

## Reorganization of the Public Guardian and Public Administrator: Needed Change and Continuing Challenges

### SUMMARY

Prior to January 2017, the Yolo County Public Guardian / Public Administrator (PG / PA) was an elected office. In late 2016 the Board of Supervisors voted to eliminate the elected office, moving the Public Guardian to the Health and Human Services Agency and placing the Public Administrator in the Office of the Sheriff / Coroner. A comprehensive audit of the PG / PA requested by the Board of Supervisors after the split exposed disorganization and numerous deficiencies in the operation of the previously combined office. Some of the difficulty arose from the severe contraction of the PG / PA budget following the Great Recession of 2007-2008, with the accompanying decrease in staffing and increase in workload and stress. Staffing has improved since its lowest point, but is still below pre-recession levels.

The Yolo County Grand Jury found that the reorganization has been beneficial. Many of the problems documented in the audit have been or are being addressed by the now separate functions. Leaders at the Public Guardian and Public Administrator are dedicated and knowledgeable, and each office is making progress on lingering issues. Nevertheless, staffing remains a concern. With a growing population in Yolo County, both the Public Guardian and Public Administrator offices are experiencing increased demands for their services. While Public Administrator staffing appears to be adequate for now, the Public Guardian continues to suffer from excessive caseloads, employee turnover, and heavy demands on senior staff.

The Public Guardian needs additional personnel to deal with these workload issues. The Grand Jury recommends that Yolo County conduct an analysis to determine appropriate staffing levels for the near and long term for both the Public Guardian and Public Administrator. Additionally, the Public Guardian should develop internship opportunities with local area colleges and universities to cultivate a pool of candidates to fulfill their ongoing staffing needs.

*On March 19, 2020 Governor Gavin Newsom issued Executive Order N-33-20, a statewide “stay home” order, in response to the COVID-19 pandemic. This investigation, the data gathered, and recommendations generated from it occurred prior to the COVID-19 pandemic and ensuing orders.*

## ACRONYMS / GLOSSARY

Conservatee	An individual under conservatorship.
Conservatorship	A legal arrangement wherein an individual or organization is chosen by the Court to protect and manage the personal care and/or finances of a person found to be unable to manage his or her affairs
CAP	Corrective Action Plan
CO	Conservatorship Officer
FTE	Full-Time Equivalent
HHSA	Health and Human Services Agency
LPS	Lanterman-Petris-Short
PA	Public Administrator
PG	Public Guardian

## BACKGROUND

The Yolo County Public Guardian (PG) provides support to some of the county's most vulnerable residents. When ordered by the court, the PG serves as the legally appointed guardian for persons determined to be gravely disabled<sup>1</sup> and incapable of caring for themselves, most commonly as a result of dementia or severe mental illness, and who have no one else to provide this support and oversight. This assignment is termed a conservatorship, and can be of a person or an estate. Conservatorship of a person involves helping the conservatee with matters such as healthcare, clothing, and shelter. Estate conservatorship includes the handling of all financial matters. Many cases involve tending to the needs of both the person and his or her estate. Historically, the PG has averaged about 160 conservatees in a given fiscal year in Yolo County. The relevant law is provided in California Probate Code<sup>2</sup> and California Welfare & Institutions Code.<sup>3</sup> Guidance is also found at California Courts: The Judicial Branch of California.<sup>4</sup>

There are two classes of conservatorship administered by the PG:

- Lanterman-Petris-Short (LPS) Conservatorship – Named after the authors of the enabling legislation. LPS conservatees are at risk individuals with incapacitating mental illness referred to the PG by mental health professionals from hospitals and, more recently, penal facilities.<sup>5</sup> Though typically resistant, LPS conservatees receive treatment, possibly in a locked facility, but with the expectation of improvement and eventual release from conservatorship.

- Probate Conservatorship – These conservatees are generally older, often with dementia. Probate conservatees can be referred to the PG or the court by a community agency (e.g. Adult Protective Services), institution, physician or other concerned individual. The PG is always the last resort for probate conservatorships, with family much preferred.<sup>6</sup> Probate conservatees assigned to the PG may stay with the PG for long periods, often until death.

In both types of conservatorship, the PG is required to make a thorough investigation of the individual's circumstances at the initial referral and, if conservatorship is granted, at mandated intervals thereafter. If the PG believes the situation warrants, the findings of the investigation are presented to the court, where it determines whether or not to impose conservatorship.

The Yolo County Public Administrator (PA) can be charged with administering the estate of a county resident who dies without a will and has no family, or none willing, to assume responsibility. In conjunction with the court, the PA will identify and disburse the deceased's assets, if any. The PA also supervises the Indigent Burial Program, which provides for cremation and burial of those who die without resources.

