duty be shared by the partners?; (3) What should be the process for resolving disputes? The issue of dispute resolution needed to be addressed.</p> <p>CHS also noted that: (1) Significant progress has been made by CCACS in the management and rehoming of animals received at the shelter reducing the urgency in fund raising for a new shared shelter: and (2) Starting with a smaller adoption center would allow CHS to gain experience in sheltering animals on a smaller scale, rather than immediately taking on the entire sheltering operation for the county.</p> <p>CCACS continues to maintain a positive working relationship with CHS overall and remains open to exploring new avenues for collaboration and partnership.</p>
		<p align="center"><b>Calaveras County Human Resources Department (CCHRD)</b></p>	<p>Recommendation will not be implemented.</p>	<p>The CCHRD is not a part of the decision making process.</p>
		<p align="center"><b>Calaveras County Board of Supervisors (BOS)</b></p>	<p>Recommendation will be implemented.</p>	<p>The CCBOS contends that the County demonstrated good faith in the previous negotiations with the Humane Society, but that the County was not given time to conclude negotiations. The delays in negotiations were the result of the aforementioned turnover of key staff involved in the negotiation and do not represent bad faith on the County's part.</p>
<p><b>F6.R1.</b></p>	<p>The Grand Jury recommends again that the CCBOS approve a CCACS budget for a new facility.</p>	<p align="center"><b>Director of Environmental Health (DOEH)</b></p>	<p>Recommendation will be implemented.</p>	<p>The department will strongly advocate for a facility development plan to lay out the path, with milestones, for development of a new shelter.</p>

**2017-18 Calaveras County Grand Jury  
RESPONSES TO CGJ RECOMMENDATIONS  
ANIMAL CONTROL SERVICES**

#	Recommendations	Required Respondent (Governing Body / Elected Official)	2017 Responses (implementation)	2017 Response Text
		Calaveras County Animal Control Services (ACS)	Answered by DOEH.	While a new shelter is badly needed and will require the fiscal support of the CCBOS, a new shelter will be a very costly venture and needs to be based on a development and funding plan that sets out specific milestones for achieving the goal of a new shelter. The development plan will set out the path for moving toward the design and funding of a new shelter.
		Calaveras County Board of Supervisors (BOS)	Recommendation requires further analysis.	Per the response to F4.R1. of this report, the CCBOS has tasked County Administration with conducting a comprehensive space utilization plan. It is anticipated that the plan will encompass recommendations for the Animal Services facility.
F7.R1.	CCACS needs to implement a dog licensing enforcement program for obtaining dog licenses to increase compliance, as well as provide needed revenue.	Director of Environmental Health (DOEH)	Recommendation will be implemented.	Compliance with licensing laws will be increased by providing officers with computer access in the field to determine licensure status of animals encountered, through a streamlined system of license renewal, and through reprioritization of staff's time to put greater emphasis on license enforcement. It is anticipated that these measures needed to increase compliance will be put into effect this fiscal year.
		Calaveras County Animal Control Services (ACS)	Answered by DOEH.	Planning is currently taking place to upgrade the department's dog licensing enforcement program by providing a computer for use in our vehicles that can identify unlicensed dogs in the field when the dogs are encountered. In addition, planning is taking place to make license renewal easier by improvements in the web-based license renewal process.
F8.R1.	DOEH (which CCACS reports to), CCHRD, and CCACS should continue to pursue the feasibility study to create a ballot measure that could fund a new facility.	Director of Environmental Health (DOEH)	Recommendation requires further analysis.	The department will explore the feasibility of a ballot measure with the County Administrative Officer and CCBOS this fiscal year and will implement it accordingly based on the outcome of this analysis.
		Calaveras County Animal Control Services (ACS)	Answered by DOEH.	The department will explore this alternative with the County Administrative Officer and CCBOS this fiscal year and will implement it accordingly based on the outcome of this analysis.
		Calaveras County Board of Supervisors (BOS)	Recommendation requires further analysis.	The CCBOS would like to receive a report from the Environmental Management Agency, with input by the County Administrative Officer, on the costs of funding an outside organization to develop a ballot measure. The CCBOS is interested in a cost/benefit analysis of a contracted firm doing such as initiative versus local outreach. There are a lot of volunteer animal organizations within Calaveras County who likely would help spearhead this initiative. A local initiative, run by local leaders, may be more effective than one run by an outside organization.

**2017-18 Calaveras County Grand Jury  
RESPONSES TO CGJ RECOMMENDATIONS  
ANIMAL CONTROL SERVICES**

#	Recommendations	Required Respondent (Governing Body / Elected Official)	2017 Responses (implementation)	2017 Response Text
<b>F9.R1.</b>	DOEH and CCBOS needs to budget for the purchase of two additional new specialized vehicles.	<b>Director of Environmental Health (DOEH)</b>	Recommendation will be implemented.	The CCBOS approved a specialized vehicle in the last fiscal year that has not been purchased, and has approved a specialized vehicle in the budget again this fiscal year. Our CCACS Manager and County Administration are currently working to identify a vehicle that will best serve the needs of the Department. One new vehicle has been approved by the CCBOS for purchase during the current budget for this fiscal year. The department will request a second vehicle as part of the Fiscal Year 2019/20 budget.
		<b>Calaveras County Board of Supervisors (BOS)</b>	Recommendation will be implemented.	The CCBOS has repeatedly stressed the importance of updating essential equipment on a continual basis along a laid up upgrade schedule. The goal is to avoid having all equipment breakdown or need to be replaced at the same time. Over the last two fiscal years, the CCBOS has approved budgets that include large amounts of necessary equipment replacements in many County Departments.
<b>F10.R1.</b>	The DOEH needs to monitor and ensure CCACS follows "Guidelines for Standards of Care in Animal Shelter," 2010, or a similar guideline to improve efficiency, effectiveness, and productivity of the CCACS specifically for facility improvement and operational services improvement.	<b>Director of Environmental Health (DOEH)</b>	Recommendation will be implemented.	Development of policies and procedures for assuring best management practices for animal shelter operations will be a major focus for the CCACS Manager the first half of this fiscal year.
		<b>Calaveras County Animal Control Services (ACS)</b>	Answered by DOEH.	One of the department's highest priorities will be to establish and monitor policies and procedures that are consistent with best shelter management practices.
		<b>Calaveras County Board of Supervisors (BOS)</b>	Recommendation will be implemented.	The CCBOS would like to see the Animal Services facility operate under standardized guidelines. The hiring of a new CCACS Manager provides an opportunity to implement changes in shelter and in the field practices.
<b>F11.R1.</b>	The CCACS website needs to be updated to be more user friendly. Facebook, Twitter, and other social media should be used to promote the CCACS programs. These tasks can be accomplished by a volunteer, perhaps a high school student who is looking for community involvement class credit.	<b>Calaveras County Animal Control Services (ACS)</b>	Answered by DOEH.	The department will work with county's Information Technology Division to improve the CCACS website, consistent with web-security requirement, and expand use of social media to promote our programs.
<b>F12.R1.</b>	None			
<b>F13.R1.</b>	None			
<b>F14.R1.</b>	None			

