County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE
713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
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DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District
YVONNE BRATHWAITE BURKE
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

September 10, 2002

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

Dear Supervisors:

RESPONSES TO THE 2001-2002 GRAND JURY FINAL REPORT (ALL DISTRICTS AFFECTED) (3 VOTES)

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the responses to the 2001-2002 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 place a copy of this report on file with the Superior Court upon approval by your Board.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Section 933 (b) of the California Penal Code establishes that, after grand juries submit their final reports, the county boards of supervisors shall comment on the findings and recommendations of the grand jury, which pertain to county government matters under control of those boards.

In June 2002, the 2001-2002 County of Los Angeles Grand Jury issued its Final Report containing findings and recommendations directed to various County and non-County agencies. Each affected department head has reported back on the Grand Jury recommendations. These reports are attached as the County's response to the 2001-2002 Grand Jury Final Report.

The recommendations directed to all future Grand Juries have been forwarded to the 2002-2003 Grand Jury for consideration. Recommendations associated with non-County agencies have been referred directly by the Grand Jury to the following agencies: the Hacienda La Puente School District, Los Angeles Unified School District, and Los Angeles Police Department.

United We Stan

IMPLEMENTATION OF STRATEGIC PLAN GOALS

These recommendations are consistent with the following Countywide Strategic Plan Goal and Strategy:

GOAL NO. 3:ORGANIZATIONAL EFFECTIVENESS: *Ensure that service delivery systems are efficient, effective, and goal-oriented.*

Strategy No. 3*: Collaborate across functional and jurisdictional boundaries.*

FISCAL IMPACT/FINANCING

Certain Grand Jury recommendations require additional financing resources. As an example, the Grand Jury recommends that the Sheriff's Department provide automatic defibrillators in all detention facilities. In some cases, financing has been approved by your Board in the current fiscal year's budget. Departments will assess the need for additional financing to implement other recommendations and submit requests for Board consideration during the 2003-2004 budget cycle, as appropriate.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

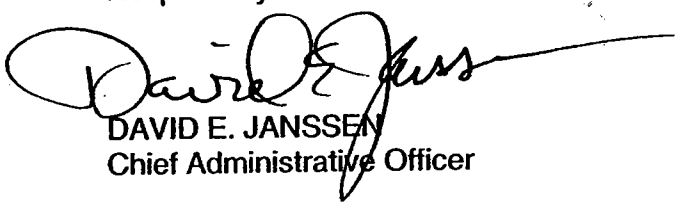
In accordance with California Penal Code Section 933 (b), the departmental responses to the 2001-2002 County of Los Angeles Grand Jury Final Report are submitted as follows:

Attachment	Department
A	Chief Administrative Office
B	Children and Family Services
C	Health Services
D	Office of Education
E	Probation
F	Registrar-Recorder/County Clerk
G	Sheriff
H	Superior Court

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Not applicable.

Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer

DEJ:LS
MKZ:CF:os

Attachments

c: Sheriff
Presiding Judge of Superior Court
Interim Director of Children and Family Services
County Counsel
Grand Jury
Director and Chief Medical Officer of Health Services
Director of Internal Services
Acting Superintendent of Office of Education
Chief Probation Officer
Registrar-Recorder/County Clerk
Acting Administrator, MacLaren's Children's Center

ATTACHMENT A

Chief Administrative Office

County of Los Angeles
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August 28, 2002

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Administrative Officer

2001-02 GRAND JURY FINAL REPORT

Attached are the Chief Administrative Office responses to the 2001-2002 Grand Jury Final Report. We are responding to the following sections of the Report:

- Government Operations Committee;
- Health and Human Services Committee;
- Jails Committee; and
- Social Services Committee

If you have any questions regarding our responses, please contact me, or your staff may contact Martin Zimmerman of this office at (213) 974-1326.

DEJ:LS
MKZ:CF:os

Attachments

special projects/misc/2002-02 grand jury response_cao_ea supv

United We Stand

RESPONSE TO GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2001-2002 GRAND JURY RECOMMENDATIONS FOR ELECTRONIC VOTING MACHINES – GOVERNMENT OPERATIONS COMMITTEE

RECOMMENDATIONS NO. 13 AND NO 14

The Government Operation Committee recommends that the Board of Supervisors should urge the Los Angeles County Registrar of Voters to evaluate more extensively the electronic voting machine, during voting, especially as to its acceptability by the voting public, the ease with which it is moved and handled, its vulnerability to functional disruption accidentally or through intentional sabotage, and the accuracy with which it seems to operate. (Recommendation No. 13)

AND;

The Government Operations Committee recommends that the Board of Supervisors should urge the United States Congressmen representing districts in the County of Los Angeles to urge the Federal Government to rescind the mandate preventing the use of punch-card voting techniques, until such time as a suitably constructed and adequately protected electronic voting machine has bee satisfactorily tested. (Recommendation No. 14)

RESPONSE

BACKGROUND ON LEGISLATIVE ISSUES RELATED TO VOTING SYSTEMS MODERNIZATION

On January 9, 2001, the Board approved a motion by Supervisor Yaroslavsky to instruct the County's legislative representatives to support legislation that provides Federal and/or State funding for the conversion of the County's existing cardpunch system to a modern, technically advanced system that produces accurate and expeditious election results. Both the Federal and State 2001-02 County Legislative Agendas include policies in support of legislation that provides funding to replace the existing election system.