Until January 2017, the Yolo County Public Guardian's and Public Administrator's functions were jointly held by one elected official. Yolo was one of only three counties in California that had an elected PG / PA that combined both roles. In 2016, the long-term incumbent retired at mid-term, presenting an opportunity for the county to reconsider the structure of the two functions.<sup>7</sup> In light of the organization of the PG and PA in most other counties and with input from analysts and interested parties, the Board of Supervisors voted to eliminate the elected PG / PA position and separate the functions of the office.<sup>8</sup> This decision was not without controversy.<sup>9,10</sup> There was concern that non-elected leaders would not bring the same passion and commitment to the work, that the loss of independence would lead to conflict of interest problems, and that it was wrong to deny voters their say. The final vote of the Board of Supervisors was 4-1 in favor of the realignment.<sup>11</sup>

The PG was moved to the Yolo County Health and Human Services Agency (HHS). Yolo County Code stipulates the PA be elected, a requirement satisfied by placing the PA in the Office of the elected Sheriff / Coroner.<sup>12</sup> The director of HHS is the titular Public Guardian, and there is a Chief Deputy Public Guardian who runs the daily operation under the Adult & Aging Branch Director. The Sheriff / Coroner is the titular Public Administrator; the daily operation is performed by an Assistant Public Administrator under the Chief Deputy Coroner (see organization charts in the Appendix).

The Grand Jury was interested in determining how well these changes in structure and responsibility are progressing.

## APPROACH

Members of the Yolo County Grand Jury (Grand Jury) conducted interviews of representatives of the Yolo County Health and Human Services Agency, the office of the Public Guardian, the office of the Public Administrator, as well as others whose work touched on the role of the PG or PA. The Grand Jury reviewed county documents, Board of Supervisors meeting reports, newspaper articles, public information from relevant organizations and associations, as well as some internal county documents.

## DISCUSSION

### **Public Guardian / Public Administrator: Operational Issues**

Coincident with the realignment, in January 2017, the County Administrator and Board of Supervisors requested an audit of the previously combined Public Guardian / Public Administrator (PG / PA) by the County Division of Internal Audit. This comprehensive audit covering primarily the period July 1, 2013 to December 31, 2016 was submitted on October 30, 2017.<sup>13</sup> The intention was to understand the history and current state of the function as a baseline from which to move forward as separate entities. Its purpose was "... to assist the County in identifying potential areas of concern regarding the administrative and fiduciary functions of the office with respect to the management of conservatees (clients) funds, case management, and estates, and the handling of indigents and their estates."<sup>14</sup>

The report revealed many weaknesses and inefficiencies in both functions of the PG / PA as it had previously operated. It described in detail problems with inadequate staff training, lack of written policies and procedures, mishandling of conservatee assets, and disorganized record keeping. To quote from the Executive Summary of the audit:

“Based on the results review and the determination that, prior to the 2017 reorganization, the office mismanaged the estates of office clients and neglected other fiduciary duties, and the incomplete and poorly organized ... condition of the files, the auditors are unable to confirm that misappropriation or misuse of conservatees or decedents assets did not occur.” (emphasis in the report)<sup>15</sup>

As a remedy for these problems, the audit stated:

“Auditors recommend that both PG and PA work with the County’s Division of Internal Audit to develop a comprehensive Corrective Action Plan (CAP) that addresses each area of responsibility according to governing codes and laws. The CAP should have performance based results that are measurable and timelines for

completion. The auditors will perform a review on work completed and work in progress annually until CAP has been fully implemented.”<sup>16</sup>

The Director of the Health and Human Services Agency (i.e. the new Public Guardian) and the Sheriff (i.e. the new Public Administrator) each agreed to develop a Corrective Action Plan (CAP) to address these deficiencies. In January 2018, the Health and Human Services Agency (HHS) adopted a three-year CAP with a completion date of June 30, 2021. Per the CAP, the PG focused mainly on implementing tighter controls on how monies and client assets are handled by the PG and HHS staff, particularly systemized checks and balances, separation of duties, and improved record keeping. HHS has periodically updated the Board of Supervisors on progress on the CAP, most recently on February 11, 2020.<sup>17</sup> At that time, the PG stipulated that they were:

“...currently on track to complete the CAP on time or ahead of schedule, having already completed 14, and making active progress on another 14, of the 29 Total Policy and Procedures due by June 30, 2021.”

In the audit, problems within the PA part of the office dealt with the timely disposition of case files and handling of client assets. Information provided from witness interviews indicated that many of these issues persisted after the reorganization, and the Grand Jury was unable to confirm that a CAP for the PA was produced as quickly as the auditors requested. The Sheriff brought in a consultant (a retired Assistant PA from another county) as early as 2017 to assist with installing the requisite organization and developing appropriate formal policies and procedures. A CAP now exists, policies and procedures are codified,<sup>18</sup> and the PA believes it currently conforms to best practices. Updates pertaining to the PA transition, as presented by the Sheriff’s Office to the Board of Supervisors, have been limited to discussion of a software upgrade.<sup>19</sup>

The Grand Jury did not specifically consider whether conservatees are receiving an appropriate level care or whether the PG and PA are adhering to relevant statutes and regulations. Many such matters were covered in the Special Audit and are still subject to oversight and remediation by way of the respective CAPs.