2018-19 Calaveras County Grand Jury

RESPONSES TO CCGJ FINDINGS

AUDIT AND FINANCE

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
F1	A county-wide standardized Purchasing Policy and Procedures Manual does not exist, resulting in each department handling all purchasing at the discretion of the department head, thus eliminating appropriate checks and balances.	CAO	Partially agree	The County Administrative Officer partially agrees with this finding. Currently, an ordinance governs the requirement procurement processes and establishes limits of authority for the Board of Supervisors, the Purchasing Agent, and Department Heads. However, the ordinance is outdated and needs to be updated.
		BOS (response not requested; courtesy response only)	Partially agree	The Board of Supervisors partially agrees with this finding. Currently, an ordinance governs the requirement procurement processes and establishes limits of authority for the Board of Supervisors, the Purchasing Agent, and Department Heads. However, the ordinance is outdated and needs to be updated.
F2	A county grant application and administration policy does not exist, resulting in the potential loss of funds.	CAO	Partially agree	The County Administrative Officer partially agrees with this finding. The County does not have a grant application and administration policy currently in effect. However, County Departments independently seek grant funding, typically in collaboration with the County Administrative Office, County Departments, other public agencies, or other community stakeholders, as appropriate.
		BOS	Partially agree	The Board of Supervisors partially agrees with this finding. The County does not have a grant application and administration policy currently in effect. However, County Departments independently seek grant funding typically in collaboration with the County Administrative Office, County Departments, other public agencies, or other community stakeholders, as appropriate.

2018-19 Calaveras County Grand Jury

RESPONSES TO CCGJ FINDINGS

AUDIT AND FINANCE

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
F3	The CAO failed to ensure CCGJ participation in the audit process as directed in the BOS response to the Grand Jury Report of 2014-2015.	CAO	No response	

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
AUDIT AND FINANCE**

#	Recommendations	Respondent	Responses (implementation)	2018 Response Text
R1	The CAO should complete the Purchasing Policy and Procedure Manual no later than December 31, 2019.	CAO	Will be implemented	The recommendation has not yet been implemented but will be implemented in the 2019-2020 fiscal year.
R2(a)	The CAO should complete the grant application and administration policy no later than October 1, 2019.	CAO	Will be implemented	The recommendation has not yet been implemented but will be implemented in the 2019-2020 fiscal year.
R2(b)	The CAO and BOS should form a grant writing committee consisting of cross-departmental representation no later than July 1, 2020.	CAO	Will not be implemented	The recommendation will not be implemented because it is not warranted or reasonable. County does not concur with this recommendation. The County Administrative Office will work in collaboration with County Departments, and, on a case-by-case basis.
		BOS	Will not be implemented	The recommendation will not be implemented because it is not warranted or reasonable. The County Administrative Office will work in collaboration with County Departments on a case-by-case basis specific to grant requirements.
R3	The CAO should ensure that Grand Jury participation is implemented no later than the beginning of the next SCA process, including: Selection of the auditing firm, Participation in all SCA interviews, Copies of all correspondence and reports	CAO	No response	

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
CODE COMPLIANCE**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
F1	When commercial cannabis cultivation was permitted, the County used cannabis fees to sustain Code Compliance regulatory activities.	None		
F2	The current staffing levels allow for one Code Compliance Officer in each of the five districts.	CBO	Partially agree	The Interim Chief Building Official mostly agrees with this finding. Currently, Code Compliance is staffed with four Code Enforcement Officers with one unfilled position.
		BOS	Agree	The Board of Supervisors agrees with this finding.
F3	The Code Compliance unit is operating without a Policy and Procedure Manual.	CBO	Agree	The Interim Chief Building Official agrees that Code Compliance has operated without a Policy and Procedures manual for some years. The current Senior Code Enforcement Officer finished a draft of the manual in June of 2019. The Policy and Procedures manual was approved by the Interim Chief Building Official and County Counsel and is currently in use.
		BOS	Agree	The Board of Supervisors agrees with this finding.
		CCU	Agree	Code Compliance agrees that it has operated without a Policy and Procedures manual for over a decade. The current Senior Code Enforcement Officer worked on drafting a manual over the past year. In June, 2019, it was approved by the Interim Chief Building Official and Counsel and disseminated to staff.
F4	A revision of the Calaveras County Code §8.06 is on hold until a fee schedule is submitted August 2019 by Code Compliance.	CBO	Unclear response	The Interim Chief Building Official believes that the proposed updated version of 8.06 better defines the responsibilities and activities necessary of Code Enforcement. There are no costs to property owners or residents where diligent efforts are made to achieve voluntary compliance. However the proposed new 8.06 does implement cost recovery provisions based on the actual costs of tasks required to achieve compliance in situations where the violation in question is a priority matter and the property owner, occupant of the land, or business owner refuses to make efforts to comply after being informed of the requirements of the health and safety regulations and the County Code. A draft version of the proposed Calaveras County Code 8.06 is posted on the code compliance.calaverasgov.us site.



