

December 7, 2009

The Los Angeles County Civil Grand Jury (CGJ) 2008-09 issued its Final Report on June 30th, 2009. Pursuant to Penal sections §933 & §933.05, all agencies and elected officials will respond to the Final Report of the CGJ if any recommendations are made for that particular agency or elected official within the following timeframes: All agency responses are due within 90 days of the issuance of the Final Report. All elected officials responses are due within 60 days of the Final Report.

The Mayor's Office of the City of Los Angeles did not respond to the Final Report of the CGJ 2008-09. The Office of the Mayor of the City of Los Angeles was specifically referred to in the Final Report on pages 135 through 176. Findings and Recommendations were contained in the Final Report 2008-09. The Office of the Mayor of Los Angeles was sent three follow-up reminder letters of the above stated statutes. Additionally, a formal letter was sent to the Office of the Mayor of Los Angeles by the Office of The County Counsel of Los Angeles County.

Los Angeles County Civil Grand Jury
Continuity Committee 2009-10

LOS ANGELES POLICE DEPARTMENT



WILLIAM J. BRATTON
Chief of Police

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ANTONIO R. VILLARAIGOSA
Mayor

September 30, 2009

Mr. Rik Shubb, Chair
2009-2010 Continuity Committee
County of Los Angeles Civil Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, 11th Floor, Room 11-506
Los Angeles, California 90012

Dear Mr. Shubb:

The Los Angeles Police Department is in receipt of the 2008-2009 Los Angeles County Civil Grand Jury Report entitled "It is Never Too Late to Save the Life of a Child – Reducing Youth Gangs." Thank you for providing us the opportunity to review the report and findings. The Los Angeles Police Department appreciates the recommendations which address such issues as gang prevention and reduction services as well as establishing relationships between the Office of Gang Reduction and Youth Development, the Los Angeles Unified School District, the Los Angeles School Police, and the Los Angeles County Office of Education.

The Los Angeles Police Department is committed to partnering with all involved agencies towards the goal of positively affecting gang reduction in the Los Angeles region.

All the best,

A handwritten signature in black ink, appearing to read "W. Bratton", is written over a large, stylized oval shape.

WILLIAM J. BRATTON
Chief of Police

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RAMON C. CORTINES
SUPERINTENDENT OF SCHOOLS

September 22, 2009

Mr. Rick Shubb, Continuity Committee
Mr. Edward T. McIntyre, Foreperson
County of Los Angeles Civil Grand Jury
210 West Temple Street, 11-508
Los Angeles, CA 90012

Re: **Response to Findings and Recommendations of the 2008-2009
Report of the Los Angeles County Civil Grand Jury**

Dear Mr. Shubb and Mr. McIntyre:

In response to your correspondence, dated September 14, 2009, below please find the Los Angeles Unified School District's response to the 2008-2009 Report of the Los Angeles County Civil Grand Jury. Specifically, we are responding, as outlined in your correspondence, to the recommendations from the chapters entitled *Can LAUSD Solve Its Graduation Rate and Drop Out Problem? Failing to Make the Grade* and *2009—A Decisive Year for Arts Education at LAUSD, A Promise Worth Keeping*.

Can LAUSD Solve Its Graduation Rate and Drop Out Problem? Failing to Make the Grade

Response to Recommendation 1:1: The LAUSD partially agrees with this recommendation. The LAUSD is currently meeting with the referenced agencies individually and will ensure that opportunities for information sharing are an item on the standard meeting agenda for the 2009-2010 school year. However, due to budget constraints impacting all involved departments, convening a separate task force would not be feasible.

Response to Recommendation 2.1: The LAUSD agrees with this recommendation. The LAUSD has not eliminated the non-grant funded monies for these programs. Rather, the funds have been given to school sites to use at their discretion. The schools may use these funds to purchase the services that they deem necessary.

Response to Recommendation 2.2: The LAUSD agrees with this recommendation. The LAUSD is currently implementing Response to Intervention and Instruction (RTI²), which is a tiered support program. RTI² should be fully implemented by the 2010-2011 school year, contingent upon the budget and available resources.

Response to Recommendation 2.3: The LAUSD partially agrees with this recommendation. The service delivery model described in the response to recommendation 2.2, above, will enhance access to dropout intervention services. However, each school shall determine, based on the needs of the school community, how to best address attendance issues with services available for purchase.

Response to Recommendation 3.1: The LAUSD partially agrees with this recommendation. The central office provides guidelines for program implementation. The control over the actual implementation of the program and data collection has been shifted to the local district level, where a heightened awareness of local issues concerning those local districts allows for a more tailored approach.

Response to Recommendation 3.2: The LAUSD partially agrees with this recommendation. Please see response to recommendation 3.1, above.

Response to Recommendation 3.3: The LAUSD partially agrees with this recommendation. Local district level implementation and measurement of the program will provide the feedback vital to assess the impact on the learning community. Guidelines for implementation of the program will be provided by the central office.

2009—A Decisive Year for Arts Education at LAUSD, A Promise Worth Keeping

Response to Recommendation 3.2.1: The LAUSD partially agrees with this recommendation. Since high school graduation requirements have changed since 1999 and the implementation of a ten-year plan must meet grant conditions, the Board, in its discretion, may consider reaffirming its policy. The LAUSD agrees to inform the Board no later than May 2010.

Response to Recommendation 3.2.2: The LAUSD partially agrees with this recommendation. The Superintendent's Office has established the Arts Coordinator position to provide support to local districts and schools in enhancing and maintaining quality arts education.

Response to Recommendation 3.2.3: The LAUSD disagrees with this recommendation. The Arts Coordinator reports to the Chief Academic Officer, who is responsible for coordinating all curriculum and instruction and provides a direct link to the local district superintendents and schools through the Office of Instruction, ensuring schools receive the support needed and that arts education is integrated into the curriculum.

Mr. Rik Shubb, Continuity Committee

Mr. Edward T. McIntyre, Foreperson

Response to Findings and Recommendations of the 2008-2009 Report of the Los Angeles County Civil Grand Jury

September 22, 2009

Page 3 of 3

We trust this information responds to the Report. Should you have any questions, please contact Sharon V. Robinson at (213) 241-7000.

Sincerely,

A handwritten signature in black ink, appearing to read "Ramon Cortines". The signature is fluid and cursive, with the first name "Ramon" and last name "Cortines" clearly distinguishable.

Ramon C. Cortines

c: Jim Morris
Roberta Fesler
David Holmquist
Sharon V. Robinson
Earl Perkins
Debra Duardo



COUNTY OF LOS ANGELES
OFFICE OF THE COUNTY COUNSEL

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ROBERT E. KALUNIAN
Acting County Counsel

November 5, 2009

Mayor Antonio Villaraigosa
City Hall
200 North Main Street
Los Angeles, California 90012

Re: Failure to Respond to Grand Jury Report

Dear Mayor Villaraigosa:

This office represents the Grand Jury of the County of Los Angeles.

On June 30, 2009, the Los Angeles County Civil Grand Jury released its 2008-2009 Final Report. Included in the Final Report was its investigation pursuant to Penal Code section 925a on the subject of reducing youth gangs, entitled: "It's never too late to save the life of a child." We are enclosing pages 135 thru 176 of the Final Report for your reference.


Several recommendations were made to the Mayor's Office. Those recommendations appear in Findings and Recommendations 1.3, 1.4, 1.4.2, 1.4.3, 1.5, and 2.1.1 on pages 171 and 172 of the Final Report.

The City is not required to implement these recommendations. But, the City is required by Penal Code sections 933 and 933.05 to respond to the Grand Jury's recommendations. A response was due no later than September 30, 2009. The Grand Jury has not received any response from the Mayor or the City Council.

We are sure this is an oversight. Still, your attention to this matter would be greatly appreciated by the Grand Jury. If you have any questions, please call Gordon W. Trask, Principal Deputy County Counsel at (213) 974-1821.

Very truly yours,

ROBERT E. KALUNIAN
Acting County Counsel

By 
GORDON W. TRASK
Principal Deputy County Counsel
Law Enforcement Services Division

GWT:bl
Enclosures

c: Eric Garcetti
President of Los Angeles City Council

Carmen Trutanich
City Attorney

FINAL REPORT
2008-2009
CIVIL GRAND JURY



COUNTY OF
LOS ANGELES

IT IS NEVER TOO LATE TO SAVE THE LIFE OF A CHILD
Reducing Youth Gangs

Stephanie Alexander–Chair
Donald Robinson–Vice Chair
Charlotte Phelps
Wolodymyr “Walter” Nasarenko



A Report
by the
Los Angeles County
2008-2009 Civil Grand Jury

IT IS NEVER TOO LATE TO SAVE THE LIFE OF A CHILD

Reducing Youth Gangs

“...we have pushed so many children into the tumultuous sea of life in small and leaky boats without survival gear and compass. Help us now to give all our children the anchors of faith and love, the rudders of purpose and hope, the sails of health and education, and the paddles of family and community to keep them safe and strong when life at sea gets rough...”

Anonymous

INTRODUCTION

There are many stalwart advocates for at-risk children, but none more dedicated than Marian Wright Edelman, the founder and president of the Children’s Defense Fund and the author of numerous best selling books on at-risk children. She is a leading expert on the subject. In her most recent book, “The Sea Is So Wide and My Boat Is So Small,” she offers the bigger picture as it pertains to at-risk children. She reminds us of the pervasive presence of the many social ills, particularly violence, in our culture. She notes how insidiously and powerfully they impact the lives of our children.

As the Los Angeles County Civil Grand Jury (CGJ) embarked on the subject of at-risk youth, the Jury focused on several of the critical challenges children face in our County. This report addresses youth gangs and gang reduction efforts in the Los Angeles region.¹ Collectively, this has allowed the long standing crisis to reach epidemic proportions and has allowed this crisis to take hold in some of our most vulnerable communities. The aim of this investigation was to determine what is being done in the Los Angeles region to significantly reduce the influence and numbers of youth gangs.

According to U.S. Census data, Los Angeles County has over 10 million residents; nearly 4 million reside in the City of Los Angeles. It is one of the most populous cities in the nation. It also has the highest percentage of under-18 youth. According to law enforcement estimates, approximately 41,000 youth ages 10-17 are gang members in the City of Los Angeles.² Authorities also state that the suppression efforts of the past have not effectively prevented the rapid expansion of youth gangs in this County. Recent surveys indicate that children are being exposed and indoctrinated to gang culture as early as the toddler stage. In densely populated and low income communities, intergenerational gangs are entrenched and children are being recruited at their most impressionable ages.

¹ For this report, “region” includes the County of Los Angeles and all of the cities within the County, and any spillover, since gang activity does not typically respect jurisdictional boundaries.

² Source: Interviews with representatives from the Los Angeles Police Department and the Los Angeles Sheriff’s Department.

Sustainable improvements in youth gang reduction efforts will require moral and political will. All stakeholders, including the youths, their families, community leaders, spiritual leaders, schools, local, state and national officials, and all youth-serving agencies must remain vigilant and keep this issue on the top of the political agenda in our County.

Over the past 25 years the number of youngsters involved in street gangs increased by a factor of six.³ This alarming increase occurred despite law enforcement suppression tactics and high youth incarceration rates. The time for an effective sustainable remedy to this youth crisis was “yesterday”.

In the past, anti-gang programs were sponsored largely by individual organizations that did not communicate or cooperate with each other. As a result, anti-gang efforts were uncoordinated and fragmented. Consequently, they were not always working towards the same goals and objectives; there was no way to measure which programs were succeeding.

Several recent evaluations of past efforts have identified this lack of cooperation as a major short-coming and impediment to success. As part of this CGJ's concern about at-risk youth, it was felt appropriate to identify and review current renewed emphasis on anti-gang programs.

This CGJ investigation and report will acquaint the public and government agencies of the potential positive effects these renewed anti-gang efforts will have on at-risk youth. The CGJ recommendations are intended to strengthen the region's anti-gang initiatives that are in progress.

The objectives of this Civil Grand Jury's investigation were:

- To identify the programs, budgets, expenditures and performance data for Government and grant-funded gang reduction services
- To examine the City of Los Angeles' criteria and process for selecting gang reduction contractors
- To analyze the City's progress in defining specific measurable outcomes in the area of gang reduction
- To examine Los Angeles Unified School District's (LAUSD) programs to reduce gang activities
- To identify organizational obstacles to effective control of gang activities at both City and County level
- To provide measurable and achievable recommendations that will positively affect gang reduction in the Los Angeles region

The scope of this investigation included a review of gang reduction and youth development services provided by several City and County of Los Angeles youth-serving agencies, the Los Angeles Unified School District (LAUSD), and the Los Angeles County Office of Education (LACOE). Particular focus was directed to City

³ Source: Interviews with representatives from the Los Angeles Police Department and the Los Angeles Sheriff's Department.

programs, including those managed by the Mayor's Office of Gang Reduction and Youth Development (GRYD).

In addition, the investigation included inquiries regarding legal barriers affecting the ability of LAUSD, other school districts, LACOE, County of Los Angeles and City of Los Angeles agencies and departments from sharing information that can serve as indicators of risk.

Investigation methods included:

1. Entrance conferences and interviews were conducted with:
 - Director of the Mayor's GRYD Office
 - Deputy County Executive Officer for Public Safety
 - LAUSD Superintendent and key District managers (including the Chief of the Los Angeles School Police Department)
 - Key managers at LACOE
 - Countywide Criminal Justice Coordinating Committee and Interagency Gang Task Force
 - Los Angeles County Probation Department
 - Los Angeles County Sheriff's Department
 - Los Angeles County Auditor-Controller's Office
 - Los Angeles Police Department
 - Los Angeles Department of Recreation and Parks
 - Los Angeles Community Development Department
 - Los Angeles City Attorney's Office
 - Los Angeles City Controller's Office
 - Representative from a community gang reduction program
2. Recent studies of gang reduction efforts in Los Angeles were reviewed and, in some cases, discussed with the source agency.
3. Examination of cost and funding data, provided by the Office of the Chief Administrative Officer, for gang reduction programs within City of Los Angeles.
4. Review of all contracts for service providers in the Mayor's GRYD Office.
5. The criteria for selection of GRYD contractors and the contracting and appeals processes were reviewed.
6. Evaluation and performance measurement practices of key City, County and school programs were assessed.
7. A site visit was conducted at the Probation Department's new pilot Day Reporting Center in South Los Angeles.

8. Many of the data sources on gang reduction in Los Angeles County were reviewed including:

- "Citywide Gang Activity Reduction Strategy," (The Advancement Project, Los Angeles City County ad hoc Committee on Gang Violence and Youth Development 2007)
- "Blueprint for a Comprehensive Citywide Anti-Gang Strategy," (Los Angeles City Controller's Office, 2008)
- "Follow-up Audit on the Blueprint for a Comprehensive City-wide Anti-Gang Strategy," (City Controller Laura Chick, 2009)
- "The Comprehensive Collaboratives Addressing Youth Gangs," (Urban Institute, 2008)

EXECUTIVE SUMMARY: GANG REDUCTION EFFORTS IN LOS ANGELES COUNTY

The Los Angeles County District Attorney's Office estimates that there are 1,400 criminal street gangs in Los Angeles County. There are reportedly at least 41,000 members in the City of Los Angeles alone and a countless number of youth at risk of gang involvement. The Los Angeles Police Department reported that the total number of gang-related crimes in 2008 was 6,877, of which 167 were homicides;⁴ an untold number of innocent by-standers were victimized as well. The collateral damage to stressed families, trauma-exposed children and vulnerable communities are immeasurable.

None of the data collected for this investigation permitted segregation of reported gang membership by level of involvement or other factors. Anecdotal comments, however, made by individuals during the course of this investigation suggest that gang members involved in violent criminal activities represent a very small portion of the County's youth and they are largely related to street drug trade, turf wars and revenge.

Unfortunately, there is no universal definition of gang membership and some statistics on gang involvement count everything from young people who dress like gang members to international drug traffickers. It has also been estimated that the most violent criminal gangs in Los Angeles County represent less than 20 per cent of the total gang membership. This means that 80 per cent of the youth involved in gangs are not career criminals or engaged in violent activities. Consequently, gang reduction, as the City of Los Angeles maintains, must include a multi-faceted strategy. The Mayor's office will continue to give priority to controlling violence through suppression tactics, while also providing prevention and intervention services to at-risk youth.

To address the youth gang problem, programs related to gang prevention, intervention, suppression, and re-entry are housed in several agencies, both public and private, throughout the Los Angeles region. Law enforcement, education, social services and health agencies offer a variety of public and private programs that range widely in degree of gang focus and level of risk targeted. These programs and services were the focus of this Civil Grand Jury investigation.

LAUSD is in a position to have a very positive anti-gang impact on its students. The District is in the process of compiling an inventory of gang reduction programs in its schools but will not have completed its survey until March 2010, and will not move forward on a comprehensive anti-gang strategy until all statistics have been analyzed.

LACOE, the Los Angeles County Office of Education, is intimately involved in the education of children already identified as being at-risk but has only one employee, a Safety Coordinator in the Safe Schools Division, dedicated to regional gang reduction efforts.

⁴ "Citywide Gang Crime Summary, December 2008" Los Angeles Police Department, Gang and Operations Support Division, January 8, 2009.

Key findings and recommendations:

Fiscal Accountability and Interagency Coordination of Gang Reduction Programs County-wide is Lacking.

1. Consolidated budget and financial data were not available from either the City or County for their gang reduction programs for the period FY 2005-06 through FY 2008-09. Neither the City nor County has assumed responsibility for oversight of City-wide or County-wide gang reduction programs and costs.
2. City, County and school officials have failed to coordinate their gang reduction and intervention efforts. While County and City leaders have recently pursued new strategies to combat the gang problem in the Los Angeles region, these efforts have failed to produce an independent body of gang reduction leaders able to effectively coordinate resources and information across the region.
3. Deficiencies in services for gang members or youth at risk of becoming gang members are not broadly identified or resolved. No entity is responsible for maintaining a regional inventory of existing efforts; therefore, no regional inventory exists.
4. In the absence of an independent entity responsible for coordination, no regional interagency goals or objectives exist to address gang reduction. Without goals or objectives against which to measure results, regional progress is undefined and unmeasured.
5. There are no standard definitions of what constitutes a youth who may be at risk of gang involvement, what constitutes gang prevention nor how each relates to a "gang reduction program," therefore existing inventories of such programs are inconsistent.

Based on these findings, the following is recommended in this report:

1. The County, City and LAUSD gang prevention activities need to be coordinated to strengthen budget and financial reporting capabilities for their youth gang prevention and intervention services. Coordination would permit more comprehensive reporting, greater transparency and more strategic resource utilization across agencies.
2. The Board of Supervisors (BOS) of Los Angeles County, along with appointed gang reduction leaders, should establish an independent, regional body to coordinate the development of regional gang definitions, gang reduction goals and objectives, a statistical reporting structure and process, and an information-sharing technology to facilitate large-scale early identification of youth at risk of gang involvement region-wide.
3. The Director of the Mayor's Office of Gang Reduction and Youth Development (GRYD) should share his knowledge of gang reduction efforts in various City agencies to all providers County-wide.

4. The Mayor's Office should establish formal mechanisms for City agencies to centrally report budgetary and performance measurement information to the GRYD Office. Using such information, the Office should monitor outcomes and maintain City-wide summary reports.
5. As described in more detail in the section entitled "Centralization in the Mayor's Office" for greater accountability and independence, the Mayor of Los Angeles should consider shifting oversight of the GRYD evaluation contract from the GRYD Office to the elected City Controller or Chief Administrative Officer (CAO).

Gang Prevention Services Are Not Being Effectively Delivered at Schools for At-Risk Youth.

1. Schools provide the best opportunity to deliver large-scale gang prevention services to all at-risk youth. County, City and school leadership have failed to aggressively use the schools as the center point for gang prevention services.
2. The leading gang reduction force in the region, the GRYD Office, does not allocate any of its \$24 million for targeted programs to the schools. The Los Angeles Unified School District's budgetary commitment is limited to the more broadly defined Youth Relations Unit, the total cost of which is only \$1.3 million.
3. The Los Angeles County Office of Education (LACOE) serves as a resource for and intermediates between the districts and the State Department of Education. It serves tens of thousands of students per year and, although positioned to have a positive anti-gang influence on students, has only one employee, the Safety Coordinator, dedicated to providing gang reduction services.
4. LACOE should examine its role in gang reduction efforts and expand its anti-gang strategies to specifically target the County's Probation Camps.
5. A LACOE representative should be a member of the CGJ-recommended independent regional coordinating commission and participate in County-wide regional anti-gang efforts.
6. County, City, and LAUSD gang prevention programming and related services are offered only to select youth, leaving an unknown number of at-risk youth without potentially life-changing services.

Based on these findings the following is recommended in this report:

1. The Superintendent of the LAUSD should expand the District's narrow definition of at-risk (solely academic failure) to include risk of gang affiliation.

2. LAUSD should enter into a formal relationship with the City's GRYD office to collaborate on the following:
 - gang prevention curriculum development
 - facilities sharing
 - referral generation
3. Through this formalized relationship the Director of the GRYD Office should consider offering resources or in-kind services to students through LAUSD, as appropriate and effective. A mechanism should be established by which contractors and schools can implement a more formal referral procedure.
4. The Superintendent of LACOE should examine LACOE's role in gang reduction services for their at-risk student population. LACOE currently has only one employee, the Safety Coordinator, who provides extremely limited gang reduction services. This can be achieved by adding additional personnel who are trained and dedicated to provide focused gang reduction services.
5. Leadership of other school districts in the region and cities should take responsibility for developing more aggressive approaches to school-centric gang reduction.
6. The Superintendent of LAUSD should define formal criteria for selecting schools for programs including the existing Youth Relations and Safe School Collaboratives. Such programs should be mandatory at schools exhibiting critical need.

A complete listing of the Findings and Recommendations is located at the end of this report.

OVERVIEW OF GANG ACTIVITY IN THE LOS ANGELES REGION

In the course of this review, individuals familiar with gang reduction programs shared observations with our CGJ about variations in gang statistics and the difficulty in collecting and maintaining accurate information on gang crime and membership. As described in the National Gang Intelligence Center's 2009 National Gang Threat Assessment, "one of the greatest impediments to the collection of accurate gang-related data is the lack of a national uniform definition of a gang used by all federal, state, and local law enforcement agencies."⁵ As a result, not only is it difficult to accurately gauge the magnitude of gang activity in the Los Angeles region, but it is also difficult to compare such activity to other regions.

Since there is no universal definition of gang membership, the statistics cited on gang involvement may include everything from young people who simply dress like the profile of a gang member, on one extreme, to international drug traffickers on the other extreme. None of the data collected for this study permitted us to segregate reported gang membership by level of involvement or other factors. Anecdotal comments made by individuals during this investigation suggest that gang members involved in violent criminal activities represent a very small portion of the County's youth.

Centralization in the Mayor's Office

In 2008, the Mayor of the City of Los Angeles established the Office of Gang Reduction and Youth Development (GRYD), partly in response to the Advancement Project (2007) and the City Controller's "Blueprint" report of February 2008,⁶ which called for a major restructuring of gang reduction and youth development efforts in the City. As part of this transition, oversight of the City's previous gang prevention and intervention programs ("L.A. Bridges I and II") was moved from the Community Development Department (CDD) to the new GRYD Office. The L.A. Bridges prevention contracts were phased out and replaced with new contracts on December 31, 2008, and the intervention contracts were phased out and replaced on March 31, 2009.

The GRYD Office, with a budget of nearly \$24 million, works primarily in 12 targeted zones, each of which has a prevention services contractor and an intervention services contractor. In addition, approximately \$2.4 million of the \$24 million budget will be directed to support prevention and intervention projects outside of the 12 target zones. The GRYD Office's budgeted appropriations for FY 2008-09 are summarized in Table 1.

⁵ "National Gang Threat Assessment," National Gang Intelligence Center, January, 2009.

⁶ "Blueprint for a Comprehensive Citywide Anti-Gang Strategy," Los Angeles City Controller's Office, February 14, 2008.

Table 1

**Mayor's Office of Gang Reduction and Youth Development
Summary of Appropriations - Adopted Budget FY 2008-09**

Salaries General	\$ 1,409,891
Salaries As Needed	0
Salaries Grant Reimbursed	0
Travel	35,000
Contractual Services	17,838,626
Transportation	6,000
Office and Administration	144,280
Subtotal General Fund	\$19,433,797
2008-09 CDBG ^a L.A. Bridges I & II	874,789
Grants (Pro-rated for 2008-09)	3,552,290
Total All Funds & Sources	\$23,860,876

Source: Office of the City Administrative Officer, 2008-2009 Mid-Year Financial Status Report.

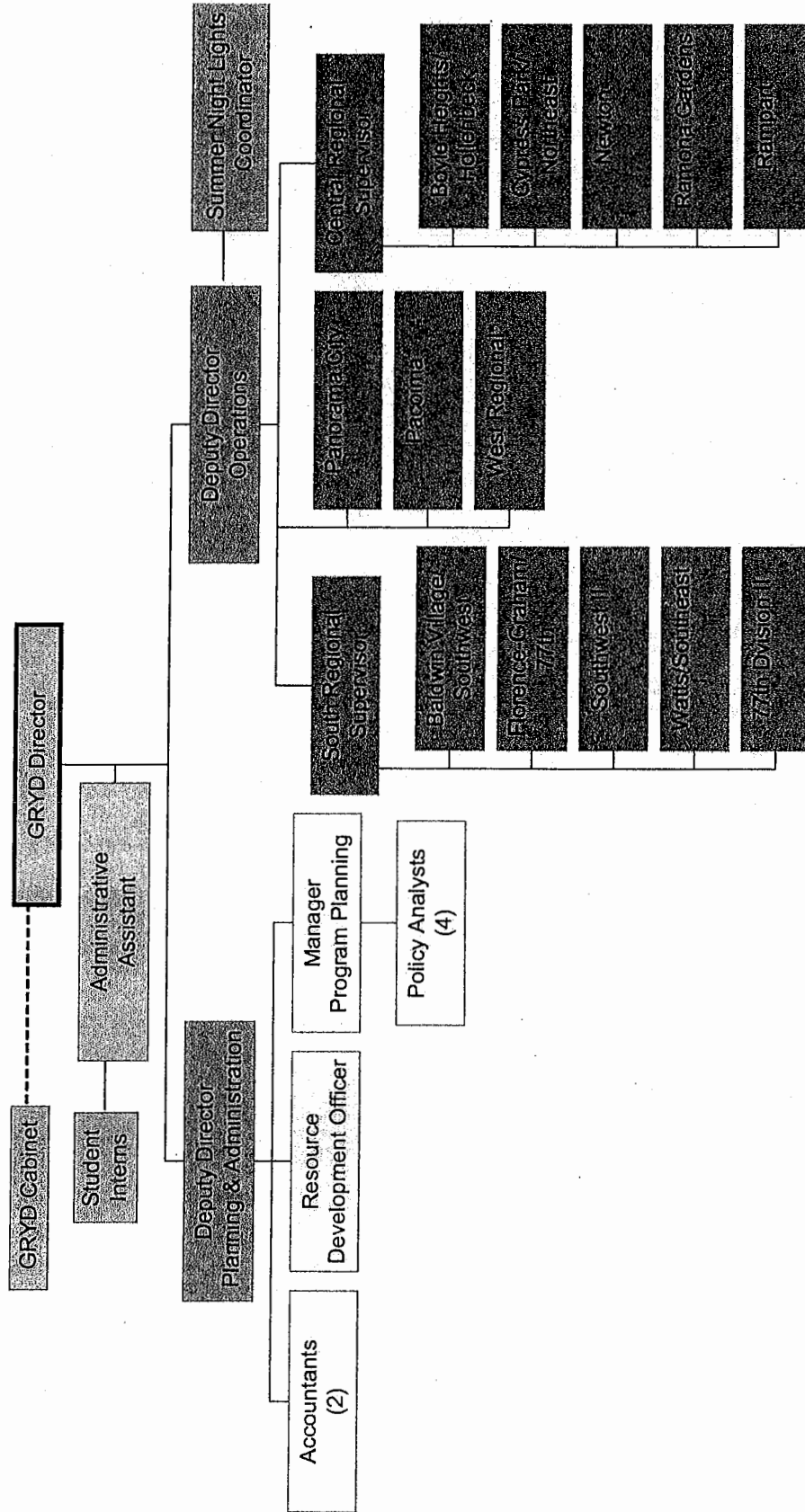
^a "Community Development Block Grant"

It should be noted that the total cost for contractual services is over 17 million dollars; the first anti-gang programs will be targeted to 100 youth per zone for a total of 1200 youth. This averages about \$20,000 per youth in the startup year.

A \$900,000/year contract will be awarded to an agency charged with evaluating the effectiveness of this GRYD anti-gang effort.

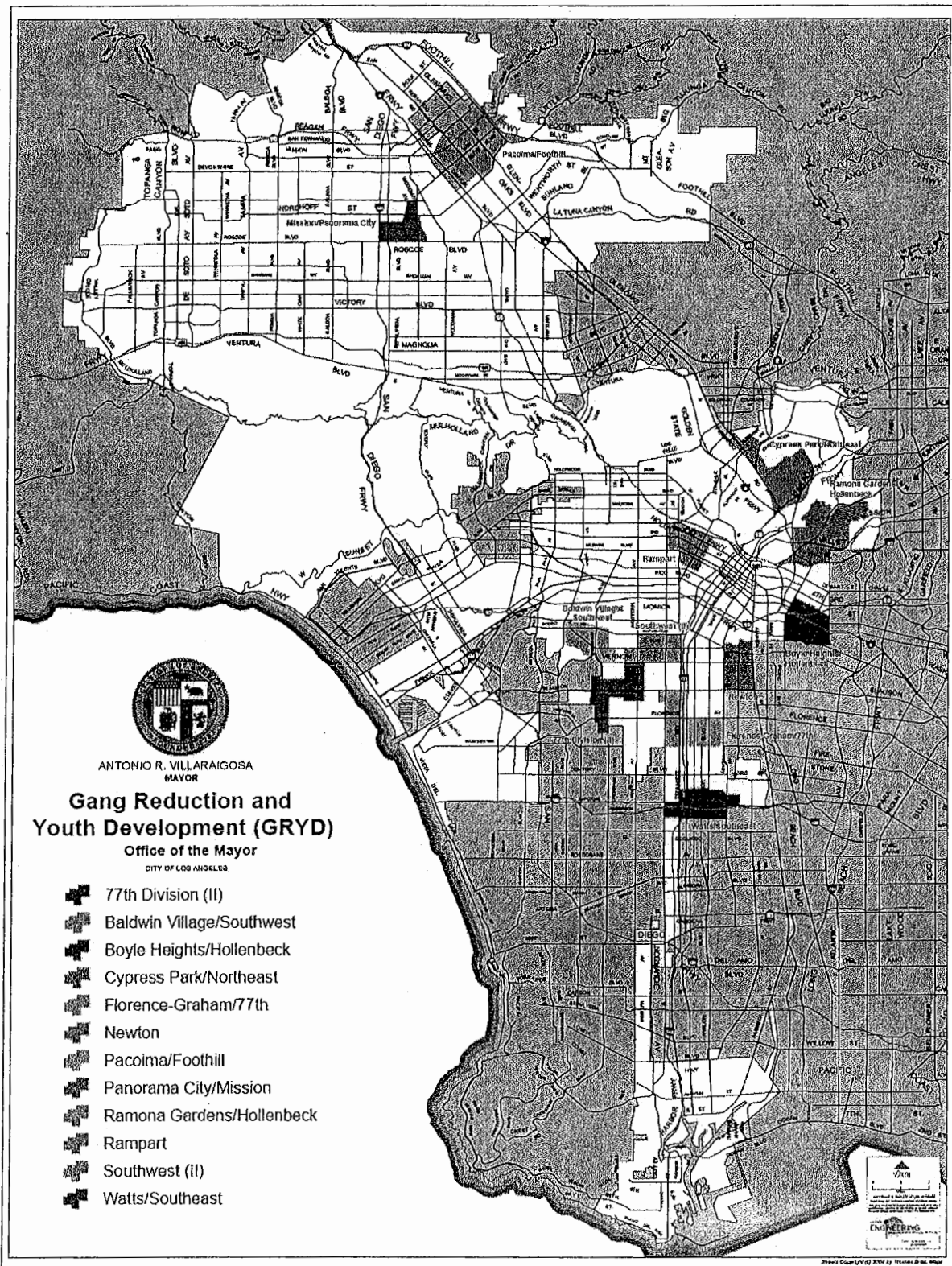
The chart below shows the GRYD Office's organizational structure and the map on the following page illustrates the twelve GRYD zones within the City of Los Angeles.

Gang Reduction & Youth Development



* West Regional is not a primary GRYD zone. This area will receive resources separate from the 12 primary GRYD zones.

Map of GRYD Zones



During the course of this review, the GRYD Office was in the process of reviewing proposals for a number of prevention, intervention and evaluation contracts. Each of the twelve zones, when all the contracts are implemented, will have one prevention services provider, at a cost of approximately \$1 million per year, and one intervention services provider, at a cost of approximately \$500,000 per year. The evaluation services contract will amount to a reported \$900,000 per year.