### **PG and PA Staffing**

Conservatorship Officers (COs) are those on the PG staff who are most directly involved with clients. Their role is especially demanding. The ideal CO candidate for Yolo County would have a Bachelor of Arts degree with a major or emphasis in psychology, sociology, social welfare, social work or behavioral sciences, and some relevant experience. A partial listing of job functions states the CO:

- “Investigates the financial, medical, psychological, vocational and social backgrounds of clients by interviewing proposed conservatees or wards, their relatives, friends, and appropriate public and private agencies.

- “Researches records for pertinent clinical history, diagnosis and prognosis;
- “Analyzes compiled information to determine whether the person is gravely disabled and substantially unable to provide for their own personal care, shelter and financial needs;
- “Interprets and applies the Welfare and Institution and Probate Codes;
- “Prepares reports and recommendations regarding establishment of conservatorship or guardianship, the powers and duties of proposed conservator, or suitable alternatives;
- “Testifies in court as required;
- “Explains conservatorship to proposed conservatees and wards, their families, and other involved persons or agencies;
- “Serves as clients' rights advocate;
- “Works with community health, welfare and other agencies to arrange for a delivery of services to clients;
- “Develops, plans, and monitors financial resources of clients.”<sup>20</sup>

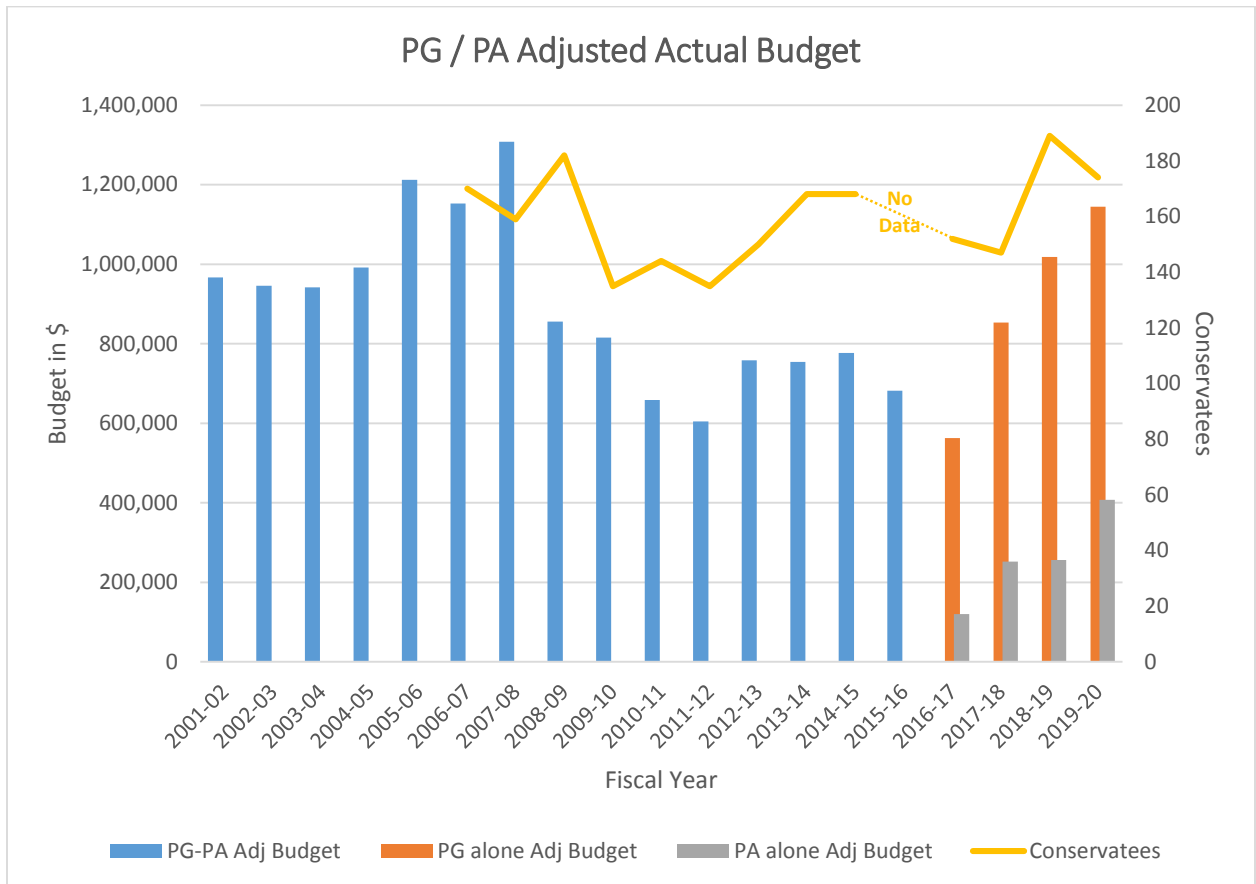
Additionally, conservatorship requires someone with oversight authority to be available 24 hours a day / seven days a week. The responsibility of being on-call at all times rotates among the deputized staff, which are the COs, the Chief Deputy PG, and the Adult & Aging Branch Manager (see HHS organization chart in the Appendix).

