



# COUNTY OF YOLO

Office of the County Administrator

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County Administrator

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To: Honorable Judge Daniel P. Maguire  
Superior Court of California, County of Yolo  
725 Court Street, Department 16  
Woodland, CA 95695

August 14, 2013

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

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

RE: Yolo County Grand Jury Report – Yolo County Adult Services: Protecting Seniors and Dependent Adults

Honorable Judge Maguire:

The following is the response to the 2012-2013 Yolo County Grand Jury Report entitled “Yolo County Adult Service: Slow Response to Needed Change” from the Yolo County Interim Director of Employment & Social Services and Director of Human Resources. For purposes of readability, we have included the Grand Jury’s findings recommendations in **bold**.

The Department of Employment and Social Services agrees with the Grand Jury regarding the excellent work ethic and committed efforts by staff of the Adult Services Program to protect the senior residents of Yolo County. The Department thanks the Grand Jury for recognizing the efforts and dedication of this group of staff.

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**R1 Improve lines of communication from management to line staff by establishing a newsletter or some form of regular messaging that is distributed to all DESS employees by September 1, 2013. Routine communications should provide a unifying department vision and news of staff and organization changes.**

Interim Director, Employment & Social Services response: This recommendation was previously implemented. There has been a department newsletter available since September of 2012, originally distributed as a monthly newsletter and now published quarterly. Efforts are underway to improve the content of the newsletter using staff input. In addition, the Interim Director has provided an update on department events about every three weeks since December 2012. Communication within larger organizations is

often challenging, particularly when a component of staff work outside of the office much of the time.

- R2 By September 1, 2013, establish a protocol for all DESS Adult Services managers and supervisors periodically to accompany staff on routine field visits. This collaboration would serve as training both for field staff and management and encourage dialogue between both parties.**

Interim Director, Employment & Social Services response: This recommendation was previously implemented. The Division Manager, as well as Supervisors, do accompany staff on field visits, most often when the case is complex or has some element of concern. Additionally, communication between individual staff and supervisors/manager occur daily regarding cases and issues of program efforts.

- R3 By September 1, 2013, review qualifications of and training regimens for all management to ensure that individuals with necessary experience and expertise are overseeing all programs.**

Interim Director, Employment & Social Services and Director, Human Resources response: This recommendation was previously implemented. Yolo County Human Resources Department establishes class specifications for every position in the County that set forth the essential functions, knowledge, skills and ability, as well as the minimum education, experience, training and licensure required to be possessed by incumbents. Before every appointment to a management position, Human Resources ensures that only the names of individuals with the required education and experience are forwarded to the hiring department for consideration.

- R4 Revise DESS organizational charts to establish clear lines of authority by September 1, 2013. These should be available and accessible to all employees and the public.**

Interim Director, Employment & Social Services response: This recommendation was previously implemented. Organizational Charts have been available to all employees on the departmental intranet (“Green Tree”) for some years. Organizational charts are also updated annually and made available to the public via the Recommended Budget.

- R5 Maintain copies of all current and archived organization charts.**

Interim Director, Employment & Social Services and Director, Human Resources response: This recommendation was previously implemented. Organization charts for County departments are maintained in the Recommended Budget books published annually. For organizational charts that depict supervisory relationships in departments, it is possible this functionality will be included in the new human resources information

management system (HRIS) expected to be implemented by January 1, 2015. If so, Human Resources intends to utilize the new HRIS system to track and maintain supervisory relationships in County departments.

**R6 Involve supervisors and managers in the budgeting process. At a minimum, allow them to sit in on budget meetings and include them in all pertinent correspondence.**

Interim Director, Employment & Social Services response: This recommendation was previously implemented in part. Managers were fully included in the development of the 2013-14 budget. Plans are being developed to provide for budget meetings between supervisors and budget program staff to be held approximately three times each year.

**R7 By December 1, 2013, develop safety guidelines specific to Adult Services with the goal of maintaining the safety of all personnel in the field:**

- a. **Review safety guidelines recommended by the National Association of Social Workers.**
- b. **Identify what specific safety training Adult Services workers should have for field work.**
- c. **Develop protocols to document caseworkers' locations when they are in the field. This may include alerting local law enforcement when visits are made to residences with potentially volatile situations and/or carrying county provided portable radios to communicate emergency situations quickly.**
- d. **Develop protocols that routinely confirm and document the safety of caseworkers during and after onsite visits.**

Interim Director, Employment & Social Services response: This recommendation has not yet been implemented. The Department intends to meet the intent of each of the sub categories listed in R7 by December 1, 2013. The goal of the Department is to develop protocols that are sustainable and can be implemented by staff without creating significant barriers to performing needed casework, while providing significantly improved safety standards for staff. Currently, staff from affected programs are meeting regularly to develop safety protocols. Examples of other County policies have been obtained and are being reviewed along with standards from schools of Social Work and other organizations.