

**A REPORT BY
THE 2012-2013 CONTRA COSTA COUNTY GRAND JURY**
725 Court Street
Martinez, California 94553

Report 1301

**COMPLIANCE AND REVIEW
COMMITTEE REPORT**

Contra Costa County Grand Jury Report 1301

COMPLIANCE AND REVIEW COMMITTEE REPORT

The Contra Costa County Civil Grand Jury is impaneled annually to investigate city and county government, special districts and certain non-profit corporations to ensure that their functions are performed in a lawful, economical and efficient manner. Findings and Recommendations developed from these investigations are contained in the reports signed by the Grand Jury Foreperson and the Grand Jury Judge. Responses to these reports must be made within certain time constraints and in accordance with specific formats pursuant to 933 and 933.05 of the California Penal Code.

The following Compliance and Review Committee report was prepared by the 2012-2013 Grand Jury. A function of the Compliance and Review Committee is to request additional responses in cases where the original responses were deemed to be inadequate. Any such additional responses have been included in this report.

This year as last year, responses to the previous year's Grand Jury reports will be posted on the Contra Costa County Grand Jury Website in their entirety. The entire responses may contain additional background information not required by law and not contained herein.

The Grand Jury believes it is important for future Grand Juries to continue to review these responses and to be vigilant in seeing that recommendations that have been accepted have been carried out. In this manner, the commitment and hard work of past and future Grand Juries will result in positive changes for the citizens of Contra Costa County.

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CONTRA COSTA COUNTY GRAND JURY REPORT 1202

FIRE PROTECTION – WHAT CAN YOU AFFORD?

<i>Recommendation #1: The Board should consider other available operating structure alternatives before deciding on a ballot measure.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County Fire Protection District	Has been implemented.
<i>Recommendation #2: The Board should consider whether the current operating structure provides adequate service levels, and should be included as an alternative.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County Fire Protection District	Has been implemented.
<i>Recommendation #3: The Board should consider outsourcing all fire suppression services to CAL FIRE for the current operating structure as a potential cost savings measure.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County Fire Protection District	Has been carefully considered but rejected
<i>Recommendation #4: All possible cost containment opportunities, including resolution of the union agreement, should be considered in the Board’s evaluation of alternatives for providing service.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County Fire Protection District	Has been implemented
<i>Recommendation #5: For all operating structures considered, the Board should conduct the analyses required to determine whether the additional revenue being requested from the taxpayers is the minimum reasonably required to fund and sustain each alternative.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County Fire Protection District	Has been implemented.
<i>Recommendation #6: The Board should inform and educate the residents of the District regarding alternative operating structures and associated costs, and solicit their input.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County	Has been implemented.

Fire Protection District	
<i>Recommendation #7: After receiving public input, the Board should decide on the most appropriate operating structure and propose an appropriate parcel tax initiative.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County Fire Protection District	Has been implemented
<i>Recommendation #8 The Board should consider developing a viable service alternative to be implemented in the event of the parcel tax initiative failing.</i>	
RESPONDENT	RESPONSES
Board of Directors – East Contra Costa County Fire Protection District	Is being implemented.

To refer to the Grand Jury Report No. 1202 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1203

DEFERRED MAINTENANCE How Much Longer Can It Be Deferred?

<i>Recommendation #1: The County should determine a way to measure progress of the implementation of the RAMP directives and use that measure annually as a quantitative way of advising the citizens of the progress achieved.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Has been implemented.
<i>Recommendation #2: The County should considered acknowledging the growing magnitude of the deferred maintenance issue, review the RAMP objectives and actions, and develop a realistic approach.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Has been implemented.
<i>Recommendation #3: Beginning with the FY 2012-13 Budget Summary, the County should consider providing citizens a complete and accurate update of its progress in addressing deferred maintenance and include disclosure of near-term plans, especially with respect to the critical and highest priority needs.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Has been implemented.

To refer to the Grand Jury Report No. 1203 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1204

EDUCATION BOARD COMPENSATION

Leading by Example

Recommendation #1: All education districts should consider conducting an annual public review of the total compensation provided to their board members and address whether changes in compensation are warranted. The review should include a detailed breakdown of all components of that compensation, including meeting compensation, fees, stipends, allowances, healthcare or cash in lieu of healthcare, life insurance, employer-paid retirement plans, other post-retirement benefits, technology equipment and services, and any other form of compensation.