The first round Request for Proposal (RFP), for the first set of six prevention providers, was released on April 15, 2008, and executed after the Mayor's Office received authority on August 28, 2008. The six contracts were executed for a total of \$2,500,000 (or \$416,667 per zone) for the nine-month period September 1, 2008 – June 30, 2009. The providers for each zone are as follows:

- Children's Hospital of Los Angeles (Cypress Park/Northeast)
- Community Build, Inc. (Baldwin Village)
- El Nido Family Centers (Pacoima/Foothill)
- L.A. Metropolitan Churches (Florence-Graham-77th)
- People Coordinated Services (Newton)
- Violence Intervention Program (Ramona Gardens/Hollenbeck)

The second round RFP, for the second set of six prevention contracts, was released on October 1, 2008, and executed after the Mayor's Office received authority on December 17, 2008. These six contracts were executed for a total of \$3,000,000 (or \$500,000 per zone) for the six-month period beginning January 1, 2009. The providers for each zone are as follows:

- Asian American Drug Abuse Program (77th II)
- Alma Family Services (Boyle Heights/Hollenbeck)
- New Direction for Youth (Panorama City/Mission)
- El Centro del Pueblo (Rampart)
- Brotherhood Crusade (Southwest II)
- Los Angeles Conservation Corp (Watts/Southeast)

The third round RFP, for the intervention contracts in all twelve zones, was released on November 5, 2008. These contracts will be executed for a total of \$3,000,000 (or \$250,000 per zone) for the six-month term April 1, 2009 – September 30, 2009.

A review process is currently underway for the RFP for prevention and intervention services in areas of the City outside the twelve zones. Up to four contracts for prevention and up to four contracts for intervention services will be awarded for a total estimated cost of \$1.2 million per six month term.

All contracts for the existing prevention service providers were reviewed and found to be in compliance. Additionally, the review and selection processes were found to be in compliance with the standards established by the City and appeared reasonable. The competitive bid process included bidders conferences, independent review panels and formal interviews. The multi-disciplinary review panels were trained in how to objectively review proposals and were required to sign "Conflict of Interest/Non-

Disclosure Statements.” Panels discussed individual reviewer’s scores, came to consensus on each proposal, and ranked proposals based on averaged scores. All available Requests for Proposals (RFP) and corresponding scoring and appeals information were reviewed in the course of this study. All appeals appeared to be treated according to City policy.

Financial audit reports were reviewed for the L.A. Bridges contracts that were in effect during the transition period, when gang reduction programs were moved from the Community Development Department to the Mayor’s Office.

In addition to management of the contracts in place for the twelve zones, the GRYD Office is charged with serving as the center of gang reduction efforts and coordination across City agencies. GRYD’s primary forum for coordination across agencies is the GRYD Cabinet, a group of directors and leaders from gang- and youth-related departments, primarily in the City of Los Angeles. The GRYD Cabinet has met monthly, since May 2008, under the leadership of the GRYD Director. The GRYD Cabinet’s member organizations include:

- Community Development Department (CDD), City of Los Angeles
- Recreation and Parks (RAP), City of Los Angeles
- Human Relations Commission (HRC), City of Los Angeles
- Office of the City Attorney, Commission for Children, Youth and Their Families (CCYF)
- Los Angeles Police Department (LAPD)
- Housing Authority of the City of Los Angeles (HACLA)
- Department of Cultural Affairs (LACDCA), City of Los Angeles
- Office of the Chief Administrative Officer (CAO), City of Los Angeles
- Office of the Chief Legislative Analyst (CLA), City of Los Angeles
- Los Angeles Unified School District (LAUSD)
- Los Angeles County Office of the Chief Executive Officer (CEO)

Interagency Coordination

The extent of coordination between youth-serving agencies varies and has been a recent focus among policy makers concerned with gang reduction. There are two County-wide coordinating bodies for gang reduction. First, the Interagency Gang Task Force (IGTF), now a subcommittee of the Board of Supervisor’s Countywide Criminal Justice Coordination Committee (CCJCC), was formed over twenty years ago to provide a forum for collaboration. Initially, the IGTF was comprised predominately of law enforcement agencies and focused on coordinating suppression efforts. However, according to the CCJCC’s Director, in recent years it has transitioned toward incorporating prevention- and intervention-driven agencies as well, and a review of meeting minutes confirms this perception.

Second, in response to direction from the Board of Supervisors in 2007, the Chief Executive Officer developed a Gang Strategy in 2008 and in 2009 established a new coordinating committee: the Los Angeles County Regional Gang Violence Reduction Committee. Comprised of representatives of the same County, City and School

agencies as the IGTF, the new committee aims to work toward a very similar mission as the IGTF.

Data Availability and Transparency

The Grand Jury had requested that budget and financial data for City and County operated programs be evaluated for the period FY 2005-06 through FY 2008-09. Significant attempts were made to collect such information from a variety of City, County and Los Angeles Unified School District (LAUSD) sources. However, none of these jurisdictions were able to fully respond to our requests for such information during the period of the Grand Jury investigation.

This inability, or unwillingness, to provide such basic information is unacceptable. Therefore, this report includes recommendations to strengthen the budget and financial reporting capabilities of all local agencies involved in youth gang prevention and intervention services, and suggests structural changes that would permit more comprehensive reporting, greater transparency and more strategic resource utilization across agencies.

However, to be successful, there must also be the political will and cooperation necessary to ensure that the Los Angeles region remains focused on cost effective solutions to the problem of youth gang involvement. The Mayor's Gang Reduction Vision states that the new direction taken by the City must emphasize both cost and accountability over programs. In addition, it asks the community to volunteer and contribute resources to make the City's efforts a success.⁷ The Mayor's GRYD Office has made significant strides, as evidenced by the City Controller's one year follow-up report on the Blueprint report, which found that the Office had implemented or partially implemented 37 of the 122 recommendations, and was in progress toward implementing another 76 of the recommendations.⁸ However, since the GRYD Office has not taken responsibility for overseeing gang reduction efforts in other City agencies, it is not able to report on program costs throughout the City.

A first step toward accomplishing these accountability objectives is to make sure that program activities, expenditures and accomplishments are fully reported, transparent and easily accessible to the taxpayers. As evidenced by this audit, the City, County, LAUSD and other local jurisdictions must make fundamental changes to ensure this will occur.

⁷ "Healing Our Neighborhood - A City-wide Partnership to Combat Gang Crime," July 2008 at <http://mayor.lacity.org/villaraigosaplan/PublicSafety/GangReductionStrategy/index.htm>

⁸ "Follow-up Audit on the Blueprint for a Comprehensive Citywide Anti-Gang Strategy," City Controller Laura Chick, February 26, 2009.

1. INTERAGENCY COORDINATION

Weaknesses in interagency coordination on gang reduction in Los Angeles have been reported in multiple studies over the last several years, dating at least as far back as a 1992 Civil Grand Jury report.⁹ Recent efforts to restructure gang reduction service delivery and set forth new strategies for collaboration demonstrate a recognition that change is needed. Some of the essential structures are now in development, however, these efforts will not be enough if substantial actions are not taken to overcome long-standing barriers to collaboration. As described in this section, major barriers include:

- The absence of an independent and effective coordinating body
- Inconsistent or unclear goals and objectives
- The lack of common program definitions
- Insufficient centralized information
- Inadequate methods for monitoring progress
- A failure to aggressively pursue information-sharing possibilities

In the absence of an independent coordinating body empowered with resource allocation authority, individual agencies and jurisdictions are left without incentives to collaborate. As long as various program leaders operate in “silos” and act only in accordance with their own respective needs and funding constraints, there will be little impetus for them to work toward common goals.

History of Deficient/Superficial Interagency Collaboration

Gang reduction poses a public policy and governance challenge because it must be carried out with the contributions and efforts of many agencies across jurisdictions. Since at-risk youth are vulnerable in many ways and at many moments in their lives, all youth-serving agencies that touch the lives of young people must share responsibility for prevention, intervention and suppression of gang-involvement. A large canon of literature discusses various approaches for reducing youth gang involvement and is nearly unanimous in its support of a collaborative and comprehensive model.

The Interagency Gang Task Force (IGTF), now a subcommittee of the Board of Supervisor’s Countywide Criminal Justice Coordination Committee (CCJCC), was formed over twenty years ago to provide a forum for collaboration. For much of its early years, the IGTF was comprised predominately of law enforcement agencies and focused on coordinating suppression efforts. Throughout the nineties and in this decade, under changing leadership, the group transitioned toward incorporating prevention- and intervention-driven agencies as well. According to leadership familiar with the task force, over time the IGTF monthly meetings became a forum primarily for information sharing.

New County-wide Efforts

With the introduction, in 2007, of new County-wide efforts to develop a fresh gang strategy, the purpose and direction of the IGTF became uncertain. In fact, the IGTF

⁹ “Gang Prevention in Los Angeles County,” Los Angeles County Grand Jury 1991-92, June 12, 1992.

was effectively dormant during 2008, as its leadership and membership awaited direction from the Board of Supervisors and the County Chief Executive Officer related to the development of the mission, goals and structure of a new coordination committee to be led by the CEO.

While the CEO's new Los Angeles Gang Violence Reduction Committee has garnered significant interest since January 2009, it appears to almost entirely duplicate the purpose of the IGTF, with the added responsibility of overseeing the Board of Supervisors' four "demonstration" sites for pilot projects. It meets monthly and is comprised of representatives of the same County, City and school district agencies as the IGTF, and aims to work toward a very similar, if not identical mission as the IGTF. It may be that this newly formed committee convened by the CEO will bring new life to interagency coordination efforts. However, if it does not proceed to develop formal roles and responsibilities of committee members and set out to achieve measurable goals, it will likely fail to achieve significant change.

While the County was formulating its Gang Strategy throughout 2008, the Mayor's Office of Gang Reduction and Youth Development (GRYD) was establishing itself as the center of gang reduction efforts and coordination across City agencies. The Office was established partly in response to the City Controller's "Blueprint" report of February 2008¹⁰, which called for a major restructuring of gang reduction and youth development efforts in the City. GRYD, with a budget of \$24 million, works primarily in 12 targeted zones, each of which have a prevention services contractor and an intervention services contractor. Approximately \$2.4 million of the \$24 million budget will be directed to support prevention and intervention projects outside of the 12 target zones.

GRYD's primary forum for coordination across agencies is the GRYD Cabinet, a group of directors and leaders from gang- and youth-relevant departments, primarily in the City of Los Angeles, that has met monthly since May 2008, under the leadership of the GRYD Director.

The GRYD Cabinet has demonstrated positive potential for cross-jurisdictional collaboration by including representatives from LAUSD and the County as members. However, the partnership has not yet built on opportunities for more structured collaboration with any of the other 79 Los Angeles County school districts or community-based or faith-based organizations involved in gang reduction services.

The initial goals of the Cabinet are to develop a citywide strategic plan, develop a set of measurable goals and outcomes, and facilitate information sharing within legal boundaries. Based on interviews and a review of meeting agendas, it seems that the Cabinet has thus far focused on startup and strategy discussions, as well as some discussion of collaboration on specific targeted areas and projects. The GRYD Office's model collaborative project, a successful parks-based nighttime activity program, started in 2008 called Summer Night Lights, relies most heavily on collaboration with agencies within the City organization (LAPD and RAP). The program, which is supported in part by private donations, will expand from eight to fifteen parks in 2009.

¹⁰ "Blueprint for a Comprehensive Citywide Anti-Gang Strategy," Los Angeles City Controller's Office, February 14, 2008.

The other collaboration is formalized in a Memorandum of Understanding (MOU) between GRYD and CDD, which has agreed to hold 500 workforce development training positions for GRYD intervention agency referrals.

At the zone level, the GRYD Office envisions that Multi-Disciplinary Teams (MDT's) will be an integral part of case management. So far, only one MDT is currently in existence and is in the Boyle Heights zone. This MDT serves as a model of sorts, since it has been functioning for several years with grants from the former Gang Reduction Program and now the CalGRIP (California Gang Reduction, Intervention and Prevention) program. This MDT is comprised of representatives from the "prevention provider" and "intervention provider" (GRYD contractors), LAPD, Department of Child and Family Services, and Probation. MDT's will meet monthly for case conferencing.

Each GRYD zone will also have a Local Advisory Group, which will be open to community members who wish to contribute feedback. The Local Advisory Group will coordinate neighborhood outreach and meet once per month. Currently, just the Boyle Heights zone has a Local Advisory Group.

The establishment of the GRYD Office has effectively elevated the profile of gang reduction efforts in the City, but GRYD efforts have focused on management of the twelve GRYD zones and not on truly centralizing or coordinating all anti-gang programs in the City. Without a formal structure to define the roles and responsibilities of the GRYD members, and without a process by which GRYD may collect, monitor and report on citywide costs, performance and progress, GRYD risks missing a key opportunity to provide leadership and significantly reduce gang violence.

No Centralized Regional Information Resource

No single entity maintains a current, accurate and functional inventory of regional gang reduction programs and no entity has claimed responsibility for actively and effectively coordinating multi-jurisdictional and multi-agency efforts. Accordingly, no regional inventory of gang programs and associated costs exists.

County and City leaders cannot effectively prioritize gang reduction efforts and coordinate them without first understanding the full set of programs in existence along with the costs, participation rates, goals and objectives and outcomes of those programs. Those inventories that do exist or are in development are jurisdiction-centric and do not consider the efforts of other jurisdictions or agencies within gang-involved communities. For example, the County Probation Department provides services to gang-involved youth and their families at certain target schools and housing developments that are within the jurisdictional boundaries of the City. However, City inventories that have been developed do not recognize this resource.

Maintaining an updated inventory of active programs is particularly important during periods of budgetary shortfall, since shrinking funding sources may result in the loss of entire programs. If leaders could understand the full set of programs and funding sources being contributed by all jurisdictions, they might be able to better understand the risk of program loss and respond in a coordinated fashion so that overall impacts on the community are reduced.

The budgeting systems in each jurisdiction currently pose a technical barrier to simplified gang program inventory development. As a long-term goal, the cities, and all school districts, and County should consider developing a coding mechanism in their respective budget and accounting systems to enable gang reduction and related program data to be extracted and more easily analyzed. In the absence of such a program budgeting system, leaders of the GRYD Office and the CEO's Los Angeles Gang Violence Reduction Committee must accept the responsibility for collecting and monitoring such information.

Status of County Efforts to Centralize Information

The County's only listing of youth gang reduction programs was developed as part of the CCJCC's Gang Funding Report. This 2007 report surveyed FY 2005-06 costs. However, a review of that document indicates that there was inconsistency in the way respondents reported and categorized programs, due to unclear definitions of reportable costs and a liberal interpretation of gang reduction related activities. A few examples include:

1. Community and Senior Services reported \$9.8 million for several general youth activity and employment programs, which were labeled gang prevention programs.
2. The Public Defender's Office reported \$18.4 million as gang suppression, although the program was for the representation of adults charged with gang-related felonies and misdemeanors.
3. The Public Defender's Office further reported \$1.4 million as gang prevention, although the program was for general psycho-social assessment of juvenile offenders.
4. The Public Library's \$166,000 library service at Central Juvenile Hall was reported as a gang prevention program.
5. The District Attorney's Office reported \$454,000 in gang suppression for its Hate Crime Section, which prosecutes all categories of hate crimes, of which only some involve gang members.

Agencies seemed to interpret "gang prevention" very broadly, as indicated by the inclusion of more general activities that may only tangentially impact youth gang involvement. As evidenced by the examples cited above, agencies seemed to include costs for general juvenile crime prevention programs that may include gang elements.

As part of the new strategy being pursued by the CEO, pursuant to direction from the Board of Supervisors, the County Auditor-Controller is currently conducting a survey to compile an inventory of the County's gang reduction programs. Discussions with staff from the County Auditor-Controller's Office and a review of the survey instrument suggests that the County is making an attempt to more clearly define youth gang categories. The survey includes five categories: prevention, intervention, suppression, re-entry and community education programs.

The survey's definition of gang prevention still allows for general recreation, social, and educational activities to be counted as prevention, although those activities are separated as "indirect" prevention services. More targeted activities are labeled as "direct" prevention. While "indirect" general youth development activities are undoubtedly an important element of gang prevention strategy, policy makers and administrators should be sure to analyze those costs separately in order to clearly understand the County's investment in targeted gang reduction.

Status of City Efforts to Centralize Information

The City of Los Angeles' most recent inventory of programs, included in the City Controller's Report in 2008, was based on the structures and arrangement prior to the establishment of the Mayor's Office of Gang Reduction and Youth Development. As of the publication of this report, the GRYD Office did not possess a functional inventory of all programs, including costs, participation rates and outcomes.

Shortly after the inception of the GRYD Cabinet in May 2008, the GRYD Office did collect listings of departmental programs from GRYD Cabinet Members. Those listings have not been compiled into a functional inventory. This condition generally comports with how the GRYD Office views its role. As described in interviews with consultants to the Civil Grand Jury, the primary goal is violence reduction. GRYD intends to sharply focus efforts on that goal through the programs being developed within the GRYD zones. GRYD provides general advisory services to the Mayor as part of the development process. The GRYD Office also provides a forum for agencies to share information. It does not actively lead non-GRYD City agencies in developing individual or collective gang reduction goals or monitoring outcomes.

Status of LAUSD Efforts to Centralize Information

LAUSD does not currently maintain an inventory of programs or services related to gang reduction. As described in Section 2 of this report, on May 13, 2008, LAUSD passed the "Resolution to Effectively Prevent Gang Violence On and Around District Campuses," directing the Superintendent to compile an inventory of gang reduction programs in the schools and to assess the effectiveness of the programs and make recommendations for improvement.

In the ten months since then, staff have conducted an ongoing internal survey process, which, at the time of this writing, had yielded approximately 700 school responses. The District's plan to respond to the full Board Resolution shows that the final recommendations are not scheduled to be adopted by the Board of Education until March, 2010.

Further, LAUSD staff report that the plan will need to be changed now that the assessment work will be completed by LAUSD analysts instead of an outside consultant. While the process appears to be very thorough, the District has sacrificed timeliness for diligence.

Definitional Problem: What is "at-risk" and what is "prevention"?

There is no standard definition of what constitutes a youth who may be at risk of gang involvement, what constitutes gang prevention and how each relates to a "gang reduction program." Existing inventories of such programs are internally and externally

inconsistent. As a result, previously stated expenditure levels generally have been inaccurate and inflated. In each survey conducted by the County, City and LAUSD, definitions of program "type" have been provided (i.e., guidelines on how to classify a program as prevention, intervention, suppression, or reentry. However, responses indicate a level of inconsistency in what various entities categorize and report as a gang reduction program in the first place.

The definitional problem is particularly acute for gang prevention programs. Some entities define prevention very broadly and include general health and well-being, sports, and educational programs for youth, while other entities assume a more narrow definition and only report prevention programs targeted toward gang-involved youth.

Gang funding should more narrowly define prevention so that policy-makers can accurately understand the resource commitments that have been made to this purportedly high priority issue. The table on the following page shows the set of City of Los Angeles programs that were identified as gang prevention and intervention in the course of this review.

While some programs are much more gang-focused than others, all of them are targeted enough to be considered targeted prevention and intervention. Program costs are estimated to be approximately \$33.7 million, of which \$26.5 million is local City cost (i.e., non-grant). The majority, almost \$19.5 million of the City's general resource investment is directed to the GRYD Office (i.e., total cost of approximately \$23.9 million less grant funding of approximately \$4.4 million).

Table 2
Summary of Major Gang Prevention and Intervention Programs
City of Los Angeles

Program	Description	Managing Agency	FY 2009 Expenditures	Amount Of Grants	Net Local Cost
Gang Reduction & Youth Development	Prevention and intervention contractors target 100 at-risk youth in each of 12 zones	Mayor's Office	\$ 23,860,876	\$ 4,427,079	\$ 19,433,797
CLASS Parks ^a	47 Parks & Teen Clubs include special activities & resources for at-risk youth aged 11-15	Rec & Parks	6,434,322	548,535	5,885,787
Jeopardy	Targets youth 8-17 & parents	LAPD	1,283,044	1,283,044	-
Juvenile Impact Program	12 week Saturday Boot Camp for youth referred by parents	LAPD	550,000	450,000	100,000
Juvenile Impact Program-Harbor	12 week Saturday Boot Camp for youth referred by parents	LAPD	419,000	419,000	-
Gang Membership, Vandalism, & Illegal Nuisance Reduction	Gang prevention classes for elementary & middle school youth	CDD	209,475	209,475	-
Success Now	Mentors at-risk youth & parents in Pico Union	CDD	100,000	100,000	-
Fuego Tech Fire Rangers	Training & re-entry for gang involved youth aged 13-25	CDD	50,000	50,000	-
Young Women from Adversity to Resiliency	8 month program empowers young women & reduces likelihood of entering juvenile justice system	Comm. on Status of Women	246,707	246,707	-
Top Sail Program	Multi-week maritime skills course for students in 27 middle schools identified by L.A. Bridges ^b	Harbor Dept	556,972	-	556,972
Total - City of Los Angeles			\$ 33,710,396	\$ 7,127,658	\$ 26,582,738

Sources: Department reports; Department reports to Office of Chief Administrative Officer; City Budget Documents

^a Clean and Safe Spaces Parks Programs

^b L.A. Bridges was a gang reduction program operated by CDD until the establishment of the Mayor's GRYD Office in 2008. Bridges contractors provided prevention and intervention services similar to those providers by the GRYD contractors.

This list does not include dozens of general at-risk youth development and employment programs that have been included in previous studies and lists. Those programs, while important to broader prevention strategies for at-risk youth, should not be confused with gang-specific prevention programs. Our analysis does, however, generally confirm the "Targeted Prevention" costs estimated by the Controller's Blueprint report¹¹ of 2008, after considering the City's additional investment in the GRYD Office since the publication of that report.

For County gang prevention funding, the costs estimated in prior reports are greater than those recognized by this analysis. The CCJCC's 2007 report, as discussed earlier in this section, categorized many general youth development and employment programs as gang prevention. That report's estimate of the cost of County gang prevention programs was \$22 million, or 21% of total funding for gang reduction. Our review of that list found that the lower amount of between \$8 million and \$10 million could more specifically be considered targeted gang prevention.

In the course of our discussions with select County law enforcement and youth-serving agencies, the CGJ found that a large portion of the funding for targeted gang prevention and intervention comes from the State's Juvenile Justice Crime Prevention Act (JJCPA). This grant, which is administered through the Probation Department, targets juvenile probationers as well as youth at risk of criminal behavior. In fact, a significant portion of these funds are directed toward youth who have not engaged in the criminal justice system. For example, Probation Department staff report that approximately one-third of school-based Probation Officer caseload is directed toward youths who are not on probation, and most of the housing-based caseload is comprised of youths who are not on probation. The Sheriff's primary gang prevention programs, totaling approximately \$700,000, are primarily funded through State and private grants.

Lack of Regional Goals and Insufficient Program Evaluation

As a result of the lack of an effective and functional coordinated body of regional gang reduction leaders, there is no set of regional interagency goals or objectives to address gang reduction. Instead, each agency operates based on its own definitions and assumptions about gangs, its own outlook on the problem, and its own approach. Since there are no regional goals or objectives, there can be no regional evaluation.

For example, from the perspective of a Probation Officer, anti-gang efforts largely focus on youths who are already engaged in the criminal justice system or youths who are so near to engagement with the criminal justice system that a parent or school official refers them to the Probation Department. Conversely, from the perspective of a school official, the gang problem likely manifests itself in the form of campus and classroom behavioral problems, poor academic performance, and truancy. The concerns and approach of each of these individuals to addressing the child's gang involvement will be very different. While it is a good thing that different kinds of service providers can employ different kinds of gang reduction techniques, if various providers are operating only with the knowledge and assumptions they develop in the course of their specialized service, they may miss opportunities to serve the larger goal of gang reduction.

¹¹ "Blueprint for a Comprehensive Citywide Anti-Gang Strategy," Los Angeles City Controller's Office, February 14, 2008.

The extent to which performance measurement data are currently collected throughout city and county agencies is largely dependent on the reporting requirements, if any, of the funding entity. Centralized performance criteria and data for all programs do not exist. Under these circumstances, not only do some programs operate without any specific performance goals, but regional leaders lack sufficient information to make well-informed strategic decisions.

For example, on the County level, Probation, Housing, and Parks receive funding from the Juvenile Justice Crime Prevention Act (JJCPA) and therefore are required to report participation rates and other outcomes to the State. Conversely, LAUSD's youth Relations Program, funded by District general funds, is not required to report on such measures. No reporting mechanism is in place and therefore no such data exists. While, in this example, JJCPA recipients are required to keep stronger records, in neither case do the departments report their performance to a regional monitoring body.

The GRYD Office requires zone contractors to complete weekly tracking forms, which are compiled by the central office and submitted in the form of summary reports to the Mayor's Office. However, non-GRYD City gang reduction programs do not report performance or outcome measurement information to the GRYD Office.

As of this writing, the GRYD Office is completing a selection process for a contract evaluator to be retained for \$900,000 per year for program evaluation services. Since the evaluator had not yet been chosen at the time of this publication, this assessment was limited to information available in the Request for Proposals (RFP). Based on interviews and a review of the RFP for the evaluator, the GRYD Director is prioritizing evaluation in a substantial manner and is preparing the operation to engage in standardized organizational learning and improvement.

The RFP calls for detailed assessment of 1) the 12 GRYD Zone prevention contractors, 2) the 12 GRYD Zone intervention contractors, and 3) the non-GRYD Zone strategy (the \$2.4 million investment in developing prevention and intervention strategies in areas outside of the 12 Zones). For improved transparency and assurance that evaluations will be objectively performed, the City could consider shifting oversight of the evaluation contract from the GRYD Office to the elected City Controller or the Chief Administrative Officer, who reports to both the Mayor and the City Council.

While the RFP establishes a good framework upon which the contract evaluator can build regarding the direct work of the GRYD Office, there are no plans to assess gang reduction programs in other City agencies. As discussed throughout this section, the GRYD Office must take responsibility for assessing the effectiveness of the other programs in the City if it seeks to serve as the citywide leader of gang reduction.

Develop an Independent Regional Gang Reduction Commission

An independent regional coordinating body should be established to coordinate the development of:

- Consistent definitions of “gang”, “gang program”, “at risk of gang involvement”, and “gang prevention”
- Regional goals and measurable objectives related to gang prevention, intervention, and suppression
- A statistical reporting structure and process by which identified gang reduction programs in the cities within Los Angeles County and county programs regularly report progress towards goals and objectives
- Information-sharing technology or a database to facilitate large-scale early identification of youth at risk of gang involvement

The independent commission could be modeled after local government associations like the Southern California Association of Governments. It should be comprised of not only key department directors, but also of elected members of the County Board of Supervisors, members of boards of education in the County, and members of city councils in the County.

The commission should consider applying for State and federal funding so that it can coordinate the distribution of resources throughout the County. Empowering the entity with resource allocation capability will add an incentive for member participation and confer on it a mechanism to hold members accountable.

Additionally, a commission such as the one described here should incorporate input from leading community-based and faith-based organizations involved in gang reduction. In recognition of the value of long-standing relationships that exist between some of these organizations and the community, policy makers and administrators should consider their insights by formally incorporating representative organizations into the commission's deliberation process.

For example, since 1988, community leader Father Gregory Boyle has worked with gang-involved youth by offering free support services and job training and placement opportunities. Father Boyle's Homeboy Industries was officially established as a nonprofit entity in 2001, as an outgrowth of Jobs For a Future. Featuring several small businesses, including the cornerstone Homeboy Bakery, the organization has reached thousands of young gang-affiliated men and women by providing jobs as an alternative to gang life. Homeboy Industries and Father Boyle have garnered national recognition. This is cited as one example of the work performed by non-profit organizations serving youth at risk of gang involvement in Los Angeles.

County and City policy makers and lead administrators must comprehensively understand the landscape of existing gang reduction efforts if they seek to make progress on stated gang reduction goals. To this end, the interagency coordinating commission should be responsible for collecting and reporting on program cost, participation, and outcome information. The information should be published for policy-makers, administrators and members of the public to assess the progress of investments in gang reduction efforts.

Findings and Recommendations

Finding 1.1

There is no set of regional interagency goals or objectives to address gang reduction in Los Angeles County.

Recommendation 1.1.1 – Los Angeles County Board of Supervisors

By December 31, 2009, the Board of Supervisors should establish an independent, regional coordinating commission to develop regional interagency goals and objectives to coordinate gang reduction efforts. It should include representation of city- and school board-level officials, along with appointed leaders of departments key to gang reduction as well as representation of community-based and faith-based organizations.

Recommendation 1.1.2 – Los Angeles County Board of Supervisors

By June 2010 the Board of Supervisors should direct the independent regional coordinating commission which would include city and school board-level officials, along with appointed leaders of the departments key to gang reduction to create a common definition of “at-risk” and “gang” terms, particularly what constitutes a gang prevention program.

Finding 1.2

There is no current accurate and functional central information resource for gang program inventory or budgetary information within the region.

Recommendation 1.2 – The Independent Regional Coordinating Commission

By June 2010, the Board of Supervisors should direct the commission cited above to develop a statistical reporting structure and process by which programs report progress on defined goals, objectives and related costs.

Finding 1.3

There is no set of city-wide interagency goals and objectives in the City of Los Angeles that addresses gang reduction.

Recommendation 1.3 – Los Angeles Mayor’s Office

By December 31, 2009, the Los Angeles Mayor should direct the Director of the GRYD office to define the goals and objectives for non-GRYD City gang reduction programs.

Finding 1.4

There is no current accurate functional central information resource for gang program inventory or budgetary information in the City of Los Angeles.

Recommendation 1.4.1 - Los Angeles Mayor’s Office

By June 2010, the Los Angeles Mayor should direct the GRYD Director to establish a formal mechanism for officials representing City Departments related to gang reduction to report budgetary and performance measurement information to the GRYD Office.

Recommendation 1.4.2 - Los Angeles Mayor’s Office

By December 2009, the Mayor should direct the GRYD Director to establish and publish formal roles and responsibilities for the GRYD Cabinet Members.

Recommendation 1.4.3 - Los Angeles Mayor's Office

By June 2010, the Mayor should direct the GRYD Director to monitor outcomes and maintain and publish City-wide summary reports using performance measurement information provided by non-GRYD City Departments.

Finding 1.5

The GRYD Office is responsible for selection and oversight of its evaluation contractor.

Recommendation 1.5 – Los Angeles Mayor's Office

By June 2010, the Mayor should shift oversight of the GRYD evaluation contract from the GRYD office to an independent entity such as the City Controller or the City Chief Administrator Officer.

Costs and Benefits

There would be no immediate costs to implement these recommendations. Certain future costs, however, would be incurred to provide staff support to the regional policy body, develop a framework for maintaining goals and objectives, establish an interagency performance measurement system and implement program changes. However, these costs could be offset with savings and increased efficiencies resulting from the enhanced program coordination that would occur.

The CGJ believes agencies within Los Angeles County would be better able to understand and coordinate gang reduction activities by implementing these recommendations. Armed with accurate information about the status, effectiveness, and progress of gang reduction programs, policy makers and administrators would be well-positioned to strategically direct resources and advocate for increased funding. Over time, and in conjunction with community members, prevention, intervention, prevention, and suppression efforts will have a greater chance to succeed in reducing the gang problem.

2. SCHOOL INVOLVEMENT IN GANG REDUCTION

As the center stage of a child's daily life and the strongest institutional facilitator of youth development, schools are particularly well positioned to provide gang prevention and intervention services. Leading research on gang reduction strategies affirms that schools must play a critical role in gang prevention and intervention. Notably, distinguished gang expert Irving Spergal wrote that "reduction and control of the youth gang problem requires that both school and community systems learn how to communicate with each other, integrate their concerns, and take collective responsibility for dealing with the problem."¹²

Out of Spergal's and other research emerged a "Comprehensive Gang Prevention and Intervention Model" adopted as the primary model for gang reduction by the Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP)¹³ and highlighted in the Advancement Project's 2007 report¹⁴ on gang reduction in Los Angeles. In addition to the Advancement Project's report, the Los Angeles City Controller's "Blueprint" report¹⁵ emphasizes the importance of a school-involved approach. The Mayor's Gang Reduction Strategy¹⁶ discusses strong school involvement in its neighborhood-based approach.

Budgets do not Reflect School-Centric Commitment

Despite the widely-pronounced references to the importance of strong school involvement in gang reduction efforts, neither school nor City nor County leadership has prioritized gang -reduction programs in the schools. In a climate of budgetary shortfalls, it is understandable that policy-makers have not added large amounts of funds to establish new positions and new programs. However, leadership has failed to develop creative strategies to leverage existing resources toward the urgent need for school-based gang reduction.

The LAUSD Board of Education stated in a resolution¹⁷ on May 13, 2008, that "the District plays a key role in the anti-gang landscape... [and] has a responsibility to ensure that our scarce public resources are used strategically and effectively to provide our youth with genuine alternatives to gang activity and to make our school campuses safe and secure." The resolution went on to charge the Superintendent with the task of creating an inventory of District-supported gang prevention and intervention programs and to conduct an assessment of the programs and make recommendations for improvement. Yet, the recommendations are not scheduled to be adopted by the Board

¹² "A School-based Model," National Youth Gang Suppression and Intervention Program, School of Social Service Administration, University of Chicago, January 1993.

¹³ "Best Practices To Address Community Gang Problems: OJJDP's Comprehensive Gang Model," Office of Juvenile Justice and Delinquency Prevention, June 2008.

¹⁴ "Citywide Gang Activity Reduction Strategy," The Advancement Project, 2007.

¹⁵ "Blueprint for a Comprehensive Citywide Anti-Gang Strategy," Los Angeles City Controller's Office, February 14, 2008.

¹⁶ "Healing Our Neighborhoods: A Citywide Partnership to Combat Gang Crime," Office of the Mayor.

¹⁷ Interoffice Correspondence July 28, 2008, From Chief Operating Officer to Board of Education, regarding "Response to Board Resolution to Effectively Prevent Gang Violence On and Around Campuses."

of Education until March 2010. While the process appears to be very thorough, the District has sacrificed timeliness for diligence. Education leaders have been slow to prioritize gang reduction on campuses, even though the crisis calls for swift action. As described later in this section, the District's budgetary commitment to targeted gang reduction is essentially limited to the more broadly defined "Youth Relations Unit", the total cost of which is \$1.3 million per year.