In Fiscal Year (FY) 2006-2007, before the Great Recession of 2007-2008, the PG / PA had 11.75 Full-Time Equivalent (FTEs), including the elected PG / PA and 5.0 COs. As with all municipal government functions, the PG / PA was severely impacted by the fiscal constraints of the economic downturn. By FY 2010-2011, the PG / PA had reduced its staff by nearly half, leaving 6.0 FTEs (including the elected PG / PA) and 2.0 COs.<sup>21</sup> These reductions in staff occurred with little change in the number of conservatees in need of support. In FYs 2006-2007 to 2008-2009, there was an average of 170 conservatees being served. Following the reductions, the PG / PA office served an average of 138 conservatees from FYs 2009-2010 to 2011-2012 (see Figure 1 below). From FYs 2006 to FY 2012, there was essentially no change in the number of decedents that the office was handling (FYs 2006-2007 to 2008-2009 averaged 92 decedents; FYs 2009-2010 to 2011-2012 averaged 91 decedents).

The CO caseload went from an average of 34 before the Recession to 69 in the years immediately following. This continued to increase in subsequent years as additional conservatees (FYs 2012-2013 to 2014-2015 average 162) and decedents (FYs 2012-2013 to 2014-2015 average ~115) came under care of the PG / PA. Interviews indicated that this likely contributed to the problems documented in the audit report, including instances of referrals that were denied without investigation, contrary to statute.

Management and turnover issues were also identified in the audit.<sup>22</sup> The office continued to reduce in staff such that by the time the Board of Supervisors voted to split the office in October 2016, only four employees remained in the PG / PA.<sup>23</sup>

Within the last few years, the budget for the PG / PA has substantially recovered from its lowest point in FY 2011-2012, especially after the re-organization.



**Figure 1: PG / PA Adjusted Actual Budget.** Budgets were obtained from Yolo County Budget documents<sup>24</sup> and Yolo County OpenGov listings;<sup>25</sup> both were inflation-adjusted to 2019 dollars with a Consumer Price Index table.<sup>26</sup> Since post-reorganization budgets do not include the salary of the titular PG or PA, the salary of the pre-reorganization elected PG / PA was subtracted from the presented pre-reorganization budgets using actual salary figures where available from budget documents,<sup>27</sup> online resources,<sup>28</sup> and estimated for intervening years. Values for 2019-2020 are budgeted amounts rather than actual. Conservatee numbers are from budget documents for 2006-2007 to 2014-2015 and from PG presentations<sup>29,30,31</sup> for later years; the figure for 2019-2020 represents July-December only.

A review of the funding history for the PG and PA functions, when combined as a single entity and more recently, following its split, shows that funding dropped by more than half from its peak prior to the 2007-2008 recession, and did not recover significantly until after the reorganization. The PG / PA budgets rely exclusively on Yolo County General

Fund monies. Even with the improvement in the economy (prior to the COVID-19 crisis), General Fund resources were and remain very limited in Yolo County. In the introduction to the proposed FY 2019-2020 County Budget, the County Administrator states:

“The 2019-20 budget represents marginal growth in both discretionary funding as well as State and Federal revenue receipts in most areas. However, rapidly rising pension costs combined with an increase in retiree medical prefunding continue to deplete any growth in General Fund revenues. As a result, the majority of budgets are status quo.”<sup>32</sup>

The County Administrator included essentially the same language in Yolo County’s proposed budgets since at least FY 2014-2015.

Since the reorganization, the increased PG and PA budgets allowed for additional hires, but not to the level of 2007 (see Figure 2). The PG now has 6.0 FTEs (not including the titular PG, who is also Director of HHSa) and 3.0 COs. Taking advantage of its integration into a much larger department, conservatee receipts and payments are now handled by HHSa financial staff, freeing COs from this responsibility.

### Comparison of PG / PA Staffing

2006-2007 Position	FTE	2019-2020 Position	FTE
Assistant Public Guardian/Administrator	1.0	Chief Deputy Public Guardian/HHSa Manager II	1.0
Conservatorship Officer	5.0	Conservatorship Officer	3.0
Administrative Clerk II – 1	1.0		
Office Support Specialist	1.0		
Senior Accounting Technician	0.75	Administrative Services Analyst (reclassified from Senior Accounting Tech)	1.0
		Guardian Technician	1.0
Extra Help		Extra Help Administrative Clerk II	<1.0
		Undergraduate Social Work Intern (16 hours per week)	Temp
<b>Total Public Guardian</b>	<b>8.75</b>		<b>6.0 +</b>
Deputy Public Administrator	2.0	Assistant Public Administrator	1.0
		Deputy Public Administrator	1.0
<b>Total Public Administrator</b>	<b>2.0</b>		<b>2.0</b>
<b>TOTAL</b>	<b>10.75</b>		<b>8.0 +</b>

**Figure 2: Comparison of PG / PA Staffing** - Extra Help employees are limited to 1,000 hours employment per fiscal year.<sup>33</sup>

In addition, currently two HHSa Fiscal Staff spend a percentage of their time on PG conservatee fiscal duties. One is an Accountant II and the other is a Senior Accounting Technician, but these are not PG positions. Sheriff’s Finance handles some financial matters for the PA.