RESPONDENT	RESPONSES
Acalanes Union High School District	Will be implemented in June, 2012
Antioch Unified School District	Will be implemented on an annual basis
Brentwood Union School District	Will be implemented on an annual basis.
Byron Union School District	Not applicable
Canyon School District	Will be implemented in the future
Contra Costa Community College District	Will be implemented on an annual basis
Contra Costa Office of Education	Will be implemented on an annual basis
John Swett Unified School District	Will be implemented in the fiscal year 2012-13
Knightsen Elementary School District	Has been implemented
Lafayette School District	Will be implemented in June, 2013
Liberty Union High School District	Will be implemented in the upcoming school year
Martinez Unified School District	Will be implemented on June 11, 2012
Moraga School District	Will be implemented on an annual basis
Mt. Diablo Unified School District	Will be implemented on an annual basis

Oakley Union Elementary	Will be implemented on an annual basis
Orinda School District	Will be implemented annually and reported each June
Pittsburg Unified School District	Will be implemented in July, 2012
San Ramon Valley Unified School District	Will be implemented
Walnut Creek School District	Will be implemented in fall, 2012
West Contra Costa Unified School District	Will be implemented effective the 2012-13 school year
<i>Recommendation #2: As part of the public annual review discussed in Recommendation 1, all districts should consider reviewing their board travel, mileage, training and other reimbursed expenses to verify that they were necessary.</i>	
RESPONDENT	RESPONSES
Acalanes Union High School District	Will be implemented in June, 2012
Antioch Unified School District	Has been implemented
Brentwood Union School District	Has been implemented
Byron Union School District	Will be implemented in the 2012-13 academic school year
Canyon School District	Will be implemented in the future
Contra Costa Community College District	Will not be implemented
Contra Costa Office of Education	Has been implemented
John Swett Unified School District	Has been implemented
Knightsen Elementary School District	Has been implemented
Lafayette School District	Will be implemented in June, 2013
Liberty Union High School District	Will be implemented in the upcoming school year
Martinez Unified School District	Will be implemented on June 11,2012
Moraga School District	Will be implemented on an annual basis
Mt. Diablo Unified School District	Has been implemented

Oakley Union Elementary	Has been implemented
Orinda School District	Will be implemented annually and reported each June
Pittsburg Unified School District	Will be implemented in July, 2012
San Ramon Valley Unified School District	Will be implemented
Walnut Creek School District	Will be implemented in fall, 2012
West Contra Costa Unified School District	Will be implemented effective the 2012-13 school year
<i>Recommendation #3: As part of the public annual review discussed in Recommendation 1, districts that provide healthcare benefits should consider whether it is appropriate to provide such benefits to their elected board members.</i>	
RESPONDENT	RESPONSES
Antioch Unified School District	Governing Board will review and implement if approved.
Brentwood Union School District	Will be implemented on an annual basis
Contra Costa Community College District	Will not be implemented
Contra Costa Office of Education	Will be implemented on an annual basis
Knightsen Elementary School District	Has been implemented
Mt. Diablo Unified School District	Has been implemented
Walnut Creek School District	Will be implemented in fall, 2012
West Contra Costa Unified School District	Will be implemented effective the 2012-13 school year

To refer to the Grand Jury Report No. 1204 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1205

ANIMAL SHELTERS IN CONTRA COSTA COUNTY Tails of Two Shelters

<i>Recommendation #1: The Antioch Shelter should explore ways to increase the number of volunteers to ensure the humane treatment of the animals and that each animal receives adequate personal attention (walking, socialization) each day.</i>	
RESPONDENT	RESPONSES
Antioch City Council	Has been implemented.
<i>Recommendation #2: The Antioch Shelter should explore options to provide lower cost spay/neuter fees for newly adopted animals.</i>	
RESPONDENT	RESPONSES
Antioch City Council	Has been implemented.
<i>Recommendation #3: Each shelter should examine its cost per animal to ensure that the amount being spent provides for efficient, effective and humane treatment for the animals.</i>	
RESPONDENT	RESPONSES
Antioch City Council	Has been implemented.
Contra Costa County Board of Supervisors	Will be implemented.
<i>Recommendation #4: The County Shelter and the Antioch Shelter should consider establishing advisory councils to provide direction and suggest priorities for each shelter.</i>	
RESPONDENT	RESPONSES
Antioch City Council	Will not be implemented.
Contra Costa County Board of Supervisors	Will not be implemented.