State Legislation:

In March 2002 the voters approved Proposition 41, a legislative initiative that provided grants to counties to purchase updated voting systems and appropriated $200 million in State general obligation bonds. The County supported AB 56 (Shelley), the legislation enacting this initiative. Because AB 56 required a 25 percent local match, support was contingent on an amendment to delete the local match.

AB 28 (Pacheco) was another County-supported bill that would have established a grant program for counties to upgrade their voting systems and appropriated $300 million from the general fund and also required a 25 percent local match. The County recommended that the local match requirement be removed. AB 28 died in committee.

Federal Legislation:

The major legislative proposals in the U.S. Congress are HR 3295/S 565, the Help America Vote Act of 2001, and HR 4775 the Federal Fiscal Year (FFY) 2002 Supplemental Appropriations Bill. The status of these bills are as follows:

The Senate Appropriations Committee adopted a 2003 FFY appropriations bill which provides $400 million in election reform grants to enable states and localities to purchase voting equipment and train pollworkers, subject to enactment of authorizing legislation. HR 3295 and S 565, the House and Senate versions of the Help America Vote Act of 2001, are the authorizing legislation. Both require states and localities to meet uniform and nondiscriminatory election technology and administration requirements applicable to Federal elections, provide grants to States and localities to meet those requirements and to improve election technology and the administration of Federal elections and, establish the Election Administration Commission. The bills are currently in a conference committee over differences that mainly concern the administration of Federal elections.

Congressional Power to Change Court Order:

The Registrar-Recorder/County Clerk noted in its response to the Grand Jury report (see Attachment F) that the U.S. Congress lacks authority to rescind decertification of the punch-card voting system in California, or the timing of the required replacement of that system.

County Counsel agrees with that conclusion. Voting systems in California are certified by the Secretary of State. The Federal Court ruling requiring replacement of the punch card voting system in California by 2004 was issued in response to a civil rights case filed against the Secretary of State. The plaintiffs asserted that, in California, use of the punch card system disproportionally invalidated the votes of minority voters. The Secretary of State did not contest this assertion and was unable to convince the Federal Court that the punch card system could not be converted earlier than his suggested timeframe of 2006. As the Registrar-Recorder/County Clerk also noted, the nine affected California counties had no standing to appeal the Federal Court's ruling.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2001-2002 GRAND JURY RECOMMENDATIONS FOR HEALTH AND HUMAN SERVICES COMMITTEE

RECOMMENDATION NO. 22

The Health and Human Services Committee recommends that the Board of Supervisors should encourage the passage of the enabling legislation to release the allocated funds to publicize the provisions of SB 1368 (California Penal Code 271.5), New Born Abandonment Law

RESPONSE

While we agree with support for enabling legislation (consistent with County legislative policy), it should be noted that SB 1368 contained no appropriation for this purpose and there is currently no existing legislation allocating funds.

The County's Safe Haven public information efforts are being coordinated by Children and Families First - Proposition 10 Commission (Proposition 10), in consultation with County departments and community stakeholders, and coordinated with the Statewide Safe Haven public information campaign. The County's Safe Haven public information effort will be partially funded by Proposition 10 funds, with efforts being made to identify additional funding and support.

RECOMMENDATION NO. 23

The Health and Human Services Committee recommends that the Board of Supervisors should solicit as many public service announcements as possible from the local media, especially those venues that cater to younger people, to inform the public of this new law.

RESPONSE

We agree. On June 4, 2002, the Board of Supervisors approved the Safe Haven Task Force recommendations to more effectively implement the Newborn Abandonment Law (SB 1368). Recommendation 3 states: *Request the Los Angeles County Children and Families First–Proposition 10 Commission (Prop 10 Commission)—in consultation with the Directors of the Departments of Children and Family Services (DCFS), Health Services (DHS), Mental Health (DMH), Fire, the CPC, ICAN, LACOE, HASC, religious leaders, and other appropriate organizations, and in collaboration with local, regional, and State agencies—to: (a) develop and support the implementation of a regionally-consistent Safe Haven Public Information Campaign that conveys a prevention-oriented message about*

California's Safe Haven Law, and (b) identify ways to evaluate the effectiveness of that campaign. In support of the Health and Human Services Committee Recommendation #23, the County's Safe Haven public information efforts are being coordinated with the Statewide Safe Haven public information campaign. This campaign includes public service announcements.

RECOMMENDATION NO. 24

The Health & Human Services Committee recommends that the Board of Supervisors should encourage hospitals, libraries, police and fire stations and sheriff facilities to display signs explaining the law.

RESPONSE

We agree. On June 4, 2002, the Board of Supervisors approved the Safe Haven Task Force recommendations to more effectively implement the Newborn Abandonment Law (SB 1368). Recommendation 3 states: *Request the Los Angeles County Children and Families First–Proposition 10 Commission (Prop 10 Commission)—in consultation with the Directors of the Departments of Children and Family Services (DCFS), DHS, Mental Health (DMH), Fire, the CPC, ICAN, LACOE, HASC, religious leaders, and other appropriate organizations, and in collaboration with local, regional, and State agencies—to: (a) develop and support the implementation of a regionally consistent Safe Haven Public Information Campaign that conveys a prevention-oriented message about California's Safe Haven Law, and (b) identify ways to evaluate the effectiveness of that campaign.* A key component of the public information implementation efforts is the development of a public information campaign that will encourage public and private entities to display information about the law. In addition, a Safe Haven website and educational materials will be developed.