The current CO caseload for the Yolo County PG is about 60 clients, much higher than the pre-recession average. Of course, each jurisdiction in the nation has unique needs and challenges, so there is no uniform one-size-fits-all ratio of COs to conservatees. However, there is guidance from relevant organizations such as the National Guardianship Association in their Standards of Practice which states:

“The guardian shall limit each caseload to a size that allows the guardian to accurately and adequately support and protect the person, that allows a minimum of one visit per month with each person, and that allows regular contact with all service providers.”<sup>34</sup>

All interviewees with direct knowledge of the PG were in agreement that CO caseloads in Yolo County are too high. COs are constantly “putting out fires” and often do not have the time to do site visits and other routine oversight. The office of the PG receives a large amount of correspondence and other paperwork, including mandated court documents, that are also a substantial drain on CO resources. CO burnout and turnover is a continuing concern. As new people are brought in to what is still a small team, additional strain is placed on remaining staff to provide training.

Further, there is an expectation that total PG cases will rise in the future. In addition to forecasts of an increasing population in Yolo County overall, earlier this year Governor Newsom highlighted the issues of homelessness, mental health, and conservatorships, stating:

“Clearly, it’s time to respond to the concerns of experts who argue that thresholds for conservatorships are too high and should be revisited.”<sup>35</sup>

The most comprehensive survey of national public guardian programs found a very wide range of guardian qualifications and caseload.<sup>36</sup> This report reiterated a previous recommendation that a “one-to-twenty ratio would best enable adequate individualized ward attention.”<sup>37</sup> Some jurisdictions have attempted to place a cap on caseloads:

- Nebraska, which only established a statewide Office of the Public Guardian in 2015, set the average caseload at 40. A year later Nebraska decided that was unworkable and changed the target average to 20.<sup>38</sup>
- Most counties in Oregon do not have a Public Guardian, so Oregon established a statewide Office of Public Guardian which is limited to 80 clients and is not currently accepting new referrals.<sup>39</sup> California statute requires referrals to be investigated and disallows blanket denial or wait-listing.
- Washington state allows contract service providers to do PG functions but says that there should still be monthly visits, that the standard caseload should not be more than 20, and never more than 36.<sup>40</sup>

In California, the 2014-2015 Contra Costa County Grand Jury published an investigative report on their Public Guardian.<sup>41</sup> This report stated that the average caseload of their deputy conservators was 23. Though the Contra Costa Grand Jury came to many critical findings in their investigation of the PG, over-staffing was not one of them.

The newly formed office of the PA under the Yolo County Sheriff / Coroner as originally constituted had a single employee reporting to the Chief of Finance in the Sheriff's Office. In this configuration the PA was unable to rectify the concerns raised by the audit. In 2019 the PA was put under the Coroner and now reports to the Chief Deputy Coroner. As of this fiscal year, this office now has 2.0 FTEs, an Assistant PA and a Deputy PA. This is still not equivalent to the pre-recession staffing, which was 2.0 Deputy PAs under an Assistant PG / PA, but the PA has been able to make significant progress clearing old case files while staying on top of their current work.

### **Advantages/Disadvantages of the 2017 Reorganization**

No disadvantages were identified in the course of the Grand Jury investigation or from witness interviews. All interviewees were in agreement that operations in both offices had improved. It could be argued that the audit-mandated CAPs could have been implemented under the old organization. However, the audit provided summaries of issues raised by three previous, more limited reviews of the PG / PA from 2008, 2011, and 2013. In each case, the audit concluded:

“Based on our review and current findings these matters continued and no action has been taken to resolve the findings.”<sup>42</sup>

A change in management and organization proved necessary to address these issues.

It is advantageous for the PG to be part of the large HHS organization. The PG is now able to utilize the expertise of a dedicated financial services section. There is potential for closer collaboration with other offices housed under HHS that touch upon the mission of the PG, including Mental Health, Adult Protective Services, and Veteran's Affairs.

The PA also benefits from being in a large organization, the Sheriff / Coroner's Office. Many PA referrals come from the Coroner's Office, and the PA is now in close proximity and works closely with them. Additionally, the PA has access to resources in the Sheriff's Office not readily available before the reorganization.

## **FINDINGS**

- F1. Reorganization of the Public Guardian / Public Administrator has improved oversight and brought these offices into compliance with best practices with respect to fiduciary matters.

- F2. Caseloads for Conservatorship Officers are too high, leading to excessive employee stress and sub-optimal oversight of conservatees.
- F3. Recruitment and retention of Conservatorship Officers is an ongoing challenge.
- F4. Substantial turnover in Conservatorship Officers leads to a repeating cycle where remaining staff are providing training while managing an already overloaded caseload.
- F5. Public Administrator staffing is adequate for now.
- F6. Trends indicate the number of people referred to the Public Guardian and Public Administrator will increase.

## RECOMMENDATIONS

- R1. By June 30, 2021, Yolo County should conduct an analysis to determine appropriate staffing for the Office of the Public Guardian and the Office of the Public Administrator in the immediate and longer term (three to five years).
- R2. By June 30, 2021, the Public Guardian should develop internship opportunities with area colleges and universities to cultivate a pool of Conservatorship Officer applicants.