Additionally, the premier anti-gang endeavor in the City of Los Angeles, the Mayor's \$24 million Gang Reduction and Youth Development (GRYD) Office, does not include any funding for targeted programs in the schools. In-kind GRYD contributions are limited to plans to supply GRYD intervention workers around campuses during student commute hours through the Safe Passages partnership. LAUSD staff report, and the GRYD Office confirms, that the City's gang reduction services were more involved with schools and campuses under the former L.A. Bridges program. LAUSD officials and representatives commended the work of L.A. Bridges, which served thousands of at-risk youth at various school sites.

Since the L.A. Bridges contract was terminated those gang prevention services have not been replaced. Related to the lack of structural coordination discussed later in this section, the GRYD Office funding policies fail to recognize that schools should be a focal point for prevention and intervention. Its interaction with schools is primarily related to receiving referrals and attending local Safe Schools Collaborative meetings. As experts in gang prevention and intervention, the GRYD contract providers and GRYD staff are exceptionally well suited to provide outreach to students in their school environments. GRYD and LAUSD staff should develop opportunities for GRYD staff to reach at-risk students on school campuses.

Existing Programs are Not Gang-specific and Lack Evaluation

There are 123 senior high schools, 119 middle schools, 520 elementary schools, and 123 alternative and special education schools in the Los Angeles Unified School District (LAUSD) alone. Total K-12 enrollment at all District schools is more than 688,000 students in FY 2008-09. Combined with the other 79 school districts in Los Angeles County, 1.7 million students are enrolled at the 1,975 public schools within the County.

LAUSD Youth Relations and Other Programs

LAUSD officials assert that, because it is an urban district, one hundred percent of District students should be considered at risk of academic failure, gang involvement, victimization, or general failure to develop healthfully. Therefore, the District runs many programs to prevent students from dropping out and to support students who exhibit a number of academic and attendance risk factors (see "Can LAUSD Solve its Graduation Rate and Drop Out Problems?" report in this volume). After school programs such as Beyond The Bell and L.A.'s BEST (Better Educated Students for Tomorrow) are generally supportive of positive youth development in that they offer recreational opportunities for youth as an alternative to delinquent activities. Beyond the Bell's academic intervention programs served 461,490 students in FY 2007-08 and its enrichment and recreation programs served 114,800 students daily, as reported by the District. While these programs offer an important positive alternative to antisocial behavior, they should not be considered as targeted gang prevention or intervention

programs. LAUSD does not have a specifically defined "gang reduction" unit or a staff person who is dedicated solely to gang reduction efforts.

Through a classroom program called "Second Step," LAUSD also provides students a violence prevention curriculum throughout elementary and middle school. Lessons include skills related to empathy, impulse control, anger and emotion management, bullying prevention, problem solving and substance abuse prevention. Half-hour or one-hour lessons are taught at regular intervals, ranging from 25 lessons in the kindergarten year to 13 lessons in the eighth grade. As described later in this section, the District could build upon this foundation and incorporate a deeper and more extensive required curriculum, potentially utilizing the existing Life Skills course.

The LAUSD programs that involve gang reduction most closely are part of a more broadly defined Youth Relations Unit, which resides under Operations. The Director of Youth Relations oversees 16 Associates, all of whom broadly work toward fostering and protecting safe school environments through targeted communication and leadership building with youth at all District school sites.

Youth Relations Associates work to establish positive student and human relations, and prevent and respond to incidents involving numerous youth issues, whether they are gang-related or non-gang related. Sixty-three LAUSD high schools and 52 middle schools are assigned regular coverage by one of the Associates (i.e., an average of more than 7 school sites each); however, the Youth Relations team will respond to a crisis situation at any District school, if needed.

Target schools are selected based on a common understanding of need as well as informal information sharing between Youth Relations, local school leadership, School Police, and other law enforcement. As Youth Relations staff members are made aware of information regarding the dropout rate and crime patterns, neighborhood issues, and other group relations issues, they assess whether to identify particular schools as needing regular support from Youth Relations.

Associates build trust relationships with students and staff at the targeted campuses and reportedly are able to assist in reducing and stabilizing volatile school situations, and facilitating conflict resolution processes, when needed. Additionally, on 55 campuses (28 high schools and 27 middle schools) Youth Relations staff run a special program called Human Efforts Aimed at Relating Together (HEART), designed to "enhance the racial, cultural and social interaction among students". Student leaders from a variety of social groups, including gang-involved youth, are recruited to be part of the HEART group. They meet once per week to discuss campus issues and may provide mediation assistance during campus incidents. Student HEART members participate in an annual Youth Summit. They discuss youth-relations concerns with peers from other schools, political leaders, educators, law enforcement officials, parents and community and government leaders.

While the Youth Relations Unit and its HEART program undoubtedly have a positive impact on youth participants and offer an opportunity for youth to be involved in a powerful leadership activity, the impact of the unit is difficult to estimate. Records on the number of participants in the programs are not maintained and there is no tracking

of outcomes such as the number of participants who graduate from high school, go on to post-secondary education, obtain gainful employment, enter the criminal justice system or leave/join a gang.

Additionally, 38 District schools have a Safe School Collaborative, comprised of local representatives of various law enforcement agencies, the City Attorney's Office and other agencies that contribute resources to support safety in each school's catchment area. Members meet once per month to develop strategies to protect students on and around campuses. The Safe Passages sub-committees focus on strategies to protect students during commute hours on their way to and from school. For example, the Sheriff's office may send extra patrols to a particular neighborhood during commute time. Public transit authorities can change bus schedules by a few minutes if officials receive information related to an anticipated incident. The Fire Department may even drive around the area during commute times to provide added safety presence. Reportedly, plans are underway for the Mayor's GRYD Office to position intervention workers in targeted neighborhoods during commute times.

Youth Relations should develop a more systematic approach to identifying target schools for its programs and the Safe School Collaboratives. While it is highly probable that all schools receiving the regular targeted services of a Youth Relations Associate are in need of those services, it is likely that there are at least some additional schools that could benefit by receiving the services. Without a method to include all schools in a standard assessment, some schools may be neglected. Worse, without this level of assessment, the District is left poorly informed of the actual level of need and cannot effectively set strategy or advocate for additional resources if necessary. Upon development of criteria for targeting schools for Youth Relations services, the District should require those identified schools to work with Youth Relations to set up HEART programs and Safe School Collaboratives.

School officials must develop evaluation criteria and a monitoring plan in order to assess the impact of the District's \$1.3 million investment in Youth Relations.

LACOE Safe Schools Division

The Los Angeles County Office of Education (LACOE) does not have a staff person dedicated solely to gang reduction efforts, and state funding for previous gang reduction activities was eliminated in recent years. LACOE serves as an intermediary between independent County school districts and the State Department of Education. It is the largest intermediate educational agency in the United States. Among its many responsibilities are:

1. It provides classroom instruction for specialized student populations and programs and services to the County's 80 K-12 school districts.
2. It serves tens of thousands of students per year through its Specialized Education Division (students with disabilities), Juvenile Court and Community Schools (juvenile offenders), and Alternate Education Division (at-risk students).
3. It provides regionalized and specialized support service for districts, educators and parents in a number of areas including school reform, school-community

partnerships, ROP, welfare-to-work and parenting programs, and the largest Head Start program in the nation.

It is generally acknowledged that schools play critical roles in gang prevention and intervention. Because of the types of at-risk children in LACOE schools and facilities it would seem that LACOE would have an enhanced capability to provide gang reduction services to their at-risk students. Virtually all of the students in LACOE schools are at risk. Unfortunately, LACOE does not have a staff person dedicated solely to gang reduction efforts. Their efforts are limited to a single staff member, the Safety Coordinator within the Safe Schools Division.

The Safety Coordinator provides several safety-related support services to schools on an as-requested or voluntary basis. These services include assistance in preparation of school safety plans (which contains gang risk intervention elements), one-time workshops on gang reduction, and other services related to school violence and youth relations issues. In addition, the Safety Coordinator provides mediation and violence suppression assistance in response to campus incidents.

Campus Crime Records are Deficient

The Los Angeles School Police Department (LASPD) is the police force within LAUSD. With a budget of approximately \$50 million and a staff of approximately 340 officers, every high school in LAUSD is assigned at least one full time dedicated Police Officer and 37 campuses have two Officers. Approximately half of the middle schools are assigned a Police Officer, and the other half are assigned a uniformed school safety officer. LASPD works in concert with Youth Relations and the Crisis Response Team, as well as the Los Angeles Police Department (LAPD), to respond to incidents on campus, though there is no specialized gang unit within LASPD.

Department management reports that the data analysis unit is short-staffed with only four analysts, and that additional staff resources are needed to reduce the backlog in processing crime reports and data. Without a current database of crime reports, routine summary reports cannot be produced and management is hindered in its ability to make informed decisions about policy and operations. The only available routine reports summarize the "calls for service" which are entered into a database on a real-time basis. (Note that this problem was also addressed at length in a 2007 study¹⁸ of LAUSD safety and security.)

Further, the State does not require that schools track campus crimes by whether such crimes are gang or non-gang related, and the District does not require that such data be compiled or reported either. Therefore, the LASPD is not able to report on the percentage of campus crimes that are gang-related. Further, it should be noted that, at the time of this report, the LASPD had a one-year backlog, or approximately 17,000 crime reports, waiting for data to be entered.

¹⁸ "A Study of Safety and Security in the Los Angeles Unified School District," December 17, 2007, Evergreen Solutions, LLC.

Even if the data entry were up to date, however, summary reports would not offer any information related to gangs since that information is not captured on the reports. The fact that school leadership has not prioritized the collection of information related to campus crime and has not required that gang-specific information be tracked reflects a choice not to seriously prioritize gang reduction on campus. Without knowledge of the full scope of the problem, LASPD, academic staff, and student support staff cannot effectively strategize toward gang reduction. The Superintendent should require the LASPD to eliminate its data entry backlog and, if needed, redirect funding so that sufficient staff resources are available to continually manage data entry in the future. LASPD should develop and implement a policy to track campus gang incidents.

GRYD Office Collaboration is Ad Hoc

The GRYD office was established in 2008 as a strategy for centralizing gang reduction efforts and coordinating across City agencies. The Office was established partly in response to the City Controller's report of February 2008¹⁹, which called for a major restructuring of gang reduction and youth development efforts in the City. As mentioned earlier in this section, the Controller's report included a focus on strong school involvement in the centralized approach.

One mechanism the GRYD Office uses to coordinate across agencies is the GRYD Cabinet, a group of directors and leaders from gang- and youth-relevant departments in Los Angeles that has met monthly under the leadership of the GRYD Director since May 2008. The GRYD Cabinet has demonstrated positive potential for cross-jurisdictional collaboration by including representatives from LAUSD and the County as members.

However, as described in Section 1 of this report, the Cabinet has not yet built on opportunities for more structured collaboration. Based on interviews and a review of meeting agendas, it seems that the Cabinet has thus far focused on startup and strategy discussions, as well as some discussion of collaboration on specific targeted areas and projects. For example, the GRYD Office's model collaborative project, a successful parks-based night time activity program called Summer Night Lights, relies most heavily on collaboration with agencies within the City organization.

Commenting on the Summer Night Lights pilot in 2008, LAUSD staff reported that early input from schools officials could have strengthened the planning process and the program. The GRYD staff stated that they have repeatedly reached out to District managers as the Summer Night Lights program has been developed. District staff, however, expressed their hope to be more significantly involved in Summer Night Lights as the program expands in 2009.

On the zone level, partnerships with LAUSD arise in an inconsistent fashion. GRYD contractors are dependent on parents, law enforcement, schools and other community members to provide referrals, so it is critically important that relationships with each of those entities are clearly defined. GRYD contractors are encouraged to reach out to schools in their zones by contacting the regional Organizational Facilitator to set up a

¹⁹ "Blueprint for a Comprehensive Citywide Anti-Gang Strategy," Los Angeles City Controller's Office, February 14, 2008.

referral process. However, when needed, contractors set up referrals directly with the school principal. For example, GRYD staff reported resistance in at least one school so far, where the principal required that parental consent be obtained before a school official could make a referral to GRYD contractor. GRYD Staff report inconsistency in how partnerships with schools are developed, depending on the school and the local relationships, and sometimes a school requires a Memorandum of Understanding (MOU) prior to setting up a referral process.

Without a formal structure to define the roles and responsibilities of the schools and the GRYD contractors, the referrals will continue to be implemented on an ad hoc basis. Additionally, other opportunities for collaboration go undiscovered in the absence of a defined partnership. The development of a formal structure, through an MOU or other agreement, would establish clear processes for GRYD contractors and LAUSD staff to follow. This would enable a more consistent set of criteria to be applied in the referral generation process and could potentially connect a larger number of at-risk students to services. Additionally, a formally defined structure would free GRYD contractors to work more efficiently since the organizations would not have to spend time identifying the appropriate school contact person, pitching the program, and setting up guidelines for generating referrals. Under a streamlined process, the contractor would be able to focus more resources on providing quality services to the youth clients.

Leverage Existing Resources to Reach All Students

Acknowledging current budgetary shortfalls, leaders of youth-serving organizations must think creatively to leverage existing resources more effectively toward gang reduction. In addition to establishing a stronger framework for referrals, GRYD and LAUSD should work together to share in-kind resources when available and appropriate.

An example of a potential vehicle for this is the "Life Skills" course in which all California ninth graders are required to enroll. The current curriculum includes material related to career and vocational planning, personal savings, health, and transitioning to adulthood. School officials could redesign the curriculum to incorporate substantial material related to campus crime and violence, race relations, conflict resolution and the dangers of gang-involvement. GRYD representatives could present information about local services or any other content deemed appropriate in conjunction with LAUSD. The Youth Relations Unit could use the course as a recruitment tool to build HEART programs on all campuses that exhibit risk factors. In short, the course could become a way to reach every single student, including many who currently slip through the cracks under the current passive, ad hoc system.

GRYD and its contractors should also explore opportunities for facilities-sharing with LAUSD and other agencies during after school hours and on the weekends. Currently, all LAUSD campuses are open until six o'clock in the evening, which allows programs such as Beyond the Bell to offer recreational and educational programming in peak risk hours. However, schools could further serve as community centers on weekday nights and weekend hours by partnering with community based organizations or GRYD contractors. Where appropriate, LAUSD and other districts should establish agreements to formalize the use of school facilities for gang reduction and youth development programming.

Findings and Recommendations

Finding 2.1

The Los Angeles Unified School District's budgetary commitment to targeted gang reduction is essentially limited to the more broadly defined Youth Relations Unit, the total cost of which is \$1.3 million.

Recommendation 2.1.1 – The Superintendent of the LAUSD and the Mayor

The Superintendent of the LAUSD and the Mayor of the City of Los Angeles in collaboration with the GRYD Director establish an MOU in which they define a service approach that aggressively provides gang prevention services to students.

Recommendation 2.1.2 – The Superintendent of the LAUSD

The Superintendent of the LAUSD should explore opportunities for facilities sharing with GRYD and other agencies in after school hours and on the weekends. Where appropriate, establish MOUs to formalize the use of school facilities for gang reduction and youth development programming.

Recommendation 2.1.3 – The Superintendent of the LAUSD

The Superintendent of the LAUSD should redesign the existing "Life Skills" required course for ninth graders so that it includes material related to campus crime and violence, race relations, conflict resolution and the dangers of gang-involvement.

Finding 2.2

The Mayor's \$24 million Office of Gang Reduction and Youth Development (GRYD) does not include any funding or in-kind services for targeted programs in the schools, including referral services for zone contractors. The only program that currently exists places intervention workers in targeted neighborhoods during commute times through Safe Passages.

Recommendation 2.2.1 – The GRYD Director

The GRYD Director should establish a formal relationship with the Los Angeles Unified School District, whereby roles and responsibilities are clearly defined, and consider offering resources or in-kind services to students through LAUSD, as appropriate and effective.

Recommendation 2.2.2 – The GRYD Director

The GRYD Director should establish a policy for how zone contractors will reach out to schools for at-risk student referrals and establish a formalized mechanism by which contractors and schools will implement the referral procedure.

Finding 2.3

There is no outcome measurement of existing gang reduction related youth programs in LAUSD, and the process of selecting the schools that participate in programs is not formalized; participation is voluntary, at the discretion of school leadership.

Recommendation 2.3.1 – The Superintendent of the LAUSD

The Superintendent of the LAUSD should track participation rates and outcomes of the Youth Relations Unit and all gang reduction programs.

Recommendation 2.3.2 – The Superintendent of the LAUSD

The Superintendent of the LAUSD should establish more formal criteria for establishing a HEART/Youth Relations Associate program and Safe School Collaborative on campuses and conduct a needs assessment of all schools in the District.

Recommendation 2.3.3 – The Superintendent of the LAUSD

The Superintendent of the LAUSD should require that schools exhibiting need establish a Safe School Collaborative, receive the services of a Youth Relations Associate, and/or establish a HEART program.

Finding 2.4

The Los Angeles School Police Department has a one-year backlog of 17,000 campus crime reports waiting to be input and there is no tracking of gang-specific incidents.

Recommendation 2.4 – The Superintendent of the LAUSD

The Superintendent of the LAUSD should require the School Police Department to input its data backlog of crime reports and, if needed, redirect funding so that sufficient staff resources are available to continually manage data entry in the future and develop and implement a policy to track campus gang incidents and analyze this data for patterns that could lead to early intervention.

Finding 2.5

The Los Angeles County Office of Education (LACOE) serves as a resource for and intermediates between districts and the State Department of Education. It serves tens of thousands of students per year and, although positioned to have a positive anti-gang influence on students, has only one employee, the Safety Coordinator, dedicated to providing gang reduction services. LACOE should examine its role in gang reduction efforts and expand its anti-gang strategies to specifically target the County's Probation Camps. A LACOE representative should be a member of the CGJ-recommended independent regional coordinating commission and participate in County-wide regional anti-gang efforts.

Recommendation 2.5 – The Superintendent of the LACOE

The Superintendent of the LACOE should ensure that LACOE expands its capability to provide gang reduction services for their at-risk student population. This can be achieved by adding additional personnel who are trained and dedicated to provide focused gang reduction services.

Costs and Benefits

Implementation of these recommendations could be achieved by leveraging and redirecting existing resources. As a consequence, schools and other agencies within Los Angeles County will be better able to identify, at an early stage, youth at risk of gang involvement and will be better prepared to coordinate services to targeted youths. It is expected that connecting more youth to early identification, prevention, deterrence and intervention services, fewer youths will engage in gang activity. In conjunction with other service improvements, youth-serving agencies in Los Angeles County could dramatically reduce youth gang involvement.

IT IS NEVER TO LATE TO SAVE THE LIFE OF A CHILD
Reducing Youth Gangs
FINDINGS AND RECOMMENDATIONS

Finding 1.1

There is no set of regional interagency goals or objectives to address gang reduction in Los Angeles County.

Recommendation 1.1.1 – Los Angeles County Board of Supervisors

By December 31, 2009, the Board of Supervisors should establish an independent, regional coordinating commission to develop regional interagency goals and objectives to coordinate gang reduction efforts. It should include representation of city- and school board-level officials, along with appointed leaders of departments key to gang reduction as well as representation of community-based and faith-based organizations.

Recommendation 1.1.2 – Los Angeles County Board of Supervisors

By June 2010 the Board of Supervisors should direct the independent regional coordinating commission which would include city and school board-level officials, along with appointed leaders of the departments key to gang reduction to create a common definition of “at-risk” and “gang” terms, particularly what constitutes a gang prevention program.

Finding 1.2

There is no current accurate and functional central information resource for gang program inventory or budgetary information within the region.

Recommendation 1.2 – The Independent Regional Coordinating Commission

By June 2010, the Board of Supervisors should direct the commission cited above to develop a statistical reporting structure and process by which programs report progress on defined goals, objectives and related costs.

Finding 1.3

There is no set of city-wide interagency goals and objectives in the City of Los Angeles that addresses gang reduction.

Recommendation 1.3 – Los Angeles Mayor’s Office

By December 31, 2009, the Los Angeles Mayor should direct the Director of the GRYD office to define the goals and objectives for non-GRYD City gang reduction programs.

Finding 1.4

There is no current accurate functional central information resource for gang program inventory or budgetary information in the City of Los Angeles.

Recommendation 1.4.1 - Los Angeles Mayor's Office

By June 2010, the Los Angeles Mayor should direct the GRYD Director to establish a formal mechanism for officials representing City Departments related to gang reduction to report budgetary and performance measurement information to the GRYD Office.

Recommendation 1.4.2 - Los Angeles Mayor's Office

By December 2009, the Mayor should direct the GRYD Director to establish and publish formal roles and responsibilities for the GRYD Cabinet Members.

Recommendation 1.4.3 - Los Angeles Mayor's Office

By June 2010, the Mayor should direct the GRYD Director to monitor outcomes and maintain and publish City-wide summary reports using performance measurement information provided by non-GRYD City Departments.

Finding 1.5

The GRYD Office is responsible for selection and oversight of its evaluation contractor.

Recommendation 1.5 – Los Angeles Mayor's Office

By June 2010, the Mayor should shift oversight of the GRYD evaluation contract from the GRYD office to an independent entity such as the City Controller or the City Chief Administrator Officer.

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List of Acronyms

BOS – Board of Supervisors of Los Angeles County
CALGRIP – California Gang Reduction, Intervention and Prevention
CAO – Chief Administrative Officer of the City of Los Angeles
CCJCC – Countywide Criminal Justice Coordination Committee
CCYF – Commission for Children, Youth and Their Families
CDBG – Community Development Block Grant
CDD – Community Development Department
CEO – Chief Executive Officer of the County of Los Angeles
CGJ – Civil Grand Jury
CLA – Chief Legislative Analyst of Los Angeles County
GRYD – Mayor's Office of Gang Reduction and Youth Development
HACLA – Housing Authority of the City of Los Angeles
HEART – Human Efforts Aimed at Relating Together
HRC – Human Relations Commission
IGTF – Interagency Gang Task Force
JJCPA – Juvenile Justice Crime Prevention Act
LACDCA – Los Angeles County Department of Cultural Affairs
LACOE – Los Angeles County Office of Education
LAPD – Los Angeles Police Department
LASPD – Los Angeles School Police Department
LAUSD – Los Angeles Unified School District
MDT – Multi-Disciplinary Teams
MOU – Memorandum of Understanding
OJJDP – (Department of Justice's) Office of Juvenile Justice and Delinquency Prevention
RAP – (Department of) Recreation and Parks
RFP – Request for Proposal

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LOS ANGELES POLICE DEPARTMENT

2009-08-08

WILLIAM J. BRATTON
Chief of Police



P. O. Box 30158
Los Angeles, Calif. 90030
Telephone: (213) 485-3202
TDD: (877) 275-5273
Ref#: 8.8

ANTONIO R. VILLARAIGOSA
Mayor

September 30, 2009

Mr. Rik Shubb, Chair
2009-2010 Continuity Committee
County of Los Angeles Civil Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, 11th Floor, Room 11-506
Los Angeles, California 90012

Dear Mr. Shubb:

The Los Angeles Police Department is in receipt of the 2008-2009 Los Angeles County Civil Grand Jury Report entitled "It is Never Too Late to Save the Life of a Child – Reducing Youth Gangs." Thank you for providing us the opportunity to review the report and findings. The Los Angeles Police Department appreciates the recommendations which address such issues as gang prevention and reduction services as well as establishing relationships between the Office of Gang Reduction and Youth Development, the Los Angeles Unified School District, the Los Angeles School Police, and the Los Angeles County Office of Education.

The Los Angeles Police Department is committed to partnering with all involved agencies towards the goal of positively affecting gang reduction in the Los Angeles region.

All the best,

WILLIAM J. BRATTON
Chief of Police

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www.joinLAPD.com



VINCENT AVILA
CHIEF OF POLICE

City of South Gate

8620 CALIFORNIA AVENUE • SOUTH GATE, CA 90280 • (323) 563-5400
FAX: (323) 563-5488

Jeffery C. Cox Foreperson
County of Los Angeles Civil Grand Jury
210 West Temple Street Eleventh Floor Room 11-506
Los Angeles, California
90012

June 30, 2009

Dear Foreperson Jeffery C. Cox

I have reviewed the Grand Jury's report regarding the condition of the South Gate Jail. I appreciate the effort, time, and professionalism of the jurors who inspected our facility in January 2009. The deficiencies addressed in the report are being dealt with in a timely manner.

I disagree with the statement that claims the jail needs cleaning (page 414 & 420). The South Gate Jail was professionally steamed clean two weeks before the inspection. The jail is cleaned on a daily basis by a commercial janitorial service. The facility is over sixty years old. There are portions of the jail that need some repair and painting, but I feel the jail is clean and does not present a health hazard.

I would like to thank you and the rest of the Grand Jury for your inspection and comments

Sincerely:

Lieutenant Darren S. Sullivan
Jail Manager
South Gate Police Department



County of Los Angeles CIVIL GRAND JURY

CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE STREET • ELEVENTH FLOOR • ROOM 11-506 • LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 893-1047 • FAX (213) 229-2595
<http://www.grandjury.co.la.ca.us/>

June 24, 2009

Vincent Avila, Chief of Police
South Gate Police Department
8620 California Avenue
South Gate, California 90280

On June 30, 2009 the term of the 2008-2009 Los Angeles County Civil Grand Jury (CGJ) will come to an end. A final report, prepared by the CGJ and documenting its findings, will be released to the public the day before. The results of the investigations undertaken by the CGJ are recorded in a number of reports. As a part of each report, the CGJ has made several recommendations. In advance of the public release we are providing you a copy of the report, or reports, in which your department was named in the recommendations section. These reports should be considered confidential until the official document is released publicly, by the CGJ, on June 29, 2009.

In accordance with California Penal Code §933, each public agency named in the final recommendations of the report is required to respond, in writing. Included in the final report to be released is a section that provides the specifications for such responses. As a courtesy to you, we have included with this letter a copy of that short section.

Please sign below to acknowledge receipt of the attached documents. And, in advance, we would like to extend our appreciation for any of your thoughtful responses to the recommendations.

Sincerely,

Jeffrey C. Cox, Foreperson
2008-2009 Los Angeles County Civil Grand Jury

Signature: _____

Date: _____

6-24-09

Printed: _____

Vincent Avila

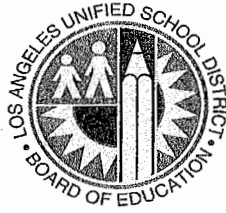
Title: _____

Chief of Police

Enclosures: How To Respond To Findings And Recommendations
Detention Facilities In The County of Los Angeles

MEMBERS OF THE BOARD

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LOS ANGELES UNIFIED SCHOOL DISTRICT

Administrative Office
333 South Beaudry Avenue, 24th Floor
Los Angeles, California 90017
Telephone: (213) 241-7000
Fax: (213) 241-8442

RAMON C. CORTINES
SUPERINTENDENT OF SCHOOLS

September 22, 2009

Mr. Rick Shubb, Continuity Committee
Mr. Edward T. McIntyre, Foreperson
County of Los Angeles Civil Grand Jury
210 West Temple Street, 11-508
Los Angeles, CA 90012

Re: **Response to Findings and Recommendations of the 2008-2009
Report of the Los Angeles County Civil Grand Jury**

Dear Mr. Shubb and Mr. McIntyre:

In response to your correspondence, dated September 14, 2009, below please find the Los Angeles Unified School District's response to the 2008-2009 Report of the Los Angeles County Civil Grand Jury. Specifically, we are responding, as outlined in your correspondence, to the recommendations from the chapters entitled *Can LAUSD Solve Its Graduation Rate and Drop Out Problem? Failing to Make the Grade* and *2009—A Decisive Year for Arts Education at LAUSD, A Promise Worth Keeping*.

Can LAUSD Solve Its Graduation Rate and Drop Out Problem? Failing to Make the Grade

Response to Recommendation 1:1: The LAUSD partially agrees with this recommendation. The LAUSD is currently meeting with the referenced agencies individually and will ensure that opportunities for information sharing are an item on the standard meeting agenda for the 2009-2010 school year. However, due to budget constraints impacting all involved departments, convening a separate task force would not be feasible.

Response to Recommendation 2.1: The LAUSD agrees with this recommendation. The LAUSD has not eliminated the non-grant funded monies for these programs. Rather, the funds have been given to school sites to use at their discretion. The schools may use these funds to purchase the services that they deem necessary.

Response to Recommendation 2.2: The LAUSD agrees with this recommendation. The LAUSD is currently implementing Response to Intervention and Instruction (RTI²), which is a tiered support program. RTI² should be fully implemented by the 2010-2011 school year, contingent upon the budget and available resources.

Response to Recommendation 2.3: The LAUSD partially agrees with this recommendation. The service delivery model described in the response to recommendation 2.2, above, will enhance access to dropout intervention services. However, each school shall determine, based on the needs of the school community, how to best address attendance issues with services available for purchase.

Response to Recommendation 3.1: The LAUSD partially agrees with this recommendation. The central office provides guidelines for program implementation. The control over the actual implementation of the program and data collection has been shifted to the local district level, where a heightened awareness of local issues concerning those local districts allows for a more tailored approach.

Response to Recommendation 3.2: The LAUSD partially agrees with this recommendation. Please see response to recommendation 3.1, above.

Response to Recommendation 3.3: The LAUSD partially agrees with this recommendation. Local district level implementation and measurement of the program will provide the feedback vital to assess the impact on the learning community. Guidelines for implementation of the program will be provided by the central office.

2009—A Decisive Year for Arts Education at LAUSD, A Promise Worth Keeping

Response to Recommendation 3.2.1: The LAUSD partially agrees with this recommendation. Since high school graduation requirements have changed since 1999 and the implementation of a ten-year plan must meet grant conditions, the Board, in its discretion, may consider reaffirming its policy. The LAUSD agrees to inform the Board no later than May 2010.

Response to Recommendation 3.2.2: The LAUSD partially agrees with this recommendation. The Superintendent's Office has established the Arts Coordinator position to provide support to local districts and schools in enhancing and maintaining quality arts education.

Response to Recommendation 3.2.3: The LAUSD disagrees with this recommendation. The Arts Coordinator reports to the Chief Academic Officer, who is responsible for coordinating all curriculum and instruction and provides a direct link to the local district superintendents and schools through the Office of Instruction, ensuring schools receive the support needed and that arts education is integrated into the curriculum.

Mr. Rik Shubb, Continuity Committee

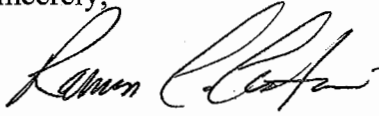
Mr. Edward T. McIntyre, Foreperson

Response to Findings and Recommendations of the 2008-2009 Report of the Los Angeles County Civil Grand Jury
September 22, 2009

Page 3 of 3

We trust this information responds to the Report. Should you have any questions, please contact Sharon V. Robinson at (213) 241-7000.

Sincerely,

A handwritten signature in black ink, appearing to read "Ramon Cortines". The signature is fluid and cursive, with the first name "Ramon" and last name "Cortines" clearly distinguishable.

Ramon C. Cortines

c: Jim Morris
Roberta Fesler
David Holmquist
Sharon V. Robinson
Earl Perkins
Debra Duardo



**STATEMENT OF PROCEEDINGS FOR THE
REGULAR MEETING OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF LOS ANGELES HELD IN ROOM 381B
OF THE KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012**

Tuesday, September 1, 2009

9:30 AM

- 23.** Recommendation: Approve the responses to the 2008-09 findings and recommendations of the Grand Jury Final Report that pertain to County government matters under the control of the Board; authorize the Executive Officer of the Board to transmit copies of the report to the Grand Jury upon Board approval, and to file a copy of the report with the Superior Court. (09-2024)

Dr. Genevieve Clavreul addressed the Board.

Jackie White and Ellen Sandt, Deputy Chief Executive Officers, Ted Meyers, Chief Deputy Director, Department of Children and Family Services and Dr. John F. Schunhoff, Interim Director of Health Services, responded to questions posed by the Board.

After discussion, Supervisor Antonovich made a motion to amend the Chief Executive Officer's recommendation to direct the Chief Executive Officer, in conjunction with the Interim Director of Health Services, and the Directors of Children and Family Services and Public Social Services, to report back in 30 days, and quarterly thereafter, on its progress in:

- 1. Working with the Medi-Cal Managed Care Health plans to establish contracts for reimbursement for Medical Hub forensic examinations for specified, pre-detained and non-detained children involved in the child welfare system;**
- 2. Working with the California Departments of Health and Social Services on carving out reimbursement to the County for Medical Hub forensic medical examinations at the Federal Medi-Cal Share of Cost level, similar to the State's agreements with school-based clinics; and**

3. Evaluating the feasibility of systematically accessing alternative State emergency/temporary Medi-Cal eligibility programs, such as the Child Health and Disability Prevention Program Gateway Program, for children not already enrolled in Medi-Cal.

After discussion, on motion of Supervisor Antonovich, seconded by Supervisor Yaroslavsky, this item was approved as amended.

Ayes: 5 - Supervisor Molina, Supervisor Ridley-Thomas, Supervisor Yaroslavsky, Supervisor Antonovich and Supervisor Knabe

- Attachments:**
- Board Letter
 - Motion by Supervisor Antonovich
 - Report
 - Video
 - Audio

The foregoing is a fair statement of the proceedings of the regular meeting held September 1, 2009, by the Board of Supervisors of the County of Los Angeles and ex officio the governing body of all other special assessment and taxing districts, agencies and authorities for which said Board so acts.



