

**A REPORT BY
THE 2013-2014 CONTRA COSTA COUNTY GRAND JURY**

725 Court Street
Martinez, California 94553

Report 1401

**COMPLIANCE AND REVIEW
COMMITTEE REPORT**

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Contra Costa County Grand Jury Report 1401

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 2013-2014 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.

One of the responsibilities of the Compliance Committee is to inquire as to whether or not previous Grand Jury Report Recommendations have been responded to as required by the Penal Code. Part of this includes whether or not the recommended action had been adopted or implemented. The Grand Jury for this year followed-up on 2010-2011 Grand Jury Reports and Recommendations. There were 48 letters mailed out to different "Targets" of the 10 reports completed that year. Forty-four (92%) of the replies received indicated that they had either adopted or are in the process of adopting the Recommendations from the various Reports issued.

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CONTRA COSTA COUNTY GRAND JURY REPORT – 1302
OUTSOURCING MUNICIPAL SERVICES
-An Alternative Cost-Efficient Approach-

<i>Recommendation #1: Cities within the County review case studies and evaluations of the pros and cons of outsourcing municipal services.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has not yet been implemented, but will be implemented in the future.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation has been implemented.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.
City of Hercules	The recommendation has been implemented.
City of Lafayette	The recommendation has been implemented.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation has been implemented.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation requires further analysis.
City of San Pablo	The recommendation has been implemented.
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.
<i>Recommendation #2: Cities identify those services for which outsourcing hold (sic) an opportunity for cost savings and efficiency improvements.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation has been implemented.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.
City of Hercules	The recommendation has been implemented.
City of Lafayette	The recommendation has been implemented.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.

City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation has been implemented.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented
City of Richmond	The recommendation requires further analysis.
City of San Pablo	The recommendation has been implemented.
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.
<i>Recommendation #3: Cities conduct analyses that estimate the internal cost-of-service and weigh that against the cost of outsourcing. For meaningful comparison, analyses should include a measure of the costs related to managing employee payroll, pension and health benefits, worker's compensation claims, and other personnel management functions. Cities' governing bodies should consider "identifying funds" to carry out these activities. The analyses should be implemented as a formal process, conducted on an annual basis and provided in a written document.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Brentwood	The recommendation has been implemented
City of Clayton	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Concord	The recommendation will not be implemented because it is not warranted or is not reasonable.
Town of Danville	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of El Cerrito	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Hercules	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Lafayette	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Martinez	The recommendation will not be implemented because it is not warranted or is not reasonable.
Town of Moraga	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Oakley	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Orinda	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Pinole	The recommendation has been implemented.
City of Pittsburg	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Pleasant Hill	The recommendation requires further analysis.

City of Richmond	The recommendation requires further analysis.
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City of San Pablo	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of San Ramon	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Walnut Creek	The recommendation has been implemented.

Recommendation #4: City officials inform residents of the results of those analyses and explain the reasons for action (outsourcing of a service) or in-action (continuation of the use of internal resources).

RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation has been implemented.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.
City of Hercules	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Lafayette	The recommendation has been implemented.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation has been implemented.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation has been implemented.
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.
City of San Ramon	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Walnut Creek	The recommendation has been implemented.

CONTRA COSTA COUNTY GRAND JURY REPORT - 1303 THE ROLE OF THE LOCAL AGENCY FORMATION COMMISSION

Is the Commission Realizing Its Full Potential?

<i>Recommendation #1: The Contra Costa County LAFCO become much more proactive in its review and evaluation of agencies within its purview, pursuant to Government Code section 56430.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.
<i>Recommendation #2: LAFCO assess performance of its agencies beginning with their mission statements, but also determining whether or not they have in place measurable goals for service delivery, fiscal sustainability, and other Section 56430 elements related to successful performance. Without these goals performance cannot be accurately measured.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.
<i>Recommendation #3: LAFCO develop a staggered MSR process which would spread the workload more evenly and give LAFCO a more solid foundation permitting more in-depth MSRs targeting, in particular, those local agencies which have demonstrated the need for greater and more frequent review.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.
<i>Recommendation #4: LAFCO do much more than it currently does with regard to reviewing and commenting on local agency budgets, particularly for those agencies that lack a fiscal oversight entity.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation will not be implemented because it is not warranted or is not reasonable.
<i>Recommendation #5: LAFCO institute a program of regularly reviewing local agency annual financial statements, auditor reports and other key regulatory documents or reports including annual updates on performance so that highlighted indicators are regularly tracked and evaluated rather than during the five-year cycle.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation will not be implemented because it is not warranted or is not reasonable.