## COMMENDATIONS

Public Guardian staff are to be commended for accomplishing their difficult work while managing extraordinarily high caseloads. This is facilitated by leadership at the Public Guardian and Public Administrator that is dedicated, knowledgeable and experienced.

## REQUIRED RESPONSES

Pursuant to Penal Code section 933.05, the Grand Jury requests responses as follows:

From the following individual:

- Yolo County Sheriff / Coroner – F1, F5, F6; R1

From the following governing body:

- Yolo County Board of Supervisors – F1, F2, F3, F4, F5, F6; R1, R2

**Note:** The governing body indicated above should be aware that the comment or response of the governing body must be conducted subject to the notice, agenda and open meeting requirements of the Brown act.

## INVITED RESPONSES

From the following individual:

- Director of Yolo County Health and Human Services – F1, F2, F3, F4, F6; R1, R2

## ENDNOTES

- 1 California Welfare and Institutions Code §5008 (h)(1) (A) defines the term “gravely disabled” as a condition in which a person, as a result of a mental disorder, is unable to provide for his or her basic personal needs for food, clothing, or shelter
- 2 California Probate Code, §§7600-7666
- 3 California Welfare and Institutions Code, §§5000-5556
- 4 California Courts: The Judicial Branch of California: Conservatorships. Online at <https://www.courts.ca.gov/selfhelp-conservatorship.htm> (Accessed: May 2020)
- 5 California Courts: Mental Health (LPS) Conservatorships
- 6 California Courts: Who Can File for Conservatorship
- 7 Lauren King. “Changing of the Guardian: Yolo’s public guardian steps down,” The Daily Democrat (Woodland, CA), 6/1/2016. Online at <https://www.dailydemocrat.com/2016/06/01/changing-of-the-guardian-yolos-public-guardian-steps-down/> (Accessed: May 2020)
- 8 Yolo County Board of Supervisors, Agenda 10/25/2016 Item 32. “PG-PA Organizational Structure.” Online at [https://yoloagenda.yolocounty.org/agenda\\_publish.cfm?id=&mt=BOS&get\\_month=10&get\\_year=2016&dsp=agm&seq=5383&rev=0&ag=1643&ln=53327&nseq=5330&nrev=0&pseq=5246&prev=0#ReturnTo53327](https://yoloagenda.yolocounty.org/agenda_publish.cfm?id=&mt=BOS&get_month=10&get_year=2016&dsp=agm&seq=5383&rev=0&ag=1643&ln=53327&nseq=5330&nrev=0&pseq=5246&prev=0#ReturnTo53327) (Accessed: May 2020)
- 9 Lauren King. “Yolo supervisors OK department consolidation,” The Daily Democrat (Woodland, CA), 11/22/2016. Online at <http://www.dailydemocrat.com/government-and-politics/20161122/yolo-supervisors-ok-department-consolidation> (Accessed: May 2020)
- 10 Anne Ternus-Bellamy. “Supervisors vote to eliminate elected public guardian,” The Davis Enterprise (Davis, CA), 11/23/2016. Online at <https://www.davisenterprise.com/local-news/county-government/supervisors-vote-to-eliminate-elected-public-guardian/> (Accessed: May 2020)
- 11 Yolo County Board of Supervisors, Minutes 10/25/2016 Item 32. “PG-PA Organizational Structure.” Online at [https://yoloagenda.yolocounty.org/agenda\\_publish.cfm?id=&mt=BOS&get\\_month=10&get\\_year=2016&dsp=min&seq=1646](https://yoloagenda.yolocounty.org/agenda_publish.cfm?id=&mt=BOS&get_month=10&get_year=2016&dsp=min&seq=1646) (Accessed: May 2020)
- 12 Yolo County, CA Code of Ordinances §2-5.117. Consolidation of Offices: Sheriff-Coroner and Public Administrator. Online at <https://codelibrary.amlegal.com/codes/yolocounty/latest/yolo/0-0-0-34109> (Accessed: May 2020)