Sachi A. Hamai, Executive Officer
Executive Officer-Clerk
of the Board of Supervisors

By Sachi A. Hamai

Sachi A. Hamai
Executive Officer

ATTEST: SACHIA A. HAMAI
EXECUTIVE OFFICER
CLERK OF THE BOARD OF SUPERVISORS

By [Signature] Deputy



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

ADOPTED
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

September 1, 2009

23

SEP 01 2009

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

Dear Supervisors:

RESPONSES TO THE 2008-09 CIVIL GRAND JURY FINAL REPORT

(ALL DISTRICTS -- 3 VOTES)

SUBJECT

This letter recommends that your Board: approve the responses to the findings and recommendations of the 2008-09 Civil Grand Jury Final Report; instruct the Executive Officer of the Board of Supervisors to transmit copies of this report to the Grand Jury upon approval by your Board; and instruct the Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court upon approval by your Board.

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the responses to the 2008-09 findings and recommendations of the Grand Jury that pertain to County government matters under the control of your Board.
2. Instruct the Executive Officer of the Board of Supervisors to transmit copies of this report to the Grand Jury upon approval by your Board.
3. Instruct the Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court upon approval by your Board.

"To Enrich Lives Through Effective And Caring Service"

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PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Section 933 (b) of the California Penal Code establishes that the County boards of supervisors shall comment on Grand Jury findings and recommendations which pertain to County government matters under control of those boards.

In June 2009, the 2008-09 County of Los Angeles Grand Jury released its Final Report containing findings and recommendations directed to various County and non-County agencies. County department heads have reported back on the Grand Jury recommendations; these responses are attached as the County's official response to the 2008-09 Grand Jury Final Report.

The recommendations directed to all future Grand Juries have been forwarded to the 2008-09 Grand Jury for consideration. Recommendations that make reference to non-County agencies have been referred directly by the Grand Jury to the following agencies: Los Angeles Unified School District, Los Angeles Mayor's Office, Mayor's Office of Gang Reduction and Youth Development, and Inglewood Police Department. Please note that the Los Angeles County Office of Education will reply separately to your Board.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

These recommendations impact and are consistent with all five of the Countywide Strategic Plan Goals:

- Goal No. 1 - Operational Effectiveness:
 - Maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.
- Goal No. 2 – Children, Family and Adult Well-Being:
 - Enrich lives through integrated, cost-effective and client-centered supportive services
- Goal No. 3 – Community and Municipal Services:
 - Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer-oriented municipal services to the County's diverse unincorporated communities.
- Goal No. 4 – Health and Mental Health Services:
 - Health and Mental Health: Improve health and mental health outcomes and efficient use of scarce resources, by promoting proven service models and

prevention principles that are population-based, client-centered and family-focused.

- Goal No. 5 – Public Safety:
 - Ensure that the committed efforts of the public safety partners continue to maintain and improve the safety and security of the people of Los Angeles County.

FISCAL IMPACT/FINDINGS

Certain Grand Jury recommendations require additional financing resources. As an example, the Grand Jury recommends that the Chief Executive Office and Board of Supervisors should fully fund the Los Angeles Eligibility, Automated Determination, Evaluation, and Reporting (LEADER) update and replacement system and complete implementation by 2010. In some cases, financing has been approved by your Board in the current fiscal year’s budget. Departments will assess the need for additional funding to implement other recommendations and submit requests for Board consideration during the 2010-11 budget cycle, as appropriate.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

In accordance with California Penal Code Section 933 (b), the following departments have submitted responses to the 2008-09 County of Los Angeles Grand Jury Final Report:

ATTACHMENT	DEPARTMENT
A	Chief Executive Office
B	Auditor-Controller
C	Chief Information Office
D	Children and Family Services
E	Child Support Services
F	Community and Senior Services
G	County Counsel
H	District Attorney
I	Health Services
J	Human Resources
K	Mental Health
L	Parks and Recreation
M	Probation
N	Public Health
O	Public Social Services
P	Registrar-Recorder/County Clerk
Q	Sheriff

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Not applicable.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:ES:MKZ
FC:KLG:pg

Attachments

c: Sheriff
District Attorney
Presiding Judge of the Superior Court
Acting County Counsel
Auditor-Controller
Chief Information Officer
Director of Children and Family Services
Director of Child Support Services
Director of Community and Senior Services
Director of Health Services
Director of Mental Health
Director of Parks and Recreation
Interim Director of Personnel
Chief Probation Officer
Director of Public Health
Director of Public Social Services
Registrar-Recorder/County Clerk

Attachment A

Chief Executive Office



County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

August 20, 2009

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

2008-09 CIVIL GRAND JURY FINAL REPORT

Attached are this Office's responses to the 2008-2009 Civil Grand Jury Final Report. We are responding to specific recommendations dealing with the following applicable sections:

- Youth Employment Programs
- Reducing Youth Gangs
- LAUSD Drop Out and Graduation Rate
- Youth Health Information-Sharing
- Extending Foster Care from Age 18 to 21
- The Senior Tsunami and Elder Abuse

If you have questions regarding our responses, please contact me, or your staff may contact Martin Zimmerman of this Office at 213.974.1326 or mzimmerman@ceo.lacounty.gov.

WTF:ES:MKZ
FC:KLG:pg

Attachment

2009-08 - 08-20-09 2008-09 Civil Grand Jury Final Report

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RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE (CEO)

SECTION: YOUTH EMPLOYMENT PROGRAMS

RECOMMENDATION NO. 1.3

The County CEO should identify central coordination of the County of Los Angeles youth employment programs as part of the 2009-2010 strategic planning process for transition age youth programs.

RESPONSE

Under the direction of the Deputy Chief Executive Office (DCEO), CEO will work with Departments of Children and Family Services (DCFS), Community and Senior Services (DCSS), Public Social Services (DPSS) and other appropriate County departments and community stakeholders to explore the feasibility of centralized coordination of LA County youth employment programs as part of the Transition Age Youth (TAY) strategic plan which is currently in the process of development.

RECOMMENDATION NO. 2.1.3

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Department of Public Social Services, the Chief Executive Officer, the Probation Department, and other applicable County departments and agencies to develop a mechanism to identify "At-risk" youth to participate in the Career Development Intern Program and the Student Worker Program. To be completed by December 31, 2009.

RESPONSE

DHR, DCFS, and Probation have partnered for the last eight years to identify and encourage Independent Living Program (ILP) eligible (current and former foster youth ages 16-21 years old) youth to apply for and participate in the Career Development Intern positions. These positions are restricted to those youth who are ILP eligible. Other "at-risk" youth are not eligible. The mechanisms for identifying, referring and placing eligible youth are varied but include: referrals by DCFS Children's Social Workers, Probation Officers and Transition Coordinators, community-based social workers, and self-referrals. The program has been very successful and the County will continue to support this program.

The DHR centralized Student Worker Program and department-based Student Worker Programs (managed by participating departments), although limited due to the 2009-10 budget climate, remain an option that prioritizes "at-risk" youth in our County. DHR, DCFS, Probation, DPSS and DCSS will continue to build on their partnership through

the Youth Jobs Cross-Cluster Collaborative to ensure as many "at-risk" youth as possible are identified, referred and placed by our departments into these opportunities.

We will continue to further enhance our mechanisms for identifying, referring and placing youth in the Career Development Intern and Student Worker Programs.

RECOMMENDATION NO. 2.2.3

The Board of Supervisors should instruct the Chief Executive Office to immediately exempt from the hiring freeze requests from County departments to hire emancipated foster youth who have participated in a departmental Career Development Intern Program.

RESPONSE

At this time, the CEO has not exempted the Career Development Intern (CDI) item from the hiring freeze. However, priority has been and will continue to be given to those requests and items are approved, whenever a request to permanently hire a CDI is submitted to the CEO. There is difficulty in that filing has closed for the Intermediate Typist Clerk and Intermediate Clerk positions in the County. So currently, CDIs are not able to apply for hire as permanent employees. However, an Internal Promotional exam for Intermediate Clerk positions for those who have been a CDI for at least one year is likely to be administered by DHR within the next few months.

During 2007-08, the Department of Children and Family Services (DCFS) permanently hired ten CDIs; in 2008-09, DCFS permanently hired eight CDIs; and to date in 2009-10 (July 2009), DCFS has permanently hired one CDI, with three more currently in the process of becoming permanent hires. During 2007-08, the Internal Services Department (ISD) permanently hired ten CDIs; in 2008-09 ISD permanently hired four CDIs; and to date in the current fiscal year, ISD has permanently hired seven CDIs.

RECOMMENDATION NO. 3.2.1

The County Chief Executive Office should develop procedures to coordinate foster and probation youth access to employment services as part of the Transition Age Youth Strategic planning process.

RESPONSE

The CEO along with Department of Human Resources (DHR), DCFS, Probation, the DPSS and DCSS are members of the Youth Jobs Cross-Cluster Collaborative which is actively involved in the development of procedures to create more streamlined and coordinated access to LA County youth job programs. As mentioned in Recommendation 1.3, the TAY strategic plan will inform those procedures and strategies.

RECOMMENDATION NO. 4.1

The Board of Supervisors should direct the Chief Executive Officer, in conjunction with the Workforce Investment Board, to present a proposal on implementing a First Source Hiring Program, prior to December 31, 2009.

RESPONSE

The CEO in partnership with the DCSS will research the City of Los Angeles' program and determine whether this project can be replicated in the County after consultation with DHR, County Counsel and SEIU. A proposal will be developed and presented to the Board of Supervisors on whether it is feasible to implement such a project.

SECTION: REDUCING YOUTH GANGS

RECOMMENDATION NO. 1.1.1

By December 31, 2009, the Board of Supervisors should establish an independent, regional coordinating commission to develop regional interagency goals and objectives to coordinate gang reduction efforts. It should include representation of city- and school board-level officials, along with appointed leaders of departments key to gang reduction as well as representation of community-based and faith-based organizations.

RESPONSE

On January 6, 2009, the Board of Supervisors instructed the CEO to convene a multi-jurisdictional body comprised of County and non-County agencies to develop strategies to address gangs and gang violence. The Los Angeles County Regional Gang Violence Reduction Committee convened in January, 2009. The committee has oversight responsibilities for the development of a detailed plan to be presented to the Board of Supervisors that will among other things, recommend strategies related to the coordination and integration of County and non-county agency programs and resources. The committee is chaired by the CEO.

RECOMMENDATION NO. 1.1.2

By June 2010, the Board of Supervisors should direct the independent regional coordinating commission which would include city and school board-level officials, along with appointed leaders of the departments key to gang reduction to create a common definition of "at-risk" and "gang" terms, particularly what constitutes a gang prevention program.

RESPONSE

The Los Angeles County Regional Gang Violence Reduction Committee has established a subcommittee to review definitions and terms widely associated with gang efforts. The subcommittee is in the process of developing a set of recommendations that can be adopted and used throughout the region.

RECOMMENDATION NO.1.2

By June 2010, the Board of Supervisors should direct the commission cited above to develop a statistical reporting structure and process by which programs report defined goals, objectives and related costs.

RESPONSE

The Board of Supervisors instructed the County's Auditor-Controller to review all County department programs and develop a listing of all gang prevention, intervention and suppression efforts and their cost. That report has been completed and provides a listing of all County funded gang related programming.

SECTION: LAUSD DROP OUT AND GRADUATION RATE

RECOMMENDATION NO. 1.2

The Board of Supervisors should explore the possibility of using a comprehensive database system in which various departments could share redacted databases, such as Enterprise Master Person Identifier (EMPI), to help identify individuals at risk on a number of cross-departmental factors. Identities of individuals would only be revealed for the cases above a pre-determined risk threshold and in a manner compliant with privacy law.

RESPONSE

The CEO has researched a number of various software platforms that could allow for the sharing of information and early identification of at-risk individuals that access multiple County departments. After much effort, the CEO has been directed by the Board of Supervisors to pursue expansion of the Family and Children's Index (FCI). Supervisors Antonovich and Yaroslavsky's motion of May 26, 2009, calls for the expansion and strengthening of the Family and Children's Index (FCI), which represents Phase I of the County's efforts to better share information among departments to identify, prevent, and treat the incidence of child abuse and neglect. To date, the CEO has submitted seven reports prepared for the Board of Supervisors and the first phase of enhancements was approved on June 12, 2009. Work is underway to address the feasibility/impact of additional data sharing and the development of legislative recommendations that will be explored in later phases.

SECTION: YOUTH HEALTH INFORMATION SHARING

RECOMMENDATION NO. 2.2

The CEO should ensure that DCFS and DPH create an MOU addressing how best to utilize Public Health Nurses in serving at-risk children.

RESPONSE

A draft MOU has been developed by DPH and reviewed by both DCFS and County Counsel. The MOU, although specific to the Lakewood Office, could be adapted for implementation in additional DCFS offices. However, funding for a countywide program, including the Lakewood Office, will need to be identified by DCFS to ensure that DPH is fully reimbursed for services provided. DPH does not currently receive State reimbursement for services to these children, because the State's Children's Medical Services Branch cannot receive reimbursement for these services under the Social Security Act's Federal Financial Participation claiming regulations. Once DCFS is successful in identifying sustainable and sufficient funding for services provided by DPH to non-detained children, the draft MOU will be finalized and DPH and DCFS will be able to provide services to both detained and non-detained at-risk youth, at no additional cost to the County.

RECOMMENDATION NO. 3.1

The Deputy Chief Executive Officer (DCEO) of the Children and Families Well-Being Cluster should take immediate action to extend the agency cooperation concept of Magnolia Place.

RESPONSE

Magnolia Place is one of several CEO-led demonstration sites that make use of client-focused, coordinated/integrated services and community-based non-service supports, data-sharing, and community-building concepts. Emerging best practices, tools, and implementation from Magnolia Place will be used to guide the development of other demonstration sites throughout the County over the next few years.

RECOMMENDATION NO. 3.3

The CEO should add a Probation Department office to 8300 Vermont to facilitate coordination with DCFS.

RESPONSE

Although Probation and DCFS are not housed in the same facility, they work together through weekly and monthly meetings located at either Probation or DCFS worksite and through emails to address the needs of foster care youth within the Probation

Department. In some cases, Probation staff may travel to a DCFS office to utilize a DCFS Child and Welfare System.

A space request has not been received by CEO Facilities and Asset Management from Probation for 8300 Vermont. DPSS, DCFS, DMH and CSSD are the current tenants at this location. The building is fully operational and while there are vacant cubicles, they are scattered throughout the building. There are no options, per the lease, to perform additional construction (i.e., tearing down walls to create a space for a Probation program). The costs associated with providing space to Probation at this location are unknown at this time because it depends on program and staff requirements. If space were to be made available to accommodate Probation, the space would be taken from a current tenant department, as identified above.

RECOMMENDATION NO. 3.5

The CEO should present the findings, conclusions and recommendations of the work groups and agencies named to the Board of Supervisors as soon as possible for approval and implementation.

RESPONSE

Please see recommendation 1.2.

RECOMMENDATION NO. 5.1

The DCEO should present the results of the coordinated Comprehensive Case Management System (CCMS) effort to the Board of Supervisors as quickly as feasible for approval and implementation.

RESPONSE

Please see recommendation 1.2

RECOMMENDATION NO. 7.1.1

The CEO should caucus with DCFS and Department of Mental Health (DMH), as well as with the DCEO of the Children and Families Well-being Cluster and the County Counsel, to develop strategies for implementation of standards, remedies, and legislative changes at both County, State and Federal levels that will enable continuing improvement of healthcare delivery to County residents, consistent with the improvements which have been achieved as a result of Katie A. Court and Advisory Panel supervision.

RESPONSE

The CEO has developed an administrative structure which includes, DCFS, DMH and County Counsel and is represented by an Executive Leadership Team, a Departmental Leadership Team, a Project Leadership Team, and 18 project management teams, all of which meet regularly, with participation by the Katie A. Advisory Panel, to address planning and implementation issues relating to the County's obligations under the Katie A. Settlement Agreement. Additionally, the County is represented in weekly meetings between the Katie A. Special Master and State representatives examining potential standards, remedies, and legislative changes associated with State defendants in the Katie A. lawsuit. The CEO believes the above-referenced structures already address the caucusing and strategy development recommended in 7.1.1.

RECOMMENDATION NO. 7.1.2

Following Recommendation 7.1.1, the CEO should request the Board of Supervisors to direct the County Counsel to advocate on behalf of the County for the easing of State and Federal restrictions against electronic sharing of information among County health and mental health agencies.

RESPONSE

The County of Los Angeles Board of Supervisors, County Counsel, and the various mental health, health, and other social service departments continue to advocate and seek creative solutions to the issue of information sharing. Relative to Katie A, a Court order is now in place that permits DCFS and DMH to share specific information and case notes. This Court order is time limited so legislative advocacy will continue to address the feasibility of additional data sharing in the long term.

Additionally, as noted in Recommendation 1.2, the CEO has been directed by the Board of Supervisors to pursue expansion of the Family and Children's index which represents Phase I of the County's efforts to better share information among departments.

RECOMMENDATION NO. 8.2

The CEO and the Board of Supervisors should fully fund the LEADER update and replacement system and complete implementation by 2010.

RESPONSE

DPSS is in the process of completing the LEADER Replacement System (LRS) vendor selection process with the State and plans on announcing the highest-ranking vendor in August 2009. Countywide implementation (roll-out) is scheduled for completion by June 2014.

RECOMMENDATION NO. 8.4

The Board of Supervisors and the CEO should immediately approve all additional funding necessary to expand the mHUB to all other HUBs.

RESPONSE

The CEO has identified \$2.0 million in one-time funding for expanding the mHUB system. The CEO, Department of Health Services, Department of Children and Family Services, Department of Mental Health, Chief Information Office, and County Counsel are working collaboratively to expand the mHUB system and financing is being planned for inclusion in the appropriate fiscal year's budgets.

RECOMMENDATION NO. 8.5.2

The CEO should fully involve the County CIO in any remaining Enterprise Master Person Identifier (EMPI) procurement and implementation efforts.

RESPONSE

The County Chief Information Office (CIO) has been and will continue to be fully involved in any data integration and information sharing database or software development efforts.

SECTION: EXTENDING FOSTER CARE FROM AGE 18 - 21

RECOMMENDATION NO.4.1

The LA County Board of Supervisors should actively lobby the California State Legislature to enact Assembly Bill 12 so that foster care services can be extended to youths until age 21.

RESPONSE

Most youth exiting the child welfare system are ill-equipped educationally, vocationally or emotionally to move into adulthood. A significant portion of AB 12 would provide services and financial support to help these youth successfully make this transition. The Los Angeles County Board of Supervisors approved a motion in March 2009 to support AB 12 in concept. DCFS has been actively engaged in discussions with various entities as the bill began to move through the legislative process. On May 11, 2009, DCFS convened a Roundtable on AB 12 comprised of DCFS departmental staff, County Counsel, John Burton Foundation (co-sponsor of the bill), representatives from SEIU, Probation and the CEO to brainstorm and develop strategies for best practice. The County will develop proposed amendments to the bill which would allow for flexibility and maximize available funding.

On May 28, 2009, the Assembly Speaker's Office announced that due to the State's fiscal crisis, AB 12 would be held in the Assembly Appropriations Suspense File due to increased costs to the State. AB 12 has long been anticipated by all those who have advocated on behalf of transition age youth and remains a priority. This bill will be taken up in the legislature in January 2010.

SECTION: THE SENIOR TSUNAMI AND ELDER ABUSE

RECOMMENDATION NO. 5.5

The County Chief Executive Officer should consider County General Fund funding as needed for implementation of pilot programs identified by APS and based on a targeted approach to serving a defined population at risk of elder abuse and neglect.

RESPONSE

As Adult Protective Services (APS) pilot programs are developed that cannot be funded through State/Federal APS funding, DCSS will explore with the CEO the possibility of funding these programs with County General Funds, based on the availability of funding.

Attachment B

Auditor-Controller



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-3873
PHONE: (213) 974-8301 FAX: (213) 626-5427

WENDY L. WATANABE
AUDITOR-CONTROLLER

MARIA M. OMS
CHIEF DEPUTY

ASST. AUDITOR-CONTROLLERS

ROBERT A. DAVIS
JOHN NAIMO
JUDI E. THOMAS

July 27, 2009

TO: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

FROM: Wendy L. Watanabe
Auditor-Controller

SUBJECT: **RESPONSE TO 2008-2009 LOS ANGELES COUNTY CIVIL GRAND
JURY FINAL REPORT**

This is in response to the recommendation made by the Los Angeles County Civil Grand Jury on their 2008-2009 Final Report. Attached is our response to the finding and recommendation pertaining to the operations of the Auditor-Controller.

If you have any questions, please contact me or your staff may contact Don Chadwick at (213) 253-0301.

WLW:MMO:JET:DC:ilm

Attachment

c: William T Fujioka, Chief Executive Officer

RESPONSE TO THE CIVIL GRAND JURY 2008-2009 FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF AUDITOR-CONTROLLER

SECTION: BE PREPARED – KEEPING KIDS SAFE DISASTER PREPAREDNESS FOR YOUTH IN COUNTY CUSTODY

RECOMMENDATION NO. 7

The Auditor-Controller (A-C) does not have in their DCFS Group Home Program Review Checklist specific procedures to ensure foster care facility has a complete and current version of the LIC 610 Disaster Plan and a log of fire drills conducted.

RESPONSE

The A-C partially agrees with this finding and recommendation. We agree that specific procedures to ensure Group Homes have a complete and current version of the LIC 610 Disaster Plan and a log of fire drills conducted should be incorporated into the Group Home Program Review Checklist. However, we disagree that fire drills should be conducted monthly as stated in the Grand Jury Report. The California Code of Regulations, Title 22, Division 6, Chapter 1, Articles 3-4 dictates the frequency in which Group Homes must conduct and document fire drills. Specifically, Section 80023 (d) reads: "Disaster drills shall be conducted and documented at least every six months." As a result, we will ensure that disaster drills are conducted every six months.

Current Implementation Status:

The recommendation has not yet been implemented, but will be implemented in the future. Effective July 1, 2009, the responsibility for performing Group Home Program Monitoring Reviews has transferred to the Department of Children and Family Services (DCFS). The A-C communicated to DCFS the Grand Jury finding and recommendation, as well as the A-C's response. DCFS has agreed to include this recommendation in their protocols as they move forward in conducting their program compliance reviews. DCFS anticipates that the Grand Jury recommendation will be implemented for all Group Home Program Monitoring Reviews beginning August 2009.

Attachment C

Chief Information Office



COUNTY OF LOS ANGELES

CHIEF INFORMATION OFFICE

Los Angeles World Trade Center
350 South Figueroa Street, Suite 188
Los Angeles, CA 90071

RICHARD SANCHEZ
ACTING CHIEF INFORMATION OFFICER

Telephone: (213) 253-5600
Facsimile: (213) 633-4733

July 31, 2009

To: William T Fujioka
Chief Executive Officer

From: Richard Sanchez 
Acting Chief Information Officer

Subject: **RESPONSES TO THE 2008-09 LOS ANGELES CIVIL GRAND JURY
FINAL REPORT**

As directed, attached is the Chief Information Office response to the 2008-09 Los Angeles Civil Grand Jury Final Report recommendations that involve this Office.

Should you have any questions, please contact me or Greg Melendez at (213) 253-5600.

RS:rs

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF INFORMATION OFFICE

SECTION: YOUTH HEALTH INFORMATION-SHARING

RECOMMENDATION NO. 3.2

The CEO and the CIO should extend the EMPI usage concept beyond healthcare to other multi-agency cooperative environments, such as Magnolia Place and 8300 Vermont, so that all may benefit from information-sharing that does not infringe state laws.

RESPONSE

A software solution product that provides individual information such as the Enterprise Master Patient Index (EMPI) would be made available for usage in multi-agency data sharing environments.

RECOMMENDATION NO. 4.1

The CEO should mandate that the County CIO be included from the beginning in the development and procurement of all sophisticated IT systems, utilizing the CIO's professional expertise with extensive cooperation from each user organization. There should only be very limited and specific instances, mandated by the County CIO's office, in which user organizations may bypass CIO procurement services. The County CIO should work with the user organization at the beginning of the project development cycle to identify the respective roles and responsibilities to be assumed by the CIO and the user department staff.

RESPONSE

The CEO supports the Recommendation that the CIO be involved in all major County IT system projects from initiation through solicitation and implementation. Per County Policy 6.020, the CIO must review all requests concerning the approval of actions related to the design, acquisition, expansion, or purchase of automated systems prior to placement on the Board Agenda. Additionally, department heads are to also obtain the CIO's review and approval on all purchases or consultant agreements for computer-based or telecommunications related software, equipment or services prior to finalizing such acquisitions or agreements.

SECTION: YOUTH AND HUB CLINICS

RECOMMENDATION NO. 4.2

The Directors of the Department of Health Services and Department of Children and Family Services should work in collaboration with the County Chief Executive Officer and Chief Information Officer to develop a long-term data and information-sharing system by June 2011 that enables these departments and others involved with serving foster children and youth to access key information about children's health and mental health needs and case histories.

RESPONSE

The CIO, in concert with DCFS and the other involved departments, is working through the existing Family and Child Index (FCI) workgroup to complete work on the short and long-term goals. The CIO will continue to work with DCFS, DHS, DMH, and the CEO to enhance the FCI information sharing capabilities as recommended.

Attachment D

Children and Family Services

Attachment P

**Registrar-Recorder/
County Clerk**



COUNTY OF LOS ANGELES
REGISTRAR-RECORDER/COUNTY CLERK

12400 Imperial Highway -- P.O. Box 1024, Norwalk, California 90651-1024 -- www.lavote.net

DEAN C. LOGAN

Registrar-Recorder/County Clerk

July 15, 2009

TO: William T Fujioka

FROM: Dean C. Logan *Dean*

**RESPONSE TO THE CIVIL GRAND JURY REPORT
THE 2008 PRESIDENTIAL ELECTION: A Look at Provisional Balloting**

Attached is our response to the findings and recommendations of the Los Angeles County 2008-09 Civil Grand Jury Report: The 2008 Presidential Election: A Look at Provisional Balloting. We appreciate the review and feedback offered by the members of the Grand Jury. Implementation of the two recommendations made in the report will assist our Department in serving the voters of Los Angeles County.

Please contact my office at (562) 462-2716 should you need any additional information.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – REGISTRAR RECORDER/COUNTY CLERK

SECTION: 2008 ELECTION AND PROVISIONAL BALLOTS

RECOMMENDATION NO. 1

The Registrar should continue to use the automated response system to assist pollworkers during elections. This system will track real time problems and lead to quicker response to Election Day issues. Resulting information should be evaluated in order to be better prepared for upcoming elections.

RESPONSE

The Registrar-Recorder/County Clerk agrees with this finding and the recommendation has been implemented.

The referenced answer-based, call center support system has been fully integrated into the election administration operations and is utilized in all elections conducted by the Registrar-Recorder/County Clerk. Various reports and resources are pulled from the data collected in the system and are utilized in the planning and preparation for future elections as well as in internal Departmental evaluation and critique of each election conducted.

RECOMMENDATION NO. 2

The Registrar of Voters should correct the newly-implemented website to verify voter registration with a link under the "Voter & Election Information" menu at the left of the front page, in addition to the icon near the top of the front page. The results of the voter registration status query should show party affiliation in addition to the validity of registration.

RESPONSE

The Registrar-Recorder/County Clerk agrees with this finding with regard to the lack of a political party verification feature associated with the online voter registration status service and is in the process of implementing the recommendation. The online service will have the capability to verify party registration by the end of 2009 and prior to the next partisan primary election in June 2010.

With regard to the website placement of the link to the online voter registration status service, the Registrar-Recorder/County Clerk is incorporating the recommendations for additional accessible links through the pull down menus on the left margin of the website in addition to the recently enhanced labels for the icon links that appear at the top of the web page.

Attachment Q

Sheriff



County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

July 31, 2009

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Members of the Grand Jury:

**RESPONSE TO THE FINAL REPORT OF THE 2008-09
LOS ANGELES COUNTY CIVIL GRAND JURY**

Attached is the Los Angeles County Sheriff's Department's (Department) response to the 2008-09 Civil Grand Jury Report's recommendations (Attachment A). The Grand Jury's areas of interest specific to the Department included maintenance in jails, courts, and stations, the usage of cameras in custody facilities, and station jail staffing.

Should you have questions regarding our response, please contact Division Director Victor Rampulla at (323) 526-5357.

Sincerely,

LEROY D. BACA
SHERIFF

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – SHERIFF'S DEPARTMENT

SECTION: DETENTION FACILITIES

RECOMMENDATION NO. 2

The Sheriff's Department should examine the need for additional staffing at Temple City based on the volume by day of inmates over a year's time and determine if additional custody assistants could be added.

RESPONSE

The Sheriff's Department acknowledges the need for additional custody assistants to staff the jail during peak times, and requested these items through the annual budgetary process. However, the budget request was denied due to the current fiscal climate. The Sheriff's Department will continue to seek these additional items in future budget requests.

RECOMMENDATION NO. 3

The Sheriff's Department should examine the pilot program plan, determine if other facilities could benefit from cameras in protecting both the rights of staff and of inmates, and detail the related budget implications for other jails.

RESPONSE

The Sheriff's Department believes that cameras can be a useful tool for the jails. In addition to East Facility, North Facility has installed cameras and is seeking grant funding to enhance and update its current system. Cameras are located throughout many other jail facilities, and further implementation is dependent on funding sources and the jail master plan.

RECOMMENDATION NO. 4

Long Beach Superior Court – Latex gloves were strewn over a wide area outside the men's holding cells. There were holes in walls in two areas. The men's multiple inmate holding cell had a foul odor. Narrow corridors were cluttered with boxes and trash. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The latex gloves have been discarded and the area has been cleaned. Every effort is made to discard used latex gloves into a trash receptacle following

routine searches of prisoners. All holes in the walls have been repaired. Routine cleaning and air sanitizers have aided in eliminating the foul odors in the men's multiple inmate holding cell. All corridors have been cleaned and reorganized. Every effort is made to keep corridors clean and easily accessible.

RECOMMENDATION NO. 4

Metropolitan Traffic Court – The female holding tank had toilet paper plastered on the walls. Hallways were extremely crowded and dirty. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The toilet paper has been removed from the walls of the female holding tank and ongoing routine cleaning is performed to ensure a clean environment. All corridors have been cleaned and reorganized, and are easily accessible.

RECOMMENDATION NO. 4

Pasadena Court -- The interior needs painting. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The court lock-up area has been painted. Refurbishment of the entire Pasadena Courthouse was started in May 2009, and is expected to be completed by the end of the 2009 calendar year.

RECOMMENDATION NO. 4

Pico Rivera Station – Painting on floors and doors was unfinished. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The painting of the floors and doors at the Pico Rivera Station Jail was completed in May 2009. Routine cleaning and maintenance is performed to maintain the recently painted environment, and the station is currently undergoing refurbishment.



**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

PATRICIA S. PLOEHN, LCSW
Director

July 31, 2009

Board of Supervisors
GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

To: William T Fujioka
Chief Executive Officer

From: Patricia S. Ploehn, LCSW
Director

nick

**RESPONSE TO THE FINAL REPORT OF THE 2008-2009 LOS ANGELES
COUNTY CIVIL GRAND JURY**

This is to provide you with the Department of Children and Family Services' response to the recommendations contained in the Final Report of the 2008-2009 Los Angeles County Civil Grand Jury.

If you have any questions, please contact me, or your staff may contact Norma Dreger, Executive Assistant at (213) 351-5527.

TP:ND:ct

Attachment

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF CHILDREN AND FAMILY SERVICES

SECTION: YOUTH EMPLOYMENT PROGRAMS

RECOMMENDATION NO. 2.1.3

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Department of Public Social Services, the Chief Executive Officer, the Probation Department, and other applicable County departments and agencies to develop a mechanism to identify “at-risk” youth to participate in the Career Development Intern Program and the Student Worker Program. To be completed by December 31, 2009.

RESPONSE

The Departments of Human Resources (DHR), Children and Family Services (DCFS) and Probation have partnered for the last eight years to identify and encourage Independent Living Program (ILP) eligible (current and former foster youth ages 16-21 years old) youth to apply for and participate in the Career Development Intern positions. These positions are restricted to those youth who are ILP eligible. Other “at risk” youth are not eligible. The mechanisms for identifying, referring and placing eligible youth are varied but include: referrals by DCFS Children’s Social Workers, Probation Officers and Transition Coordinators, community-based social workers, and self-referrals. The Program has been very successful and the County will continue to support this program.

The DHR centralized Student Worker Program and department-based Student Worker Programs (managed by participating departments), although limited due to the 2009-10 budget climate, remain an option that prioritizes “at risk” youth in our county. DHR, DCFS, Probation, the Department of Public Social Services (DPSS) and Community and Senior Services (CSS) will continue to build on their partnership through the Youth Jobs Cross-Cluster Collaborative to ensure as many ‘at risk” youth as possible are identified, referred and placed by our departments into these opportunities.

We will continue to further enhance our mechanisms for identifying, referring and placing youth in the Career Development Intern and Student Worker Programs.

RECOMMENDATION NO. 2.2.2

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Probation Department, and the Chief Executive Office, establish standardized minimum program requirements and guidelines for the Career Development Intern Program for use by all County departments. Such requirements and guidelines should be developed based on

known best practices established by Internal Services' Youth Career Development Intern Program and include on-the-job training, mentorship, performance evaluation, and coordination of applicable supportive services and resources as needed.

To the extent possible, these program requirements and guidelines should proactively identify and address the known barriers to employment faced by this population of young people. To be completed by December 31, 2009.

RESPONSE

The Departments of Human Resources (DHR) and Children and Family Services (DCFS) agree with this recommendation.

DHR has developed a Career Development Intern Policies, Procedures, and Guidelines program manual that outlines the roles and responsibilities of DHR and County departments, as well as the duties of the Program Coordinator. The manual was developed based on the best practices established by the Internal Services Department's Youth Career Development Program. Monthly meetings were initiated and chaired by DHR to facilitate participation by line departments in the hiring of foster youth and to share personal experiences in working with this population and to troubleshoot solutions. DHR provided the overall structure, general guidelines, and consultation to the program. The program has been decentralized to County departments for implementation to allow each department to implement a program that meets their recruitment needs.