<i>Recommendation #6: LAFCO propose corrections for the deficiencies found with regard to the elements noted in Section 56430, with specific time lines for correcting them.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.
<i>Recommendation #7: The time lines for deficiency corrections be structured in such a way as to encourage regular and frequent reports, particularly for those agencies with egregious deficiencies.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.
<i>Recommendation #8: LAFCO provide to each agency governing board a full report of the results of its review including proposed improvements, and these reports, as well as follow-up evaluations and reports, are made available to the agency's constituency.</i>	
RESPONDENT	RESPONSES
Contra Costa County Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.

CONTRA COSTA COUNTY GRAND JURY REPORT – 1304

HEALTHCARE INSURANCE WAIVERS

THE “OPT-OUT” APPROACH FOR COUNTY CONTAINMENT OF HEALTHCARE INSURANCE COSTS

<i>Recommendation #1: Include as part of the County’s proposals in negotiations of MOUs with County bargaining units a waiver provision that allows financial benefits for both the County and the employee.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation requires further analysis.
<i>Recommendation #2: Direct the County Administrator to develop a healthcare insurance waiver provision that would allow a County employee to opt-out of coverage under the County’s plans if the employee can prove he or she has healthcare insurance coverage from a source other than the County.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted or is not reasonable.

CONTRA COSTA COUNTY GRAND JURY REPORT - 1305

GETTING TO CLEAN WATER IN CONTRA COSTA COUNTY

What's the Plan and Where's the Money?

<i>Recommendation #1: The permit negotiation process be clarified with roles, negotiating strategies, and negotiation objectives defined.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation has been implemented.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.
City of Hercules	The recommendation has been implemented.
City of Lafayette	The recommendation has not yet been implemented, but will be implemented in the future.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation has been implemented.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation has been implemented.
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #2: The CCCWP immediately begin to implement more direct communications between the individual Permittees and the regulatory authorities to eliminate the confusion that currently exists between the two parties as to program requirements, solutions for meeting long-term permit compliance and development of mutually agreed-upon plans for the path forward.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation has been implemented.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.

City of Hercules	The recommendation has been implemented.
City of Lafayette	The recommendation has not yet been implemented, but will be implemented in the future.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation has been implemented.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation has been implemented.
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #3: Permittees immediately quantify a range of future expenditure requirements associated with a range of negotiation outcomes and develop funding plans.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Clayton	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Concord	This recommendation has not yet been implemented, but will be implemented in the future.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Hercules	The recommendation has not yet been implemented, but will be implemented in the future.
City of Lafayette	The recommendation has not yet been implemented but will be implemented in the future.
City of Martinez	The recommendation will not be implemented because it is not warranted or is not reasonable.
Town of Moraga	This recommendation has not yet been implemented, but will be implemented in the future.
City of Oakley	The recommendation has not yet been implemented but will be implemented in the future.

City of Orinda	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Pinole	This recommendation has not yet been implemented, but will be implemented in the future.
City of Pittsburg	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Pleasant Hill	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Richmond	The recommendation has not yet been implemented but will be implemented in the future.
City of San Pablo	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of San Ramon	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Walnut Creek	The recommendation has not yet been implemented but will be implemented in the future.
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted or is not reasonable.
Contra Costa Flood and Water Conservation District	The recommendation will not be implemented because it is not warranted or is not reasonable.
Contra Costa Clean Water Program	The recommendation will not be implemented because it is not warranted or is not reasonable.
<i>Recommendation #4: Permittees consider identifying funds to disclose to the public “the issues” surrounding the lack of funding to fulfill their NPDES permit requirements, including a discussion of potential, but realistic, impacts of non-compliance.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation requires further analysis.
City of Clayton	The recommendation requires further analysis.
City of Concord	The recommendation requires further analysis.
Town of Danville	The recommendation has not yet been implemented, but will be implemented in the future.
City of El Cerrito	The recommendation requires further analysis.
City of Hercules	The recommendation has not yet been implemented, but will be implemented in the future.
City of Lafayette	The recommendation has been implemented.
City of Martinez	The recommendation requires further analysis.