- 13 Mary E. Khoshmashrab. Yolo County Internal Audit Reports 2018. “Special Review Report of the Public Guardian and Administrator.” Online at <https://www.yolocounty.org/home/showdocument?id=51135>; with “Attachment A- PA- Office of the Sheriff Response” <https://www.yolocounty.org/home/showdocument?id=51129> and “Attachment B- PG- Health and Human Services Agency Response” <https://www.yolocounty.org/home/showdocument?id=51131> (Accessed: May 2020)
- 14 Khoshmashrab, Special Review Report, Executive Summary, 1
- 15 Khoshmashrab, Special Review Report, Executive Summary, 8
- 16 Khoshmashrab, Special Review Report, 17
- 17 Yolo County Board of Supervisors, Agenda 2/11/2020 Item 25. “Public Guardian Presentation.” Online at [https://yoloagenda.yolocounty.org/agenda\\_publish.cfm?id=0&mt=BOS&get\\_month=2&get\\_year=2020&dsp=agm&seq=9219&rev=0&ag=3105&ln=83582&nseq=&nrev=&pseq=&prev=#ReturnTo83582](https://yoloagenda.yolocounty.org/agenda_publish.cfm?id=0&mt=BOS&get_month=2&get_year=2020&dsp=agm&seq=9219&rev=0&ag=3105&ln=83582&nseq=&nrev=&pseq=&prev=#ReturnTo83582) (Accessed: May 2020)
- 18 Yolo County Sheriff’s Office Policy Manual, Chapter 11 – Public Administrator. Online at [https://www.yolocountysheriff.com/wp-content/uploads/2020/05/RELEASE\\_20200505\\_T153409\\_Yolo\\_County\\_Sheriff\\_s\\_Office\\_Policy\\_Manual.pdf](https://www.yolocountysheriff.com/wp-content/uploads/2020/05/RELEASE_20200505_T153409_Yolo_County_Sheriff_s_Office_Policy_Manual.pdf) (Accessed: May 2020)
- 19 Yolo County Board of Supervisors, Agenda 3/20/2018 Item 29. “Receive Sheriff/Coroner/Public Administrator Department Update.” Online at [https://yoloagenda.yolocounty.org/agenda\\_publish.cfm?id=0&mt=BOS&get\\_month=3&get\\_year=2018&dsp=agm&seq=7164&rev=0&ag=1893&ln=66244&nseq=&nrev=&pseq=&prev=#ReturnTo66244](https://yoloagenda.yolocounty.org/agenda_publish.cfm?id=0&mt=BOS&get_month=3&get_year=2018&dsp=agm&seq=7164&rev=0&ag=1893&ln=66244&nseq=&nrev=&pseq=&prev=#ReturnTo66244) (Accessed: May 2020)
- 20 Yolo County Human Resources, Class Specifications. “Conservatorship Officer.” Online at <https://www.governmentjobs.com/careers/yolococa/classspecs/948944?keywords=conservatorship%20officer&pagetype=classSpecifications> (Accessed: May 2020)
- 21 Yolo County 2010-2011 Budget. Online at <https://www.yolocounty.org/general-government/general-government-departments/county-administrator/budget-finance/2010-11-county-budget> (Accessed: May 2020)
- 22 Khoshmashrab, Executive Summary, 4: there was a toxic work environment “... which over the years left staff demoralized with some fleeing the county unable to work in the environment.”
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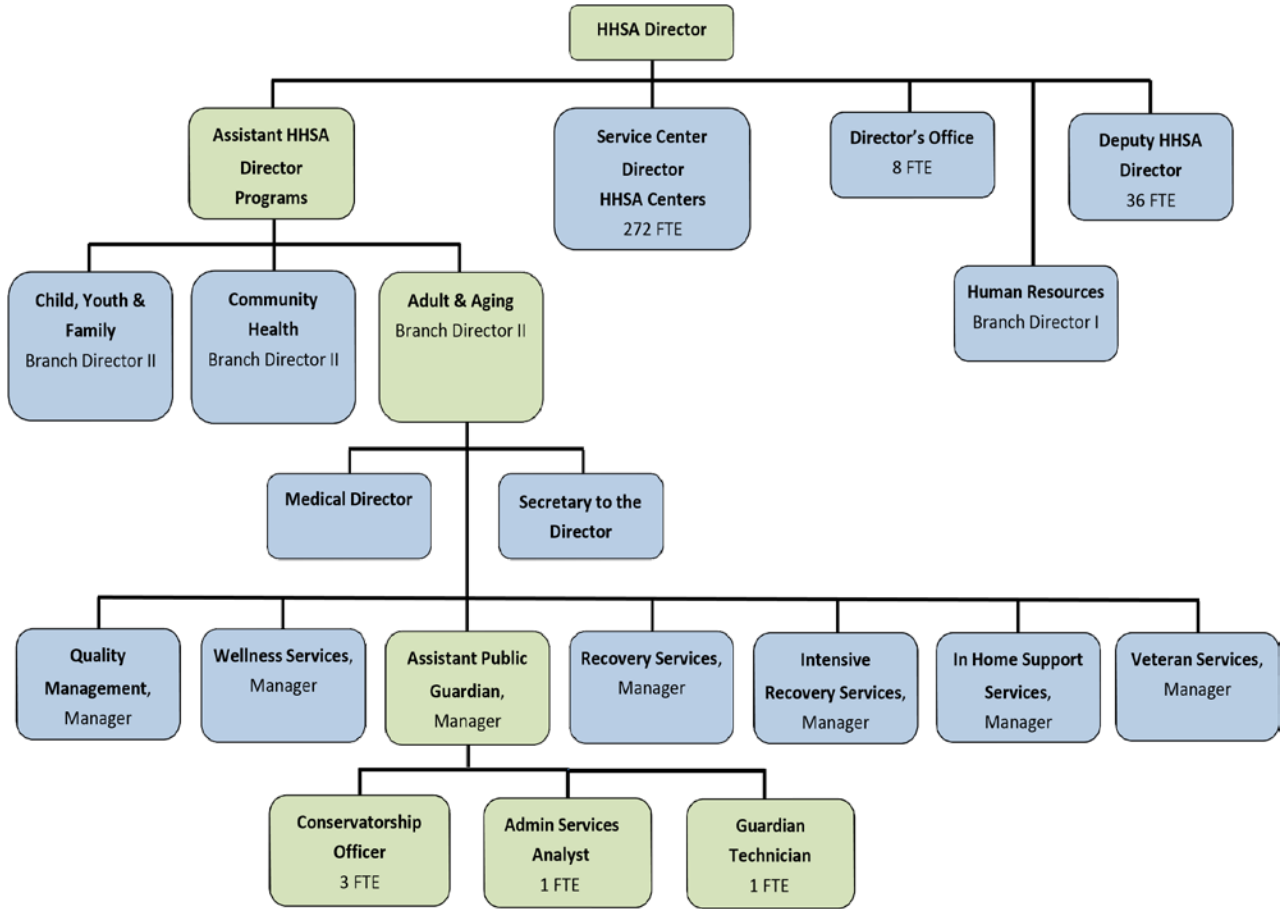
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Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury.