To refer to the Grand Jury Report No. 1205 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1206
ROLLINGWOOD-WILART PARK RECREATION AND PARK DISTRICT
Who's Minding the Store?

<i>Recommendation #1: LAFCO should initiate proceedings to dissolve Rollingwood-Wilart Park Recreation and Park District.</i>	
RESPONDENT	RESPONSES
Local Agency Formation Commission	Requires further analysis.

To refer to the Grand Jury Report No. 1206 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1207

IN-HOME SUPPORTIVE SERVICES (IHSS) Home Alone

<i>Recommendation #1: Employment and Human Services Department (EHSD) should consider developing, tracking and annual reporting of quantitative outcome objectives that address service delivery and cost savings, which result from diverting clients from more costly institutional care.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Will not be implemented.
<i>Recommendation #2: IHSS should consider developing contingency plans that spell out how it will adjust to proposed State funding reductions.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Will not be implemented.
<i>Recommendation #3: IHSS should consider decreasing social worker caseloads by recruiting, training and placing volunteers who could relieve social work staff of paperwork, record review, phone follow-up, with clients and other administrative tasks.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Will not be implemented.
<i>Recommendation #4: IHSS should consider having social workers make more of their regular home visits unannounced and provide reports of these visits to supplement the efforts of the Program Integrity/Quality Assurance staff.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Will not be implemented.
<i>Recommendation #5: IHSS should consider the costs and benefits of automating signature verification functions.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Will not be implemented.
<i>Recommendation #6: EHSD should consider identifying funds to cover incremental costs to use the existing Information and Assistance Program hotline to handle complaints.</i>	
RESPONDENT	RESPONSES

Contra Costa County Board of Supervisors	Will not be implemented.
<i>Recommendation #7: IHSS should consider maintaining photos of clients for use during home visits to monitor for possible identity theft and to find or identify a client should the need to arise.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Will not be implemented.

To refer to the Grand Jury Report No. 1207 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1208

SCHOOL BOND OVERSIGHT COMMITTEES

Raising the Bar

<i>Recommendation #1: A district's ballot language should inform voters of all intended uses of bond funds, the specific projects to be undertaken, the schools where the projects will be undertaken, the district's initial priorities, and a realistic estimate of project costs.</i>	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been implemented
Governing Board – Contra Costa Community College District	Has been partially implemented; will be fully implemented in the future
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Has been partially implemented; will be fully implemented in the future
Governing Board – Mt. Diablo Unified School District	Will not be implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented
<i>Recommendation #2: A district should disclose and explain in the ballot language if, and in what ways, bond funds will be used to provide General Fund relief for the district.</i>	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Not yet applicable; will be implemented in the future
Governing Board – Antioch Unified School District	Will be implemented when the next Bond Measure is placed on the November, 2012 ballot

Governing Board – Byron Union School District	Not applicable
Governing Board – Contra Costa Community College District	Not yet applicable; will be implemented in the future
Governing Board – John Swett Unified School District	Not yet applicable; will be implemented in the future
Governing Board – Martinez Unified School District	Has been partially implemented; will be fully implemented in the future
Governing Board – Mt. Diablo Unified School District	Will not be implemented
Governing Board – Pittsburg Unified School District	Not yet applicable; will be implemented in the future
Governing Board – West Contra Costa Unified School District	Has been implemented
<i>Recommendation #3: In recruiting candidates for appointment to oversight committees, a district should seek nominations from the groups required to be represented on the committee by Education Code Section 15282(a).</i>	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been implemented
Governing Board – Contra Costa Community College District	Has been implemented
Governing Board – John Swett Unified School District	Will be implemented in the future if applicable
Governing Board – Martinez Unified School District	Has been implemented
Governing Board – Mt. Diablo Unified School District	Has been implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented

Recommendation #4: A district should consider ways to recruit independent, qualified and motivated applicants from the community, including announcements in local media, district newsletters, solicitations to local civic and professional groups, and mailing postcards to residents to solicit applications when the ballot materials are mailed.

RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been implemented
Governing Board – Contra Costa Community College District	Has been implemented
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Has been implemented
Governing Board – Mt. Diablo Unified School District	Has been implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented

Recommendation #5: A district should require all candidates for bond oversight committees to submit written applications listing their background, qualifications, a statement of interest, and disclosure of any prior employment by, or prior involvement or business relationship with, the district.

RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been implemented
Governing Board – Contra Costa Community College District	Has been implemented effective June 1, 2012
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Has been implemented
Governing Board – Mt. Diablo Unified School District	Has been implemented

Governing Board – Pittsburg Unified School District	Has been partially implemented; will be fully implemented in the future
Governing Board – West Contra Costa Unified School District	Has been implemented
<p><i>Recommendation #6: A district should make available to committee members, for their consideration in creating committee bylaws and operating procedures, copies of:</i></p> <ul style="list-style-type: none"> • <i>California League of Bond Oversight Committee recommended Best Practices</i> • <i>San Diego County Taxpayers Association “Oversight Committee Best Practices” guide</i> • <i>California Coalition for Adequate School Housing “Proposition 39 – Best Practices Handbook”</i> • <i>Little Hoover Commission 2009 Report “Bond Spending: Expanding and Enhancing Oversight”</i> • <i>California League of Cities “A Guide to the Ralph M. Brown Act”</i> • <i>State Controller’s Office 2011 Audit Report on the Los Angeles Community College District’s bond construction program</i> 	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Will be implemented on July 19, 2012
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been partially implemented; will be fully implemented in the future
Governing Board – Contra Costa Community College District	Will be implemented by January 1, 2013
Governing Board – John Swett Unified School District	Will be implemented by August 31, 2012
Governing Board – Martinez Unified School District	Will be implemented by July 26, 2012
Governing Board – Mt. Diablo Unified School District	Will not be implemented
Governing Board – Pittsburg Unified School District	Has been partially implemented; will be fully implemented by December 31, 2012
Governing Board – West Contra Costa Unified School District	Has been implemented

Recommendation #7: A district should ensure that websites for their oversight committees are prominently displayed on their homepages, are easily navigable, and include current and complete postings of all required items.

RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been implemented
Governing Board – Contra Costa Community College District	Has been implemented
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Has been implemented
Governing Board – Mt. Diablo Unified School District	Has been implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented

Recommendation #8: A district should provide oversight committees with complete, detailed and comprehensive financial data relating to the expenditure of bond revenues, showing the amount of funds originally budgeted and allocated for each project, amounts expended to date and amount committed to each project, percentage completion of each project, and all approved or anticipated change orders.

RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been implemented
Governing Board – Contra Costa Community College District	Requires further analysis by November 21, 2012
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Has been implemented

Governing Board – Mt. Diablo Unified School District	Has been implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented
<i>Recommendation #9: A district should provide financial data and reports to committee members sufficiently prior to meetings to permit meaningful and effective review and oversight.</i>	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been implemented
Governing Board – Contra Costa Community College District	Has been implemented
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Has been implemented
Governing Board – Mt. Diablo Unified School District	Has been implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented
<i>Recommendation #10: A district should afford their bond oversight committees an opportunity to provide input in defining the scope and content of the required annual performance audit.</i>	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Will be implemented prior to the 2011-12 performance audit
Governing Board – Antioch Unified School District	Will be implemented for the fiscal year ending June 30, 2012
Governing Board – Byron Union School District	Will be implemented in the future
Governing Board – Contra Costa Community College District	Will be implemented for the 2013 audit cycle
Governing Board – John Swett Unified School District	Has been implemented