RECOMMENDATION NO. 25

The Health and Human Services Committee recommends that the Board of Supervisors should encourage the boards of education in Los Angeles County to include information about the basics of SB 1368 in health curricula.

RESPONSE

We agree. On June 4, 2002, the Board of Supervisors approved the Safe Haven Task Force recommendation to more effectively implement the Newborn Abandonment Law (SB 1368). Safe Haven Recommendation 6 states: *Request the Acting Superintendent of LACOE to work with the State Superintendent of Instruction, State Board of Education, and the California State PTA to develop or augment curricula on healthy sexual development for middle- and high-school students, including information about pregnancy prevention and teen pregnancy; the Safe Haven Law; where and how to safely surrender a baby; related support programs; the social, cultural, and psychological factors influencing women's attitudes about pregnancy and childbirth, and the unique physical and psychosocial aspects of childbearing.* As such, Los Angeles County Office of Education (LACOE) is developing appropriate curricula to be recommended for inclusion in LACOE's existing curriculum.

RECOMMENDATION NO. 26

The Health and Human Services Committee recommends that the Board of Supervisors should designate a specific day or week to publicize the abandoned baby problem.

RESPONSE

We agree. On June 4, 2002, the Board of Supervisors approved the Safe Haven Task Force recommendations to more effectively implement the Newborn Abandonment Law (SB 1368) and instructed appropriate Department Heads, the District Attorney, Sheriff, Children's Planning Council, the Interagency Council on Child Abuse and Neglect, and the Los Angeles County Children and Families First - Proposition 10 Commission to designate a Los Angeles County Safe Haven month sometime this year or early next year; and to conduct an educational symposium on safe haven issues for public and private providers, educators, researchers, community and religious leaders and other interested parties, during Safe Haven Month. This task will be handled by the Safe Haven Public Information subgroup convening in August.

RECOMMENDATION NO. 27

The Health and Human Services Committee recommends that the Board of Supervisors should designate other appropriate facilities to accept unwanted newborns.

RESPONSE

We agree. On June 4, 2002, the Board of Supervisors approved the Safe Haven Task Force recommendations to more effectively implement the Newborn Abandonment Law (SB 1368). Recommendation 2 states: *Consider designating the following public entities as Safe Haven Sites in Los Angeles County: (a) County and municipal fire stations, (b) County hospitals without emergency departments, (c) County health clinics, and (d) the County's Emergency Medical Teams (EMTs); and instruct the County Fire Chief and the Director of Health Services (DHS)—in consultation with the Sheriff, the Los Angeles County Police Chiefs' Association, and the Los Angeles Area Fire Chiefs' Association—to determine the feasibility of implementing these new Safe Haven Sites, including a timeline and cost considerations, and report back to the Board within 60 days.* In support of this recommendation, Board action to designate County fire stations, County hospitals without emergency rooms, and Comprehensive Health Clinics (CHCs) as Safe Haven sites is pending.

RECOMMENDATION NO. 28

Health and Human Services Committee recommends that the Board of Supervisors should initiate a study of hospitals with a county contract that have advocacy programs and those that do not. They should compare patient and financial outcomes to determine the value of an advocacy program to the patient and to the hospital.

RESPONSE

We believe the Committee's recommendation was intended to demonstrate the value of the patient advocacy program. The Department of Health Services recognizes the value of patient advocacy programs and has agreed to review the feasibility of including provisional language for patient advocacy programs in future County contracts.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2001-02 GRAND JURY RECOMMENDATIONS FOR JUVENILE DETENTION FACILITIES – JAILS COMMITTEE

RECOMMENDATION NO. 35

The Jails Committee recommends that the Probation Department should hire an adequate number of personnel to provide for the safety of the staff and detainees at all camps. If the Probation Department cannot fund staff needs, the Board of Supervisors should address funding shortfalls.

RESPONSE

Since the Probation Department has many post positions, peace officer series classifications are currently exempt from the countywide hiring freeze due to their critical need. This enables the Department to maintain staffing levels required by the Board of Corrections. Requests for additional departmental staff are generally submitted by the Department on an annual basis and are reviewed during the budget process, where Board allocations are based on priority needs.

RECOMMENDATION NO. 62

The Jails Committee recommends that the Board of Supervisors should establish a timeline to replace aging custodial facilities. The Sheriff's Department will have to refurbish or rebuild at least six facilities each year for the next ten years to meet predicted inmate population increases. Consideration should be given to the Inmate Welfare Fund as a funding source.

RESPONSE

This recommendation will be referred to the Board of Supervisors for consideration.

RECOMMENDATION NO. 66

The Jails Committee recommends that the Board of Supervisors should initiate an assessment of the practices and effectiveness of rehabilitation programs currently in use in the prison system.

RESPONSE

This recommendation will be referred to the Board of Supervisors for consideration.

RECOMMENDATION NO. 67

The Jails Committee recommends further that based on the outcome of the study, emphasis could be refocused on the programs that offer the greatest potential to enable inmates to achieve success when they return to the community.