**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
CODE COMPLIANCE**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
		<b>CCU</b>	Agree	<p>Code Compliance agrees that this was case under the direction of the former Building Official. The Code Compliance Unit as well as the Interim Building Official agree that a fee study for Code Compliance conducted under the previous Building Official may be too oppressive for Calaveras County and has opted to take the update of 8.06 as well as potential cost-recovery mechanisms, in a different direction. After taking much public input into consideration a draft version of the proposed 8.06 is available for review on the Code Compliance website. It will be brought before the Board of Supervisors later this summer or early this fall. Proposed changes to the current 8.06 can be viewed online here:  <a href="https://codecompliance.calaverasgov.us/Portals/CodeCompliance/Documents/Final%20Edit%202017%208.06%20with%20Draft%202019%20Changes%20for%20Dissemination.pdf?ver=2019-07-090162701-690.pdf">https://codecompliance.calaverasgov.us/Portals/CodeCompliance/Documents/Final%20Edit%202017%208.06%20with%20Draft%202019%20Changes%20for%20Dissemination.pdf?ver=2019-07-090162701-690.pdf</a>            Code Compliance has requested additional input from the public so that such input can be incorporated in the final revision of the ordinance so that it can be brought before the Board of Supervisors for consideration. Members of the public are invited to submit comments and suggestions by writing to <a href="mailto:codecompweb@co.calaveras.ca.us">codecompweb@co.calaveras.ca.us</a></p>
<b>F5</b>	As an internal unit of the CCBD, Code Compliance funding and stability are affected.	<b>CBO</b>	Agree	The Interim Chief Building Official agrees that the Code Compliance budget is affected by the Building Department's budget.
		<b>BOS</b>	Disagree	The Board of Supervisors disagrees with this finding.
		<b>CCU</b>	Agree	Code Compliance agrees that its budget is affected by the Building Department's budget.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
CODE COMPLIANCE**

#	Recommendations	Respondent	Responses (implementation)	Response Text
R1	Code Compliance needs to focus on all county compliance issues such as zoning, signage, main county highway beautification, and nuisance abatement.	CBO	Implemented	The Interim Chief Building Official agrees with this recommendation.
R2	Keep Code Compliance staffed with a minimum of five officers with one appointed as Director.	CBO	Implemented	The Interim Chief Building Official agrees that Code Compliance should be staffed with a minimum of five Officers and one supervisor directing the staff.
		BOS	Implemented	The recommendation has been implemented. The 2018-2019 and the 2019-2020 budget have allocations to address this recommendation.
R3	Code Compliance needs to complete a comprehensive Policy and Procedure Manual by December 31, 2019.	CBO	Implemented	Recommendation has been implemented. Code Compliance manual has been completed and approved by County Counsel and the Interim Chief Building Official and disseminated to staff members.
		BOS	Implemented	The recommendation has been implemented. The Senior Code Enforcement Officer drafted a manual that was approved by the Interim Chief Building Official and County Counsel in June 2019. The manual was subsequently disseminated to staff and is in operation.
R4	During the master fee schedule revision process, Code Compliance must avoid writing municipal codes and fee schedules which create financial and physical hardships.	CBO	Will be implemented	The Interim Chief Building Official agrees with this recommendation. The updated version of 8.06 addresses many of concerns raised by the public in prior hearings and balances the financial need to recover costs of enforcement and preserve public safety against the importance of maintaining the good-will of the community and the trust of the public. Most of the proposed fees found in the prior update have been removed and I believe that the new proposed update gives code compliance officers more flexibility to work with the public, reduce fines based on a defined criteria. The new revised 8.06 is geared towards educating the public and assisting property owners in achieving voluntary compliance without unnecessary punitive measures. The proposed revision does have teeth, but they are reserved for the worst offenders.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
CODE COMPLIANCE**

#	Recommendations	Respondent	Responses (implementation)	Response Text
		<b>BOS</b>	Requires further analysis	The recommendation requires further analysis. Any fees contemplated by Code Compliance at the time of the master fee schedule revision, will be established by the Board of Supervisors in a noticed public hearing, as required by Government Code §66016. The amount of any such fee will be determined pursuant to the analysis required by Article XIII C of the California Constitution and Government Code §53750 <i>et seq.</i> State law prohibits the imposition of any fee that exceeds the reasonable costs of providing services, performing inspections, issuing permits, administrative enforcement, or appeals of enforcement action or staff decisions.
		<b>CCU</b>	Implemented	Code Compliance agrees that a "one size fits all" approach is inappropriate for this County, its constituents, and their unique circumstances. The new draft version of 8.06 takes all of this into [account].
<b>R5</b>	The BOS needs to authorize a Code Compliance Department with its own budget by December 31, 2019.	<b>CBO</b>	Requires further analysis	The Interim Chief Building Official believes this recommendation requires further analysis to determine a plan of action by the Board of Supervisors for budgetary department.
		<b>BOS</b>	Will not be implemented	The recommendation will not be implemented as the current reporting structure of Code Compliance does not compromise the departments funding or stability.
		<b>CCU</b>	Not applicable	That is a policy question for the Board of Supervisors. Code Compliance has been acting as the enforcement arm for multiple departments, and will continue to carry out its obligations under the County Code in accordance with the Board's policy direction as best as it can with the resources that are provided.