Town of Moraga	The recommendation requires further analysis.
City of Oakley	The recommendation has not yet been implemented, but will be implemented in the future.
City of Orinda	The recommendation requires further analysis.
City of Pinole	The recommendation requires further analysis.
City of Pittsburg	The recommendation requires further analysis.
City of Pleasant Hill	The recommendation requires further analysis.
City of Richmond	The recommendation has not yet been implemented, but will be implemented in the future.
City of San Pablo	The recommendation requires further analysis.
City of San Ramon	This recommendation has not been implemented, but will be implemented in the future.
City of Walnut Creek	The recommendation requires further analysis.
Contra Costa County Board of Supervisors	The recommendation requires further analysis.
<i>Recommendation #5: The CCCWP consider immediately beginning to re-align its activities and operating costs with; [sic] (a) probable outcomes from the negotiation of the next permit's compliance requirements; (b) projected available funding; and (c) constituent needs.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation has been implemented.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.
City of Hercules	The recommendation has not yet been implemented, but will be implemented in the future.
City of Lafayette	The recommendation requires further analysis.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation has been implemented.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation has been implemented.
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.

Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #6: Before any Permittee makes any effort to approach its citizens with another request for additional funding, all stakeholders reach consensus on a plan for the path forward that includes articulations of reasonable objectives, ways to measure those objectives and reasonable timelines for accomplishment of those objectives.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Brentwood	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Clayton	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Concord	The recommendation will not be implemented because it is not warranted or is not reasonable.
Town of Danville	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of El Cerrito	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Hercules	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Lafayette	The recommendation requires further analysis.
City of Martinez	The recommendation will not be implemented because it is not warranted or is not reasonable.
Town of Moraga	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Oakley	The recommendation requires further analysis.
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Pittsburg	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Pleasant Hill	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Richmond	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of San Pablo	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of San Ramon	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Walnut Creek	The recommendation will not be implemented because it is not warranted or is not reasonable.
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted or is not reasonable.

CONTRA COSTA COUNTY GRAND JURY REPORT – 1306

COUNTY EMS and FIRE SERVICES:

A STEP IN THE RIGHT DIRECTION

An Acknowledgment of the Real Problem—The Money and the Model

Recommendation #1: The Contra Costa County Board of Supervisors consider sharing the written studies prepared by Fitch and Associates with all other fire protection districts in the County and that the County and fire districts consider using those studies as the basis for future discussions exploring opportunities to leverage strengths and optimize the delivery of services throughout the County.

RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.

Recommendation #2: The Contra Costa County Board of Supervisors consider sharing the written studies prepared by Fitch and Associates with LAFCO and LAFCO consider postponing MSR's for fire districts until the studies are available and can be used to provide updated context for LAFCO's reviews and analyses, provided that LAFCO does not delay issuing any such MSR beyond the time that it is required to do so by applicable California statute.

RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.
LAFCO	The recommendation requires further analysis.

Recommendation #3: No fire districts consider any revenue-generation ballot initiatives until results of the studies have been reviewed and evaluated and plans have been developed by each district to implement any agreed-upon "best practices" that may be included in those studies.

Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of El Cerrito Fire Department	The recommendation will not be implemented because it is not warranted or is not reasonable.
City of Pinole Fire Department	The recommendation has been implemented.
City of Richmond Fire Department	The recommendation has been implemented.
Contra Costa County Fire Protection District	The recommendation will not be implemented because it is not warranted or is not reasonable.
Crockett-Carquinez Fire Protection District	The recommendation will not be implemented because it is not warranted or is not reasonable.
East Contra Costa Fire Protection District	The recommendation will not be implemented because it is not warranted or is not reasonable.
Kensington Fire Protection District	The recommendation will not be implemented because it is not warranted or is not reasonable.