In October 2005, DCFS developed and implemented its CDI program. The class specification for this item (8250) was approved on October 18, 2005.

RECOMMENDATION NO. 2.2.3

The Board of Supervisors should instruct the Chief Executive Office to immediately exempt from the hiring freeze requests from County Departments to hire emancipated foster youth who have participated in a departmental Career Development Intern Program.

RESPONSE

The Department agrees. DCFS currently hires emancipated foster youth to the CDI Program.

RECOMMENDATION NO. 3.1.3

The Directors of CSS and DCFS and Chief Probation Officers should identify barriers to foster and probation youth participation in employment programs, such as the need for enhanced outreach and recruitment, and documentation, transportation, appropriate clothing and other barriers; develop procedures to address these barriers, report to the Board of Supervisors on the reasons for and procedures to address these barriers prior to December 31, 2009.

RESPONSE

The Department agrees with this recommendation. We are in the process of identifying barriers, and addressing these barriers with changes in policy, practice, and with staff training.

RECOMMENDATION NO. 3.2.1

The County CEO develop procedures to coordinate foster and probation youth access to employment services, as part of the current Transition Age Youth strategic planning process.

RESPONSE

The Department agrees with this recommendation. The Department is a member of the Youth Jobs Cross-Cluster Collaborative. The Collaborative is actively developing strategies and procedures to coordinate youth access to employment. The Transition Age Youth strategic plan will inform these strategies.

SECTION: YOUTH AND HUB CLINICS

RECOMMENDATION NO. 2.1

The Director of DHS should by June 2010, establish staffing, service level, funding, service mix and outcome standards for the Hub clinics using formulas based on the number and nature of patient visits and services, with input from Hub clinic directors and the DCFS.

RESPONSE

DCFS will work with DHS, and the Hub Clinics to establish standards by June 2010.

RECOMMENDATION NO. 2.2

The Director of DHS should by June 2010, request an amendment to its MOU with the DCFS governing Hub clinics to include a provision for specific classifications of out-stationed staff based on a formula such as the number and type of patient visits and/or clinic staff positions.

RESPONSE

DCFS will work with DHS on any request for an amendment to its Memorandum of Understanding (MOU) governing the Hub Clinics to include a provision for specific classification of out-stationed staff based on a formula such as the number and type of patients' visits and/or clinic staff positions. Budgetary restrictions have prevented DCFS' past efforts to implement out-stationed staff at the Hubs.

RECOMMENDATION NO. 3.1

The Director of DCFS should direct the CSWs and PHNs to create age-specific information sheets to be given to foster parents or caregivers at the time the detained child is placed in their care. These sheets should be sized for easy access, such as for positing on a refrigerator or note-board, and give information listing normal behavior and expectations and also what steps should be taken in emergencies.

RESPONSE

DCFS agrees with this recommendation, and will develop and implement the information sheets in 2010. Currently, detained children receive an initial physical exam at the Hubs. The exam includes a developmental screening and age specific anticipatory guidelines that are provided to the caregiver at the time of the exam.

RECOMMENDATION NO. 3.2

The Directors of DCFS and DHS should, by the end of 2009, develop criteria for identifying children in the child welfare system for whom the HUB Clinics should serve as medical home, with responsibility for their overall medical care coordination, focusing on those with special health care needs and sexual abuse victims.

RESPONSE

DCFS will work with the Department of Health Services to develop criteria for medical home establishment. However, any expansion of services for this patient population will require additional resources. At this time, the Hubs continue to serve the mandated population of DCFS newly detained children.

RECOMMENDATION NO. 3.3.1

The Directors of DCFS and DHS should, by the end of 2009, develop criteria for children in the child welfare system for whom the HUB Clinics would not serve as medical home, but should provide continuity of care by:

- periodic reassessments every six months;
- case reviews of children with special health care needs who are being seen by private community providers;
- those at risk of being victims of abuse again, such as when changes in placement occur; and
- those under the Family Maintenance program, still living in homes where they are abused.

RESPONSE

DCFS will work with DHS to develop continuity of care criteria. However, any expansion of services for this patient population will require additional resources. For children in the Family Maintenance program, there is an increased likelihood that they will not have fee-for-service Medi-Cal, and another payor source would need to be identified. At this time, the Hubs continue to serve the mandated population of DCFS newly detained children.

RECOMMENDATION NO. 3.3.2

The Directors of DCFS and DHS should develop protocols and definitions for services to be provided by the Hub clinics as medical homes.

RESPONSE

DCFS will work with DHS to develop protocols and definitions for services provided by the Hub clinics as medical homes. At this time, the Hubs continue to serve the mandated population of DCFS newly detained children.

RECOMMENDATION NO. 3.4

The Directors of DCFS should, by June 2010, direct staff to develop new systems and controls to ensure that: a) all medical information is entered into CWS/CMS; b) master lists are produced of all children due for Initial Medical Examinations to be reconciled with Hub Clinic rosters; c) master lists of medical appointments are produced to facilitate follow-up by PHN; d) master list of children with changes in placement and/or the their CSW be established and provided to PHN to ensure timely case management of these new cases.

RESPONSE

a), c), d); OMD, and BIS will collaborate to develop and implement a Medical reporting tool that will provide the

1. Medical Utilization Reports
2. Medical Appointment Tracking
3. Placement Change Report

b) OMD and BIS has developed and implemented the Katie A Tracking Report system that includes the monitoring of children referred to the HUB. Also, DCFS is working with DHS to create an electronic HUB Referral interface with the E-mHub application.

RECOMMENDATION NO. 4.2

The Directors of DHS and DCFS should work in collaboration with the County CEO and CIO to develop a long-term data and information-sharing system by June 2011 that enables these departments and others involved with serving foster children and youth to access key information about children's health and mental health needs and case histories.

RESPONSE

DCFS is working through the existing Family and Child Index (FCI) workgroup to complete work on the short and long term goals.

DCFS is also working with the CEO and other key departments to enhance the FCI information sharing capabilities as recommended.

RECOMMENDATION NO. 4.3.1

The Directors of DCFS and the DPH should proceed with implementing the Lakewood project model system wide, enabling PHNs to work on any of the cases that come into the office to which they are assigned, regardless of department affiliation.

RESPONSE

DCFS agrees with this recommendation, but at this time, the recommendation cannot be implemented due to budgetary constraints.

RECOMMENDATION NO. 4.3.2

The Directors of DCFS and the DPH should collaborate to implement department-wide the DCFS Lakewood Project pilot integrating the two departments' PHNs by the end of 2009. This will require DCFS to utilize Katie A. funding in the short run for the estimated

15% of PHN time that would be not covered by the State CHDP funding, and identifying funding for long-term implementation.

RESPONSE

All funding for Katie A. is allocated and therefore, there is no funding set aside to absorb, even for the short run, the estimated 15% of PHN time. The CEO has been trying to find funding sources for the Project, but any additional funding would require the Board's approval.

RECOMMENDATION NO. 4.3.3

The Directors of DCFS and the DPH should research and work to resolve the funding issues introduced by the Lakewood project and the recommended organizational structure change by the end of 2009. This may be done by applying for additional funding and/or a waiver through the CHDP program. It also may involve identifying other DCFS funds to cover any balance not covered by CHDP.

RESPONSE

DCFS and DPH continue to discuss funding sources to address the Lakewood Project issues.

RECOMMENDATION NO. 4.3.4

The Directors of DCFS and the DPH should revise the MOU between DCFS and DPH by the end of 2009 to provide for input by DCFS Regional Managers into the evaluation process for DPH PHNs.

RESPONSE

DCFS agrees with this recommendation. Regional Administrators (RAs) currently have the option to provide input to either the PHNs or Nursing Manager about the performance of PHNs with whom the RA is familiar. DCFS will pursue the request for this recommendation during the process of the MOU's periodic, biennial review.

RECOMMENDATION NO. 4.4

The Directors of DCFS and the DPH should finalize and proceed with tracking caseload and outcomes to evaluate individual PHNs and overall effectiveness of their services.

RESPONSE

DCFS PHNs collect data on a daily basis on PHN activities and services that they provide to children referred to the Department and that continue to reside with their parents. PHNs provide a monthly report of their activities to their immediate PHN

Supervisor. PHN Supervisors review and monitor PHN data reports on a monthly basis by PHN and by office. The PHN program also provides a monthly report to the DCFS Medical Director that is sorted by Regional office and by Service Bureau to further assist Deputy Directors, Regional Administrators and the Bureau of the Medical Director to more closely analyze health related services and activities provided to children under DCFS supervision.

RECOMMENDATION NO. 5.1.1

The Directors of the DCFS, DHS and DMH should enter into an agreement wherein the Hub clinics with the professional capabilities would become DMH-contracted MAT Providers and perform MAT assessments for children they see, whenever possible to be implemented by the end of 2009.

RESPONSE

DCFS agrees with this recommendation. The existing plan for service delivery at the Hub clinics was approved by the Federal District Court Judge, Katie A. Expert Panel and the Board of Supervisors. Mental health service needs, including MAT assessments, will be handled by community providers through the referral process currently in existence. Some barriers which complicate the implantation of this plan have been identified and are being addressed.

RECOMMENDATION NO. 5.1.2

The Directors of the DCFS, DHS and DMH should enhance the services and staffing, including co-location of DMH, DCFS and other staff, at some of the Hub Clinics by June 2010, to enable all of them to conduct MAT assessments, using some of the Katie A. funding now being directed to contract MAT providers.

RESPONSE

As mentioned in the response to recommendation 5.1.1, DCFS agrees with this recommendation. The existing plan for service delivery at the Hub clinics was approved by the Federal District Court Judge, Katie A. Expert Panel and the Board of Supervisors. Mental health service needs, including MAT assessments, will be handled by community providers through the referral process currently in existence. Some barriers which complicate the implantation of this plan have been identified and are being addressed.

RECOMMENDATION NO. 5.2

The Directors of the Department of Children and Family Services, Health Services and Mental Health should develop revised Multidisciplinary Assessment Team procedures to ensure participation by Hub Clinic staff in the team process at least for children defined as having Special Health Care Needs and/or who are victims of sexual abuse.

RESPONSE

DCFS agrees with the recommendation. DCFS has increase its MAT staffing over this year so that DCFS can better coordinate information needed to ensure a comprehensive MAT evaluation and arrange to invite Hub Clinic Staff and PHNs to participate in the MAT Summary of Findings Meeting that helps to shape the child's DCFS case plan.

RECOMMENDATION NO. 5.3.1

The DCFS and DPH should revise their policies by the end of 2009 to ensure that PHN participate in all MATs for all children under the jurisdiction of DCFS, when the MAT is being conducted by a contract community provider and Hub Clinic staff are not involved.

RESPONSE

DCFS agrees with this recommendation. Upon notification by the DCFS Social Worker, the DPH PHNs participate in MATs conducted by contracted community providers, when timely notifications of scheduled assessments are provided by the CSWs.

RECOMMENDATION NO. 5.3.2

The DCFS and DPH should access the feasibility of requiring PHNs to participate in all other MATs conducted by contract community providers.

RESPONSE

DCFS agrees with this recommendation. Upon notification by the DCFS Social Worker, the DPH PHNs participate in all MATs conducted by contracted community providers, when timely notifications of scheduled assessments are provided by the CSWs.

SECTION: YOUTH HEALTH INFORMATION-SHARING

RECOMMENDATION NO. 2.1

As direct electronic links between mHUB and myCSW software programs would violate the SACWIS regulations, DCFS and DHS should set up non-electronic processes for information-sharing.

RESPONSE

DCFS is in the process of utilizing and expanding the Family Child Index (FCI) to facilitate electronic information sharing with MHUBs, DHS hospitals and Department of Mental Health.

RECOMMENDATION NO. 2.2

The CEO should ensure that DCFS and DPH create an MOU addressing how best to utilize PHN in serving at-risk children.

RESPONSE

DCFS supports CEO facilitation in the development of a MOU between DCFS and DPH.

RECOMMENDATION NO. 3.5

The CEO should present the findings, conclusions and recommendations of the work groups and agencies named to the Board of Supervisors as soon possible for approval and implementation.

RESPONSE

DCFS will continue to work with the CEO to facilitate the sharing of youth health information.

RECOMMENDATION NO. 6.1

To the extent permitted by law, DCFS, DHS, DMH, and DPH should provide skilled healthcare professionals access to a youth's healthcare information regardless of the department in which the information was originally obtained.

However, such access should be limited to those personnel who have been provided confidential user names and passwords. Requiring the use of user names and passwords for maintaining information privacy is a proven tool which makes the control of such access safe and feasible.

RESPONSE

DCFS issued Procedural Guide 0500-501.30, Disclosures of Health And Mental Health Information to and From County Departments Providing Services to a Child/Youth, on March 28, 2008. This policy details the Memorandum of Understanding between DCFS, the Probation Department, Department of Health Services (DHS) and the Department of Mental Health (DMH dealing with the sharing of both health and mental health information of children being served by these Departments. The above recommendation appears to deal with permitting outside agencies to have access to

CWS/CMS to obtain medical/health information of DCFS supervised children. State permission would need to be obtained in order for outside agencies to access CWS/CMS. This is highly unlikely until such time as CWS Web, the replacement system for CWS/CMS is implemented.

RECOMMENDATION NO. 7.1.1

The CEO should caucus with DCFS and DMH, as well as with the DCEO of the CFWBC and County Counsel, to develop strategies for implementation of standards, remedies, and legislative changes at both County, State and Federal levels that will enable continuing improvements of healthcare delivery to County residents, consistent with the improvements which have been achieved as a result of Katie A. Court and Advisory Panel supervision.

RESPONSE

DCFS is in support that a joint effort with CEO as the lead is required to implement this recommendation. DCFS is in agreement with continuing improvements of healthcare delivery to county residents and that a standardized system of screening, assessment and treatment is utilized.

RECOMMENDATION NO. 7.2

The CEO should work with DCFS and DHS to develop written assurances from the State that County actions taken in response to Katie A. rulings are continued beyond the expiration of the Federal court order(s).

RESPONSE

Los Angeles County is in the first year of implementing its 5-year Katie A. Strategic Plan. This Plan and Federal Court oversight is not expected to expire until 2013 at the earliest. Further, the State portion of the Katie A. lawsuit remains unresolved, thus it is unlikely that the State will agree to provide written assurances for those issues that can be settled and those that may have to continue in litigation.

A Special Master was appointed by the Federal Court in May 2009 and is working to determine State levels that are consistent with Los Angeles County positions and activities with regard to the County's settlement activities.

Los Angeles County is currently engaged with the Katie A. Panel to define exit criteria from the Katie A. Settlement Agreement; these criteria will most likely include provisions that would require Los Angeles County to sustain the initiatives and practice changes that are achieved through the Settlement Agreement beyond the oversight of the Federal Court.

SECTION: DISASTER PREPAREDNESS IN YOUTH CAMPS

RECOMMENDATION NO. 1

The Director of DCFS should incorporate relevant sections of their plan into all new standard contracts with group homes, foster care families and foster family agencies where appropriate. At a minimum, the contracts should add a section reinforcing caregiver responsibilities for preserving records and maintaining possession of the records at all times during a disaster.

RESPONSE

We agree with the Grand Jury's recommendation, however, negotiations with the providers, and contract amendments would be necessary to add language requiring caregivers in FFAs and GHs to preserve records and maintain possession of the records at all times during a disaster.

The Department of Children and Family Services does not directly contract with licensed Foster Care Homes. State licensed Foster Care Homes are under the supervision of the California Department of Social Services (CDSS), and licensing requirements of the CDSS Community Care Licensing Division (CCLD). Therefore, DCFS can share the Grand Jury Report with CDSS CCLD staff for their possible incorporation into their protocols.

SECTION: EXTENDING FOSTER CARE FROM AGE 18 TO 21

RECOMMENDATION NO. 4.1

The Los Angeles County Board of Supervisors should actively lobby the California State Legislature to enact Assembly Bill 12 so that foster care services can be extended to youths until age 21.

RESPONSE

A significant portion of AB 12 would provide services and financial support to help these youth successfully make this transition. The Los Angeles County Board of Supervisors approved a motion in March 2009 to support AB 12 in concept. DCFS has been actively engaged in discussions with various entities as the bill began to move through the legislative process. On May 11, 2009, DCFS convened a Roundtable on AB 12 comprised of DCFS departmental staff, County Counsel, John Burton Foundation (co-sponsor of the bill), representatives from SEIU, Probation and the CEO to brainstorm and develop strategies for best practice. The County will develop proposed amendments to the bill which would allow for flexibility and maximize available funding.

On May 28, 2009, the Assembly Speaker's Office announced that due to the State's fiscal crisis, AB 12 would be held in the Assembly Appropriations Suspense File due to

increased costs to the State. AB 12 has long been anticipated by all those who have advocated on behalf of transition age youth and remains a priority. This bill will be taken up in the legislature in January 2010.

RECOMMENDATION NO. 5.0.1

DCFS should ensure that all CSWs are aware of and are trained in the services offered through the Wraparound Program by creating a training program by June 2010.

RESPONSE

DCFS is completing follow up county-wide training all SCSWs on the fundamentals, resources, practices and protocols associated with the Wraparound Program and it's planned expansion (to be completed by late August 2009). The model allows for SCSWs to in turn train and equip their staff; supported by in-service training offerings planned for CSWs.

In Service Training for CSWs will be initiated/scheduled beginning in September 2009 with regular classes being offered County-wide and continuing ongoing. The curriculum is drafted and slated to be an all-day session with an opportunity to interact and ask questions of Wrap Around provider agency staff who are contracted to serve their office's catchment area and SPA. Wraparound trainings for both SCSWs and CSWs are developed and delivered utilizing DCFS/Inter University Consortium resources to coordinate training sites and curriculum for all DCFS social workers.

DCFS has also continued joint trainings with Wraparound providers (existing and as expected for the planned Wraparound expansion) on the referral, assessment, enrollment, monitoring and crisis planning components of Wraparound for select DCFS and Wraparound provider staff. The Department has also provided specialized training for Coordinated Services Action Team members on Wraparound so they can fulfill their role/responsibility in insuring prompt, timely and appropriate referrals to the Wraparound program. Training on fundamentals of Wraparound and the continuum of related mental health services is also incorporated into the new CSW Core Academy as part of overall training related to the Katie A. Strategic Plan.

RECOMMENDATION NO. 5.0.4

DCFS should advocate for passage of AB 12 so that reimbursement funding will become available from the federal government that may then be used to reduce CSW caseloads. Such a reduction will certainly be a significant and contributing factor to the increase in attention that is given to each individual foster care child in the DCFS system.

RESPONSE

DCFS has convened discussion groups with various internal and external stakeholders to identify changes to AB 12 that would best serve the needs of our transition age youth. This bill will add a Title IV-E federal funding stream to the costs the state and counties will incur by expanding services and financial support to these youth. With expanded services and funding, some form of continued supervision will be necessary and likely result in additional caseloads.

Attachment E

Child Support Services



COUNTY OF LOS ANGELES
Child Support Services Department

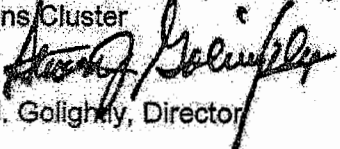


STEVEN J. GOLIGHTLY
Director

August 11, 2009

TO: William T Fujjoka, Chief Executive Officer

Attention: Kary L. Golden
Strategic Planning and Special Projects Division
Operations Cluster

FROM: 
Steven J. Golightly, Director

SUBJECT: **RESPONSES TO THE 2008-09 LOS ANGELES CIVIL GRAND JURY FINAL REPORT**

As requested, following is the Child Support Services Department's (CSSD) response to the 2008-09 Los Angeles Civil Grand Jury Final Report.

SECTION: Youth Health Information Sharing

RECOMMENDATION NO. 3.4

The CEO should reinstate CSSD access to the DMV, CLETS and incarceration records to assist in determining whether the non-custodial parent could make support payments.

DEPARTMENTAL RESPONSE

CSSD agrees that the CEO should reinstate access to the information contained in these databases as they would assist CSSD in carrying out certain statutory duties, including establishing and modifying orders for child support. CSSD will work with the CEO to assess the feasibility of reinstatement.

The above departmental response was provided via email to CEO staff Garrison Smith and Kary Golden, on July 29 and July 31, 2009, respectively.

If you have any questions or need additional information, please contact David Kilgore, Deputy Director, at (323) 889-3405.

SJG:RF

c: David Kilgore

EXECUTIVE OFFICES

5770 South Eastern Avenue, Commerce, CA 90040 • (323) 889-3400

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RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – **CHILD SUPPORT SERVICES DEPARTMENT**

SECTION: YOUTH HEALTH INFORMATION SHARING

RECOMMENDATION NO. 3.4

The CEO should reinstate CSSD access to the DMV, CLETS and incarceration records to assist in determining whether the non-custodial parent could make support payments.

RESPONSE

CSSD agrees that the CEO should reinstate access to the information contained in these databases as they would assist CSSD in carrying out certain statutory duties including establishing and modifying orders for child support. CSSD will work with the CEO to assess the feasibility of reinstatement.

Attachment F

Community and Senior Services



CYNTHIA D. BANKS
Director

July 31, 2009

COMMUNITY AND SENIOR SERVICES
OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 738-2600 • (213) 487-0379 FAX

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BOARD OF SUPERVISORS

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MARK REDLEY-THOMAS
ZEV YAROSLAVSKY
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MICHAEL D. ANTONOVICH

To: William T Fujjoka
Chief Administrative Officer

From: Cynthia D. Banks, Director *(Cynthia D. Banks) (MQ)*

Subject: **RESPONSE TO THE FY 2008-09 LOS ANGELES CIVIL GRAND
JURY FINAL REPORT**

Attached is Community and Senior Services' response to the Civil Grand Jury's recommendations contained in its Fiscal Year 2008-09 Final Report. As instructed, we have also provided an electronic copy in WORD format to Kary L. Golden.

We look forward to participating in increased collaboration with our partners to address the issues identified in the report and improve services focused on youth employment and elder and dependent adult protection.

Please let me know if you have any questions or your staff may contact Gail Dershewitz at (213) 351-8972 or email her at gdershewitz@css.lacounty.gov.

CDB:OS:
MQ:gd

Attachment

c: Miguel Santana
Kary L. Golden

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – **DEPARTMENT OF COMMUNITY AND SENIOR SERVICES**

SECTION: YOUTH EMPLOYMENT PROGRAMS

RECOMMENDATION NO. 1.1

The Board of Supervisors should direct the Director of the Department of Community and Senior Services, Director of the Department of Children and Family Services, and Chief Probation Officer, in consultation with the Chief Executive Office, to develop a streamlined process for collaboration among entities overseeing youth employment programs, including the County of Los Angeles, City of Los Angeles Youth Councils, and County departments, with a report to the Board of Supervisors by December 31, 2009. As part of this effort, the Director of the Department of Community and Senior Services, Director of the Department of Children and Family Services, and Chief Probation Officer should consider increased communication and coordination with the seven Youth Councils in the geographic region of Los Angeles.

RESPONSE

CSS agrees.

This recommendation has been partially implemented. CSS currently coordinates monthly meetings of the Youth Program Cross-Cluster Collaborative, which includes representatives of the State of California Employment Development Department (EDD), San Gabriel Valley Conservation Corps, and County departments such as the Chief Executive Office, L.A. County Office of Education, Probation Department, Department of Human Resources, Department of Public Social Services (DPSS), Parks and Recreation, Department of Children and Family Services, and L.A. County Housing Authority. The process for collaboration already exists.

CSS also participates as an active partner in bi-monthly meetings of the Los Angeles Workforce Systems Collaborative with the L.A. City Workforce Investment Board (WIB), Los Angeles Economic Development Corporation (LAEDC), Los Angeles Community College District, Los Angeles Area Chamber of Commerce, Los Angeles County Federation of Labor (AFL-CIO), City of Los Angeles Mayor's Office, Los Angeles Unified School District, United Way, the Los Angeles Workforce Funder Collaborative, and EDD. This Collaborative was formed to focus on developing a robust and comprehensive economic and workforce development system in the County of Los Angeles; and leveraging the collective and individual assets of these systemic partners to create pathways to high demand, high growth industries and sustainable careers to ensure the economic competitiveness of the Los Angeles region.

In addition to the above-described existing areas of collaboration, CSS proposes to lead efforts to coordinate regular meetings of the seven local WIB Directors on a quarterly basis to increase communication and coordination. The emphasis will be to:

- share information and strategic areas of mutual benefit coming out of the above Cross-Cluster Collaborative and L.A. Workforce Systems Collaborative,
- share best practices,
- explore opportunities for collaboration and leveraging of resources, and
- develop strategies for a non-duplicative and comprehensive youth service delivery system in Los Angeles County as a region.

CSS will provide a report to the Board of Supervisors by December 31, 2009.

RECOMMENDATION NO. 1.2

The Board of Supervisors should direct the Director of Community and Senior Services to report on outreach to parent organizations, and business organizations to recruit County of Los Angeles Youth Council representatives by December 31, 2009.

RESPONSE

CSS partially disagrees.

The current structure for membership on the Youth Council was approved by the Board of Supervisors on November 13, 2007, on the advice of the L.A. County WIB. The revised structure is comprised of members representing the mandatory categories stipulated by the Workforce Investment Act (WIA) of 1998. The mandatory categories for the Youth Council are the following:

- (1) members of the local board with special interest or expertise in youth policy,
- (2) representatives of youth services agencies, including juvenile justice and local law enforcement agencies,
- (3) representatives of local housing authorities,
- (4) parents of eligible youth,
- (5) representative of Job Corps, as appropriate, and
- (6) one optional seat for a business representative.

To fill the approved mandatory categories listed above, the WIB created a total of 13 Youth Council seats. This included multiple seats for members with special interest or expertise in youth policy. Only one seat was adopted for a Parent Representative who must be parent to a WIA Youth Program participant. CSS has identified a prospective candidate who resides in the Florence/Firestone area. This position is expected to be filled by January 2010.

In the revised structure, only one optional seat for a business representative was adopted. As described, all other seats are mandated by WIA law. This structure was adopted to make the Council more functional and to ensure meeting quorums. Any change to the current composition would first need to be approved by the WIB and then by the Board of Supervisors. CSS proposes to recommend that the WIB appoint currently seated WIB business members representing the utilities, and additional Labor Union members to serve as consultants to the Youth Council by December 31, 2009.

RECOMMENDATION NO. 3.1.1

The Board of Supervisors should make baseline funding for the Youth Jobs Program available on an ongoing basis, with the exception of FY 2009-10 in which one-time American Recovery and Reinvestment Act funds will supplant local funds for youth employment programs.

RESPONSE

CSS agrees.

The County will consider this recommendation to the extent there is not a federally funded Summer Youth Employment Program and based on the availability of Net County Costs.

RECOMMENDATION NO. 3.1.2

The Director of Community and Senior Services should identify reasons for Workforce Investment Act and Youth Jobs Program underutilization, such as the need for enhanced outreach and recruitment, and documentation, transportation, appropriate clothing and other barriers; develop procedures to address underutilization; and report to the Board of Supervisors on the reasons for and procedures to address underutilization prior to December 31, 2009.

RESPONSE

CSS agrees.

Prior to December 31, 2009, the Department of Community and Senior Services, in concert with the Los Angeles County Workforce Investment Board, will:

- identify the reasons for the underutilization of WIA funding in major services areas such as targeted at-risk populations, workforce business sector and government sector needs, outreach and recruitment, transportation, and other supportive services,
- develop and promulgate WIA program policies and procedures that will address the gaps in major services and underutilization of funds identified in this recommendation, and
- report to the Board of Supervisors on the reasons for and procedures to address the underutilization.

RECOMMENDATION NO. 3.1.3

The Directors of Community and Senior Services and Children and Family Services and the Chief Probation Officer should identify barriers to foster and probation youth participation in employment programs, such as the need for enhanced outreach and recruitment, and documentation, transportation, appropriate clothing and other barriers; develop procedures to address these barriers, and report to the Board of Supervisors on the reasons for and procedures to address these barriers prior to December 31, 2009.

RESPONSE

CSS agrees.

Prior to December 31, 2009, the Directors of Community and Senior Services and Children and Family Services, and the Chief Probation Officer, in concert with the Youth Jobs Cross-Cluster Collaborative, will:

- identify barriers to foster and probation youth participation in current employment programs, such as outreach and recruitment and client supportive services,
- develop procedures to address and minimize the barriers identified, and
- report to the Board of Supervisors on the reasons for and procedures to address these barriers.

RECOMMENDATION NO. 3.3

The Director of Community and Senior Services should report youth employment program performance measures and outcomes annually to the Board of Supervisors.

RESPONSE

CSS agrees.

CSS will implement this recommendation by June 30, 2010. Annually, beginning FY 2009-10, and more frequently as requested, the Department will report youth employment program performance measures and outcomes to the Board of Supervisors through the County's *Performance Counts!* framework.

RECOMMENDATION NO. 4.1

The Board of Supervisors should direct the Chief Executive Officer, in conjunction with the Workforce Investment Board, to present a proposal on implementing a First Source Hiring Program, prior to December 31, 2009.

RESPONSE

CSS agrees.

The CEO in partnership with the Department of Community and Senior Services will research the City of Los Angeles' program and determine whether this project can be replicated in the County after consultation with the Department of Human Resources, County Counsel and SEIU. A proposal will be developed and presented to the Board of Supervisors on whether it is feasible to implement such a project.

SECTION: THE SENIOR TSUNAMI: AN INVESTIGATION OF ELDER ABUSE PREVENTION SERVICES AND PROGRAMS IN LOS ANGELES COUNTY

RECOMMENDATION NO. 1.1

The Director of Community and Senior Services should develop a framework by June 2010 for preparing an elder and dependent adult abuse strategic plan specific to Adult Protective Services that addresses expected future growth in the elder population and related funding needs, using the plans from the Long-Term Care Coordinating Council and the Area Agency on Aging as models.

RESPONSE

CSS agrees.

This recommendation is partially implemented. CSS currently has a strategic plan in place for 2007 – 2010. The plan was developed using the five goals established by the Board of Supervisors' Countywide Strategic Plan with the guiding principles of: (1) Operational Effectiveness, (2) Children, Family and Adult Well-Being, (3) Community and Municipal Services, (4) Health and Mental Health, and (5) Public Safety.

The Adult Protective Service (APS) Program is rooted in laws and regulations which already clearly describe APS goals, objectives, target populations and outcome measures. The laws and regulations provide the legal foundation and mandate for the APS program, and CSS is not at liberty to create new or additional program components that diverge from or are at variance with the components spelled out in the law and regulations. The Area Agency on Aging (AAA) and long-term care strategic plans do not fit the goals and dynamics of the APS program. APS is a direct-service program that responds to problems that are totally different from those dealt with by the AAA and Long-Term Care programs. Currently, APS goals and objectives follow and fit within the County and CSS' strategic plans. As part of the Seamless Senior Services (S3) Initiative, CSS APS is expanding goals and objectives specific to APS. The Department's strategic plan will be expanded to include elder and dependent adult abuse specific to Adult Protective Services as part of the S3 initiative by June 30, 2010.

RECOMMENDATION NO. 1.2

The Director of Community and Senior Services should by June 2010 align goals and objectives of the elder and dependent adult abuse strategic plan with those of the Long Term Care Coordinating Council, the Area Agency on Aging and the County-wide Seamless Senior Services plans where practical.

RESPONSE

CSS partially disagrees.

This recommendation will require further research and analysis. The APS mandate, goals and objectives differ from those of the Long-Term Care Coordinating Council and the Area Agency on Aging. The APS mandate is to intervene to remedy or end the abuse or neglect and to help prevent further abuse or neglect. The County's APS case record forms, used by social workers, reflect the goals of the Program: to remedy/end and prevent abuse/neglect. The APS Service Plan and the APS Risk Assessment forms contain the following specific goals to be addressed by the Social Worker, based on the individual case situation:

- (1) elimination/reduction of risk/danger resulting from abuse, neglect and/or exploitation by another,
- (2) adequate medical/psychiatric care,
- (3) ability to accomplish Activities of Daily Living (ADLs) and Instrument ADLs,

- (4) adequate nutrition,
- (5) adequate/stable income,
- (6) adequate/stable housing, and
- (7) reduction of self-imposed isolation.

The APS program already has these specific goals. The APS Social Services Manual Section 2051 provides a description of the APS social worker's crisis intervention activities. However, CSS will further review current goals and objectives as part of the countywide effort and Seamless Senior Services (S3) Initiative in order to strengthen the program over the next five years. The CSS APS' enhanced goals and objectives will be completed by June 30, 2010.

RECOMMENDATION NO. 1.3

The Director of Community and Senior Services should develop outcome measures by June 2010 that can be used to determine whether or not the goals and objectives of the strategic plan were met and the clients were the focus.

RESPONSE

CSS agrees.

This recommendation has already been implemented. Los Angeles County is the only county in the state of California that has APS staff solely dedicated to Quality Assurance (QA) measures, which includes analyzing data and performance outcomes.

APS staff tracks and analyzes performance data through program indicators and operational measures included in the County's *Performance Counts!* Program monthly to gauge program results and outcomes. Performance metrics for the APS program were revamped during the FY 2008-09 budget process. As part of CSS' ongoing practice, existing measures will be evaluated at least annually, and more frequently as needed, to determine if additional measures are needed or if existing measures should be revised to better align with management and oversight needs. Performance and other relevant data trends such as caseload growth, aging and timely processing will be analyzed monthly to determine whether program goals/objectives are being met.