**2018-19 Calaveras County Grand Jury**  
**RESPONSES TO CCGJ FINDINGS**  
**CALAVERAS COUNTY GENERAL PLAN**

#	Findings	Respondent	Response (Agree/Disagree)	Response Text
<b>F1</b>	An Administrative Draft of the General Plan from Mintier-Harnish & Associates was delivered to the Calaveras Planning Department but was not released to the public as allowed under CPRA guidelines.	<b>CCPD</b>	No response	
<b>F2</b>	A "counter copy" report entitled "Calaveras County General Plan Public Review Draft Baseline Report" submitted by Mintier-Harnish & Associates, is at the Planning Department and available for public view.	<b>none</b>		

2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
CALAVERAS COUNTY GENERAL PLAN

#	Recommendations	Respondent	Responses (implementation)	Response Text
R1	None			
R2	None			

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ FINDINGS  
 EDUCATIONAL SUPPORT/SERVICES FOR HOMELESS STUDENTS IN CALAVERAS COUNTY**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
<b>F1</b>	The CCOE does not have a comprehensive resource guide for homeless services.	<b>CSOE</b>	Agree	Although CCOE acknowledges that there is currently no printed comprehensive resource guide for homeless services, CCOE provides access to such information through its website. CCOE has elected to provide access to such information through its website because a website can be quickly edited and kept current as information changes. CCGJ and you are directed to the following link: <a href="http://www.ccoe.k12.ca.us/homelessliaison">www.ccoe.k12.ca.us/homelessliaison</a>
<b>F2</b>	Information specific to Calaveras County about homeless student resources is not available to the CCOE website.	<b>CSOE</b>	Agree	While CCOE technically agrees with this finding, my staff and I have addressed CCGJ's concern by adopting a revision to its website (see above-referenced link) following a collaborative effort with the Director of Health and Human Services for Calaveras County. CCOE will maintain this resource and update as resources change.

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ FINDINGS  
 EDUCATIONAL SUPPORT/SERVICES FOR HOMELESS STUDENTS IN CALAVERAS COUNTY**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
<b>F3</b>	In the Calaveras County Strategic Plan to Address Homelessness, dated January 2019, CCOE is identified as a partner in ending homelessness. The services identified by the CCOE homeless youth program are in fact implemented at individual school sites.	<b>CSOE</b>	Partially agree	While services directly affecting homeless students may take place on an individual school campus, with district homeless liaisons, CCOE disseminates guidance directly from the California Department of Education on how to support homeless students. CCOE has elected to proceed in this manner because school sites are a natural point of contact for students as the staff at the local sites are the most aware of the immediate needs of students. Further, in most cases, the staff at the local sites have developed relationships with students and their families and, as a result, have established trust with the families as staff interact daily with the students and their parents. Finally, Calaveras County School Districts know that CCOE's Homeless Liaison is available as a resource and support to them at any time.
<b>F4</b>	Non-profit agencies (i.e.,The Resource Connection, Calaveras Mariposa Community Action Agency) in Calaveras County have comprehensive listings available to anyone seeking guidance to resources and assistance.	<b>CSOE (response not requested; courtesy response only)</b>	Agree	CCOE concurs with CCGJ's finding. CCOE has linked several of the resource links referenced in the above finding in the redesigned Homeless Education Liaison Webpage.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS**

**EDUCATIONAL/SUPPORT SERVICES FOR HOMELESS STUDENTS IN CALAVERAS COUNTY**

#	Recommendations	Respondent	Responses	Response Text
<b>R1</b>	The CCOE should coordinate with The Resource Connection to develop a resource guider that is easily accessible to homeless students and families by December 31, 2019.	<b>CSOE</b>	Partially implemented	My staff and I have already partially implemented such resources via our webpage as discussed above. Further, CCOE already confers with The Resource Connection in many areas. However, The Resource Connection is not the leading agency in Calaveras County for homeless. Calaveras Health and Human Services (CHHS) is the central organization in Calaveras County for addressing the educational needs of those who are homeless. As previously noted, CCOE works closely with CHHS and CHHS was consulted in the development of our web page.
<b>R2</b>	The CCOE must update the online Homeless Liaison Page with information specific to homeless students, homeless student rights, and available resources and services within Calaveras County by December 31, 2019.	<b>CSOE</b>	Implemented	Because my Administrative staff and I agreed with this recommendation, my staff and I have already revised our website to provide access to such information.
<b>R3</b>	As outlined in the Calaveras County Strategic Plan to Address Homelessness dated January 2019, the CCOE needs to coordinate and support the efforts of individual school sites related to the homeless student population.	<b>CSOE</b>	Implemented	CCOE agrees with CGJ's recommendation and will continue to disseminate information as released by the California Department of Education to district homeless liaisons. While CCOE does not govern school districts and cannot serve as a coordinator per se, CCOE will strive to ensure that all Calaveras County public-educaton agencies have the most accurate information available to serve their homeless students, as well as provide, on an immediate basis, assistance as requested.
<b>R4</b>	None			