RESPONSE

This recommendation will be referred to the Board of Supervisors for consideration.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2001-2002 GRAND JURY RECOMMENDATIONS FOR MACLAREN'S CHILDRENS' CENTER – SOCIAL SERVICES COMMITTEE

SECTION 2 – POPULATION PROFILE

RECOMMENDATION NO. 2.1

Request the Director of Mental Health services at MacLaren prepare a proposal for a program to replace Children's Social Workers and Group Supervisors with mental health staff in the cottages to provide a more therapeutic approach appropriate to much of the population at MacLaren. (Recommendation No.104)

RESPONSE

We agree that mental health should be in the cottages, but not fully replace Children Social Workers (CSWs). To fully staff the facility with Licensed Psychiatric Technicians (or any other mental health staff), would make MacLaren a psychiatric hospital. MCC is licensed as a Group Home and is the County's shelter for abused, neglected and abandoned children.

We believe a better model is to bring both disciplines together in the cottage to fully meet the needs of the child. For this reason, we are piloting a Cottage Based Intervention Program (CIP) that began earlier this month, placing two mental health staff in a cottage with CSWs.

MCC's population is not just youth with severe mental and emotional problems but rather a shelter for children/youth where permanent placement cannot be found. In fact, we have experienced a 50 percent increase in medically fragile children. This population requires more social work/case management services and not the services of a psychiatric technician. In addition, there are specific licensing issues for the supervision of licensed personnel by non-licensed personnel.

This report compares MacLaren to the Children's Shelter located in Santa Clara County in size and population. This comparison is not valid or reflective of MacLaren's size, current population, repeat admission or current client profile. Santa Clara is licensed for 138 children; their current population is 70. Their average length of stay is 30 days or less. MCC's population is near capacity at approximately 150, and our length of stay is longer because of the multiple failed placements of our children/youth.

RECOMMENDATION NO. 2.2

Request the Director of Mental Health services prepare measures of effectiveness or outcomes for review and approval by the Consortium to use in measuring the results of the proposed program. (Recommendation No. 105)

RESPONSE

Our Cottage Based Intervention Program (CIP) is being piloted in one cottage. The plan was approved by the Consortium and it does include outcomes and performance measures.

RECOMMENDATION NO. 2.3

After review and approval of the proposal, implement on a pilot basis and measure results to ensure that desired results are achieved or, if not, determine what changes are needed. (Recommendation No. 106)

RESPONSE

We intend to measure the results and determine any changes needed. As a result we would modify our plan before rolling it out to the next cottage.

RECOMMENDATION NO. 2.4

Replicate the program throughout the facility once its effectiveness has been established. (Recommendation No. 107)

RESPONSE

We agree and will implement our CIP pilot accordingly.

RECOMMENDATION NO. 2.5

Collect evidence to verify the effectiveness of programs such as wraparound and expand to the extent possible. (Recommendation No. 108)

RESPONSE

Wraparound began as a County pilot at MCC and has been expanded Countywide. The County continues to look at other successful models and implement programs that meet the needs of our kids.

SECTION 3 - CRIMINAL BACKGROUND CHECKS AT MACLAREN

RECOMMENDATION NO. 3.1

Immediately bring all staff and contractors assigned to the facility who have or could have contact with children there in compliance with CDSS and MacLaren policies regarding background checks. (Recommendation No. 109)

RESPONSE

All staff and contractors who have or could have contact with children have been fingerprinted

RECOMMENDATION NO. 3.2

Seek an agreement with LACOE regarding the background checks of employees assigned to MacLaren School, in which LACOE agrees to provide MacLaren with legally certified documentation regarding the results of background checks conducted of LACOE staff. Additionally, LACOE should agree to abide by MacLaren policies regarding background checks for those LACOE staff assigned to the facility. Should such an agreement not prove feasible, then MacLaren should review its options relative to alternative providers of educational services at the facility. (Recommendation No. 110)

RESPONSE

All LACOE staff has been fingerprinted. LACOE has agreed to abide by MCC policies regarding background checks.

RECOMMENDATION NO. 3.3

Clarify the California laws and regulations regarding the storage of criminal background checks. Work to ensure that criminal background checks record-keeping is consistent for all employees assigned at MacLaren and that records are auditable. (Recommendation No. 111)

RESPONSE

We agree with this recommendation and will ensure that recording keeping is consistent.

RECOMMENDATION NO. 3.4

Document its policies and procedures relative to background checks and ensure that all County agencies and other parties operating at the facility are aware of these policies and procedures and are in compliance with them. (Recommendation No. 112)

RESPONSE

We agree with this recommendation and have developed additional training for staff to ensure that all policies and procedures are in compliance.

RECOMMENDATION NO. 3.5

Document background checks conducted for all contractors and their employees operating at the facility, including those contracted with by DCFS, DMH, DHS, and LACOE. (Recommendation No. 113)

RESPONSE

We agree and have implemented. Procedures and guidelines for obtaining background checks have been established.

RECOMMENDATION NO. 3.6

LACOE immediately conduct background checks on those employees assigned to MacLaren who have not undergone a background check, and document the results of all background checks conducted, with a legal certification as to the truth and accuracy of the information. (Recommendation No. 114)

RESPONSE

LACOE is in the process of obtaining clearances on their staff. Certification on each employee will be provided to MacLaren's Human Resources Section. MacLaren's Human Resources Section will maintain files on these employees.