In addition, CSS APS recently volunteered to be part of the State's pilot project to develop a standardized risk assessment tool, recognizing the benefit of a State standardized form for tracking/analyzing APS staff performance outcomes. As part of this project, L. A. County's current risk assessment tool was provided to the National Council on Crime and Delinquency and the California Department of Social Services. The APS Risk Assessment tool measures the extent to which the social worker's

intervention may have lowered the level of risk on each case. The APS Case Closing shows the extent to which APS achieved the goals that were identified in the client service plan. It is important to note that the State protects the elder and dependent adult's right to self-determination. This means that if the APS client does not lack capacity, he/she may choose to refuse APS services and to remain in an abusive/neglectful environment. For this reason, it is unrealistic to expect APS to always lower the level of risk.

CSS APS will develop outcome measures that are aligned with the enhanced goals and objectives as part of the S3 initiative by June 30, 2010.

RECOMMENDATION NO. 2.1.1

The Director of Community and Senior Services should direct APS management, by June 2010, to analyze third party research and its own data on reports of abuse and referrals to field offices to determine where the risk of abuse and need for services is greatest and then target community and media outreach accordingly.

RESPONSE

CSS agrees.

This recommendation has already been implemented. The mandate of the APS Program is to respond to all reports of suspected abuse/neglect of elders and dependent adults. Elder abuse is pervasive throughout the County. A conservative estimate is that only 15% of cases are reported. APS currently analyzes its reports of abuse and neglect and targets communities where the number of reports is lowest in reporting elder and dependent adult abuse. APS then targets that community and provides training, educational materials, and instruction on how to identify and report elder abuse. APS will continue to outreach and conduct trainings countywide, giving priority to those areas where the risk of abuse and need for services is greatest.

RECOMMENDATION NO. 2.1.2

The Director of Community and Senior Services should direct APS management to work with partner County agencies and contractors to provide additional training to financial institutions on financial abuse related to the elderly population and their mandatory reporting requirements.

RESPONSE

CSS partially disagrees.

CSS APS has provided and continues to be responsible for setting up in-services for both the public and for community based agencies, as well as being responsive to

requests from the public. The following provides six examples of trainings provided by the Department:

- (1) Since August 2004, CSS APS has outreached to the countless mandatory reporting agencies throughout Los Angeles County, inviting them to APS training events/seminars entitled "APS Open House". The process involves sending mass mailings to mandatory reporting agencies, such as hospitals, private home health agencies, senior centers, mental health facilities, and law enforcement. The trainings were initially set up based on the Supervisorial Districts and then shifted to Service Planning Areas. Due to an influx of in-service requests and mandates such as the Senate Bill (SB) 1018 Financial Institution Training requirement, other training priorities and the lack of manpower in the training department, the APS Open House events were put on a temporary hiatus. CSS anticipates the recommencing these events within FY 2009-10.
- (2) Prior to the passage of SB 1018, "Mandated Reporting of Financial Abuse", when all financial institutions became mandated reporters, the APS Staff Development Section (SDS) conducted "train the trainer" training for approximately 480 financial institutions within Los Angeles County. CSS APS continues to provide trainings to financial institutions regarding their mandatory reporting responsibilities.
- (3) The Law Enforcement Liaison (L.E.L.) has been proactive in conducting in-service trainings to various law enforcement agencies with FY 2008-09.
- (4) Since March 2006, APS' SDS, in conjunction with CSS Service Center Directors, conduct free training seminars, entitled Seniors Against Financial Exploitation "SAFE", open to the senior population at all CSS Senior and Service Centers. The trainings target all seniors who frequent the service centers and also welcome seniors who lived in the community. These trainings had been put on hiatus, and CSS APS anticipates recommencing the trainings in the near future in FY 2009-10.
- (5) The CSS APS Information and Assistance (I&A) Unit is in the process of purchasing a van that will be used for outreach purposes. I&A has begun the initial stages of providing in-services trainings to areas where there are a significant amount of abuse and neglect reports. However, this may prove difficult, as many of the community trainings are provided at senior or community centers and not all areas have these facilities to enable the I&A unit to host the training events.
- (6) A telephone contact is provided on the CSS Public Website to anyone interested in receiving training or in-services from APS staff.

RECOMMENDATION NO. 2.2

The County Chief Executive Officer should ensure that by June 2010 the S3 Initiative's master calendar and listings related to elder abuse are posted on the public Internet in addition to any internal Intranets or services. This could include creating a website dedicated to senior services.

RESPONSE

CSS agrees.

CSS is in the process of developing a master calendar as part of the S3 initiative to be implemented by June 30, 2010, pending approval by the Board of Supervisors. CSS is working with the S3 Elder Abuse Prevention and Intervention Work Group. An appropriate website will be utilized.

RECOMMENDATION NO. 2.3

The Director of the Chief Executive Office's Public Information Office should develop by June 2010, a set of marketing materials, such as a brochure and fact sheet, that can be used by multiple agencies and at various events to publicize elder and dependent adult abuse. While individual agencies could continue to provide their own materials to clients, the new materials would serve to send a clear message about elder and dependent adult abuse to the public at large and provide seniors and their caregivers with a first point of contact, such as APS and the Long-Term Care Ombudsman.

RESPONSE

CSS agrees.

The development of a single set of materials by the CEO Public Information Office to be used by all agencies connected with the Elder/Dependent adult population is being developed as a part of the S3 Initiative Health and Well-Being Workgroup. A brochure will be created that will identify aging and disabled adult programs as well as outline eligibility requirements and contact information. This will be completed by June 30, 2010.

RECOMMENDATION NO. 2.5

The Directors of Community and Senior Services and the Chief Executive Officer's Public Information Office should work together to develop a County-wide communications plan, by June 2010, for the purpose of publicizing elder abuse identification, reporting requirements and services for victims with the goal of informing a wider audience.

RESPONSE

CSS agrees.

This recommendation has already been implemented. The development of a countywide communications plan for publicizing elder and dependent adult abuse is essentially an expansion of CSS outreach efforts, which include:

- print materials (e.g., brochures, booklets, pamphlets, etc.),
- trainings, conferences, in-services and publicity events (e.g., Senior Health Fairs, Smarter Senior Forums, community and Board of Supervisor sponsored events),
- print interviews (e.g., Daily News),
- television/cable channel interviews (e.g., Another Point of View, Lifestyle Magazine, and Community Focus),
- promotional/marketing items (e.g., pens, fans, bookmarks, and tote bags),
- Information and Assistance (I&A) mobile van that advertises the Elder Abuse Hotline, the I&A Hotline, and Caregiver information.

A large-scale conference and continued participation in events, conferences, and training on elder abuse is also being planned in collaboration with other County departments as a part of the S3 initiative.

RECOMMENDATION NO. 3.1

The Director of Community and Senior Services should develop control mechanisms by June 2010 to ensure that all Social Workers receive the required minimum level of ongoing training and outside agencies provide a minimum number of trainings to APS workers.

RESPONSE

CSS agrees.

CSS APS does have minimum requirements for ongoing social worker training based on input received from APS Administrative staff, as well as social service supervisory and line social worker staff. The "APS Enhancement Training/Continuing Education Requirements" were developed to assist veteran social workers in obtaining ongoing training throughout their career on the most critical aspects of the job. All trainings coordinated by the SDS for APS social workers fulfill the education requirements addressed in this document.

Based on factors such as subject matter expertise and budgetary constraints, SDS collaborates with other agencies such as the American Society on Aging, District Attorney, law enforcement and Department of Mental Health, as well as other private agencies to fulfill training requirements. Reliance on outside parties has made it difficult to fulfill the ongoing training requirement by the self-imposed 2.5 year training cycle. In addition, it is neither feasible nor possible to ensure that all staff are trained in all aspects of the job due to the nature of the APS caseload when the time needed to complete trainings is limited and the trainings themselves may be limited. CSS APS collaborates closely with APS Project Master, a statewide training consortium that provides APS training year round to all California counties. Project Master surveys all County administrators and staff development staff to ensure that the trainings selected and provided to all social workers statewide are viable, efficacious, and addresses the current needs of field staff.

The APS Staff Development section has an extensive database by which all trainings are recorded and tracked for each employee. The database assists trainers in evaluation of yearly training needs by comparing it to the APS enhancement training/continuing education curriculum.

RECOMMENDATION NO. 3.2

The Director of Community and Senior Services should develop control mechanisms by June 2010 to ensure that all non-APS County employees and contractors that are mandated reporters are provided a minimum level of training on elder and dependent adult abuse prevention, detection, and reporting.

RESPONSE

CSS partially disagrees.

CSS' currently has provided training to the most critical mandated reporters. These targeted agencies/reporters include, but are not limited to: law enforcement, hospitals, banking institutions, mental health agencies, and home health agencies. Current activities include:

- (1) Since August 2004, CSS has outreached to mandatory reporting agencies throughout Los Angeles County, inviting them to APS training events/seminars entitled "APS Open House". The process involves sending out mass mailings to mandatory reporting agencies such as hospitals, private home health agencies, senior centers, mental health facilities, and law enforcement. Due to an influx of in-service requests, requirements such as the SB 1018 mandate to train financial institutions, other training priorities, and the lack of manpower in the training department, the APS Open House events were put on a temporary hiatus. CSS anticipates recommencing these events within FY 2009-10.

- (2) The APS Information and Assistance (I&A) Unit is in the process of purchasing a van that will be used for outreach purposes. I&A has begun the initial stages of providing in-service trainings to areas where there are a significant amount of abuse and neglect reports.
- (3) The Law Enforcement Liaison (L.E.L.) has been proactive in conducting in-services to various law enforcement agencies within the past year.
- (4) Since March 2006, APS Staff Development Section (SDS), in conjunction with CSS Service Center Directors, conducted training seminars entitled Seniors Against Financial Exploitation "SAFE" at all CSS Senior and Service Centers. These trainings had been put on hiatus due to a variety of workload issues. CSS anticipates recommencing these trainings in the near future.
- (5) Prior to the passage of SB 1018 (Mandated Reporting of Financial Abuse), APS SDS conducted a "train the trainer" training for approximately 480 financial institutions within Los Angeles County. APS continues to provide trainings to financial institutions regarding their mandatory reporting responsibilities.
- (6) On the CSS public website, a telephone contact is provided to those interested in receiving training or in-services from APS staff.

Based on the population size of mandated reporters in Los Angeles County and the current budget constraints within the APS program, APS does not have the capability to train all mandated reporters/contractors. Currently in Los Angeles County, there are hundreds of thousands of mandated reporters including contractors that require a minimum level of training. By September 2010, CSS APS will develop a power point presentation that can be used as a training tool on elder and dependent adult abuse prevention, detection, and reporting. This presentation will be made available on the CSS website for all mandated reporters to access and download. An e-mail notification will be sent to agencies/contractors within Los Angeles County promoting the power point presentation/training and encouraging participation. APS will develop a mandated reporter database to track the usage of this new training tool.

RECOMMENDATION NO. 3.3.1

The Director of Community and Senior Services should develop comprehensive risk-based guidelines for workers by June 2010 in order to identify cases for referral to the Forensic Center.

RESPONSE

CSS agrees.

This recommendation has already been implemented. The APS Forensic Center Administrative Directive provides detailed instructions, consistent with State regulations,

on when the social worker should refer a case to the Los Angeles County Elder Abuse Forensic Center. The sole criteria for Forensic Center presentation is that the case is difficult to resolve and additional professional efforts are needed to support APS efforts. Training and case examples are provided to social workers to assist them with identifying cases for referrals to the Forensic Center Elder Abuse Team. Each case presented is tracked for follow-up and resolution.

RECOMMENDATION NO. 3.3.2

The Director of Community and Senior Services should work with Information Technology and the Forensic Center staff by June 2010 to eliminate technical issues preventing the use of teleconference equipment to allow for increased participation in a multidisciplinary approach to case review.

RESPONSE

CSS agrees.

This recommendation has been partially implemented. CSS APS teleconferences with Forensic Center staff and social workers on a regular basis. The telephonic system is clear and has worked well without technical issues. APS will work with IT staff to research the feasibility of utilizing video teleconferencing equipment for multidisciplinary case reviews.

RECOMMENDATION NO. 3.4

The Director of Community and Senior Services should work with APS management to develop by June 2010 a system to track and monitor referrals to the Forensic Center to ensure referrals are distributed appropriately by caseload.

RESPONSE

CSS agrees.

This recommendation has already been implemented. All APS cases presented to the Forensic Center are tracked in a database matrix, which includes all recommendations made by the team and follow-up activities. The USC School of Gerontology is a member of the Forensic Center Team and provides the research component for the Team and their data is readily accessible to APS. Since October 2008, APS field offices are scheduled to present cases on a rotational basis. The rotational basis continues, along with staff from any office making a referral, scheduled or not, as needed for APS cases. In addition, training about the Forensic Center has been provided to all staff and is included in the training curriculum for new social workers.

RECOMMENDATION NO. 4.2.1

The Director of Community and Senior Services should instruct the new Research and Statistics Section and APS Management to develop methods, by June 2010, for regularly reporting and analyzing data reported to the State to gauge program performance.

RESPONSE

CSS agrees.

This recommendation has already been implemented. CSS has a mechanism in place to report data regularly. The Department of Public Social Services (DPSS) is the direct recipient of APS funds for Los Angeles County; DPSS is also the reporting entity for program services. Each month, CSS collects relevant data elements from each of its field offices and provides this information to DPSS. DPSS sends the completed Adult Protective Service and County Block Grant Statistical Report (SOC 242) to the California Department of Social Services monthly.

Additionally, through program indicators and operational measures included in the County *Performance Counts!* Program, CSS regularly tracks and analyzes data to gauge program results and outcomes. Performance metrics for the APS program were re-vamped and included in the Department's FY 2007-08 budget. As part of the Department's ongoing practice, existing measures are evaluated at least annually to determine if additional measures are needed or if existing measures should be revised to better align with the department's management and oversight needs. Performance and other relevant data trends such as caseload growth, timely processing, etc. will be analyzed monthly to determine whether program goals/objectives are being met.

Data tracking and reporting functions are currently maintained by CSS's APS Planning and Special Operations and APS Field Operations Division. The data tracking and reporting responsibilities will be centralized in the Department's Research and Statistics Section by June 30, 2010.

RECOMMENDATION NO. 4.2.2

The Director of Community and Senior Services should instruct the new Research and Statistics Section and APS management, by June 2010, to develop and enhance existing Hotline referral data to gauge program performance.

RESPONSE

CSS agrees.

Research is in progress to acquire a new intake/telephone system for APS reports and Information and Assistance unit. This new system will permit tracking, reporting, and

monitoring of all telephone calls. This recommendation will be implemented by June 30, 2010.

RECOMMENDATION NO. 4.2.3

The Director of Community and Senior Services should work with other County agencies, including members of the Seamless Senior Services Initiative, to develop, by June 2010, methods for monitoring outcome measures.

RESPONSE

CSS agrees.

The Seamless Senior Services (S3) Initiative published its final report in June 2009. Recommendation #48 of the final S3 report states: "Identify a County lead department or departments to develop, coordinate, and implement senior, disabled, and dependent adult programs. This coordinated role includes responsibility for monitoring program outcomes" (emphasis added). CSS leads the S3 Initiative, which includes the following County departments designated to be part of the S3 implementation team: CEO, DMH, Military and Veterans Affairs, and DPSS. The development and implementation of methods for monitoring outcome measures is one of the primary goals. CSS and its partner S3 departments will implement the S3 recommendations and address methods for monitoring outcome measures by June 30, 2010.

RECOMMENDATION NO. 4.2.4

The Director of Community and Senior Services should develop a formalized reporting mechanism for the selected performance measures, by June 2010, to be presented to the County Chief Executive Officer and Board of Supervisors annually.

RESPONSE

CSS agrees.

This recommendation has already been implemented. The County has a formal reporting mechanism for providing APS data and performance outcomes to the Chief Executive Office and the Board of Supervisors. Through the County's *Performance Counts!* framework, the Department reports two years of actual/past performance, estimated current year performance, and projected future year performance for three program indicators and eight operational measures. These measures track program achievements, as well as the quantity and quality of services delivered.

Performance measures are included in the County's annual budget as part of the Departmental Program Summary and Performance Measures document. The County Budget documents are published by the CEO and presented to and approved by the Board of Supervisors annually.

RECOMMENDATION NO. 4.2.5

The Director of Community and Senior Services should Evaluate State data by June 2010 showing the Department's lower rate of case closure compared to other counties, prepare an explanation for the difference and, if needed, an action plan to improve performance in this area, to be presented to the County Chief Executive Officer.

RESPONSE

CSS disagrees.

Although the Department can evaluate data from other counties throughout the State, a lower rate of case closure is not necessarily indicative of poor performance. Rather, the case closure rates are largely dependent on the complexity of the case. In fact, many cases require multi-agency referrals and collaboration in order to establish a relevant case plan.

Additionally, L.A. County's Adult Protective Services program has not adopted the option to waive the face-to-face response, as many other counties in the State have exercised by implementing Welfare and Institutions Code 15763(b)(2), referred to as NIFFI ("No Initial Face-to-Face Investigation"). Under NIFFI, social workers attempt to remedy abuse/neglect by investigating over the telephone. Consequently, they close cases quicker. They lack staff to respond to the suspected victim's home.

L.A. County's social workers investigate every report in person. This permits the social worker to do activities, such as the following:

- To witness the client's environment,
- To witness the interaction between the victim and the suspected abuser,
- To locate and document medication that the victim takes,
- To photograph signs of abuse/neglect;
- To obtain copies of legal documents,
- To interview collateral contacts, and
- Most importantly to develop a rapport with the victim and let him/her know that there is a program that can help them.

For these reasons, this recommendation will not be implemented.

RECOMMENDATION NO. 5.1

The Directors of Community and Senior Services and the Department of Health Services should confirm the effectiveness of results of the "Early, Medical-based Detection of Elders and Dependent Adults who have been Abused and/or Neglected" program at two County hospitals and approach the Department of Health Services about expanding the program to at least the Department's three other major medical facilities and possibly other private facilities in the County by June 2010.

RESPONSE

CSS partially disagrees.

This recommendation is partially implemented. While the program is highly valuable and APS has confirmed the effectiveness of the program results, the current budget for APS cannot support the expansion. DHS's contribution is limited to providing space, and all salaries are paid with APS funds.

In 1999, State funding to APS permitted a Memorandum of Understanding (MOU) with DHS. APS-funded programs were established at two County hospitals. Medical professionals were trained on how to identify signs of abuse/neglect, with a particular focus on patients who leave their homes only when necessary for medical treatment. Program staff at each site has trained thousands of medical professionals about elder abuse issues and the signs of abuse/neglect. This has resulted in the identification annually of approximately 500 elder and dependent abuse victims. There is an in-home component to each of the programs. An APS-funded physician responds to the referrals from APS to perform in-home cognitive and health assessments for isolated clients, those who need medical treatment but are unable or unwilling to go to the hospital. This program is closely monitored by APS, in accordance with the MOU, to ensure that goals and objectives are met. If additional funding is available for APS in the future, we will reconsider this recommendation at that time for the expansion of these hospital-based programs to the other three County hospitals.

RECOMMENDATION NO. 5.2

The Directors of Community and Senior Services and the Department of Health Services, by June 2010, should direct APS management to develop other prevention efforts for pilot programs, based on a profile of elders and dependent adults and their caregivers at risk of abuse and neglect, including possible collaboration with neighborhood groups to assist in identifying isolated elders.

RESPONSE

CSS partially disagrees.

This recommendation is partially implemented. Prevention efforts have been continuously provided by APS during every face-to-face intervention. APS participates in Smarter Senior Forums at Senior Centers throughout the County. At the Forums, APS staff speaks to attendees about the signs of elder abuse and provide literature that includes the Elder Abuse Hotline Number. In addition, CSS Information and Assistance staff regularly participates at fairs and conferences throughout the County to speak with attendees and provide literature on elder abuse and neglect.

Although CSS agrees that prevention efforts are important, the preventive aspect is not the primary focus of the APS program. In practice, the prevention of abuse means the prevention of any future abuse that has already taken place. The W&I Code is clear that reporters are to report only when: 1) they have observed or have knowledge of an incident that reasonably appears to constitute abuse or neglect or 2) they are told by an elder or dependent adult that he or she has experienced behavior that constitutes abuse or neglect. The W&I Code does not speak of preventing occurrences that have not yet taken place.

APS staff must focus efforts, first and foremost, on the more than 2,000 per month victims of abuse and neglect reported in L.A. County. APS staff efforts always include measures to prevent further abuse/neglect, such as the development of a safety plan when the abuse victim rejects the option of a restraining order or a shelter and chooses to remain living with the abuser. If additional funding is available to APS in the future, we will reconsider this recommendation at that time.

RECOMMENDATION NO. 5.4.1

The Directors of Community and Senior Services and the Department of Health Services, by June 2010, should direct APS management to collaborate with other County agencies and prepare and analysis of case outcomes for comparison to multidisciplinary team outcomes to verify which approach produces superior results.

RESPONSE

CSS agrees.

APS is collaborating with USC School of Gerontology, which performs the research component of the Elder Abuse Forensic Center, and a comparative study is planned. This recommendation will be implemented by June 30, 2010.

RECOMMENDATION NO. 5.4.2

The Directors of Community and Senior Services and the Department of Health Services, by June 2010, should, assuming that the recommended staff analysis shows that the multidisciplinary team approach produces better case outcomes, expand the approach either through expansion of the existing teams or possible creation of other

teams focused on particular types of cases and with the additional objectives of improved APS case processing efficiency and reduced recidivism.

RESPONSE

CSS partially disagrees.

Several multidisciplinary teams (MDTs) already exist in Los Angeles County. Municipalities, including Long Beach, El Monte, Pasadena, Van Nuys, Santa Monica, Inglewood and San Gabriel all have MDTs and APS social workers participate in all of them. Additional funding is needed to assume the expense of expanding the Elder Abuse Forensic Center MDT, which is privately funded. This recommendation will be further reviewed following the results of the USC School of Gerontology comparative study by June 30, 2010.

RECOMMENDATION NO. 5.5

The County Chief Executive Officer should consider County General Fund funding as needed for implementation of pilot programs identified by APS and based on a targeted approach to serving a defined population at risk of elder abuse and neglect.

RESPONSE

CSS agrees.

As APS pilot programs are developed that cannot be funded through state/federal APS funding, CSS will explore with the CEO the possibility of funding these programs with County General Funds, based on the availability of funding.

RECOMMENDATION NO. 5.6

The County Chief Executive Officer should expand the Seamless Senior Services Initiative scope by June 2010, to include financial planning for APS programs and services based on projected increases in the senior population and APS caseload over the next five to 20 years, to include advocacy for changes in State and/or Federal legislation and funding sources, as needed.

RESPONSE

CSS agrees.

As part of the Seamless Senior Services Initiative, CSS will work with the CEO during FY 2009-10 in advocating for changes in State and/or federal funding sources, as needed. The CEO and CSS continue to track and support legislation to increase funding for APS programs. CSS works closely with the County Welfare Directors Association in advocating for additional funds. The National Council on Aging and other

advocacy groups are promoting the passage of the Elder Justice Act. The Elder Justice Act would provide federal resources to support State and community efforts in preventing elder abuse and fight against scarce resources and fragmented systems.

The recommendation to expand the S3 Initiative scope to include financial planning for APS programs will be implemented by June 30, 2010.

Attachment G

County Counsel



COUNTY OF LOS ANGELES
OFFICE OF THE COUNTY COUNSEL

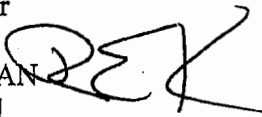
648 KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET
LOS ANGELES, CALIFORNIA 90012-2713

ROBERT E. KALUNIAN
Acting County Counsel

August 11, 2009

TELEPHONE
(213) 974-1811
FACSIMILE
(213) 687-7300
TDD
(213) 633-0901

TO: WILLIAM T FUJIOKA
Chief Executive Officer

FROM: ROBERT E. KALUNIAN 
Acting County Counsel

RE: Response to the 2008-09 Los Angeles Civil Grand Jury
Final Report

Enclosed is County Counsel's response to the 2008-09 Los Angeles
Civil Grand Jury recommendation number 7.1.2.

/jd
Enclosure

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – **COUNTY COUNSEL**

SECTION: YOUTH HEALTH INFORMATION – SHARING

RECOMMENDATION NO. 7.1.2

Following Recommendation 7.1.1, the CEO should request the Board of Supervisors to direct the County Counsel to advocate on behalf of the County for the easing of State and Federal restrictions against electronic sharing of information among County health and mental health agencies.

RESPONSE

County Counsel has provided draft legislative language to the CEO for consideration and incorporation in the County's advocacy program. County Counsel will continue to work with the CEO and the impacted departments to advance that language and the County's advocacy efforts.

Attachment H

District Attorney



STEVE COOLEY
LOS ANGELES COUNTY DISTRICT ATTORNEY

18000 CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE STREET LOS ANGELES, CA 90012-3210 (213) 974-3501

July 28, 2009

TO: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

FROM: *SLC* Steve Cooley
District Attorney

SUBJECT: **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT -
ON THE HORIZON: THE SENIOR TSUNAMI - RECOMMENDATION
NO. 2.4: THE DIRECTOR OF COMMUNICATIONS OF THE DISTRICT
ATTORNEY'S OFFICE**

Attached is my Department's response to Recommendation 2.4 contained in the 2008-2009 Civil Grand Jury Report: *On the Horizon: The Senior Tsunami*.

Your staff may contact Janice L. Maurizi, Director of the Bureau of Fraud and Corruption Prosecutions at (213) 974-3883, if they have any questions or require additional information.

lv

Attachment

c: William T Fujioka
Chief Executive Officer

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DISTRICT ATTORNEY

SECTION: ON THE HORIZON: THE SENIOR TSUNAMI

RECOMMENDATION NO. 2.4

The Director of Communications of the District Attorney's Office should attempt to increase the number of press releases that are issued on elder and dependent adult abuse cases that are filed, including cases that are taken to trial, while continuing to provide victims and witnesses of abuse necessary protection. This may require the District Attorney's Elder Abuse Section to increase the number of cases that it refers to Media Relations.

RESPONSE

After careful review and consideration of the recommendation contained in the Los Angeles 2008-2009 Civil Grand Jury report: ON THE HORIZON: THE SENIOR TSUNAMI, the Office of the District Attorney respectfully disagrees with Recommendation 2.4 for the following reasons:

1. Los Angeles County District Attorney's Office Legal Policies Manual provides in pertinent part:

25.02: Major crimes and significant cases of public interest are of prime concern to the news media. Deputies shall keep the Media Relations Division informed of all significant events in such cases. These cases include:

- Crimes that are particularly serious, brutal or heinous, such as multiple murders, serial killings, kidnappings, and violent or bizarre crimes against the person;
- Crimes capable of arousing widespread public interest or concern;
- Extraordinary white collar crimes;
- Negligent deaths or serious bodily injuries to workers;
- Environmental crimes that may have serious consequences to the public;
- Crimes involving any prominent person, including public officials and law enforcement officers;
- The killing or serious injury of a law enforcement officer or firefighter while on duty; and
- The maiming or killing of any animal or serious animal attacks on humans.

The District Attorney's Office, Elder Abuse Section is in full compliance with this provision. All cases involving elder or dependent adults which meet the above criteria are reported to Media Relations. Implementation of Recommendation 2.4 would require the referral of cases other than those required by the office and

would have the effect of forcing the District Attorney's Elder Abuse Section to go outside its own office policy.

2. The issuance or non-issuance of a press release by Media Relations is the exclusive province of Media Relations taking into consideration all relevant factors including the identity and vulnerability of the victim, potential harm to the victim which would be caused by dissemination of information about the prosecution, the nature of the investigation, rules of professional responsibility and other factors.

Elderly crime victims are sometimes reluctant to report to law enforcement. They are often embarrassed or fear loss of personal autonomy and violation of their privacy rights. When cases are filed they are often reluctant to come to court. Implementation of Recommendation 2.4 will have a chilling effect on elderly victims reporting to law enforcement. Victims will be even less likely to come forward if they face increased media coverage. Recommendation 2.4 provides no mechanism through which the Director of Communications can safeguard the privacy rights of elderly crime victims.

3. Attorneys from the Elder Abuse section of the Los Angeles District Attorney's Office and field representatives within the Community Relations Division regularly meet with, educate and train law enforcement, community organizations, and public and private organizations which support the elder/dependent community. Attorneys meet weekly with a multi-disciplinary task force at the Forensic Center and quarterly with the Coroner's office, law enforcement, and other organizations at the Elder Death Review committee meeting co-chaired by the Deputy-in-Charge of the Elder Abuse section. It is believed that these forums are the appropriate opportunity to disseminate information about elder/dependent abuse cases which either do not meet the criteria of the Legal Policies Manual or would compromise the physical and emotional safety of the victim.

Attachment I

Health Services



Health Services
LOS ANGELES COUNTY

August 11, 2009

**Los Angeles County
Board of Supervisors**

Gloria Molina
First District


Mark Ridley-Thomas
Second District

Zev Yaroslávsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: William T Fujioka
Chief Executive Officer

FROM: John F. Schunhoff, Ph.D. 
Interim Director

**SUBJECT: DEPARTMENT OF HEALTH SERVICES RESPONSE TO
THE 2008-09 LOS ANGELES COUNTY CIVIL GRAND
JURY REPORT**

John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

Please find attached the Department of Health Services (DHS) response to the 2008-09 Los Angeles County Civil Grand Jury Report. DHS was identified as a lead department in three of the Grand Jury reports: 1) Hub Clinics, An Underutilized Resource; 2) Health Information Sharing for At-Risk Youth, Overcoming Obstacles; and 3) On the Horizon: The Senior Tsunami, An Investigation of Elder Abuse Prevention Services and Programs. A separate response for each of these reports is attached.

If you have any questions or need additional information, please contact me or Cheri Todoroff, Deputy for Planning and Program Oversight, at (213) 240-8272.

JFS:ct

Attachments

*To improve health
through leadership,
service and education.*



www.dhs.lacounty.gov

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES (DHS)

SECTION: ON THE HORIZON: THE SENIOR TSUNAMI, AN INVESTIGATION OF ELDER ABUSE PREVENTION SERVICES AND PROGRAMS IN LOS ANGELES COUNTY

RECOMMENDATION NO. 5.1

The Directors of Community and Senior Services and the Department of Health Services should confirm the effectiveness of results of the “Early, Medical-based Detection of Elders and Dependent Adults who have been Abused and/or Neglected” program at two County hospitals and approach the Department of Health Services about expanding the program to at least the Department’s three other major medical facilities and possibly other private facilities in the County by June 2010.

RESPONSE

DHS collaborated with the Department of Community and Senior Services (DCSS) on this recommendation and concurs with their response.

RECOMMENDATION NO. 5.2

The Directors of Community and Senior Services and the Department of Health Services, by June 2010, should direct APS management to develop other prevention efforts for pilot programs, based on a profile of elders and dependent adults and their caregivers at risk of abuse and neglect, including possible collaboration with neighborhood groups to assist in identifying isolated elders.

RESPONSE

DHS collaborated with the DCSS on this recommendation and concurs with their response.

RECOMMENDATION NO. 5.3

The Director of LAC+USC Medical Center should direct the Elder Abuse Forensic Center, by June 2010, to develop a plan, including obtaining enhanced grant funding as needed, to expand their team to include regular meetings at outlying locations in the County to enable greater Countywide participation in the team.

RESPONSE

The Elder Abuse Forensic Center is not part of the Los Angeles County Department of Health Services or the LAC+USC Medical Center. The Elder Abuse Forensic Center

consists of a multi-disciplinary team of participants whose members are supported by their individual departments and agencies for their time spent at meetings. The space where the Elder Abuse Forensic Center holds its meetings is located in space leased to the Violence Intervention Program (VIP) on the LAC+USC Medical Center campus. VIP is a non-profit community based organization and does not report to DHS or LAC+USC Medical Center.

RECOMMENDATION NO. 5.4.1

The Directors of Community and Senior Services and the Department of Health Services, by June 2010, should direct APS management to collaborate with other County agencies and prepare an analysis of case outcomes for comparison to multidisciplinary team outcomes to verify which approach produces superior results.

RESPONSE

DHS collaborated with DCSS on this recommendation and concurs with their response.

RECOMMENDATION NO. 5.4.2

The Directors of Community and Senior Services and the Department of Health Services, by June 2010, should, assuming that the recommended staff analysis shows that the multidisciplinary team approach produces better case outcomes, expand the approach either through expansion of the existing teams or possible creation of other teams focused on particular types of cases and with the additional objectives of improved APS case processing efficiency and reduced recidivism.

RESPONSE

DHS collaborated with DCSS on this recommendation and concurs with their response.

SECTION: HEALTH INFORMATION SHARING FOR AT-RISK YOUTH:
OVERCOMING OBSTACLES

RECOMMENDATION NO. 2.1

As direct electronic links between mHUB and myCSW software programs would violate the Statewide Automated Child Welfare Information System (SACWIS) regulations, DCFS and DHS should set up non-electronic processes for information-sharing (See Recommendation 1.8 in Figure 1).

RESPONSE

DHS and DCFS are working to set up information-sharing alternatives to a direct mHub-myCSW link for inclusion in the new E-mHub system. These processes will allow the sending of electronic referrals from DCFS directly into the E-mHub system and the

sending of PDF versions of completed 561(a) medical examination forms and CalEMA forensic evaluation forms from E-mHub to a DCFS server for electronic distribution to appropriate DCFS staff. The E-mHub system is currently expected to be operational by the end of 2010.

RECOMMENDATION NO. 6.1

To the extent permitted by law, DCFS, DHS, DMH, and DPH should provide skilled healthcare professionals access to a youth's healthcare information regardless of the department in which the information was originally obtained. However, such access should be limited to those personnel who have been provided confidential user names and passwords. Requiring the use of user names and passwords for maintaining information privacy is a proven tool which makes the control of such access safe and feasible.