Governing Board – Martinez Unified School District	Will be implemented in the future
Governing Board – Mt. Diablo Unified School District	Will not be implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented
<i>Recommendation #11: The district’s annual performance audits should be detailed and comprehensive enough in scope, including a review of procurement practices, to allow the committee to identify waste and to evaluate the cost-effectiveness of the district’s construction and facilities improvement program.</i>	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been Implemented
Governing Board – Byron Union School District	Has been partially implemented; will be fully implemented in the future
Governing Board – Contra Costa Community College District	Has been implemented
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Will be implemented in the future
Governing Board – Mt. Diablo Unified School District	Will not be implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented
<i>Recommendation #12: A district should request that its oversight committees issue timely, comprehensive and informative reports, which should be posted on the district’s website, along with a final, closing report when the bond funds have been spent and the committee’s work completed.</i>	
RESPONDENT	RESPONSES
Governing Board – Acalanes Union High School District	Has been implemented
Governing Board – Antioch Unified School District	Has been implemented
Governing Board – Byron Union School District	Has been partially implemented; will be fully implemented in January, 2013

Governing Board – Contra Costa Community College District	Has been implemented
Governing Board – John Swett Unified School District	Has been implemented
Governing Board – Martinez Unified School District	Will be implemented in the future
Governing Board – Mt. Diablo Unified School District	Has been implemented
Governing Board – Pittsburg Unified School District	Has been implemented
Governing Board – West Contra Costa Unified School District	Has been implemented

To refer to the Grand Jury Report No. 1208 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1209

CITY RETIREMENT PLANS An Unsustainable Benefit?

<i>Recommendation #1: Those cities that have not adopted a second tier with reduced pension benefits for their Safety employees should consider doing so.</i>	
RESPONDENT	RESPONSES
City of Antioch	Will be implemented in the next several months
City of Brentwood	Has been implemented
City of Concord	Has been implemented
City of El Cerrito	Will be implemented in the future.
City of Martinez	Has been implemented
Town of Moraga	Will not be implemented because it is not warranted or is not reasonable
City of Richmond	City partially disagrees with this recommendation
City of San Pablo	City agrees with the recommendation
City of San Ramon	Has not yet been implemented
City of Walnut Creek	Has been implemented
<i>Recommendation #2: These cities that have not adopted a second tier with reduced pension benefits for their Miscellaneous employees should consider doing so.</i>	
RESPONDENT	RESPONSES
City of El Cerrito	Will be implemented in the future.
City of Hercules	Has not been implemented
City of Martinez	Has been implemented
Town of Moraga	Will not be implemented because it is not warranted or is not reasonable

City of Pinole	City agrees with this recommendation
City of Richmond	City partially disagrees with this recommendation
City of San Pablo	City agrees with the recommendation
City of San Ramon	Has not yet been implemented
<i>Recommendation #3: In order to control unpredictable future expenses, cities should consider reducing or eliminating their financial obligation for retiree health care for future employees.</i>	
RESPONDENT	RESPONSES
City of Antioch	Has been implemented
City of Brentwood	Has been implemented
City of Clayton	Requires further analysis
City of Concord	Has been implemented
City of Hercules	Requires further analysis
City of Lafayette	Will not be implemented
City of Martinez	Requires further analysis
City of Orinda	Already in effect
City of Pinole	City agrees with this recommendation
City of Pittsburg	Has been implemented
City of Richmond	City partially disagrees with this recommendation
City of San Pablo	City agrees with this recommendation
City of San Ramon	Has been implemented
City of Walnut Creek	Recommendation cannot be implemented because Walnut Creek has never provided defined benefit retiree health insurance
<i>Recommendation #4: Cities should review the key points of the Governor's Pension Reform Plan, and consider incorporating its points as a long term strategy for addressing retirement costs.</i>	

RESPONDENT	RESPONSES
City of Antioch	Requires further analysis.
City of Brentwood	Has been implemented
City of Clayton	Requires further analysis
City of Concord	Requires further analysis
Town of Danville	Will not be implemented because it is not warranted.
City of El Cerrito	Will be implemented in the future.
City of Hercules	Will review the Governor's Pension Plan and analyze the points in the Plan in balance with the City's overall employee compensation program and costs.
City of Lafayette	City agrees to consider incorporating the Governor's Plan
City of Martinez	Requires further analysis
Town of Moraga	Will be considered
City of Oakley	Has been implemented
City of Orinda	Requires further analysis
City of Pinole	City agrees with this recommendation
City of Pittsburg	Requires further analysis
City of Pleasant Hill	City agrees with this recommendation
City of Richmond	City partially disagrees with this recommendation