Moraga-Orinda Fire District	The recommendation will not be implemented because it is not warranted or is not reasonable.
Rodeo-Hercules Fire Protection District	The recommendation will not be implemented because it is not warranted or is not reasonable.
San Ramon Valley Fire Protection District	The recommendation requires further analysis.
<i>Recommendation #4: LAFCO consider identifying funds to issue an annual written status report regarding efficiency improvement and model optimization activities within County fire districts.</i>	
LAFCO	The recommendation requires further analysis.

CONTRA COSTA COUNTY GRAND JURY REPORT – 1307

CONTRA COSTA COUNTY HEALTHCARE

Preparing for Tomorrow by Partnering Today

<i>Recommendation #1: The Board of Supervisors direct the County Administrator and CCCHSD management to bring a new level of urgency to the engagement of private sector institutions in partnering discussions at the strategic level.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted or is not reasonable.
<i>Recommendation #2: The Board of Supervisors direct the County Administrator and CCCHSD management to engage in an open and transparent dialogue with other major healthcare providers in the County for the purpose of establishing and integrated approach to assuring that residents actually have access to care as demand increases and capacity is strained.</i>	
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #3: The Board of Supervisors takes [sic] the lead in creating a climate and a culture that will encourage a collaborative approach to planning for and providing quality healthcare for all of the residents of Contra Costa County.</i>	
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #4: The Board of Supervisors receive quarterly updates from the County Administrator and CCHSD management of progress made and results achieved with regard to the first three recommendations made above.</i>	
Contra Costa County Board of Supervisors	The recommendation has been implemented.

CONTRA COSTA COUNTY GRAND JURY REPORT 1308

ENCOURAGING CITIZENS TO APPLY FOR GRAND JURY SERVICE

There is an imbalance in district applications

<i>Recommendation #1: At public events, the Supervisors and their staff actively encourage applications for Grand Jury service</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has not yet been implemented, but will be implemented in the future.
<i>Recommendation #2: The Supervisors use email and other media they now use to encourage Grand Jury application in their districts.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #3: County offices, open to the public in all districts, display Grand Jury brochures and application forms.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has not yet been implemented, but will be implemented in the future.
<i>Recommendation #4: City offices in Districts I, III, and V display Grand Jury brochures and application forms.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.
City of Hercules	The recommendation has been implemented.
City of Martinez	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Pinole	The recommendation has not yet been implemented, but will be implemented in the future.
City of Pittsburg	The recommendation has been implemented.
City of Richmond	The recommendation has not yet been implemented, but will be implemented in the future.
City of San Pablo	The recommendation has not yet been implemented, but will be implemented in the future.

CONTRA COSTA COUNTY GRAND JURY REPORT – 1309

SOLAR ENERGY PROJECTS IN SCHOOL DISTRICTS

“Here Comes the Sun”

<i>Recommendation #1: School districts with existing solar energy projects set aside all, or a portion of, their Net Savings for future anticipated and unanticipated costs arising from the projects so these expenditures will not be charged in future to the General Fund.</i>	
RESPONDENT	RESPONSES
Governing Board of Contra Costa Community College District	The recommendation has been implemented.
Governing Board of Martinez Unified School District	The recommendation has been implemented.
Governing Board of Mt. Diablo Unified School District	The recommendation has been implemented.
Governing Board of Pittsburg Unified School District	The recommendation will not be implemented because it is not warranted or is not reasonable.
<i>Recommendation #2: School districts include projected increases in insurance costs in calculating the projected Net Savings to be achieved by a solar energy project.</i>	
RESPONDENT	RESPONSES
Governing Board of Contra Costa Community College District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Martinez Unified School District	The recommendation has been implemented.
Governing Board of Mt. Diablo Unified School District	The recommendation will not be implemented because it is not warranted or is not reasonable.
Governing Board of Pittsburg Unified School District	The recommendation has been implemented.
Governing Board of San Ramon Valley Unified School District	The recommendation has been implemented.
<i>Recommendation #3: School districts include the original projections in tracking reports of energy produced and related Net Savings generated for purposes of comparisons.</i>	
RESPONDENT	RESPONSES
Governing Board of Contra Costa Community College District	The recommendation has been implemented.
Governing Board of Martinez Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Mt. Diablo Unified School District	The recommendation has been implemented.