RESPONSE

The departments currently provide such access within our current paper-based systems, and will continue to do so as additional electronic systems are developed, including the planned E-mHub system. Information is shared to the fullest extent that current laws and regulations permit. Confidential user names and passwords for authorized users are required for all current electronic systems containing patient/client information and will continue to be required for new systems.

RECOMMENDATION NO. 7.2

The CEO should work with DCFS and DHS to develop written assurances from the State that County actions taken in response to Katie A. rulings are continued beyond the expiration of the Federal court order(s).

RESPONSE

Los Angeles County is in the first year of implementing its five year Katie A. Strategic plan. This plan and federal court oversight is not expected to expire until 2012 at the earliest. Further, the State portion of the Katie A. lawsuit remains unresolved. A Special Master was appointed by the Federal Court in May 2009 and is working to determine those issues that can be settled and those that may have to continue in litigation. Until such time as a settlement is made or litigation is resolved, it is highly unlikely that the State will agree to provide written assurances as this may be perceived by the opposing party and the Federal Court as admission of fault on the State's part. The County will continue to monitor the progress of the State's portion of the Katie A. lawsuit and advocate for changes at the State level that are consistent with Los Angeles County positions and activities with regard to the County's settlement activities.

RECOMMENDATION NO. 8.1

DHS, DMH, and Probation should each immediately develop and implement policies based on the May 9, 2007 Board of Supervisors MOU.

RESPONSE

The Memorandum of Understanding Regarding Disclosures of Health and Mental Health Information To and From County Departments Which Have Custody of Minors was entered into by the Departments of Children and Family Services, Health Services, Mental Health, and Probation to ensure "that those who have custody of a minor should have all the health and mental health information they reasonably need and are legally entitled to, in clear and unambiguous terms that a layperson can understand, in order to be able to perform their job duties and appropriately deal with the minor's health and placement needs and provide for the health and safety of the minor while in the County's custody". All DHS facilities have procedures in place to support the full implementation of the MOU.

RECOMMENDATION NO. 8.3

DHS should ensure that both of the healthcare computer systems in use at HUBs, Affinity and the soon-to-be-rolled-out mHUB system, should interface with EMPI (see section 8.3), so that inputting patient information into either system would make that information available to both systems. The elimination of the double-entry burden could accelerate the availability of intra-HUB-system telecommunication capabilities which E-mHUB makes available.

RESPONSE

DHS plans for the implementation of an EMPI system include interfaces with both Affinity and the E-mHub system. The E-mHub system is being developed with a placeholder for the unique identification number which will be generated by the EMPI system. This will not entirely eliminate duplicate data entry, as no system interfaces between Affinity and E-mHub are planned in the initial E-mHub implementation due to resource constraints. However, the EMPI system will allow demographic information passed along from the Affinity systems to be populated into E-mHub. E-mHub will also be receiving electronic referrals from DCFS and auto-populating this information into the system. Both of these processes will eliminate significant amounts of duplicate data entry in E-mHub.

RECOMMENDATION NO. 9.1

DHS should direct that SCAN reports (officially entitled "California Office of Emergency Services – Medical Report: Suspected Child Physical Abuse and Neglect Examination –

OES 900 form) be entered electronically at HUBs by the end of September 2009 so that:

1. There will be no risk that they become lost.
2. DCFS office personnel are not obliged to decode someone else's handwriting in taking the data from the SCAN reports.

RESPONSE

The capability to electronically generate and save the OES forensic evaluation forms (name recently changed to CalEMA forms) will be included in the new E-mHub system, which is currently expected to be operational by the end of 2010. It should be noted that these forms include diagrams that must be completed by hand; so a portion of the form will remain handwritten. The completed forms will be scanned and saved into the E-mHub system and will be sent electronically to DCFS for distribution to the appropriate assigned staff.

SECTION: HUB CLINICS – AN UNDERUTILIZED RESOURCE

RECOMMENDATION NO. 2.1

The Director of the Department of Health Services should, by June 2010, establish staffing, service level, funding, service mix and outcome standards for the Hub Clinics using formulae based on the number and nature of patient visits and services, with input from Hub Clinic directors and the Department of Children and Family Services.

RESPONSE

DHS will work with the Department of Children and Family Services (DCFS) and the Hub clinics to establish standards by June 2010.

RECOMMENDATION NO. 2.2

The Director of the Department of Health Services should, by June 2010, request an amendment to its Memorandum of Understanding with the Department of Children and Family Services governing Hub Clinics to include a provision for specific classifications of out-stationed staff based on a formula such as the number and type of patient visits and/or clinic staff positions.

RESPONSE

DHS will request an amendment to its Memorandum of Understanding (MOU) with DCFS by June 2010 to address the issue of out-stationed DCFS staff.

RECOMMENDATION NO. 2.3

The Director of the Department of Health Services should direct staff to analyze variances in the rate of positive Mental Health Screenings at the Hub Clinics, and report back by September 30, 2009, with possible recommendations to supplement the screening tool and to require mental health qualifications of the staff that administer the test.

RESPONSE

DHS has already begun to implement this recommendation. Data has been collected on the rate of positive mental health screenings at each Hub clinic and the classifications of staff who are implementing the screening tool at each clinic location. The DCFS training section has agreed to provide standardized training on the implementation the tool for staff at each Hub clinic, and these trainings will be scheduled beginning in September 2009.

RECOMMENDATION NO. 3.2

The Directors of the Department of Children and Family Services and Department of Health Services should, by the end of 2009, develop criteria for identifying children in the child welfare system for whom the Hub Clinics should serve as medical home, with responsibility for their overall medical care coordination, focusing on those with special health care needs and sexual abuse victims.

RESPONSE

DHS will work with DCFS to develop criteria for medical home establishment. However, any expansion of services for this patient population will require additional resources. At this time, the Hubs continue to serve the mandated population of DCFS newly detained children. In Fiscal Year 2008-2009 (July 2008 through April 2009), the average percentage of newly detained children receiving an initial medical exam was 72.1%.

RECOMMENDATION NO. 3.3.1

The Directors of the Department of Children and Family Services and Department of Health Services should, by the end of 2009, develop criteria for children in the child welfare system for whom the Hub Clinics would not serve as medical home but should provide continuity of care by:

- periodic reassessments every six months,
- case reviews of children with special health care needs who are being seen by private community providers,
- those at risk of being victims of abuse again, such as when changes in placement occur, and

- those, under the Family Maintenance program, still living in homes where they were abused.

RESPONSE

DHS will work with DCFS to develop continuity of care criteria. However, any expansion of services for this patient population will require additional resources. For children in the Family Maintenance program, there is an increased likelihood that they will not have fee-for-service Medi-Cal, and another payor source would need to be identified. At this time, the Hubs continue to serve the mandated population of DCFS newly detained children. In Fiscal Year 2008-2009 (July 2008 through April 2009), the average percentage of newly detained children receiving an initial medical exam was 72.1%.

RECOMMENDATION NO. 3.3.2

The Directors of the Department of Children and Family Services and Department of Health Services should develop protocols and definitions for services to be provided by the Hub Clinics as medical homes.

RESPONSE

Agree. DHS will work with DCFS to develop protocols and definitions for services provided by the Hub clinics as medical homes. At this time, the Hubs continue to serve the mandated population of DCFS newly detained children. In Fiscal Year 2008-2009 (July 2008 through April 2009), the average percentage of newly detained children receiving an initial medical exam was 72.1%.

RECOMMENDATION NO. 4.1

The Director of the Department of Health Services should delegate management oversight responsibility to an existing manager for all Hub Clinic operations by the end of 2009 to include development of: a) a County-wide strategic plan; b) system-wide policies and procedures and outcome measures; c) individual facility budget tracking systems; and d) a capacity tracking system. Hub Clinic directors should report directly to this manager in addition to their clinical reporting relationships.

RESPONSE

The Medical Hub clinics operate under the individual licenses of the hospitals and Multi-service Ambulatory Care Centers (MACCs) within which they are located. As such, they are required to report directly through their own hospital/MACC administrative structure rather than to a central DHS manager. However, central oversight of the Medical Hubs has been assigned to a DHS executive team member and a dedicated full time staff within DHS administration. These individuals perform the functions listed above, including Hub system-wide strategic planning, policy development, budgetary

oversight, data tracking and evaluation. DHS agrees that coordination of these functions across the Hub system is critical and will continue to provide central management and oversight in these areas.

RECOMMENDATION NO. 4.2

The Directors of the Department of Health Services and Department of Children and Family Services should work in collaboration with the County Chief Executive Officer and Chief Information Officer to develop a long-term data and information-sharing system by June 2011 that enables these departments and others involved with serving foster children and youth to access key information about children's health and mental health needs and case histories.

RESPONSE

DHS will continue to work with DCFS and the Department of Mental Health (DMH) to implement an enterprise master patient index (EMPI) system which will allow the three departments to identify shared patients/clients. This unique identifier is a necessary foundation for clinical information exchange to ensure that all parties are referencing the same child. The EMPI system will enable the exchange of key information between departments serving foster children when appropriate and authorized.

RECOMMENDATION NO. 5.1.1

The Directors of the Departments of Children and Family Services, Health Services and Mental Health should enter into an agreement wherein the Hub Clinics with the professional capabilities would become DMH-contracted MAT Providers and perform MAT assessments for children they see, whenever possible to be implemented by the end of 2009.

RESPONSE

DMH is the lead for submitting the final response. DHS has reviewed and approved a draft response provided by DMH.

RECOMMENDATION NO. 5.1.2

The Directors of the Departments of Children and Family Services, Health Services and Mental Health should enhance the services and staffing, including co-location of DMH, DCFS and other staff, at some of the Hub Clinics by June 2010, to enable all of them to conduct MAT assessments, using some of the Katie A. funding now being directed to contract MAT Providers.

RESPONSE

DMH is the lead for submitting the final response. DHS has reviewed and approved a draft response provided by DMH.

RECOMMENDATION NO. 5.2

The Directors of the Departments of Children and Family Services, Health Services and Mental Health should develop revised Multidisciplinary Assessment Team procedures to ensure participation by Hub Clinic staff in the team process at least for children defined as having Special Health Care Needs and/or who are victims of sexual abuse.

RESPONSE

DMH will work with DCFS and DHS to make relevant medical information from Hub assessments available to MAT providers for children with Special Health Care Needs and/or who are victims of sexual abuse.

RECOMMENDATION NO. 5.4

The Department of Health Services should direct Hub Clinics to provide medical reports to DCFS, and MAT Providers within two days of seeing a child.

RESPONSE

The implementation of E-mHub will allow Medical Hubs to provide all medical reports to DCFS within two days of seeing a child. E-mHub is currently expected to be operational by the end of 2010. In the interim, a standardized process has been implemented at each DCFS regional office for receipt of medical reports (561a form) from the Medical Hubs. The Hubs fax the forms to a designated fax line at each office, and assigned clerical staff copy and distribute the forms to the assigned Children's Social Worker (CSW), Public Health Nurse (PHN), co-located DMH staff, and the office's MAT Coordinator, who forwards the forms to the MAT provider.

RECOMMENDATION NO. 6.1.1

The Director of the Department of Health Services should direct senior staff to collaborate with DCFS and LAC+USC management to prepare alternative plans by the end of 2009 to ensure sufficient and appropriate pediatric inpatient capacity at the facility given the projected pediatric patient population in coming years, including more foster youth using the Hub Clinics.

RESPONSE

There is sufficient pediatric inpatient bed capacity at LAC+USC Medical Center. Since the opening of the new hospital in November 2008 the occupancy of the Neonatal

Intensive Care Unit (NICU), Pediatric ICU (PICU), Pediatric ward, and Adolescent Medical/Surgical ward has not exceeded 62%, 80%, 80%, and 85%, respectively. Due to the available pediatric bed capacity, DHS reported to the Board of Supervisors in a memo dated June 23, 2009 that it is developing an action plan and timeline to guide contracting and marketing activities to promote the utilization of pediatric inpatient services.

RECOMMENDATION NO. 6.1.2

The Director of the Department of Health Services should assess the costs and benefits by the end of 2009 of creating a pediatric urgent care center in a separate facility at the LAC+USC campus, possibly in an unused older building, that could provide some relief for pediatric beds.

RESPONSE

DHS will conduct an assessment of the feasibility of establishing a pediatric urgent care center on the LAC+USC Medical Center campus by the end of 2009.

Attachment J

Human Resources



LISA M. GARRETT
ACTING DIRECTOR OF PERSONNEL


COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
579 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 FAX (213) 621-0387

BRANCH OFFICE
3333 WILSHIRE BOULEVARD • LOS ANGELES, CALIFORNIA 90010
(213) 738-2222 FAX (213) 637-0820

July 29, 2009

To: William T Fujioka
Chief Executive Officer

From: Lisa M. Garrett 
Acting Director of Personnel

Subject: **RESPONSE TO THE FINAL REPORT OF THE 2008-2009
COUNTY CIVIL GRAND JURY**

Attached is the response from the Department of Human Resources to the recommendations set forth in the Final Report of the 2008-2009 County Civil Grand Jury.

If you have any questions, please contact me or your staff may contact Sandra Wallace Blaydow, Senior Human Resources Manager, at (213) 351-8945.

Thank you.

LMG:MLH
SWB:lh

Attachment

c: Ellen Sandt
DCEO, Operations

Kary L. Golden
Chief Executive Office, Operations

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – **DEPARTMENT OF HUMAN RESOURCES**

SECTION: YOUTH EMPLOYMENT PROGRAMS

RECOMMENDATION NO. 2.1.1

The Board of Supervisors should immediately make participation in the Department of Human Resources' Student Worker and Career Development Intern Programs mandatory for all County departments with at least 2,000 budgeted positions.

RESPONSE

The Department of Human Resources (DHR) concurs with this recommendation. We suggest that all departments, regardless of size, be required to participate and that the program be centralized within one department.

Please note that on January 25, 1994, on motion by Supervisor Deane Dana, the Board instructed each County department to establish a goal of 5 percent of all entry level hiring for youth emancipating from the foster care system, when appropriate job opportunities exist for this population.

RECOMMENDATION NO. 2.1.2

The Board of Supervisors should immediately establish a designated set aside of the Department of Human Resources' Student Worker positions for at-risk youth similar to what is currently required by the County's Youth Jobs program.

RESPONSE

DHR concurs with this recommendation.

At its June 2, 2009 meeting, the Board of Supervisors directed that preference for the Youth Jobs Program administered through the Department of Community and Senior Services increase participation by foster youth and the responsibility for coordinating the Summer Youth Employment Program was transferred to DCSS.

RECOMMENDATION NO. 2.1.3

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Department of Public Social Services, the Chief Executive Officer, the Probation Department, and other applicable County departments and agencies to develop a mechanism to identify "at-risk" youth to participate in the Career Development Intern Program and the Student Worker Program. To be completed by December 31, 2009.

"at-risk" youth to participate in the Career Development Intern Program and the Student Worker Program. To be completed by December 31, 2009.

RESPONSE

DHR, and the Departments of Children and Family Services, Public Social Services (DPSS), and Probation concur with this recommendation.

For the last eight years, DHR has partnered with DCFS, DPSS, DCSS, Internal Services Department (ISD), Sheriff, and Probation to organize, promote, and encourage foster youth to attend County wide career fairs. Departments pooled their resources to mail invitations, track registrations, and personally contact youth to encourage them to attend these events.

DCFS will refer youth who are in care at age 14 and youth that are aging out of care (18 and older) to sign up with their local Workforce Investment Agency (WIA). The caregivers will also be informed of the WIA programs and available employment opportunities.

The Probation Department will refer youth who are aging out of care (18 and older) to the Career Development Intern and Student Worker programs. These youth will be identified via the mandatory exit interviews conducted prior to their termination from placement. The Department will also identify former foster youth who are attending college to apply for the Student Worker program. These youth will be identified via the Independent Living Program request for college assistance.

DPSS submitted their response under a separate memorandum.

RECOMMENDATION NO. 2.2.1

The Department of Human Resources should immediately develop program objectives and standardized performance monitoring procedures to systematically evaluate departmental efforts to achieve these objectives.

At minimum, such workforce objectives should include:

- To ensure that participants are performing substantive and meaningful work, in accordance with the skill level, at all times
- To facilitate participant knowledge of County Civil Service hiring practices and procedures
- To connect participants to other available youth employment opportunities and resources available in the County or their respective City

RESPONSE

DHR concurs with this recommendation. DHR will work with DCSS, DCFS, Probation, ISD, and all other stakeholders to help facilitate this recommendation.

ISD has agreed to work with DHR and DCSS to develop a program that will be implemented Countywide. ISD will provide technical expertise in the form of establishing workshops for County departments and they will serve as subject matter experts for all participating departments. ISD will continue to train emancipated foster youth through its Youth Career Development Program. Successful candidates will compete in Civil Service exams and ISD will share their certification lists with County departments so that they may fill their entry level classifications with a trained workforce.

RECOMMENDATION NO. 2.2.2

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Probation Department, and the Chief Executive Office, establish standardized minimum program requirements and guidelines for the Career Development Intern Program for use by all County departments. Such requirements and guidelines should be developed based on known best practices established by Internal Services' Youth Career Development Intern Program and include on-the-job training, mentorship, performance evaluation, and coordination of applicable supportive services and resources as needed. To the extent possible, these program requirements and guidelines should proactively identify and address the known barriers to employment faced by this population of young people. To be completed by December 31, 2009.

RESPONSE

DHR, DCFS, and Probation concur with this recommendation.

DHR has drafted a Career Development Intern Policies, Procedures, and Guidelines program manual that outlines the roles and responsibilities of DHR (specifically the duties of the Program Coordinator), and County departments. The manual was developed based on the best practices established by the Internal Services Department's Youth Career Development Program. Monthly meetings were initiated and chaired by DHR to facilitate participation by line departments in the hiring of foster youth and to share personal experiences in working with this population and to troubleshoot solutions. DHR provides the overall structure, general guidelines, and consultation to the program. The program has been decentralized to County departments for implementation to allow each department to implement a program that meets their recruitment needs. The following represents each department's efforts:

DCFS

The Career Development Intern (CDI) Program, a two-year, competency-based job-training program was instituted at DCFS in June of 2006. Over the past three years, the program has employed 57 former foster youth in temporary positions and 19 of these youth have been hired permanently into positions throughout the Department. In addition, one youth was able to secure permanent employment outside of the County. Efforts are currently underway to permanently hire five additional youth into County positions. Statistics throughout the nation indicate that youth aging out of foster care, most without family support, generally face a myriad of challenges with securing long-term, permanent employment due to lack of marketable skills and job training. Many of these youth end up homeless, become teen parents, or become included in the numbers of the incarcerated in the penal system. DCFS' CDI Program is designed to improve outcomes for former foster youth by facilitating self-actualization through on-the-job and classroom training designed to develop and enhance their workplace skills/knowledge and life skills.

ISD

To date, ISD has hired 53 Youth Career Development Interns. For the 2009-2010 fiscal year, ISD will continue to recruit, train and mentor YCDP participants. The department is requesting that other departments assist in the placement of these trained youth by offering them entry level positions as has been mandated in numerous Board orders. Through ISD, the vehicle exists to effectively recruit, train, mentor and permanently hire foster youth. ISD attributes its success to having annually budgeted \$49,000 per year, used directly for Interns. The budget includes funding for Intern training, Mentor/Mentee training, uniforms, and ancillary costs to support the Interns' transition into full time County employment. ISD maintains a low overhead to implement the program by using one-120 day employee, existing administrative staff, and volunteer employee mentors.

Probation

The Probation Department will identify one section or operation to be the lead in this effort. They will identify and coordinate the Career Development Intern candidates. They will also facilitate the training and identify the barriers to increase retention.

Attachment K

Mental Health

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W.
Director

ROBIN KAY, Ph.D.
Chief Deputy Director

RODERICK SHANER, M.D.
Medical Director



BOARD OF SUPERVISORS
GLORIA MOLINA
MARK RIDLEY-THOMAS
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

DEPARTMENT OF MENTAL HEALTH

<http://dmh.lacounty.gov>

550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

July 16, 2009

TO: William T Fujioka
Chief Executive Officer

FROM: *Robin Kay for*
Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **RESPONSES TO THE 2008-09 LOS ANGELES CIVIL GRAND JURY
FINAL REPORT**

As instructed in your July 7, 2009 memo, attached are responses pertaining to the Department of Mental Health. Listed below are recommendations that require response:

- I. Section – Youth and Hub Clinics
 - Recommendations 4.2, 5.1.1, 5.1.2, and 5.2
- II. Section – LAUSD Drop Out and Graduation Rate
 - Recommendation 1.2
- III. Section – Youth Health Information-Sharing
 - Recommendations 6.1, 7.1.1, and 8.1

If you have any questions, please call me, or your staff may contact Robin Kay, Ph.D., Chief Deputy Director, at (213) 738-4108.

MJS:RK:tld

Attachment

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF MENTAL HEALTH

SECTION: YOUTH AND HUB CLINICS

RECOMMENDATION NO. 4.2

The Directors of DHS and DCFS should work in collaboration with the County Chief Executive Officer and Chief Information Officer to develop a long-term data and information-sharing system by June 2011 that enables these departments and others involved with serving foster children and youth to access key information about children's health and mental health needs and case histories.

RESPONSE

While this recommendation does not name DMH, DMH is involved in continuing activity that is relevant to this recommendation.

Goal 4 of the County Strategic Plan

Goal 4 calls for improving the coordination of health and mental health services delivery. A key element in Goal 4 is the implementation of an Enterprise Master Person Index (EMPI). An EMPI creates a single index across multiple departments and information systems and assigns a unique identifier to each person in the index. This allows rapid, accurate, and reliable identification of client records or shared clients.

This is pre-requisite functionality for sharing information across departmental lines. With that in place, the methods and mechanisms for sharing the actual data can more easily developed, keeping in mind to stay within legal authority for data sharing. Data can be exchanged using existing health care data transmission standards or those being developed currently. Where possible healthcare data exchanges should be based on national standards because regional, and even national, health information exchanges are certainly in the County's future. The more we adhere to standards, the easier it will be to participate in larger Health Information Exchanges (HIE).

Countywide Case Management

DMH has been a participant in the project from its inception. The County is now making changes to the Family Child Index to make it more useful for those with a role in protecting children. Client matching will not be EMPI enabled and data updates will not be real-time, so this to some extent limits its contribution, at least in the current phase.

Katie A. Referral System

This project appears to be, to some extent a DMH duplication of what the recommendation calls on DHS and DCFS to do. DMH and DCFS have begun to work on the requirements and a strategy for developing a system to facilitate DCFS referrals to DMH and to allow both departments to then track the outcome of those referrals.

Since the recommendation calls for a long-term solution, there may be some merit in considering a comprehensive and coordinated solution that includes all relevant departments, eliminates duplication of effort, and focuses resources on the highest priority work. There are many groups working on similar problems and there may be enough overlap that there is an opportunity to save resources by coordinating a comprehensive solution.

RECOMMENDATION NO. 5.1.1

The Directors of DCFS, DHS, and DMH should enter into an agreement wherein the Hub Clinics with the professional capabilities would become DMH-contracted MAT Providers and perform MAT assessments for children they see, whenever possible to be implemented by the end of 2009.

RESPONSE

The Federal District Court Judge, Katie A. Expert Panel and the Board of Supervisors have approved the existing plan for service delivery at the Hub Clinics. In this plan the Hubs are medical service providers only; mental health service needs, including MAT assessments, are intended to be handled by community providers through an existing, functioning referral process. It is more geographically convenient in most instances for families to go to a community provider for their child's MAT assessment; there are far more providers than Hub Clinics, so community providers are easier to access. There are additional logistical complications in implementing these recommendations including: 1. There is no physical space for mental health providers to be co-located at the Hub Clinics; 2. The process for a site to become Medi-Cal certified to provide mental health services takes a long time and can be even more difficult when multiple agencies are sharing space; and 3. Taking funding away from existing providers chosen through an open competitive bid process to give to other providers is a long, complicated and politically fraught process.

RECOMMENDATION NO. 5.1.2

The Directors of DCFS, DHS, and DMH should enhance the services and staffing, including co-location of DMH, DCFS and other staff, at some of the Hub Clinics by June 2010, to enable all of them to conduct MAT assessments, using some of the Katie A. funding now being directed to contract MAT Providers.

RESPONSE

Same as response to Recommendation 5.1.1

RECOMMENDATION NO. 5.2

The Directors of DCFS, DHS, and DMH should develop revised Multidisciplinary Assessment Team procedures to ensure participation by Hub Clinic staff in the team process at least for children defined as having Special Health Care Needs and/or who are victims of sexual abuse.

RESPONSE

DMH will work with DCFS and DHS to make relevant medical information from Hub assessments available to MAT providers for children with Special Health Care Needs and/or who are victims of sexual abuse.

SECTION: LAUSD DROP OUT AND GRADUATION RATE

RECOMMENDATION 1.2

The Board of Supervisors should explore the possibility of using a comprehensive data-based system in which various departments* could share re-dacted databases, such as EMPI., to help identify individuals at risk on a number of cross-departmental factors. Identities of individual would only be revealed for the cases above a pre-determined risk threshold and in a manner compliant with privacy law.

RESPONSE

The Chief Information Officer (CIO) for Department of Mental Health has opined that the development of a comprehensive data based system similar to EMPI is quite feasible with an approximate cost of \$5.8 million with additional cost for staff. However, implementation of such a program would put Los Angeles County quite ahead in this area. Additionally, in late 2008, the Chief Executive Office-Service Integration Branch spearheaded a multi-departmental group to look at the possibility of enhancing the Family Child Index (FCI) to facilitate the electronic exchange of information between departments. The group included a Deputy Director, Division Chief, CIOB manager, Budget officer, DMH HIPAA Privacy Officer along with a mental health program manager. However, it appears that the group was not successful in developing a finished product.

SECTION: YOUTH HEALTH INFORMATION-SHARING

RECOMMENDATION 6.1

To the extent permitted by law, DCFS, DHS, DMH, and DPH should provide skilled healthcare professionals access to a youth's healthcare information regardless of the department in which the information was originally obtained. However, such access should be limited to those personnel who have been provided confidential user names and passwords. Requiring the use of user names and passwords for maintaining information privacy is a proven tool which makes the control of such access safe and feasible.

RESPONSE

Sharing information about children in the foster care system accurately, reliably, and legally is a complex challenge.

All County information systems that hold Protected Health Information (PHI) have role-based security enabled by user names and confidential passwords. By itself, role-based security does not facilitate data sharing for the purpose of protecting children at risk.

The starting place for all health-related data sharing is agreement on the identity of the person whose data is to be exchanged and the records to which that person is linked. The County has basic tools for doing periodic data matches to enable bulk data exchanges, but at this time the County is not equipped for real-time data matching to enable data sharing about individuals.

Implementation of an Enterprise Master Person Index (EMPI) would improve this situation by providing a shared index of people with records in more than one department that can provide real-time information about people in the index. But the index would only identify people with records in more than one department; it is not the vehicle for exchanging data across departments. It would enable clinician to clinician discussions, but not a general data exchange.

The actual data exchange would require shared systems or repositories or, alternatively, the use of standards-based, or at least agreed upon transactions that move data from one information system to another.

RECOMMENDATION 7.1.1

The CEO should caucus with DCFS and DMH, as well as with the DCEO of the Children and Families Well-Being Cluster and the County Counsel, to develop strategies for implementation of standards, remedies, and legislative changes at both County, State and Federal levels that will enable continuing improvement of healthcare

delivery to County residents, consistent with the improvements which have been achieved as a result of Katie A. Court and Advisory Panel supervision.

RESPONSE

The CEO has developed an administrative structure which includes the Department of Mental Health and the Department of Children and Family Services and is represented by an Executive Leadership Team, a Departmental Leadership Team, a Project Leadership Team and 18 project management teams, all of which meet regularly, with participation by the Katie A. Advisory Panel, to address planning and implementation issues relating to the County's obligations under the Katie A. Settlement Agreement. Additionally, DMH Deputy Director Olivia Celis meets weekly with a committee of state representatives examining potential state standards, remedies, and legislative changes associated with the State defendants in the Katie A. lawsuit. DMH believes the above-referenced structures already address the caucusing and strategy development recommended in 7.1.1.

RECOMMENDATION 8.1

DHS, DMH, and Probation should each immediately develop and implement policies based on the May 9, 2007 Board of Supervisors MOU.

RESPONSE

In the latter part of 2008, the Department of Mental Health developed and implemented a policy in accordance with the provisions of the MOU issued by the Board of Supervisors in May 2007. However, the policy and procedures only address the sharing of information in the juvenile justice mental health programs and is currently being used to share information between Probation and DMH programs.

The current policy will be amended to include the sharing of information between the community based mental health programs and the respective departments named in the MOU referenced above.

Attachment L

Parks and Recreation



COUNTY OF LOS ANGELES

DEPARTMENT OF PARKS AND RECREATION

"Creating Community Through People, Parks and Programs"

Russ Guiney, Director

August 4, 2009

TO: William T Fujioka
Chief Executive Officer

FROM: Russ Guiney
Director

SUBJECT: **RESPONSES TO THE 2008-2009 LOS ANGELES CIVIL GRAND JURY
FINAL REPORT**

As requested, attached is this Department's response to the Grand Jury's Final Report, 2008-2009.

If you have any questions, please contact me at (213) 738-2951 or your staff may contact Ilona Volkmann at (213) 738-2981.

RG:cg

Attachment (1)

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF PARKS AND RECREATION

SECTION: LOS ANGELES COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT

RECOMMENDATION NO. 4.2

The Board of Supervisors should direct the Director of the Los Angeles County Regional Park and Open Space District to submit a report on Proposition A youth employment goals, including which local government entities have not yet met their goals and their plans for doing so by December 31, 2009.

RESPONSE

The Proposition A youth employment goal (YEG) was established by Board action on August 20, 1997. That action identified a dollar amount YEG for the County of Los Angeles, the Santa Monica Mountains Conservancy and for nearly all of the 88 cities in the County that were designated funding in the Safe Neighborhood Parks Propositions of 1992 and 1996 (Propositions A). The goals set reflected directives for youth employment:

- The 1992 Proposition states “for projects involving rehabilitation or restoration of beach, park, recreation, open space or natural lands shall be used to the maximum extent practical to employ youth from the community in which the particular rehabilitation or restoration project is being carried out.”
- The 1996 Proposition states “including but not limited to the rehabilitation, restoration and/or development of beach, park, recreation, open space and/or natural lands, and recreation and community facilities, shall be used to the maximum extent feasible to employ at-risk youth from the community in which the particular project is being carried out.”

The YEG represented an unspent total in 1997 of \$44,186,480.51 of Proposition A funds for non-acquisition projects remaining available for each agency. Individual YEG ranged from a goal of \$15,739,509.50 collectively for the several departments of the County of Los Angeles to \$627.20 for the City of Bradbury. Agencies were required to meet their goals with the employment of at-risk youth on eligible projects in one or a combination of three ways:

1. Employ at-risk youth on a Proposition A-funded capital outlay project,
2. Employ at-risk youth on maintenance of Proposition A-funded projects,

3. Employ at-risk youth on an eligible project funded by another funding source as long as those funds had not already been designated for youth employment by the funding source.

To assure compliance, a portion of each agency's Maintenance and Servicing funds (derived from 15 percent of each year's annual District assessment) were restricted to eligible youth employment expenditures until the YEG had been met. A larger portion of an agency's Maintenance and Servicing funds would be restricted each year until all of these funds would be restricted.

As of February, 2009, when the Grand Jury conducted its investigation, a total of \$5,432,636.15 in YEG obligation was still outstanding. As of July, 2009, the unmet YEG obligation is \$4,831,700.05. This amount represents the 45 agencies that still have an unmet YEG balance and 14 of these, for a total of \$1,309,885.90, have not reported any eligible youth employment.

On a quarterly basis, Program Management staff contacts each of the agencies with unmet YEG balances to inquire into the efforts the agencies have made to employ at-risk youth and to offer assistance in the form of:

- Referrals to organizations and agencies that provide at-risk youth for employment,
- Referrals to other agencies that have successfully met their YEG's, and
- Training in and clarification of District policies and how they apply to at-risk youth employment.

In compliance with the Grand Jury recommendation, District staff will document its efforts in contacting all of the agencies with unmet YEG in a report to be available no later than December 31, 2009.

Attachment M

Probation

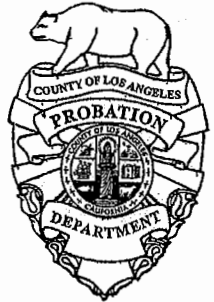


ROBERT B. TAYLOR
Chief Probation Officer

COUNTY OF LOS ANGELES PROBATION DEPARTMENT

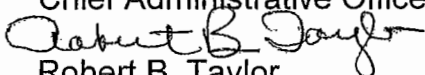
9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



July 30, 2009

TO: William T. Fujioka
Chief Administrative Officer

FROM: 
Robert B. Taylor
Chief Probation Officer

SUBJECT: RESPONSE TO THE 2008-09 GRAND JURY'S FINAL REPORT

Attached is the Probation Department's response to the Grand Jury's recommendations contained in their 2008-09 Final Report.

If you have any questions or need additional information, please contact Robert Smythe, Deputy Director, Administration at (562) 940-2516.

RT:rs

Attachments

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RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – **PROBATION DEPARTMENT**

SECTION: DETENTION FACILITIES

RECOMMENDATION NO. 5

Camp supervisory personnel should schedule corrective measures with the Internal Services Department (ISD) and remedy these maintenance issues within the next quarter. Senior departmental management should monitor execution of same.