City of San Pablo	City agrees with this recommendation
City of San Ramon	Recommendation will not be implemented because it is not warranted or reasonable.
City of Walnut Creek	City agrees with this recommendation

To refer to the Grand Jury Report No. 1209 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1210

VOLUNTARY INMATE LABOR – A LOST OPPORTUNITY Cooperation and Common Sense

Recommendation #1: The County should meet with the union representing the General Services employees regarding expanding the use of voluntary inmate labor to perform minor maintenance and repairs at the detention facilities.

RESPONDENT	RESPONSES
Contra Costa County Sheriff	Requires further analysis

To refer to the Grand Jury Report No. 1210 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1211

CONTRA COSTA COUNTY FIRE PROTECTION AND EMERGENCY RESPONSE SERVICES

Leveraging Combined Strengths to Address Individual Weaknesses

<i>Recommendation #1: Any proposed parcel tax by any fire agency seeking immediate relief for current deficit issues should include a “sunset clause” limiting duration.</i>	
RESPONDENT	RESPONSES
San Ramon Fire District	Not applicable. The District has not analyzed or planned for any parcel tax.
Contra Costa County Fire Protection District	Has been implemented.
Crockett-Carquinez Fire Protection District	Not applicable. No parcel tax is anticipated.
East Contra Costa Fire Protection District	Has been implemented.
Kensington Fire Protection District	Not applicable. No new parcel tax is being considered.
Moraga-Orinda Fire District	Agrees with the recommendation.
Rodeo-Hercules Fire Protection District	Not applicable. No parcel tax currently being considered.
City of El Cerrito Fire Department	Has been implemented.
City of Pinole Fire Department	City agrees with this recommendation.
City of Richmond Fire Department	Not applicable. No plans to pursue a parcel tax initiative.
<i>Recommendation #2: : Any proposed parcel tax by any fire agency seeking immediate relief for current deficit issues should include a commitment to promptly undertake identification and evaluation of alternative service delivery models.</i>	
RESPONDENT	RESPONSES
San Ramon Fire District	Not applicable.
Contra Costa County Fire Protection District	Has been implemented.
Crockett-Carquinez Fire Protection District	Not applicable. No parcel tax is anticipated.

East Contra Costa Fire Protection District	Has been implemented.
Kensington Fire Protection District	Has been implemented.
Moraga-Orinda Fire District	Agrees with the recommendation.
Rodeo-Hercules Fire Protection District	Not applicable. No parcel tax currently being considered.
City of El Cerrito Fire Department	Has been implemented.
City of Pinole Fire Department	City agrees with this recommendation.
City of Richmond Fire Department	Not applicable.
<i>Recommendation #3: All fire agencies and the County should conduct, on an individual agency and county-wide basis, evaluations of alternative service models utilizing independent consultants with a history of analyzing fire agency challenges.</i>	
RESPONDENT	RESPONSES
Contra Costa County LAFCO	Requires further analysis.
San Ramon Fire District	Requires further analysis.
Contra Costa County Fire Protection District	Requires further analysis. Evaluation will require 6 months.
Crockett-Carquinez Fire Protection District	Will be implemented.
East Contra Costa Fire Protection District	Has been implemented.
Kensington Fire Protection District	Needs further evaluation.
Moraga-Orinda Fire District	Has been implemented.
Rodeo-Hercules Fire Protection District	Requires further analysis.
City of El Cerrito Fire Department	Has been considered and needs further analysis.
City of Pinole Fire Department	City agrees with this recommendation.
City of Richmond Fire Department	Requires further analysis.

Recommendation #4: Fire agencies, LAFCO, and the County should find ways to cooperate with one another in the evaluation and adoption of alternative service delivery models.