SECTION 4 - INVESTIGATING ALLEGATIONS OF ABUSE BY STAFF

RECOMMENDATION NO. 4.1

Relieve the Children's Services Administrators (CSA's) currently conducting the preliminary investigation of this duty, as their positions and reporting relationships do not provide the independence necessary to perform this function effectively. (Recommendation No. 115)

RESPONSE

We agree and have implemented this recommendation. As of May 2002, MCC has an Internal Affairs Investigator from the Department of Children and Family Services permanently stationed at MCC to conduct all child abuse investigations.

RECOMMENDATION NO. 4.2

Assign a manager, preferably one with investigations/auditing skills, to focus primarily on investigations of allegations of abuse by staff against children at the facility. This individual should have complete independence and autonomy from all other managers and staff at the facility and should report directly to the Administrator. (Recommendation No. 116)

RESPONSE

We agree that the investigator should have complete autonomy from all managers. For this reason, our DCFS investigator reports to the Head of DCFS' Internal Affairs Section, not the MCC Administrator. All findings are reviewed and approved by that separate structure.

RECOMMENDATION NO. 4.3

Direct the new investigator to conduct timely investigations and prepare timely, complete and accurate reports and to produce a quarterly report to be presented to the Administrator regarding the status of activities and activities in this area for that quarter. (Recommendation No. 117)

RESPONSE

We agree and have implemented such a process.

RECOMMENDATION NO. 4.4

Use the quarterly as well as individual investigations reports to ensure that the investigations are being managed in a timely and effective fashion, and problems corrected. (Recommendation No. 118)

RESPONSE - ADMINISTRATION

We agree and have implemented such a process.

RECOMMENDATION NO. 4.5

Update MacLaren's policies and procedures relative to Special Incident reporting, including the timeframes and documentation component, and key personnel involved in the process. The policies also should address the code of silence among staff, and put forth concrete consequences for anyone found to have obstructed an investigation of allegations of abuse by staff against children at the facility. This update should include a training element, during which staff are instructed on the policies and procedures and about the importance of timely and proper documentation. (Recommendation No. 119)

RESPONSE

We agree with this recommendation. Special Incident Reporting (SIR) is mandated by State Law and enforced by Community Care Licensing. In addition, Human Resources Personnel have developed specific consequences for staff who fail to follow departmental guidelines, procedures and/or obstruct an investigation. Finally, staff are currently receiving additional training on the importance of timely and proper documentation.

RECOMMENDATION NO. 4.6

Direct DCFS to continue to address the investigation backlog and give it the highest priority. DCFS should be instructed to report back to the Consortium within six months as to the status of the backlog. (Recommendation No. 120)

RESPONSE

We agree. DCFS has made this a priority and has assigned two staff to work on the backlogged cases.

SECTION 5 - RECRUITMENT, HIRING AND ITEM CONTROL

RECOMMENDATION NO. 5.1

Increase accountability and overall efficiency and effectiveness at MacLaren by revising the Operational Agreement to include more specific and detailed agreements with all parties assigned to the facility, giving the MacLaren Administrator final decision making authority as to staffing types and levels at the facility, including disciplinary actions up to and including dismissal from the facility. (Recommendation No. 121)

RESPONSE

We agree with the recommendation, except as limited by statute or existing Union Agreements. The Operational Agreement currently gives the MCC Administrator this authority for all staff except medical. Regarding the budget, the same is true, the MCC administrator identifies the staffing needs for the facility and makes recommendations for change to the Consortium.

RECOMMENDATION NO. 5.2

In areas in which specific expertise is required to make efficient and effective staffing decisions, MacLaren should have its own experts, either on staff or as consultants, who can advise the facility as to the best configuration. (Recommendation No. 122)

RESPONSE

We agree with this recommendation. MCC has budget and facility personnel on staff; we also utilize the expertise of specialists within each of the Consortium Departments and from central Department of Human Resources. If necessary, private consultants are utilized.

RECOMMENDATION NO. 5.3

Review options for using non-County service providers who are more able or willing to work within the proposed management framework and transfer current County costs to that provider from the department or agency in question should one of the entities be unable or not wish to participate in the recommended amendments to the Operational Agreement. (Recommendation No. 123)

RESPONSE

We disagree in part with this recommendation. The Consortium staff that work at MCC understand and implement the needs of this facility. However, if the needs cannot fully be met by the Consortium member departments, we have brought in contractor staff. An example is with Tri-City and Alma Family Services who provide important mental health services to children/youth at MCC, specifically crisis intervention and stabilization and services to Regional Center Clients.

RECOMMENDATION NO. 5.4

Require staff from all agencies to report monthly to the Human Resources Director at MacLaren regarding the total staffing from their department, including new hires, resignations, terminations and transfers. Those agencies not complying with this requirement should be reviewed for suitability to continue their assignment at the facility. (Recommendation No. 124)

RESPONSE

We agree with this recommendation and are working towards implementing such a process.

SECTION 6 - COST/STAFFING ANALYSIS

RECOMMENDATION NO. 6.1

Direct staff to develop a cost tracking and reporting system so that all budget and actual expenditures are consolidated, reviewed and approved by the MacLaren Administrator and reported to the Consortium. (Recommendation No. 125)

RESPONSE

We agree with the recommendation and are working with the CAO and Budget staff from each Consortium Department to develop systems to track and report costs.