RESPONSE

A corrective action plan is in place to ensure these issues are addressed and monthly facility plant inspections are conducted as a proactive measure to minimize the number of deficiencies noted in outside agency inspection reports. The following is the status of the findings noted in the Grand Jury 2009 Report.

Kenyon Juvenile Justice Center – Paint was flaking off the walls in the cells throughout.

The walls were repaired and painted in June 2009.

Camp Afflerbaugh - The gymnasium was in dire need of paint.

The interior of the gym is scheduled to be painted by August 2009.

Camp Miller - The shower room and hand washing basin area was unsanitary and in need of plumbing repair.

The dorm restroom has been cleaned and sanitized. The bird bath sink was repaired in January 2009.

Camp Scott – Gopher holes in the athletic field prevented its use. Broken walkway pavement was dangerous.

The athletic field is usable. The gopher problem is ongoing and the camp has Department of Agricultural Commissioner/Weights and Measures eradicate gophers monthly. The broken pavement/sidewalk near the gym is scheduled to be repaired in conjunction with Americans with Disabilities Act upgrades for the gym. This project is currently in progress, expected completion date is August 2009.

Camp Scudder – Gopher holes in the athletic field prevented its use.

The athletic field is usable and gophers are eradicated monthly by Department of Agricultural Commissioner/Weights and Measures.

Camp Munz – The bathroom had plaster holes and broken windows.

The dorm restroom wall has been repaired and new windows were installed in February 2009.

Camp Mendenhall – The drinking fountain near the dining room was inoperable, the gym stage was damaged, and the pavement by the gym was broken, dangerous and roped off.

ISD has assessed the drinking fountain problem and we are awaiting an estimate for repair. The gym stage was repaired in April 2009. The cement walkway next to the gym was repaired in January 2009.

RECOMMENDATION NO. 6

The Chief Probation Officer should continue with the Department's existing plan to install a generator for Camps Miller and Kilpatrick. The Chief Probation Officer within the next six months should proceed with a special use permit for U. S. forestry land to install a generator at Camp Headquarters/Holton. Finally, the Chief Probation Officer should, within the next six months, install a generator at Camp Routh.

RESPONSE

Camps Miller and Kilpatrick - A new emergency generator is in the process of being installed. Expected completion is December 2009.

Camp Holton - A new emergency generator is planned. The construction plans were completed. However, there are no available funds in the budget to proceed with this project. Additionally, this project would require approval by the U. S. Forest Service, which would be obtained once the County and the Forest Service finalize the Cost Recovery Agreement whereby the Forest Service will grant a new 30-year Special Use Permit for the property being used by Camp Holton. The Special Use Permit is now in process through the CEO. A completion timeframe cannot be established at this time due to the dependency on the Forest Services' approval.

Camp Routh – The Department continues to seek funding for generator.

RECOMMENDATION NO. 7

Within the next six months the Chief Probation Officer should formalize an agreement with the Sheriff to ensure availability of buses, or explore alternative options such as acquiring a fleet of appropriately configured vehicles to evacuate at least one full camp.

RESPONSE

The Department has adequate transportation resources (buses and personnel) to respond to and evacuate Camps Scott and Scudder in the event of an emergency. Since the recent fire at these two camps, the Department has revised its response fire protocol to ensure that transportation vehicles are available and can be deployed in a timely manner. The Department met with the Sheriff's Department and inquired about the possibility of using the Sheriff's transportation to evacuate Scott and Scudder. The Sheriff's Department indicated that their response time would be well beyond what would be acceptable (4 to 6 hours). Given the Sheriff's competing needs during an emergency and the revision in Probation's transportation fire response protocol, we believe we have taken the necessary corrective action relative to the above recommendation.

RECOMMENDATION NO. 8

Senior management should review proposal and implementation plan of the Mental Health Director requested at Camp Scott and determine the proposed cost, if any, of same within next quarter.

RESPONSE

Female camp youth on psychotropic medication are housed at both Camps Scott and Scudder. This allows for Probation to appropriately classify the youth and the needs of the youth on psychotropic medication are met at either camp. Youth may be temporarily housed in separate rooms in the Camp Scott Assessment Center for purposes of behavior management and observation. Camp Scott handles the higher-end mental health youth where the Mental Health Director is located.

RECOMMENDATION NO. 9

A proposal for the resolution of the laundry should be developed by the Department and presented to the Board of Supervisors within this quarter. Short term implementation of a proposed Sheriff's Department centralized laundry system for all camps should be tested for these camps within the quarter.

RESPONSE

The Department is moving forward with finalizing a laundry contract for all camps (excluding Challenger Memorial Youth Center). Proposals are currently being reviewed,

and it's estimated that the contract will be in place by the end of the year. The Sheriff's Department did not have the operational capacity to provide laundry services to the camps.

RECOMMENDATION NO. 10

An analysis of the mental health staffing needs at the Challenger Camps should be completed within the quarter, specifically to fulfill the requirements of the "Memorandum of Agreement between the United States and the County of Los Angeles regarding Los Angeles Probation Camps". The memorandum of agreement requires implementation plans due 120 days from the agreement signing (October 31, 2008) and written policies due 180 days from the agreement signing. That would make documentation due in spring (April, May) 2009.

RESPONSE

In accordance with Paragraph 33 of the Department of Justice (DOJ) Settlement Agreement, the County of Los Angeles shall develop staffing patterns that address the mental health needs of the youth in the Probation camps. As part of the Implementation Plan, preliminary staffing patterns have been developed and forwarded on April 10, 2009 to the DOJ and the CEO for review. This includes the staffing pattern for Challenger. Mental Health staff at Challenger triage referrals for mental health services based upon severity and need. Previously, there was a waiting list for psychiatric services, but that has been addressed by increasing the number of psychiatrists.

RECOMMENDATION NO. 11

The CGJ does not believe that it is solely sufficient to correct the practices in the Youth Camps as the Justice Department requires. The CGJ recommends that the Board of Supervisors initiate a thorough review of the Probation Department senior management and their management practices related to the Los Angeles Probation Camps.

This examination should include reporting structure, operational standards, accountability measures, shared best practices, and performance reviews.

This should be accomplished within this calendar year and coincide with the development of the Justice Department monitoring process. A more effective management structure should be the result.

RESPONSE

The Department has recently reassigned three of its experienced senior managers to oversee the camp system. Two of these managers worked with the DOJ monitors in the juvenile halls. We believe the reassignment of these senior managers will provide the oversight of the camp system consistent with our Camp Redesign Plan and the elements of the DOJ Settlement Agreement. Implementation of the Camp Redesign

and DOJ Settlement Agreement will address the deficiencies documented in the above finding.

SECTION: DISASTER PREPAREDNESS IN YOUTH CAMPS

RECOMMENDATION NO. 2

The Chief Probation Officer should prepare their version of the CWSDR Plan within six months.

RESPONSE

A committee was formed consisting of representatives from the Probation Department and the DCFS to draft and implement a Disaster Child Welfare Plan. The plan will be completed by October 2009. This plan will address all the issues (2-6) noted in the 2009 Grand Jury Report.

RECOMMENDATION NO. 3

The Chief Probation Officer should continue with the Department's existing plan to install a generator for Camps Miller and Kilpatrick. The Chief Probation Officer, within the next six months, should obtain a special use permit for U.S. forestry land that would allow them to install a generator at Camp Headquarters and Camp Holton. Finally, the Chief Probation Officer should, within the next six months, install a generator at Camp Routh.

RESPONSE

Camps Miller and Kilpatrick - A new emergency generator is in the process of being installed. Expected completion is December 2009.

Camp Holton - A new emergency generator is planned. The construction plans were completed. However, there are no available funds in the budget to proceed with this project. Additionally, this project would require approval by the U. S. Forest Service, which would be obtained once the County and the Forest Service finalize the Cost Recovery Agreement whereby the Forest Service will grant a new 30-year Special Use Permit for the property being used by Camp Holton. The Special Use Permit is now in process through the CEO. A completion timeframe cannot be established at this time due to the dependency on the Forest Services' approval.

Camp Routh – The Department continues to seek funding for generator.

RECOMMENDATION NO. 4

Accordingly, the Chief Probation Officer should, within the next six months, ensure adequate supplies of goggles and masks are stored at each facility and distributed when air quality is impaired during a brush fire or similar problem.

RESPONSE

Goggles and masks are a standard inventory item in our warehouses, stockrooms and emergency supply containers. An assessment will be conducted to determine adequate levels at each location. The inventory will be increased by October 2009.

The Child Welfare Services Disaster Response (CWSDR) plan will address this issue.

RECOMMENDATION NO. 5

Within the next six months, the Chief Probation Officer should formalize an agreement with the Sheriff to ensure availability of buses, or explore alternative options such as acquiring a fleet of appropriately configured vehicles to evacuate at least one full camp.

RESPONSE

The Department has adequate transportation resources (buses and personnel) to respond to and evacuate Camps Scott and Scudder in the event of an emergency. Since the recent fire at these two camps, the Department has revised its response fire protocol to ensure that transportation vehicles are available and can be deployed in a timely manner. The Department met with the Sheriff's Department and inquired about the possibility of using the Sheriff's transportation to evacuate Scott and Scudder. The Sheriff's Department indicated that their response time would be well beyond what would be acceptable (4 to 6 hours). Given the Sheriff's competing needs during an emergency and the revision in Probation's transportation fire response protocol, we believe we have taken the necessary corrective action relative to the above recommendation.

The CWSDR plan will address this issue.

RECOMMENDATION NO. 6

Based on this experience, the Chief Probation Officer should, within the next six months, review each camp to ensure that there is a secondary ingress/egress route for transportation vehicles.

RESPONSE

In emergencies, the Probation Department receives information and direction from the County Emergency Operation Center, in conjunction with the established Incident Command Post.

The CWSDR plan will address this issue.

SECTION: YOUTH EMPLOYMENT PROGRAMS

RECOMMENDATION NO. 1.1

The Board of Supervisors should direct the Director of the Department of Community and Senior Services, Director of the Department of Children and Family Services, and Chief Probation Officer, in consultation with the Chief Executive Office, to develop a streamlined process for collaboration among entities overseeing youth employment programs, including the County of Los Angeles, City of Los Angeles Youth Councils, and County departments, with a report to the Board of Supervisors by December 31, 2009. As part of this effort, the Director of the Department of Community and Senior Services, Director of the Department of Children and Family Services, and Chief Probation Officer should consider increased communication and coordination with the seven Youth Councils in the geographic region of Los Angeles.

RESPONSE

This recommendation has been partially implemented and the process for collaboration already exists. The Department of Community and Senior Services (DCSS) currently coordinates monthly meetings of the Youth Program Cross-Cluster Collaborative, which includes representatives of the State of California Employment Development Department, San Gabriel Valley Conservation Corps, L.A. County Office of Education and County departments such as the CEO, Probation, DHR, DPSS, Parks and Recreation, DCFS, and L.A. County Housing Authority.

CSS will lead the effort to coordinate regular meetings of the seven Youth Councils on a quarterly basis to increase communication and coordination. The emphasis will be to:

- Share information, best practices and strategic areas of mutual benefit coming out of the above Cross-Cluster Collaborative and L.A. Workforce Systems Collaborative;
- Explore opportunities for collaboration and leveraging of resources;
- Develop strategies for a non-duplicative and comprehensive youth service delivery system in Los Angeles County as a region.

The Departments will provide a report to the Board of Supervisors by December 31, 2009.

RECOMMENDATION NO. 2.1.3

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Department of Public Social Services, the Chief Executive Officer, the Probation Department, and other applicable County departments and agencies to develop a mechanism to identify "at-risk" youth to participate in the Career Development Intern Program and the Student Worker Program. To be completed by December 31, 2009.

RESPONSE

DHR, DCFS, DPSS, and Probation concur with this recommendation.

For the last eight years, DHR has partnered with DCFS, DPSS, DCSS, ISD, Sheriff, and Probation to organize, promote, and encourage foster youth to attend County wide career fairs. Departments pooled their resources to mail invitations, track registrations, and personally contact youth to encourage them to attend these events.

The Probation Department will refer youth who are aging out of care (17.5 years and older) to the Career Development Intern and Student Worker programs. These youth will be identified via the mandatory exit interviews conducted prior to their termination from placement. The Department will also identify former foster youth who are attending college to apply for the Student Worker programs. These youth will be identified via the Independent Living Program request for college assistance.

RECOMMENDATION NO. 2.2.2

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Probation Department, and the Chief Executive's Office, establish standardized minimum program requirements and guidelines for the Career Development Intern Program for use by all County departments. Such requirements and guidelines should be developed based on known best practices established by Internal Services' Youth Career Development Intern Program and include on-the-job training, mentorship, performance evaluation, and coordination of applicable supportive services and resources as needed. To the extent possible, these program requirements and guidelines should proactively identify and address the known barriers to employment faced by this population of young people. To be completed by December 31, 2009.

RESPONSE

DHR, DCFS, and Probation concur with this recommendation.

DHR has drafted a Career Development Intern Policies, Procedures, and Guidelines program manual that outlines the roles and responsibilities of DHR (specifically the duties of the Program Coordinator), and County departments.

The Probation Department will identify one section or operation to be the lead in this effort. They will identify and coordinate the Career Development Intern candidates, facilitate the training and identify the barriers to increase retention.

RECOMMENDATION NO. 3.1.3

The Directors of Community and Senior Services and Children and Family Services and the Chief Probation Officer should identify barriers to foster and probation youth participation in employment programs, such as the need for enhanced outreach and recruitment, and documentation, transportation, appropriate clothing and other barriers; develop procedures to address these barriers, and report to the Board of Supervisors on the reasons for and procedures to address these barriers prior to December 31, 2009.

RESPONSE

The Probation Department, DCSS and DCFS, in concert with the Youth Jobs Cross-Cluster Collaborative, will identify barriers and develop procedures to address and minimize the barriers identified and report back to the Board of Supervisors by December 31, 2009.

RECOMMENDATION NO. 3.2.2

The Chief Probation Officer should develop procedures to coordinate employment services for probation youth within the Probation Department and report to the Board of Supervisors on these procedures prior to December 31, 2009.

RESPONSE

A youth employment approach that increases coordination and linkages with external partners would be a more effective structure to ensure that probation youth receive employment services. Given this, the Department will develop procedures with external partners and collaborative groups to identify and coordinate employment services for eligible youth and report to the Board of Supervisors prior to December 31, 2009.

SECTION: YOUTH HEALTH INFORMATION-SHARING

RECOMMENDATION NO. 8.1

DHS, DMH, and Probation should immediately develop and implement policies based on the May 9, 2007 Board of Supervisors MOU.

RESPONSE

The Department continues to work with County Counsel and our industry partners on information sharing. There remain legal confidentiality barriers that prevent sharing of health and mental health information among agencies.

Attachment N

Public Health



JONATHAN E. FIELDING, M.D., M.P.H.
Director and Health Officer

JONATHAN E. FREEDMAN
Chief Deputy Director

313 North Figueroa Street, Room 808
Los Angeles, California 90012
TEL (213) 240-8117 • FAX (213) 975-1273

www.publichealth.lacounty.gov



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July 31, 2009

TO: William T. Fujioka
Chief Executive Officer

FROM: Jonathan E. Fielding, M.D., M.P.H. *JEF*
Director and Health Officer

SUBJECT: **RESPONSE TO THE FINAL REPORT OF THE 2008-2009
LOS ANGELES COUNTY GRAND JURY**

Attached please find the Department of Public Health's responses to recommendations found in the 2008-09 Los Angeles County Civil Grand Jury Final Report. The attachments include responses to recommendations listed in the following sections: Youth and Hub Clinics (4.3.1, 4.3.2, 4.3.4, 4.4, 5.3.1, and 5.3.2) and Youth Health Information-Sharing (6.1).

If you have any questions or need additional information, please let me know.

JEF:lm
11831

Attachment

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH

SECTION: YOUTH AND HUB CLINICS

RECOMMENDATION NO. 4.3.1

The Directors of the Department of Children and Family Services (DCFS) and the Department of Public Health (DPH) should proceed with implementing the Lakewood project model system-wide, enabling PHNs to work on any of the cases that come into the office to which they are assigned, regardless of department affiliation.

RESPONSE

Implementation of Lakewood project model would require reassigning nurses to activities not currently supported by federal and State funding. Until funding can be identified to offset the lost revenue, it is not feasible to implement the Lakewood project model system-wide. DPH and DCFS will revisit this issue should long-term funding be identified to implement this recommendation.

RECOMMENDATION NO. 4.3.2

The Directors of the Department of Children and Family Services and the Department of Public Health should collaborate to implement department-wide the DCFS Lakewood Project pilot integrating the two departments' PHNs by the end of 2009. This will require DCFS to utilize Katie A. finding in the short-run for the estimated 15% of PHN time that would be not covered by the State Child Health and Disability Prevention (CHDP) funding, and identifying funding for long-term implementation.

RESPONSE

This recommendation is not feasible until long-term funding is identified to compensate for the estimated 15% revenue loss DPH would experience. A draft Memorandum of Understanding (MOU), based on the findings of the Lakewood Office pilot project, has been collaboratively developed by the two departments and reviewed by County Counsel. This collaborative MOU can be adapted to implement the project system-wide once the funding issue is resolved.

RECOMMENDATION NO. 4.3.3

The Directors of the Department of Children and Family Services and the Department of Public Health should research and work to resolve the funding issues introduced by the Lakewood project and the recommended organizational structure change by the end of 2009. This may be done by applying for additional funding and/or a waiver through the

CHDP program. It also may involve identifying other DCFS funds to cover any balance not covered by CHDP.

RESPONSE

This recommendation cannot be implemented by the end of 2009, as such funding and/or a waiver changes would require action by both the Federal and State legislatures. The Departments will continue work together to resolve the funding issues that prevent implementation of the recommended organizational structure.

RECOMMENDATION NO. 4.3.4

The Directors of the Department of Children and Family Services and the Department of Public Health should revise the MOU between DCFS and DPH by the end of 2009 to provide for input by DCFS Regional Managers into the evaluation process for DPH PHNs.

RESPONSE

Agreed. DPH will work with DCFS to formalize this process during the MOU's periodic, biennial review.

RECOMMENDATION NO. 4.4

The Directors of the Department of Children and Family Services and the Department of Public Health should finalize and proceed with tracking caseload and outcomes to evaluate individual PHNs and overall effectiveness of their services.

RESPONSE

Agreed. DPH will work with DCFS and County Counsel to resolve the data sharing and confidentiality issues that have prevented tracking caseload and outcomes to evaluate individual PHNs and overall effectiveness of their services.

RECOMMENDATION NO. 5.3.1

The Departments of Children and Family Services and Public Health should revise their policies by the end of 2009 to ensure that Public Health Nurses participate in all MATs for all children under the jurisdiction of DCFS, when the MAT is being conducted by a contract community provider and Hub Clinic staff are not involved.

RESPONSE

Policies regarding this recommendation have been in place within DPH since 2003, and DPH PHNs participate in all MATs conducted by contracted community providers, when the DCFS CSWs provide them timely notifications of scheduled assessments.

RECOMMENDATION NO. 5.3.2

The Departments of Children and Family Services and Public Health should assess the feasibility of requiring PHNs to participate in all other MATs conducted by contract community providers.

RESPONSE

Policies regarding this recommendation have been in place within DPH since 2003, and DPH PHNs participate in all MATs conducted by contracted community providers, when the DCFS CSWs provide them timely notifications of scheduled assessments.

RECOMMENDATION NO. 6.1

To the extent permitted by law, DCFS, DHS, DMH, and DPH should provide skilled healthcare professionals access to a youth's healthcare information regardless of the department in which the information was originally obtained. However, such access should be limited to those personnel who have been provided confidential user names and passwords. Requiring the use of user names and passwords for maintaining information privacy is a proven tool which makes the control of such access safe and feasible.

RESPONSE

Under DCFS leadership, a healthcare information-sharing Memorandum of Understanding (MOU) has been developed and signed by representatives of DCFS, DHS, DMH and Probation. DCFS is the lead agency responsible for developing and maintaining the interagency MOU.

Attachment O

Public Social Services

County of Los Angeles
DEPARTMENT OF PUBLIC SOCIAL SERVICES

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746
Tel (562) 908-8400 • Fax (562) 908-0459



PHILIP L. BROWNING
Director

SHERYL L. SPILLER
Chief Deputy



Board of Supervisor:
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MARK RIDLEY-THOMAS
Second District

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Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

July 30, 2009

TO: William T Fujioka
Chief Executive Officer

Attn: Kary L. Golden

FROM: Philip L. Browning, Director

**SUBJECT: DEPARTMENT OF PUBLIC SOCIAL SERVICES - RESPONSE TO THE
2008-09 LOS ANGELES CIVIL GRAND JURY FINAL REPORT**

Attached are the Department of Public Social Services (DPSS) responses to the three recommendations in the Fiscal Year (FY) 2008-09 Civil Grand Jury Report for which DPSS is identified as the lead and/or support department. The three DPSS-related recommendations fall within the following areas of the Report:

- Policy vs Results: Youth Employment Programs Funded but Not Fully Utilized - Recommendation No. 2.1.3 (Attachment A).
- On the Horizon: The Senior Tsunami, An Investigation of Elder Abuse Prevention Services and Programs - Recommendation No. 4.1 (Attachment B).
- Health Information-Sharing for At-Risk Youth, Overcoming Obstacles: Information Technology Developments, Redesign of LEADER - Recommendation 8.2 (Attachment C).

If you have any questions please let me know or your staff may contact Sheri Lewis, Research, Evaluation and Quality Assurance Division, at (562) 908-5879 or via email at SheriLewis@dpss.lacounty.gov:

PLB:an

Attachments

c: Miguel Santana, DCEO

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC SOCIAL SERVICES

SECTION: YOUTH EMPLOYMENT PROGRAMS

RECOMMENDATION NO. 2.1.3

The Board of Supervisors should require the Department of Human Resources, in coordination with the Department of Children and Family Services, the Department of Public Social Services, the Chief Executive Officer, the Probation Department, and other applicable County departments and agencies to develop a mechanism to identify “at-risk” youth to participate in the Career Development Intern Program and the Student Worker Program. To be completed by December 31, 2009.

RESPONSE

If the County Board of Supervisors decides to implement this Civil Grand Jury recommendation, the Department of Public Social Services (DPSS) is prepared to work with the Chief Executive Office, Departments of Human Resources, Children and Family Services, Probation and any other County departments and agencies to develop a mechanism to identify “at-risk” youth to participate in the Career Development Intern Program and the Student Worker Program.

SECTION: THE SENIOR TSUNAMI AND ELDER ABUSE

RECOMMENDATION NO. 4.1

The Director of the Department of Public Social Services should coordinate with APS management to expand the Quality Assurance Monitoring Plan compliance reviews by June 2010, to include a review of outcome measures such as prosecution, restitution, and conservatorship, as well as a comparative analysis of risk levels at initial intake and case closing.

RESPONSE

DPSS is revising the existing monitoring tools as a result of the Civil Grand Jury finding and recommendation to capture data that would allow DPSS to (1) conduct a comparative analysis of Adult Protective Services (APS) consumer risk levels at initial intake and case closing, and (2) measure the extent to which the APS Social Worker’s planned service activities/strategies and desired outcomes were accomplished. The revised monitoring tool is being tested in the July 2009 APS Program Compliance Review conducted by departmental In-Home Supportive Services (IHSS) Program staff. Review of the data received from the APS Program Compliance Review will help to determine the revised monitoring tool’s effectiveness to comparatively analyze risk levels at intake and case closing, as well as whether desired outcomes are achieved.

Concurrently, the Department of Community and Senior Services (DCSS) is coordinating a major effort with DPSS to obtain monthly reports/statistical data on APS clients referred to the Departments of Consumer Affairs, District Attorney, and Mental Health (Public Guardian) for specialized services. This information is needed from DCSS to help DPSS measure outcomes on partnering agencies' effectiveness in the areas of prosecution, restitution, and conservatorships.

A report on the results of the APS Program Compliance Review is targeted for release by January 2010 that will include outcome measures and effectiveness of the revised monitoring tool.

Elder and Dependent Adult Abuse Prevention Training

Another related, but separate, commitment to the 2008-09 Civil Grand Jury Report is that the Department will enhance training for IHSS Social Workers. Coordination efforts are underway between DCSS and DPSS to train IHSS Social Work staff in the detection and prevention of elder and dependent adult abuse, and to review and reiterate DPSS policies and procedures on the completion of suspected abuse referrals to APS. This training is designed to increase the IHSS Social Work staff's awareness level in identifying potential signs of elder and dependent adult abuse when conducting home visits and interacting with IHSS consumers.

Additionally, on April 8, 2009, DPSS IHSS staff met with CSS APS staff and development managers to develop a training curriculum on the detection and prevention of elder and dependent adult abuse for IHSS Social Work staff. Training is scheduled to begin in September 2009 with the training population as follows: 750 Social Workers, 85 Social Services Supervisors, and 25 administrative staff. The training is targeted for completion by January 2010.

SECTION: YOUTH HEALTH INFORMATION SHARING

RECOMMENDATION NO. 8.2

The CEO and the Board of Supervisors should fully fund the LEADER update and replacement system and complete implementation by 2010.

RESPONSE

DPSS is in the process of completing the LEADER Replacement System (LRS) vendor selection process with the State and plans on announcing the highest-ranking vendor in August 2009. The following table provides a high-level timeline. Countywide

implementation (roll-out) is scheduled for completion by June 2014.

Task	Begin Date	End Date
Proposal Evaluation and Vendor Selection	May 2008	July 2009
Vendor Notifications and Debriefings	August 2009	August 2009
Contract Negotiations with Selected Vendor	September 2009	January 2010
County, State, and Federal Approvals	February 2010	June 2010
LRS Design, Development, and Implementation (4 Years)	July 2010	June 2014
Shutdown of Legacy Systems and Termination of Respective Contracts	July 2014	July 2014
LRS Maintenance and Operations (7 Years)	July 2014	June 2021
LRS Option Years for Maintenance and Operations (3 Years)	July 2021	June 2024

There have been delays in LRS procurement and implementation attributed to changes in project scope and the State's budgetary shortfall. DPSS underwent multiple hurdles or challenges, including the following:

- Scope was expanded to include functionality for Title IV-E programs administered by the Department of Children and Family Services (i.e., Foster Care, Kinship Guardianship Assistance Payment Program, and Adoptive Assistance Program) in September 2007 pursuant to the State's Office of Systems Integration's (OSI) direction to comply with Welfare and Institution Code §10823(a)(1).
- Scope was expanded to include functionality for Welfare-to-Work programs (Greater Avenues for Independence (GAIN), General Relief Opportunities for Work (GROW), and Cal-Learn) in October 2007 pursuant to OSI's direction to comply with Welfare and Institution Code §10823(a)(1).
- As directed by the Administration for Children and Families, OSI instructed the County to amend the LRS Request for Proposal (RFP) to provide an option to exclude functionality related to Title IV-E programs. In April 2008, an addendum to the LRS RFP was released to the vendor community to provide such option to the County, which in turn, extended the proposal submission deadline from March 31, 2008 to May 15, 2008.
- In light of the budgetary shortfall, severe economic downturn, and a need for pricing clarifications, Addendum Number Nine was released on January 8, 2009 to require resubmission of pricing schedules (allowing price reductions) by February 9, 2009.
- A Senate Budget and Fiscal Subcommittee hearing was held on December 12, 2008 to review and consider potential funding reductions, including a proposal by the Legislative Analyst Office to delay the LRS Project by two years to achieve an

estimated \$14.6 million in State General Fund savings in FY 2009-10. Department of Finance recommended a 6-month delay as an alternative, which would maximize savings in FY 2009-10 while preserving the investment made thus far into the procurement of LRS. In January 2009, the FY 2009-10 Governor's Budget reflected a 6-month delay to the LRS Project, which resulted in an adjustment to the LRS project initiation date from January 2010 to July 2010.

Further, after LRS project initiation, four years is necessary to realistically build and implement LRS (from July 2010 to June 2014). A shorter timeframe would introduce undue risk to the project (i.e., jeopardize quality and overall project success). As a result, LRS implementation is targeted for June 2014.

Attachment P

**Registrar-Recorder/
County Clerk**



COUNTY OF LOS ANGELES
REGISTRAR-RECORDER/COUNTY CLERK

12400 Imperial Highway -- P.O. Box 1024, Norwalk, California 90651-1024 -- www.lavote.net

DEAN C. LOGAN
Registrar-Recorder/County Clerk

July 15, 2009

TO: William T Fujioka

FROM: Dean C. Logan *Dean*

**RESPONSE TO THE CIVIL GRAND JURY REPORT
THE 2008 PRESIDENTIAL ELECTION: A Look at Provisional Balloting**

Attached is our response to the findings and recommendations of the Los Angeles County 2008-09 Civil Grand Jury Report: The 2008 Presidential Election: A Look at Provisional Balloting. We appreciate the review and feedback offered by the members of the Grand Jury. Implementation of the two recommendations made in the report will assist our Department in serving the voters of Los Angeles County.

Please contact my office at (562) 462-2716 should you need any additional information.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – REGISTRAR RECORDER/COUNTY CLERK

SECTION: 2008 ELECTION AND PROVISIONAL BALLOTS

RECOMMENDATION NO. 1

The Registrar should continue to use the automated response system to assist pollworkers during elections. This system will track real time problems and lead to quicker response to Election Day issues. Resulting information should be evaluated in order to be better prepared for upcoming elections.

RESPONSE

The Registrar-Recorder/County Clerk agrees with this finding and the recommendation has been implemented.

The referenced answer-based, call center support system has been fully integrated into the election administration operations and is utilized in all elections conducted by the Registrar-Recorder/County Clerk. Various reports and resources are pulled from the data collected in the system and are utilized in the planning and preparation for future elections as well as in internal Departmental evaluation and critique of each election conducted.

RECOMMENDATION NO. 2

The Registrar of Voters should correct the newly-implemented website to verify voter registration with a link under the "Voter & Election Information" menu at the left of the front page, in addition to the icon near the top of the front page. The results of the voter registration status query should show party affiliation in addition to the validity of registration.

RESPONSE

The Registrar-Recorder/County Clerk agrees with this finding with regard to the lack of a political party verification feature associated with the online voter registration status service and is in the process of implementing the recommendation. The online service will have the capability to verify party registration by the end of 2009 and prior to the next partisan primary election in June 2010.

With regard to the website placement of the link to the online voter registration status service, the Registrar-Recorder/County Clerk is incorporating the recommendations for additional accessible links through the pull down menus on the left margin of the website in addition to the recently enhanced labels for the icon links that appear at the top of the web page.

Attachment Q

Sheriff



LEROY D. BACA, SHERIFF

July 31, 2009

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Members of the Grand Jury:

**RESPONSE TO THE FINAL REPORT OF THE 2008-09
LOS ANGELES COUNTY CIVIL GRAND JURY**

Attached is the Los Angeles County Sheriff's Department's (Department) response to the 2008-09 Civil Grand Jury Report's recommendations (Attachment A). The Grand Jury's areas of interest specific to the Department included maintenance in jails, courts, and stations, the usage of cameras in custody facilities, and station jail staffing.

Should you have questions regarding our response, please contact Division Director Victor Rampulla at (323) 526-5357.

Sincerely,

LEROY D. BACA
SHERIFF

A Tradition of Service

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT
COUNTY OF LOS ANGELES – SHERIFF'S DEPARTMENT

SECTION: DETENTION FACILITIES

RECOMMENDATION NO. 2

The Sheriff's Department should examine the need for additional staffing at Temple City based on the volume by day of inmates over a year's time and determine if additional custody assistants could be added.

RESPONSE

The Sheriff's Department acknowledges the need for additional custody assistants to staff the jail during peak times, and requested these items through the annual budgetary process. However, the budget request was denied due to the current fiscal climate. The Sheriff's Department will continue to seek these additional items in future budget requests.

RECOMMENDATION NO. 3

The Sheriff's Department should examine the pilot program plan, determine if other facilities could benefit from cameras in protecting both the rights of staff and of inmates, and detail the related budget implications for other jails.

RESPONSE

The Sheriff's Department believes that cameras can be a useful tool for the jails. In addition to East Facility, North Facility has installed cameras and is seeking grant funding to enhance and update its current system. Cameras are located throughout many other jail facilities, and further implementation is dependent on funding sources and the jail master plan.

RECOMMENDATION NO. 4

Long Beach Superior Court – Latex gloves were strewn over a wide area outside the men's holding cells. There were holes in walls in two areas. The men's multiple inmate holding cell had a foul odor. Narrow corridors were cluttered with boxes and trash. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The latex gloves have been discarded and the area has been cleaned. Every effort is made to discard used latex gloves into a trash receptacle following

routine searches of prisoners. All holes in the walls have been repaired. Routine cleaning and air sanitizers have aided in eliminating the foul odors in the men's multiple inmate holding cell. All corridors have been cleaned and reorganized. Every effort is made to keep corridors clean and easily accessible.

RECOMMENDATION NO. 4

Metropolitan Traffic Court – The female holding tank had toilet paper plastered on the walls. Hallways were extremely crowded and dirty. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The toilet paper has been removed from the walls of the female holding tank and ongoing routine cleaning is performed to ensure a clean environment. All corridors have been cleaned and reorganized, and are easily accessible.

RECOMMENDATION NO. 4

Pasadena Court -- The interior needs painting. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The court lock-up area has been painted. Refurbishment of the entire Pasadena Courthouse was started in May 2009, and is expected to be completed by the end of the 2009 calendar year.

RECOMMENDATION NO. 4

Pico Rivera Station – Painting on floors and doors was unfinished. The law enforcement agency should schedule corrective measures and remedy these health and maintenance issues within the next quarter.

RESPONSE

The painting of the floors and doors at the Pico Rivera Station Jail was completed in May 2009. Routine cleaning and maintenance is performed to maintain the recently painted environment, and the station is currently undergoing refurbishment.