RESPONDENT	RESPONSES
Contra Costa County LAFCO	Has been implemented.
San Ramon Fire District	Requires further analysis.
Contra Costa County Fire Protection District	Requires further analysis. Evaluation would require 6 months.
Crockett-Carquinez Fire Protection District	Will be implemented when directed by the Board of Supervisors.
East Contra Costa Fire Protection District	Has been implemented.
Kensington Fire Protection District	Needs further evaluation.
Moraga-Orinda Fire District	Will not be implemented.
Rodeo-Hercules Fire Protection District	Will be implemented within the next 6 months.
City of El Cerrito Fire Department	Has been considered and needs further evaluation.
City of Pinole Fire Department	City agrees with this recommendation.
City of Richmond Fire Department	Has been implemented.

To refer to the Grand Jury Report No. 1211 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1212

HELP FOR THE HOMELESS

<i>Recommendation #1: The Board of Supervisors should consider exploring the development of additional shelter services for homeless youth and transitional housing for individuals leaving foster care.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Will not be implemented as it is not reasonable.
<i>Recommendation #2: The County should develop educational outreach beyond the information included on the County's website to strengthen public awareness of homeless.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Has been implemented.
<i>Recommendation #3: The County should consider incorporating data from the Homeless Management Information System to create a performance planning, measurement and reporting system that can be used for internal decision-making and for communicating results and progress achieved to its stakeholders.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Has been implemented
<i>Recommendation #4: The County should consider recording its priorities in serving the homeless population in order to address the increasing number of homeless families with children.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Will not be implemented as it is not warranted.

To refer to the Grand Jury Report No. 1212 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1213

FINANCIAL TRANSPARENCY WITH MEANING

“So Far, so good ... or maybe not”

<i>Recommendation #1: The city should provide its city council and residents with a budget to actual comparison and the status of unrestricted reserves on a quarterly basis.</i>	
RESPONDENT	RESPONSES
City of Antioch	Has been implemented.
City of Brentwood	Has been implemented.
City of Clayton	Will not be implemented.
City of Concord	Will not be implemented.
Town of Danville	Will not be implemented.
City of El Cerrito	Will be implemented.
City of Hercules	Will be implemented.
City of Lafayette	Requires further analysis.
City of Martinez	Has been implemented.
Town of Moraga	Has been implemented.
City of Oakley	Will not be implemented.
City of Orinda	Has been implemented.
City of Pinole	Has been implemented.
City of Pleasant Hill	Will be implemented.
City of Pittsburg	Will not be implemented.
City of Richmond	Will not be implemented.
City of San Pablo	Has been implemented.

City of San Ramon	Will not be implemented.
City of Walnut Creek	Has been implemented.
<i>Recommendation #2: To increase financial transparency, the city should consider disclosing to the public the following key indicators of financial health: days cash available, working capital and ratio of retirement obligations to general fund revenue.</i>	
RESPONDENT	RESPONSES
City of Antioch	Will be implemented.
City of Brentwood	Will be implemented.
City of Clayton	Will be implemented.
City of Concord	Has been implemented.
Town of Danville	Will be implemented.
City of El Cerrito	Requires further analysis
City of Hercules	Will be implemented.
City of Lafayette	Will be implemented.
City of Martinez	Requires further analysis.
Town of Moraga	Has been implemented.
City of Oakley	Will not be implemented.
City of Orinda	Has been implemented.
City of Pinole	Will be implemented.
City of Pleasant Hill	Will be implemented.
City of Pittsburg	Has been implemented.
City of Richmond	Has been implemented.
City of San Pablo	Will be implemented.
City of San Ramon	Requires further analysis.
City of Walnut Creek	Will not be implemented.

Recommendation #3: The city should consider having a reserve policy that addresses recommended minimum unrestricted reserve levels, the processes for drawing down reserves, and the process for replacing reserves when they are below the recommended level.

RESPONDENT	RESPONSES
City of Antioch	Has been implemented.
City of Brentwood	Has been implemented.
City of Clayton	Has been implemented.
City of Concord	Has been implemented.
Town of Danville	Has been implemented.
City of El Cerrito	Has been implemented.
City of Hercules	Will be implemented.
City of Lafayette	Will be implemented.
City of Martinez	Has been implemented.
Town of Moraga	Has been implemented.
City of Oakley	Will be implemented.
City of Orinda	Has been implemented.
City of Pinole	Will be implemented.
City of Pleasant Hill	Will be implemented.
City of Pittsburg	Has been implemented.
City of Richmond	Has been implemented.
City of San Pablo	Has been implemented.
City of San Ramon	Has been implemented.
City of Walnut Creek	Has been implemented.