**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
JAILS/LAW AND JUSTICE**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
<b>F1</b>	Calaveras County Correctional Officers continue to be paid between \$3 and \$4 per hour less than the adjoining counties of Amador and Tuolumne, making employee retention extremely difficult and contributing to staffing levels below the minimum needed.	<b>BOS</b>	Partially agree	The Board of Supervisors disagrees partially with this finding. Salaries of CCPSEA members have been increased in recent rounds of negotiations.
<b>F2</b>	Chronic underfunding for the CCSO has resulted in inadequate staffing levels, egregious overtime requirements, compensation limitations, and retention issues.	<b>BOS</b>	Partially agree	The Board of Supervisors partially disagrees with this finding. The Board of Supervisors respect and value the work of Correctional Officers and Technicians. However, the County's general fund budget is constrained as a rural county. Competition for resources across all general fund departments is significant. Each year during the budgeting process, all Department Heads have opportunity to provide rationale for increases to their respective budgets.
<b>F3</b>	The jail is funded for six Correctional Technicians but needs two more to provide adequate safety to staff and inmates.	<b>BOS</b>	Unclear response	This recommendation will not be implemented. Department Heads have multiple opportunities to provide rationale for increases to their respective budgets for staffing annually during the budgetary process at Preliminary Budget, Final Budget, and again at Midyear Budget.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
JAILS/LAW AND JUSTICE**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
<b>F4</b>	The CCSO needs to fill the two vacant Correctional Officer positions in order to function safely with the current inmate population.	<b>CCSO</b>	Agree	The CCSO acknowledges and agrees that vacant Correction Officer positions needed to be filled in order to function safely with the current inmate population. The Sheriff's Office is working with Human Resources and an external recruiting vendor in order to expand our outreach to recruit candidates. The external recruiting vendor is also looking at establishing ways to increase retention by comparing the benefits of living and working in Calaveras County in comparison to other locations within California.
<b>F5</b>	There is not a written employee retention incentive program at this time, thus leaving any retention incentives up to the discretion of the Sheriff.	<b>CCSO</b>	Agree	CCSO agrees with the finding. There is currently a retention pay plan whereby the county will pay incentives for <u>Deputy Sheriff's</u> for relocation costs and retention pay. The Sheriff's Office will discuss the affordability of this issue with the County Administrative Office and Human Resources.
<b>F6</b>	The Calaveras County Jail, after five years in existence, continues to be well-maintained and clean, providing a healthy environment for the current number of inmates and staff.			
<b>F7</b>	Increased staffing levels to the Patrol Division would provide more comprehensive coverage of patrol services to county residents in areas that are currently being underserved.	<b>BOS</b>	Partially agree	The Board of Supervisors partially agrees with this finding and has approved funding for an additional patrol deputy in the 2019-2020 budget.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
JAILS/LAW AND JUSTICE**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
<b>F8</b>	Unoccupied jail beds are a potential revenue source as they can be leased to other counties.	<b>CCSO</b>	Agree	CCSO agrees with the finding. The Calaveras County Jail already has a bed contract in place between CCSO and the Amador County Sheriff's Office. This contract generates revenue. The Sheriff's Office has already begun working with the California State Department of Hospitals. This is concerning a project to rent vacant bed space to inmates with mental health issues who need to be restored to competency in order to address pending criminal charges or stand trial. The California State Department of Hospitals has already taken a tour of the Calaveras County Jail.
<b>F9</b>	The cultivation of cannabis in Calaveras County continues to require the Sheriff's Office to enforce violations. Over \$2 million in funding once allocated for this purpose no longer exists.	<b>BOS</b>	Partially agree	The Board of Supervisors partially disagrees with this finding. Cannabis enforcement remains a priority for funding from the Board of Supervisors. Allocation from the General Fund was made in the 2018-2019 and 2019-2020 budgets for the specific purpose of cannabis enforcement.
<b>F10</b>	Rape kits in Calaveras County are processed and analyzed more expeditiously than required by law, and currently there is no back log of rape kits.			

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ RECOMMENDATIONS  
 JAILS/PUBLIC CORRECTIONAL FACILITIES/CALAVERAS COUNTY FACILITY**

#	Recommendations	Respondent	Responses	Response Text
<b>R1</b>	The BOS needs to address inadequate salary levels of Calaveras County Correctional Officers and Technicians by mid-term budget review in 2020.	<b>BOS</b>	Requires further analysis	This recommendation needs further analysis as salaries and benefits are a mandatory subject of bargaining and will be considered in the next round of collective bargaining.
<b>R2</b>	The BOS needs to adequately adjust the CCSO budget by February 28, 2020 in order to provide sufficient staffing levels for the safety of officers, technicians and inmates.	<b>BOS</b>	Will not be implemented	This recommendation will not be implemented. Department heads have multiple opportunities to provide rationale for increases to their respective budgets for staffing annually during the budgetary process at Preliminary Budget, Final Budget, and again at Midyear Budget.
<b>R3</b>	The BOS needs to approve the necessary budget for the hiring of two additional Correctional Technicians at the next budget mid-term review in 2020.	<b>BOS</b>	Will not be implemented	This recommendation will not be implemented. Department heads have multiple opportunities to provide rationale for increases to their respective budgets for staffing annually during the budgetary process at Preliminary Budget, Final Budget, and again at Midyear Budget.

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ RECOMMENDATIONS  
 JAILS/PUBLIC CORRECTIONAL FACILITIES/CALAVERAS COUNTY FACILITY**

#	Recommendations	Respondent	Responses	Response Text
<b>R4</b>	The CCSO needs to continue outreach and recruiting to fill the two Correctional Technician vacancies.	<b>CCSO</b>	Implemented	In April 2019, the CCSO fulfilled the Grand Jury recommendation by filling the two Correctional Technician vacancies and now have all six funded Correctional Technician positions filled. CCSO is utilizing social media and other on-line avenues for advertising and posting open job announcements including Correctional Officer positions. CCSO continues outreach and recruiting efforts to fill open Correctional Officer positions. In April 2019, CCSO conducted two days of Correctional Officer interviews for new applicants. Background investigations are underway for potential new hires. Recruiting continues with another Correctional Officer applicants' test scheduled in July 2019. Sheriff's administrative personnel in conjunction with Human Resources continue to diligently work to fill all vacant jail positions.

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ RECOMMENDATIONS  
 JAILS/PUBLIC CORRECTIONAL FACILITIES/CALAVERAS COUNTY FACILITY**

#	Recommendations	Respondent	Responses	Response Text
<b>R5</b>	The CCSO needs to establish a written employee retention program by December 31, 2019.	<b>CCSO</b>	Recommendation will not be implemented within the recommended timeframe.	CCSO will not implement this recommendation by December 31, 2019. The Fiscal Year Budget is at the preliminary stage and largely set for the coming fiscal year. CCSO continues to work with Calaveras County Human Resources Department on classification and compensation surveys. An employee retention program is contingent on lowering the extent of the disparity in pay for all jail employee positions compared to surrounding counties of like size and similar Correctional Officer positions with the California Department of Corrections and Rehabilitation. CCSO continues to alert the Board of Supervisors to the pay inequities that need to be addressed during employee bargaining unit negotiations. The Sheriff's Office will discuss the retention plan with the County Administrative Office and Human Resources as noted above.
<b>R6</b>	The CCSO should continue maintaining a healthy jail environment for inmates and staff.			
<b>R7</b>	The BOS needs to approve funding for eight additional patrol deputies in the budget mid-term review in 2020.	<b>BOS</b>	Will not be implemented	This recommendation will not be implemented but it should be noted that an additional patrol officer position was approved in the 2019-2020 budget.
<b>R8</b>	By June 30, 2020, the CCSO needs to determine the necessary staffing levels required to increase the number of out-of-county inmates housed in the jail.	<b>CCSO</b>	Implemented	CCSO will continue to evaluate staffing levels and potential revenue sources including out-of-county inmate bed contracts. When and if enough officers can be successfully hired to fill the vacant positions, CCSO will complete the needs assessment to determine the necessary staffing levels required to increase the number of out-of-county inmates housed in the jail.