Governing Board of Pittsburg Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of San Ramon Valley Unified School District	The recommendation has been implemented.
<i>Recommendation #4: The reports in Recommendation No. 3 be available for public viewing on the district's web sites in addition to any other method used by the districts for their dissemination.</i>	
RESPONDENT	RESPONSES
Governing Board of Contra Costa Community College District	The recommendation has been implemented.
Governing Board of Martinez Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Mt. Diablo Unified School District	The recommendation has been implemented.
Governing Board of Pittsburg Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of San Ramon Valley Unified School District	The recommendation has been implemented.
<i>Recommendation #5: District mitigate risks regarding the long-term viability of the solar energy programs and identify funds to implement this.</i>	
RESPONDENT	RESPONSES
Governing Board of Contra Costa Community College District	The recommendation has been implemented.
Governing Board of Martinez Unified School District	The recommendation has been implemented.
Governing Board of Mt. Diablo Unified School District	The recommendation has been implemented.
Governing Board of Pittsburg Unified School District	The recommendation has been implemented.
Governing Board of San Ramon Valley Unified School District	The recommendation has been implemented.
<i>Recommendation #6: Districts considering solar energy programs seek information from other school districts in the County that have a solar energy program in place regarding their experiences, acquired knowledge, and outcomes resulting from their programs.</i>	
RESPONDENT	RESPONSES
Governing Board of Contra Costa Community College District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Martinez Unified School District	The recommendation will be implemented.

Governing Board of Mt. Diablo Unified School District	The recommendation has been implemented.
Governing Board of Pittsburg Unified School District	The recommendation will not be implemented because it is not warranted or is not reasonable.
Governing Board of San Ramon Valley Unified School District	The recommendation has been implemented.
Governing Board of Acalanes Union High Scholl District	The recommendation will be implemented.
Governing Board of Antioch Unified School District	The recommendation has been implemented.
Governing Board of Brentwood Union School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Byron Union School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Canyon School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of John Swett Unified School District	The recommendation has been implemented.
Governing Board of Knightsen Elementary School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Lafayette School District	The recommendation has been implemented.
Governing Board of Liberty Union School District	The recommendation has been implemented.
Governing Board of Moraga School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Oakley Union Elementary School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Orinda Union School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Walnut Creek School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of West Contra Costa Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.

Recommendation #7: The County Office of Education facilitate the exchange of information on solar energy programs among the County's school districts and identify funds to implement this.

RESPONDENT	RESPONSES
Contra Costa County Office of Education	The recommendation has been implemented.

Recommendation #8: School district employ the beneficial action identified in Appendix 2 when considering any future solar energy projects.

RESPONDENT	RESPONSES
Governing Board of Contra Costa Community College District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Martinez Unified School District	The recommendation has been implemented.
Governing Board of Mt. Diablo Unified School District	The recommendation has been implemented.
Governing Board of Pittsburg Unified School District	The recommendation has been implemented.
Governing Board of San Ramon Valley Unified School District	The recommendation has been implemented.
Governing Board of Acalanes Union High Scholl District	The recommendation will be implemented.
Governing Board of Antioch Unified School District	The recommendation has been implemented.
Governing Board of Brentwood Union School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Byron Union School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Canyon School District	The recommendation requires further analysis.
Governing Board of John Swett Unified School District	The recommendation has been implemented.
Governing Board of Knightsen Elementary School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Lafayette School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Liberty Union School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Moraga School District	The recommendation has not yet been implemented, but will be implemented in the future.

Governing Board of Oakley Union Elementary School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of Orinda Union School District	The recommendation will not be implemented because it is not warranted or is not reasonable.
Governing Board of Walnut Creek School District	The recommendation has not yet been implemented, but will be implemented in the future.
Governing Board of West Contra Costa Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.

CONTRA COSTA COUNTY GRAND JURY REPORT – 1310

CONTRA COSTA DETENTION FACILITIES

Generally Acceptable BUT....