RECOMMENDATION NO. 6.2

Direct staff to delegate authority over funding and service levels for all services at MacLaren to the Administrator. (Recommendation No. 126)

RESPONSE

We agree with the recommendation to the extent possible, and are working with the Consortium Departments to develop procedures to procure goods and services for all Consortium Departments.

RECOMMENDATION NO. 6.3

Revise procurement policies so that the Administrator is responsible for all procurement at MacLaren. (Recommendation No. 127)

RESPONSE

We agree with the recommendation to the extent possible.

RECOMMENDATION NO. 6.4

Direct staff to design and implement performance measurement systems for measuring outcomes of existing and any new proposed staffing or services. (Recommendation No. 128)

RESPONSE

We agree with the recommendation and are working toward that end.

RECOMMENDATION NO. 6.5

Consider alternative staffing levels and approaches to obtain desired outcomes including eliminating barriers between agencies so that managers can assume responsibility for staff from different agencies and the number of managers can be reduced. (Recommendation No. 129)

RESPONSE

We agree to the extent possible and have implemented this approach in both Wraparound and in our CIP pilot in the cottage. However, this is not possible for all staff as we are limited by regulation or statute, e.g., the requirement that licensed staff be supervised by licensed personnel only.

RECOMMENDATION NO. 6.6

Consider and obtain comparative cost information for contracting for services now provided by various County agencies if they are unwilling to relinquish control over service and staffing levels to the MacLaren Administrator. (Recommendation No. 130)

RESPONSE

This recommendation is not necessary. All Consortium Department agencies work together for the common good of this facility and the children we serve.

RECOMMENDATION NO. 6.7

Establish a policy of reducing costs in the parent agencies when administrative functions are transferred to MacLaren. (Recommendation No. 131)

RESPONSE

We agree and have implemented this recommendation.

RECOMMENDATION NO. 6.8

Obtain comparative cost information regarding contracting for all services at MacLaren. (Recommendation No. 132)

RESPONSE

We disagree with this recommendation. This process was completed in both the 1980s and 1990s and found not to be viable or cost-effective.

ATTACHMENT B

Children and Family Services

County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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

MARJORIE KELLY
Interim Director

Board of Supervisors
GLORIA MOLINA
First District
YVONNE BRATHWAITE BURKE
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

August 21, 2002

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Yvonne Brathwaite Burke, Chair Pro Tem
Supervisor Gloria Molina
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Marjorie Kelly
Interim Director

SYNOPSIS #69: SUPERVISOR KNABE'S 2002 MOTION: GRAND JURY RECOMMENDATIONS

Attached is our Department's input provided to the Chief Administrative Office in response to your Board's July 2, 2002 motion regarding the 2001-2002 Grand Jury 's final report recommendations.

If you have any questions, please call me or your staff may contact Helen Berberian, Board Relations Section, at (213) 351-5530.

MK:GG:CDT:cdt

Attachment

c: Chief Administrative Officer

DCFS RESPONSE
LOS ANGLES COUNTY
CIVIL GRAND JURY 2001-2002

MACLAREN CHILDREN'S CENTER

Section 1: Population Profile

Recommendation 2.1

Request the Director of Mental Health services at MCC prepare a proposal for a program to replace Children's Social Workers and Group Supervisors with mental health staff in the cottages to provide a more therapeutic approach appropriate to much of the population at. *(Recommendation 104)*

DCFS Response

DCFS concurs with the MCC Management and staff feedback that mental health staff should be in the cottages, but not fully replace Children's Social Workers (CSWs). To fully staff the facility with Licensed Psychiatric Technicians (or any other mental health staff), would make MCC a psychiatric hospital. MCC is licensed as a Group Home and is utilized by the County to shelter children who are taken into protective custody as a result of abuse, neglect abandonment. The Cottage Based Intervention Program (CIP) developed by MCC brings both disciplines, mental health staff and CSWs, together to fully meet the needs of the child. The program is currently being piloted by MCC in one of the cottages.

The MCC population is not just youth with severe mental and emotional problems but rather a shelter for children/youth where permanent placement cannot be found, including medically fragile children. This population requires social work/case management services and not the services of a psychiatric technician. An integrated staffing approach that includes but is not limited to a strong mental health contingent is needed to maintain and enhance the type of a milieu that allows children to remain stable and allows multi-disciplinary assessment and planning to take place. In addition, there are specific licensing issues for the supervision of licensed personnel by non-licensed personnel.

Recommendation 2.2

Request the Director of Mental Health services prepare measures of effectiveness or outcomes for review and approval by the Consortium to use in measuring the results of proposal program. *(Recommendation 105)*

DCFS Response

DCFS concurs with the MCC response. MCC is currently piloting a Cottage Base Intervention Program (CIP) in one cottage. Although the plan was approved by

the Consortium it does not include outcomes and performance measures. DCFS supports the CIP currently being piloted by MCC.

Recommendation 2.3

After review and approval of the proposal, implement on a pilot basis and measure results to ensure that desired result are achieved or, if not, determine what changes are needed. *(Recommendation 106)*

DCFS Response

DCFS concurs with the MCC response noting that the ultimate effectiveness of the pilot is based on the degree to which children/youth at MCC achieve the goals and outcomes in their individually tailored plan of care. It is MCC's intention to measure the results and determine any changes and modifications needed before rolling the plan out to the next cottage.