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ RECOMMENDATIONS  
 JAILS/PUBLIC CORRECTIONAL FACILITIES/CALAVERAS COUNTY FACILITY**

#	Recommendations	Respondent	Responses	Response Text
<b>R9</b>	The BOS should, within the 2019-2020 fiscal year, increase the Sheriff's Office budget sufficiently to improve services to the county.	<b>BOS</b>	Will not be implemented	This recommendation will not be implemented. The County's general fund budget is constrained as a rural county. Competition for resources across all general fund departments is significant. Each year during the budgeting process, all Department Heads have opportunity to provide rationale for increases to their respective budgets.
<b>R10</b>	None			

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
JENNY LIND VETERANS MEMORIAL DISTRICT**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
<b>F1</b>	The JLVMD obtained a bank loan which was noncompliant with the MVC in two ways: a) On April 29, 2016, JLVMD obtained a private construction loan. b) The construction loan was paid off January 28, 2019, when the balance converted to a ten-year Commercial Real Estate Term Loan.	<b>A/C</b>	Agree	I agree with these findings.
		<b>BOS</b>	Agree	The Board of Supervisors agrees with these findings.
		<b>JLVMD</b>	Agree	As to Findings 1(a) and (b) concerning the JLVMD non-compliant bank loan, we agree.
<b>F2</b>	The JLVMD acted on its own authority to obtain bank loans without the involvement of the BOS or the Calaveras County Auditor/Controller.	<b>A/C</b>	Agree	I agree with this finding.
		<b>BOS</b>	Agree	The Board of Supervisors agrees with this finding.
		<b>JLVMD</b>	Agree	As to Finding 2, the JLVMD acted on its own authority to obtain a bank loan without the involvement of the BOS or the County Auditor/Controller, we agree. The JLVMD is a Special District and authorized to act on its own under the MVC. The District is a separate legal entity of the County of Calaveras. We believe the Board of Directors at the time acted in the best interest of the District with no intention of violating any law, ordinance, or the MVC.
<b>F3</b>	The JLVMD passed Resolution 2013-09 to borrow money and encumber property, which is outside the authority granted under the MVC.	<b>JLVMD</b>	Agree	As to Finding 3, The JLVMD passed resolution 2013-09 to borrow money and encumber property, which is outside the authority granted under the MVC, we agree since we have become aware of County Counsel's explanation of the "Letter of the Law" pertaining to MVC 1190.



**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ FINDINGS  
JENNY LIND VETERANS MEMORIAL DISTRICT**

#	Findings	Respondent	Responses (Agree/Disagree)	Response Text
F4.	With an outstanding loan on the property, the JLVMD property is at risk of loan default.	<b>BOS</b>	Partially disagree	The Board of Supervisors partially disagrees with this finding. The BOS is not in a position to assess the likelihood of default on the loan.
		<b>JLVMD</b>	Disagree	As to Finding 4, with an outstanding loan on the property, the JLVMD property is at risk of loan default, we disagree the property is at risk. The Grand Jury failed to note the valuation of the property in question, which under the stewardship of the BOD has increased by half a million dollars to reflect a correct value of \$1.25 million dollars. This is a substantial increase in property valuation and reflects the viability of the District. Additionally, the District has obtained additional revenues by means of renters, such as the Calaveras Veterans Service Office. They occupy the building on a four-year lease to serve the veterans of the County. Additionally, it must be noted that the District has a viable asset in land. The District is currently comprised of 34 acres of land, of which 32 acres are unencumbered by debt. This represents a substantial asset for the District. Since obtaining the loan in 2016, the District has made all payments promptly and without penalty. Additionally, event rentals are increasing and other revenue sources are being reviewed and considered.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
JENNY LIND VETERANS MEMORIAL DISTRICT**

#	Recommendations	Respondent	Responses (implementation)	Response Text
<b>R1(a)</b>	The JLVMD should inform the BOS of the bank loan on or before October 1, 2019.	<b>A/C</b>	Will be implemented	I agree with this recommendation. This has not occurred to date, but will be working with the Board to ensure that discussion occurs. <i>(Response is dated July 16, 2019.)</i>
		<b>JLVMD</b>	Implemented	As to Recommendation 1(a), The JLVMD should inform the BOS of the loan, the BOS has been informed.
<b>R1(b)</b>	The BOS should consider a partnership with the JLVMD to pay off the noncompliant loan and create a more favorable long-term loan, as may be permitted by law. A joint meeting should be scheduled to explore solutions on or before October 1, 2019.	<b>A/C</b>	Will be implemented	I agree with this recommendation. This recommendation has not been implemented yet. Due to the fact that the interest rate is variable, market exposures can cause the rate to increase. There is a pre-penalty clause that will cause \$21,835 cost in year one, \$14,516 in year two, or \$7,131 in year three. Additionally, a lump sum payment of approximately \$573,732 is due January 2029 if no action is taken by the County Board of Supervisors. Generally, the Board could approve a rate not to exceed the county treasury pooled rate, which is significantly less than the current 6.08% currently being assessed on their loan. Based on the outreach with the County Board, I would anticipate that the action can occur before December 2019. <i>(Response is dated July 16, 2019.)</i>
		<b>BOS</b>	Requires further analysis	This recommendation(s) requires further analysis. The BOS supports the JLMVD (sic) and will work with the District collaboratively to consider options but the JLMVD (sic) is a Special District with its own governance which is responsible for decision-making on how to handle financial matters of their District.
		<b>JLVMD</b>	Will be implemented	As to Recommendation 1(b), we will schedule a meeting with the BOS but since this entails budgetary matters by a county agency, we are not sure who will be responsible for the final response.