<i>Recommendation #1: Future analyses of adult detention facility capacity take into consideration the anticipated impact of AB 109, particularly from the perspective of high-security and longer-term offenders.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #2: The County utilize the Corrigo system to track and measure the performance of Public Works facilities maintenance and repair efforts and personnel against established standards for work completion.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #3: The County engage appropriate unions in discussions to expand the program of voluntary labor in detention facilities with respect to inmates carrying out minor maintenance and repairs beyond yard work.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #4: The County investigate the delay in completing work associated with the renovation of the Martinez Intake Area and establish necessary procedures to enable the completion of emergency projects on a timely basis.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #5: The County develop and implement a computer-based case management system as soon as possible.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation has been implemented.
<i>Recommendation #6: The Contra Costa Community College District determine what it can do to begin serving residents at both John A. Davis Juvenile Hall and Orin Allen Youth Rehabilitation Center to provide educational and training programs while they are incarcerated and after they are released.</i>	
RESPONDENT	RESPONSES
Contra Costa Community College District Board of Trustees	The recommendation will not be implemented because it is not warranted or is not reasonable.

CONTRA COSTA COUNTY GRAND JURY REPORT - 1311

ASSESSING FISCAL RISK

Who is Minding the Store?

<i>Recommendation #1: Financial management of the County, all cities, all school districts, and all special district remedy within 12 months the Material Weaknesses, Significant Deficiencies, and other deficiencies in Internal Controls reported by external auditors.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation has been implemented.
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation has been implemented.
City of Hercules	The recommendation has not yet been implemented, but will be implemented in the future.
City of Lafayette	The recommendation has been implemented.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has not yet been implemented, but will be implemented in the future.
City of Pinole	The recommendation has not yet been implemented, but will be implemented in the future.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation has been implemented.
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation will not be implemented because it is not warranted, or is not reasonable
Acalanes Union High School District	The recommendation has been implemented.
Antioch Unified School District	The recommendation has been implemented.
Brentwood Union School District	The recommendation has been implemented.
Byron Unified School District	The recommendation has been implemented.

Canyon School District	The recommendation has been implemented.
Contra Costa Community College District	The recommendation has been implemented.
John Swett Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.
Knightsen Elementary School District	The recommendation has been implemented.
Lafayette School District	The recommendation has been implemented.
Liberty Union High School District	The recommendation has not yet been implemented, but will be implemented in the future.
Martinez Unified School District	The recommendation has been implemented.
Moraga School District	The recommendation has been implemented.
Mount Diablo Unified School District	The recommendation has been implemented.
Oakley Union Elementary School District	The recommendation has been implemented.
Orinda Union School District	The recommendation has been implemented.
Pittsburg Unified School District	The recommendation has been implemented.
San Ramon Valley Unified School District	The recommendation has been implemented.
Walnut Creek School District	The recommendation has been implemented.
West Contra Costa Unified School District	The recommendation has been implemented.
Contra Costa County Office of Education	The recommendation has been implemented.
Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.
Kensington Police Protection and Community Services District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Pleasant Hill Recreation and Park District	The recommendation has been implemented.
Contra Costa Water District	The recommendation has been implemented.
<i>Recommendation #2: County Organization maintain or add audit report results to appropriate financial managements' performance goals to ensure that such individuals are held accountable for promptly remedying deficiencies identified in audit reports, and consider the legality of maintaining or adding such performance goals on audit reports to financial managements' evaluations.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Antioch	The recommendation has been implemented.
City of Brentwood	The recommendation has been implemented.
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation will not be implemented because it is not warranted, or is not reasonable
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Hercules	The recommendation has not yet been implemented, but will be implemented in the