Recommendation #4: The city should consider adjusting its reporting process to include additional indicators of fiscal health in an easily accessible and understandable format.

RESPONDENT	RESPONSES
City of Antioch	Has been implemented.
City of Brentwood	Will be implemented.
City of Clayton	Has been implemented.
City of Concord	Has been implemented.
Town of Danville	Will be implemented.
City of El Cerrito	Requires further analysis.
City of Hercules	Will be implemented.
City of Lafayette	Will be implemented.
City of Martinez	Has been implemented.
Town of Moraga	Has been implemented.
City of Oakley	Requires further analysis.
City of Orinda	Requires further analysis.
City of Pinole	Requires further analysis.
City of Pleasant Hill	Will be implemented.
City of Pittsburg	Will not be implemented.
City of Richmond	Has been implemented.
City of San Pablo	Has been implemented.
City of San Ramon	Will be implemented.
City of Walnut Creek	Will be implemented.

Recommendation #5: The city should consider creating a dashboard of fiscal health indicators on its website.

RESPONDENT	RESPONSES
City of Antioch	Will not be implemented.
City of Brentwood	Will be implemented.
City of Clayton	Will not be implemented.
City of Concord	Requires further analysis.
Town of Danville	Will be implemented.
City of El Cerrito	Requires further analysis.
City of Hercules	Will be implemented.
City of Lafayette	Will be implemented.
City of Martinez	Will not be implemented.
Town of Moraga	Will not be implemented.
City of Oakley	Will be implemented.
City of Orinda	Requires further analysis.
City of Pinole	Will be implemented.
City of Pleasant Hill	Requires further analysis.
City of Pittsburg	Will not be implemented.
City of Richmond	Has been implemented.
City of San Pablo	Will be implemented.
City of San Ramon	Will be implemented.
City of Walnut Creek	Will be implemented.

To refer to the Grand Jury Report No. 1213 and to see the actual responses received by the Grand Jury, please go to:

CONTRA COSTA COUNTY GRAND JURY REPORT 1214

EMPLOYEE EVALUATION AND RECOGNITION Time to Stop Talking and Take Action

<i>Recommendation #1: The Board of Supervisors should take all steps necessary to ensure that County employees are receiving annual performance reviews, per current policy.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Has been implemented.
<i>Recommendation #2: The Board of Supervisors should direct that these reviews be based upon the five key processes identified in the State's Employee Performance Management Cycle.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Has been implemented.
<i>Recommendation #3: The Board of Supervisors should assign responsibility for tracking annual performance reviews.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Has been implemented

To refer to the Grand Jury Report No. 1214 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1215

HELP WANTED – APPOINTED BODIES The County Wants You!

<i>Recommendation #1: The County should identify funds within the current budget to create a basic website template for its appointed bodies.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Has been implemented.
<i>Recommendation #2: The County should identify funds to require each appointed body to post its membership, membership requirements, agendas, minutes, annual report, meeting schedule, mission and accomplishments on a single location.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Has been implemented.
<i>Recommendation #3: The County should use additional means for recruiting members for appointed bodies, such as town hall meetings and job fairs.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	Has been implemented.

To refer to the Grand Jury Report No. 1215 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>

CONTRA COSTA COUNTY GRAND JURY REPORT 1216

OPERATIONAL EFFECTIVENESS A Path to Improvement

<i>Recommendation #1: The County should review information available regarding the development and implementation of a standard framework for performance management.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Has been implemented.
<i>Recommendation #2: The County should adopt and implement a formalized, uniform performance management process, and identify funds to carry out this activity.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Will not be implemented.
<i>Recommendation #3: The County should assign clear responsibility for managing and monitoring development and implementation of a performance management process.</i>	
RESPONDENT	RESPONSES
Board of Supervisors	Has been implemented.

To refer to the Grand Jury Report No. 1216 and to see the actual responses received by the Grand Jury, please go to:

<http://www.cc-courts.org/grandjury>