Recommendation 2.4

Replicate the program throughout the facility once its effectiveness has been established. *(Recommendation 107)*

DCFS Response

DCFS concurs with this recommendation and with the implementation of MCC's CIP pilot.

Recommendation 2.5

Collect evidence to verify the effectiveness of programs, such as wraparound, and expand to the extent possible. *(Recommendation 108)*

DCFS Response

DCFS concurs with this recommendation. Wraparound began as a County pilot at MCC and has been expanded countywide. The Wraparound "10 Child Pilot" at MCC has been evaluated several times. Wraparound at the community level is the subject of ongoing evaluation (using an experimental/control group design) by the Center for Social Service Research at the University of California at Berkley. DCFS also concurs with a recommendation for targeted evaluation of other programs serving highend children. The County continues to look at other successful models and to implement programs that meet the needs of our population.

Section 3 – Criminal Background Checks at MCC

Recommendation 3.1

Immediately bring all staff and contractors assigned to the facility who have or could have contact with children there in compliance with CDSS and MCC policies regarding background checks. *(Recommendation 109)*

DCFS Response

DCFS concurs with the MCC response that all staff and contractors who have or could have contact with children have been fingerprinted

Recommendation 3.2

Seek an agreement with LACOE regarding the background checks of employees assigned to MCC School, in which LACOE agrees to provide MCC with legally certified documentation regarding the results of background checks conducted of LACOE staff. Additionally, LACOE should agree to abide by MCC policies regarding background checks for those LACOE staff assigned to the facility. Should such an agreement not prove feasible, then MCC should review its options relative to alternative providers of educational services at the facility. *(Recommendation 110)*

DCFS Response

DCFS concurs with the MCC response that all LACOE staff be fingerprinted. LACOE has agreed to abide by MCC policies regarding background checks.

Recommendation 3.3

Clarify the California laws and regulations regarding the storage of criminal background checks. Work to ensure that criminal background checks record-keeping is consistent for all employees assigned at MCC and that records are auditable. *(Recommendation 111)*

DCFS Response

DCFS concurs with the MCC response. MCC will ensure that record-keeping is consistent.

Recommendation 3.4

Document its policies and procedures relative to background checks and ensure that all County agencies and other parties operating at the facility are aware of these policies and procedures and are in compliance with them. *(Recommendation 112)*

DCFS Response

DCFS concurs with the MCC response. MCC has developed additional training for staff to ensure that all policies and procedures are in compliance.

Recommendation 3.5

Document background checks conducted for all contractors and their employees operating at the facility, including those contracted by DCFS, DMH, DHS, and LACOE. *(Recommendation 113)*

DCFS Response

DCFS concurs with the MCC response. MCC has implemented procedures and guidelines to ensure that background checks have been obtained.

Recommendation 3.6

LACOE immediately conduct background checks on those employees assigned to MCC who have not undergone a background check, and document the results of all background checks conducted with a legal certification as to the truth and accuracy of the information. *(Recommendation 114)*

DCFS Response

DCFS concurs with the MCC response. LACOE is in the process of obtaining clearances on their staff. Certification on each employee will be provided to MCC's Human Resources Section. MCC's Human Resources Section will maintain files on these employees.

Section 4 – Investigating Allegations of Abuse by Staff

Recommendation 4.1

Relieve the Children's Services Administrators (CSAs) currently conducting the preliminary investigation of this duty, as their positions and reporting relationships do not provide independence necessary to perform this function effectively. *(Recommendation 115)*

DCFS Response

DCFS believes that Managers (CSAs) at MCC should maintain the responsibility for conducting a preliminary investigation, but solely as a part of their ongoing management oversight role. The Department and MCC have taken steps to institute a process whereby supplemental administrative investigations of MCC staff are handled independently from the "chain of command" and with full

autonomy. As of May 2002, MCC has an Internal Affairs Investigator from the Department of Children and Family Services permanently stationed at MCC to conduct all child abuse investigations. This, however, does not relieve the CSAs at MCC from basic management/oversight responsibilities.

Recommendation 4.2

Assign a manager, preferably one with investigations/auditing skills, to focus primarily on investigations of allegations of abuse by staff against children at the facility. This individual should have complete independence and autonomy from all other managers and staff at the facility and should report directly to the Administrator. *(Recommendation 116)*

DCFS Response

DCFS suggests clarification to ensure this item refers to follow up administrative investigations regarding abuse by staff against children at the facility. DCFS concurs with and has supported the establishment of independent investigators allocated to MCC for this purpose.

Recommendation 4.3

Direct the new investigator to conduct timely investigations and prepare timely, complete and accurate reports and to produce a quarterly report to be presented to the Administrator regarding the status of activities and activities in this area for that quarter. *(Recommendation 117)*

DCFS Response

DCFS concurs with this recommendation. Such a process has been implemented by MCC.

Recommendation 4.4

Use the quarterly as well as individual investigations reports to ensure that the investigations are being managed in a timely and effective fashion, and problems corrected. *(Recommendation 118)*

DCFS Response

DCFS concurs with this recommendation. Such a process has been implemented by MCC.