	future.
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City of Lafayette	The recommendation has been implemented.
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation has been implemented.
City of Orinda	The recommendation has not yet been implemented, but will be implemented in the future.
City of Pinole	The recommendation has not yet been implemented, but will be implemented in the future.
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation will not be implemented because it is not warranted, or is not reasonable
Acalanes Union High School District	The recommendation has been implemented.
Antioch Unified School District	The recommendation has been implemented.
Brentwood Union School District	The recommendation has been implemented.
Byron Unified School District	The recommendation has been implemented.
Canyon School District	The recommendation has been implemented.
Contra Costa Community College District	The recommendation has been implemented.
John Swett Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.
Knightsen Elementary School District	The recommendation has been implemented.
Lafayette School District	The recommendation requires further analysis.
Liberty Union High School District	The recommendation has been implemented.
Martinez Unified School District	The recommendation has been implemented.
Moraga School District	The recommendation has been implemented.
Mount Diablo Unified School District	The recommendation has been implemented.
Oakley Union Elementary School District	The recommendation has been implemented.
Orinda Union School District	The recommendation has been implemented.
Pittsburg Unified School District	The recommendation has been implemented.
San Ramon Valley Unified School District	The recommendation has been implemented.
Walnut Creek School District	The recommendation has not yet been implemented, but will be implemented in the future.
West Contra Costa Unified School District	The recommendation has been implemented.
Contra Costa County Office of Education	The recommendation has been implemented.

Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.
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Kensington Police Protection and Community Services District	The recommendation has been implemented.
Pleasant Hill Recreation and Park District	The recommendation has not yet been implemented, but will be implemented in the future.
Contra Costa Water District	The recommendation has been implemented.
<i>Recommendation #3a: The Board of Supervisors more actively provide oversight in case of the County and appoint a formal Audit Committee from among their members to ensure that Internal Control and grant compliance deficiencies are promptly remedies and there are sufficient direct and detailed discussions between the Board and the outside auditors.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
<i>Recommendation #3b: The City Councils more actively provide oversight by appointing an Audit Committee from among their members as well as an ad hoc citizens' committee to ensure that Internal Control deficiencies are promptly resolved.</i>	
RESPONDENT	RESPONSES
City of Antioch	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Brentwood	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation will not be implemented because it is not warranted, or is not reasonable
Town of Danville	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of El Cerrito	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Hercules	The recommendation has been implemented.
City of Lafayette	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Martinez	The recommendation has been implemented.
Town of Moraga	The recommendation has been implemented.
City of Oakley	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Orinda	The recommendation has been implemented.
City of Pinole	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Pittsburg	The recommendation has been implemented.
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation will not be implemented

	because it is not warranted, or is not reasonable
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.
<i>Recommendation #3c: The governing boards of school districts appoint a formal Audit Committee from among their members and provide direct oversight to district operating and financial management to ensure that Internal Control deficiencies are promptly remedied.</i>	
RESPONDENT	RESPONSES
Acalanes Union High School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Antioch Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Brentwood Union School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Byron Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Canyon School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Contra Costa Community College District	The recommendation has been implemented.
John Swett Unified School District	The recommendation has not yet been implemented, but will be implemented in the future.
Knightsen Elementary School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Lafayette School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Liberty Union High School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Martinez Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Moraga School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Mount Diablo Unified School District	The recommendation has been implemented.
Oakley Union Elementary School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Orinda Union School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Pittsburg Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
San Ramon Valley Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Walnut Creek School District	The recommendation has not yet been implemented, but will be implemented in the future.
West Contra Costa Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable

Recommendation #3d: The governing boards of special districts appoint a formal Audit Committee from among their members and provide direct oversight to district operating and financial management to ensure that Internal Control deficiencies are promptly remedied. In instances where the size of the entity precludes an adequate segregation of duties, governing board members need to consider direct involvement in key financial processes.

RESPONDENT	RESPONSES
Kensington Police Protection and Community Services District	The recommendation has been implemented.
Pleasant Hill Recreation and Park District	The recommendation has not yet been implemented, but will be implemented in the future.
Contra Costa Water District	The recommendation has been implemented.

Recommendation #3e: The Superintendent of the County Office of Education continue to provide oversight over governing boards of school districts and continue to use the power of this office to compel remediation of Internal Control deficiencies.

RESPONDENT	RESPONSES
Contra Costa County Office of Education	The recommendation has been implemented.

Recommendation #3f: LAFCO (Local Agency Formation Commission) encourage governing boards of special districts to promptly remedy Internal Control deficiencies that are identified.

RESPONDENT	RESPONSES
Local Agency Formation Commission (LAFCO)	The recommendation has been implemented.