APPENDIX

Public Guardian Integration with HHS

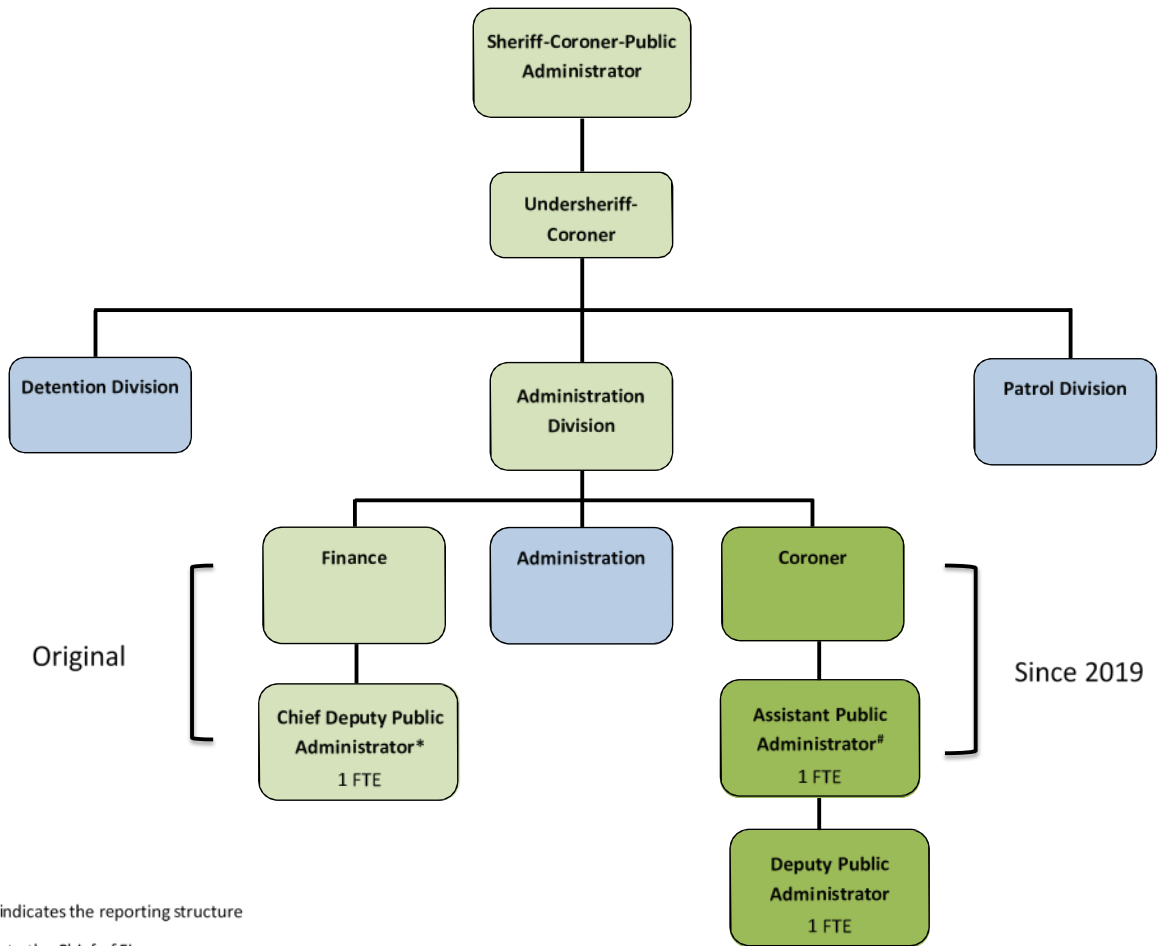


Note: Green indicates the reporting structure

(May 2020)



## Public Administrator Integration with Sheriff's Office



Notes: Green indicates the reporting structure

\* Reports to the Chief of Finance

# Reports to Chief Deputy Coroner

(May 2020)