**2018-19 Calaveras County Grand Jury  
 RESPONSES TO CCGJ RECOMMENDATIONS  
 JENNY LIND VETERANS MEMORIAL DISTRICT**

#	Recommendations	Respondent	Responses (implementation)	Response Text
<b>R2</b>	The JLVMD needs to strictly adhere to the MVC in its entirety.	<b>A/C</b>	Will not be implemented	I agree with this recommendation. This has not been implemented yet. My office has little authority over the operations or actions of Special Districts. While I can demand adherence, I have no ability to ensure that occurs.
		<b>JLVMD</b>	Implemented	As to Recommendation 2, the current BOD has made every effort possible to strictly adhere to the MVC in its entirety on all matters pertaining to District business. However, it must be noted that the current BOD of the district is comprised of 5 non compensated Directors, 4 of whom are veterans, serving the veterans of the district and the community for the betterment of all. The Board members devote hundreds of hours of their own time to make sure the District is running as smooth as possible and is always meeting the needs of our Veterans and the community. Some of our board members work and come in on their time off to make repairs, meet with the community and our veterans, taking time from their families to meet with those we promise to serve. The BOD changes for a variety of reasons, and we contend that the BOD acts for the betterment of the community at large and its veterans, without malice or intentional malfeasance.
<b>R3</b>	None			

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
JENNY LIND VETERANS MEMORIAL DISTRICT**

#	Recommendations	Respondent	Responses (implementation)	Response Text
<b>R4</b>	<p>On or before October 1, 2019, the JLVMD must consider the following solutions to retire the loan:</p> <p>a) The District can work through the BOS to go into bond indebtedness.</p> <p>b) The District can work through the BOS to seek a special tax.</p> <p>c) The District can work through the BOS to combine with the County as detailed in MVC Article 2, §1193.</p>	<b>BOS</b>	Will not be implemented	This recommendation will not be implemented. The BOS supports the JLMVD (sic) and will work with the District, at their request, to consider options but the JLMVD (sic) is a Special District with its own governance. Decisions relative to their finances are independent of the BOS.
		<b>JLVMD</b>	Requires further analysis	As to Recommendation 4(a) thru (c), as allowed by Penal Code 933.05(b)(3), JLVMD needs more than 90 days for a proper response because the CCGJ recommendations require further analysis of potential budgetary commitments that may severely impact our operating budget. JLVMD has a meeting scheduled with members of the BOS and the County Administrative Officer on Tuesday, October 2nd to discuss these recommendations and their feasibility. The outcome of this meeting and our further analysis will be placed on our December Agenda for resolution and a decision will be forwarded to the Grand Jury Foreperson, the Board of Supervisors and Judge Healy.
		<b>A/C</b>	Comment only	I agree with this recommendation. While not required to respond to this recommendation, it is important to note that the district has debt capacity to allow for bond indebtedness should the voters approve it.

2018-19 Calaveras County Grand Jury

RESPONSES TO CCGJ FINDINGS

COLLEGE DISTRICTS

#	Findings	Respondent	Responses (Agree/ Disagree)	Response Text
<b>F1</b>	Measure L Bond language implied that a Foothills campus would be built by SJDCD. After the Bond was approved by SJDCD voters, the project was abandoned, and there are no plans to build a campus or a college learning center in Calaveras County for the remaining life of the Bond.	<b>SJDCD</b>	Partially agree	The Measure L project list included the Foothills Campus project and therefore, the expenditure of Measure L bond funds on that project was authorized by the voters. However, Measure L also stated that, “[i]n the event of an unexpected slowdown in development or enrollment of students at the college, certain of the projects described above will be delayed or may not be completed. In such case, bond money will be spent on only the most essential of the projects listed above.” Following voter approval of Measure L, there was an unexpected slowdown in enrollment in the geographic area relevant to the Foothills Campus. For the foregoing reason, the Board of Trustees (“Board”) SJDCD decided not to proceed with the Foothills Campus project.
<b>F2</b>	Despite the BOS response to the 2013-2014 CCGJ report which expressed their desire for SJDCD to expand and establish a Foothill area campus or education center, this has not occurred and will not occur during the life of the Bond.	<b>BOS</b>	Agree	The Board of Supervisors agrees with this finding. No evidence of funds appropriated or planning for the Calaveras Campus is documented on the San Joaquin Delta College Measure L Bond Program website.
<b>F3</b>	According to the SJDCD 20-Year Comprehensive Master Plan, the District will likely require the passage of another bond measure to fund its long-term capital expenses for construction and improvements.	<b>SJDCD</b>	Agree	The Board of SJDCD agrees that a new bond will be required to fund future facilities requirements.
<b>F4</b>	As long as Calaveras County is a member of SJDCD, any new bond could be approved with or without the support of County voters.			

2018-19 Calaveras County Grand Jury

RESPONSES TO CCGJ FINDINGS

COLLEGE DISTRICTS

#	Findings	Respondent	Responses (Agree/ Disagree)	Response Text
F5	There is a strong desire among Calaveras County educators and students for higher education opportunities within the County.	CSOE	Agree	<p>CCOE is actively working with both the Yosemite Community College District (YCCD) and the San Joaquin Delta Community College District (SDCCD) to provide expanded offerings to those living in Calaveras County. For example, as to YCCD/Columbia, I have met several times with YCCD’s Dean of CTE and Instruction to discuss offerings available in Calaveras County. I am also in discussion with YCCD regarding the establishment of remote/virtual satellite locations around Calaveras County. Finally, I meet at least annually with the Columbia College President regarding YCCD’s commitment to provide more educational program for Calaveras County students. As to SDCCD, I meet with the President of SDCCD several times a year regarding Calaveras County students' access to SDCCD’s programs. I will continue that effort when the new SDCCD President is seated in the fall of 2019. Finally, I communicate at least on a quarterly basis with SDCCD’s Dean of CTE &amp; Workforce Development on matters in which SDCCD can improve its services to Calaveras County. SDCC’s Dean of CTE &amp; Workforce Development and I are exploring the establishment of virtual locations in Calaveras County. My administrative staff works directly with both YCCD and SDCCD in coordination with CCOE’s Adult Education program. With the primary goal of ensuring our local graduates’ success in their post-graduate education, CCOE’s administrative staff coordinates a “hand-off” of students from diploma completion to community college enrollment. As to current Calaveras County high school students, CCOE administrative staff works with Columbia College Admissions Department to provide Dual-Enrollment courses to Calaveras County students via classes on the high school campus and at the college. If you have further questions regarding this specific finding, please contact me. I am very excited about the plans my administrative staff and I have for Calaveras County students.</p>