Recommendation #3g: The Board of Supervisors have the County internal audit staff report directly to the Board of Supervisors rather than the Auditor Controller. The governing boards of other County Organizations have the internal audit groups of other County Organizations maintain their independence and not report to financial management, but instead to the City Council in the case of cities and the governing boards in the case of school districts and special districts.

RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Antioch	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Brentwood	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Clayton	The recommendation has been implemented.
City of Concord	The recommendation will not be implemented because it is not warranted, or is not reasonable
Town of Danville	The recommendation has been implemented.
City of El Cerrito	The recommendation will not be implemented

	because it is not warranted, or is not reasonable
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City of Hercules	The recommendation has been implemented.
City of Lafayette	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Martinez	The recommendation will not be implemented because it is not warranted, or is not reasonable
Town of Moraga	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Oakley	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Orinda	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Pinole	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Pittsburg	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of Pleasant Hill	The recommendation has been implemented.
City of Richmond	The recommendation has been implemented.
City of San Pablo	The recommendation will not be implemented because it is not warranted, or is not reasonable
City of San Ramon	The recommendation has been implemented.
City of Walnut Creek	The recommendation has been implemented.
Acalanes Union High School District	The recommendation has been implemented.
Antioch Unified School District	The recommendation has been implemented.
Brentwood Union School District	The recommendation has been implemented.
Byron Unified School District	The recommendation has been implemented.
Canyon School District	The recommendation has been implemented.
Contra Costa Community College District	The recommendation has been implemented.
John Swett Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Knightsen Elementary School District	The recommendation has been implemented.
Lafayette School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Liberty Union High School District	The recommendation has been implemented.

Martinez Unified School District	The recommendation has been implemented.
Moraga School District	The recommendation has been implemented.
Mount Diablo Unified School District	The recommendation has been implemented.
Oakley Union Elementary School District	The recommendation has been implemented.
Orinda Union School District	The recommendation has been implemented.
Pittsburg Unified School District	The recommendation has been implemented.
San Ramon Valley Unified School District	The recommendation will not be implemented because it is not warranted, or is not reasonable
Walnut Creek School District	The recommendation has been implemented.
West Contra Costa Unified School District	The recommendation has been implemented.
Kensington Police Protection and Community Services District	The recommendation has been implemented.
Pleasant Hill Recreation and Park District	The recommendation has not yet been implemented, but will be implemented in the future.
Contra Costa Water District	The recommendation will not be implemented because it is not warranted, or is not reasonable

CONTRA COSTA COUNTY GRAND JURY REPORT – 1312

Comparative View of Elected Officials Cost of Compensation

<i>Recommendation #1: The Board of Supervisors (a) not adjust their own compensation in such a manner that their average compensation cost exceeds the 50th percentile of the determined range, and (b) not adjust the compensation for any individual supervisor outside of the determined range (see Table 1).</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
<i>Recommendation #2: The Board of Supervisors not adjust the compensation cost of any role official in such a manner that it falls outside of the determined range for that role.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
<i>Recommendation #3: The Board of Supervisors not adjust the compensation cost of any of the six officials in such a manner that the average compensation cost for this role officials as a group exceeds the 50th percentile of the determined range (see Table 8.2).</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
<i>Recommendation #4: The Board of Supervisors, at its next opportunity, adjust the compensation cost of the Clerk-Recorder position to bring it within the determined range as defined in this report (see Table 4.2), subject too any restrictions in taking such an action pursuant to Government Code section 1235, “Salary for Elected Public Office, reduction During an Election Year.”</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
<i>Recommendation #5: The Board of Supervisors, at its next opportunity, consider adjusting the compensation cost of the Sheriff-Coroner position to bring it within the determined range as defined in this report (see Table 7.2).</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable

<i>Recommendation #6: The Board of Supervisors adopt a written policy for determining and setting the compensation of elected officials.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable
<i>Recommendation #7: The Board of Supervisors consider retaining a compensation consultant to review the Grand Jury's Findings and Recommendations.</i>	
RESPONDENT	RESPONSES
Contra Costa County Board of Supervisors	The recommendation will not be implemented because it is not warranted, or is not reasonable