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
COLLEGE DISTRICTS**

#	Recommendations	Respondent	Responses (implementation)	Response Text
R1	At a Board meeting scheduled no later than October 1, 2019, SJDCD Board of Trustees needs to reevaluate unspent funds, even if allocated, to address an educational facility in Calaveras County.	SJDCD	Requires further analysis	The Board of SJDCD expects to consider reevaluating the allocation of unspent funds, even if currently allocated, to an educational facility project in Calaveras County. The Board cannot assure that this will be done by October 1, 2019.
R2	The CCGJ recommends a complete withdrawal from the SJDCD by December 31, 2019.	CSOE	Will not be implemented	<p>CCOE cannot agree with CCGJ’s recommendation for Calaveras County to completely withdraw from the SJDCD by December 31, 2019, as it is not realistic. The process for Calaveras County to withdraw from the SJDCD is governed by state law. The California Department of Education has prepared a very helpful document entitled the “District Organization Handbook.” I have attached a copy of the following material from CDE’s “District Organization Handbook” for your review:</p> <ul style="list-style-type: none"> <li>-Chapter 5 - Reorganization of School Districts in California</li> <li>-Chapter 12 - Procedures for Reorganizing California Community College Districts</li> <li>-Appendix C - Reorganization of Districts Under the Jurisdiction of Different Counties</li> </ul> <p>The process for the reorganization of a community college district is very detailed and complicated. The process must be initiated by a petition filed containing at least 25% of the registered voters in the territory or a majority of the members of the governing boards of each school and community college district affected. The process may also require an election. The process would be further complicated by the fact that the territory of SJDCD touches five counties. The documentation I have attached and the remaining portion of the “District’s Organization Handbook” can be obtained on the California Department of Education website <a href="https://www.cde.ca.gov/re/lr/do/">https://www.cde.ca.gov/re/lr/do/</a> While there could be considerable tax implications from the withdrawal from the SJDCD, neither my staff nor I have spent any time considering the tax implications of such a change.</p>
		BOS	Will not be implemented	This recommendation will not be implemented. The CAO, in collaboration with the Superintendent of Schools, are working collaboratively to approach higher education entities to develop specific higher education delivery strategies for the County.

**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
COLLEGE DISTRICTS**

#	Recommendations	Respondent	Responses (implementation)	Response Text
		<b>SJDCD</b>	Will not be implemented	<p>The Board of SJDCD will not take any steps to facilitate Calaveras County's withdrawal from SJDCD.</p> <p>San Joaquin Delta Community College District is committed to the educational, occupational, and social success of all students in all of the communities we serve. We are also committed to the economic development of the entire College District. We continue to believe that we can effectively serve the citizens of Calaveras County by collaborating with the educational institutions, business and industry, government, and economic development agencies as we have done in the past, continue to do now, and commit to do into the future. We hope the citizens of Calaveras County will join with us to find new and better ways to serve their higher education needs.</p>
<b>R3</b>	By October 1, 2019, the BOS should instruct County Counsel to initiate secession from the SJDCD.	<b>BOS</b>	Will not be implemented	The recommendation will not be implemented. The CAO, in collaboration with the Superintendent of Schools, are working collaboratively to approach higher education entities to develop specific higher education delivery strategies for the County.
<b>R4</b>	The CCGJ strongly recommends secession from SJDCD prior to any new bond measure that commits County voters to another tax obligation with no benefit.	<b>CSOE</b>	Will not be implemented	For the reasons set forth above, CCOE cannot agree with CCGJ's recommendation for Calaveras County to completely withdraw from the SJDCD by December 31, 2019.
<b>BOS</b>		Will not be implemented	The recommendation will not be implemented.. The Board of Supervisors have provided direction for the CAO, in collaboration with the Superintendent of Schools, to work with various higher education entities to develop specific higher education delivery strategies for the County.	



**2018-19 Calaveras County Grand Jury  
RESPONSES TO CCGJ RECOMMENDATIONS  
COLLEGE DISTRICTS**

#	Recommendations	Respondent	Responses (implementation)	Response Text
R5	<p>After the County withdraws from SJDCD, the Calaveras County Superintendent of Schools and BOS are to collaborate and decide upon one of the following options:</p> <p>a) Open negotiations with YCCD to consolidate the entirety of Calaveras County into one college district, or</p> <p>b) Develop a County sponsored/partnered distance learning campus such as the one in Amador County.</p>	CSOE	Requires further analysis	<p>a) Unless and until Calaveras County withdraws from the SJDCD pursuant to the process described above, CCOE is unable to estimate the time frame it would take to consolidate the entirety of Calaveras County into one college district. The consolidation of Calaveras County into one college district would require that Calaveras County Officials follow the process of reorganization of a community college district as described in the attached material from the California Department of Education. CCOE is committed to “opening” negotiations with YCCD to consolidate the entirety of the Calaveras County into one college district once the process for the Calaveras County withdrawing from the SJDCD is completed.</p> <p>b) While a County-sponsored/partnered distance learning campus as suggested above has not been implemented, CCOE agrees with this recommendation and fully intends to implement such a distance learning program/campus in the future. My staff and I am currently in discussions with both the YCCD and the SJDCD on strategies to improve the method by which Calaveras County students (both young and old) are served through virtualized/distance learning settings at various locations throughout Calaveras County. My administrative staff and I hope to have a joint-pilot program in place during the 2019-2020 school year.</p>
		BOS	Will not be implemented	The recommendation will not be implemented. The Board of Supervisors have provided direction for the CAO, in collaboration with the Superintendent of Schools, to work with various higher education entities to develop specific higher education delivery strategies for the County.