Recommendation 4.5

Update MCC's policies and procedures relative to Special Incident reporting, including the timeframes and documentation component, and key personnel involved in the process. The policies also should address the code of silence among staff, and put

forth concrete consequences for anyone found to have obstructed an investigation of allegations of abuse by staff against children at the facility. This update should include a training element, during which staff are instructed on the policies and procedures and about the importance of timely and proper documentation. *(Recommendation 119)*

DCFS Response

DCFS concurs with this recommendation. Special Incident Reporting (SIR) is mandated by State Law and enforced by Community Care Licensing. In addition, MCC Human Resources Personnel have developed specific consequences for staff who fail to follow departmental guidelines, procedures and/or to obstruct an investigation. DCFS believes that by implementing the integrated staffing approach associated with the Cottage Based Pilot program this will increase staff cohesiveness and teamwork in serving children, but is also likely to result in a decrease in special incidents due to programmatic interventions. MCC staff are currently receiving additional training on the importance of timely and proper documentation.

Recommendation 4.6

Direct DCFS to address the investigation backlog and give it the highest priority. DCFS should be instructed to report back to the Consortium within six months as to the status of the backlog. *(Recommendation 120)*

DCFS Response

DCFS concurs with this recommendation. The Department has made this a priority. Two staff has been assigned to work on the backlogged cases. The backlog has been significantly reduced.

Section 5 – Recruitment, Hiring and Item Control

Recommendation 5.1

Increase accountability and overall efficiency and effectiveness at MCC by revising the Operational Agreement to include more specific and detailed agreements with all parties assigned to the facility, giving the MCC Administrator final decision making authority as to staffing types and levels at the facility, including disciplinary actions up to and including dismissal from the facility. *(Recommendation 121)*

DCFS Response

DCFS concurs with this recommendation and with the MCC response. The Operational Agreement provides the MCC Administrator with functional authority over MCC operations and DCFS staff except as limited by statute or existing

Union Agreements. Regarding the budget, the same is true; the MCC administrator identifies the staffing needs for the facility and makes recommendations for change to the Consortium.

Recommendation 5.2

In areas in which specific expertise is required to make efficient and effective staffing decisions, MCC should have its own experts, either on staff or as consultants, who can advise the facility as to the best configuration. *(Recommendation 122)*

DCFS Response

DCFS concurs with this recommendation and with the MCC response. Considerable consultation and expertise has been provided to MCC and this should continue. MCC has budget and facility personnel on staff that utilizes the expertise of specialists within each of the Consortium Departments and from central Department of Human Resources.

Recommendation 5.3

Review options for using non-County service providers who are more able or willing to work within the proposed management framework and transfer current County costs to that provider from the department or agency in question should one of the entities be unable or not wish to participate in the recommended amendments to the Operational Agreement. *(Recommendation 123)*

DCFS Response

DCFS concurs with the MCC response, which disagrees in part with this recommendation. The Consortium staff that work at MCC understand and implement the needs of this facility. However, if the needs cannot fully be met by the Consortium member departments, contractor staff are brought in. An example is with Tri-City and Alma Family Services who provide important mental health services to children/youth at MCC, specifically crisis intervention and stabilization and services to Regional Center Clients.

Recommendation 5.4

Require staff from all agencies to report monthly to the Human Resources Director at MCC regarding the total staffing from their department, including new hires, resignations, terminations and transfers. Those agencies not complying with this requirement should be reviewed for suitability to continue their assignment at the facility. *(Recommendation 124)*

DCFS Response

DCFS concurs with the response from MCC, whose staff is working towards implementing such a process.

Section 6 – Cost/Staffing Analysis

Recommendation 6.1

Direct staff to develop a cost tracking and reporting system so that all budget and actual expenditures are consolidated, reviewed and approved by the MCC Administrator and reported to the Consortium. (Recommendation 125)

DCFS Response

DCFS concurs with the MCC response. DCFS is working with MCC, the CAO and Budget staff from each Consortium Department to develop systems to track and report costs.

Recommendation 6.2

Direct staff to delegate authority over funding and service for all services at MCC to the Administrator. *(Recommendation 126)*

DCFS Response

DCFS concurs with the MCC response. MCC is working with the Consortium Departments to develop procedures to procure goods and services for all Consortium Departments.

Recommendation 6.3

Revise procurement policies so that the Administrator is responsible for all procurement at MCC. *(Recommendation 127)*

DCFS Response

DCFS concurs with the MCC response from MCC.

Recommendation 6.4

Direct staff to design and implement performance measurement systems for measuring outcomes of existing and any new proposed staffing or services.
(Recommendation 128)

DCFS Response

DCFS concurs with the MCC response in which MCC is working toward that end.

Recommendation 6.5

Consider alternative staffing and approaches to obtain desired outcomes including eliminating barriers between agencies so that managers can assume responsibility for staff from different agencies and the number of managers can be reduced. *(Recommendation 129)*

DCFS Response

DCFS concurs with the MCC response. MCC has implemented this approach in both Wraparound and in the pilot CIP in the cottage. However, this is not possible for all staff as limits are imposed by regulation or statute, e.g., the requirement that licensed staff be supervised by licensed personnel only.

Recommendation 6.6

Consider and obtain comparative cost information for contracting for services now provided by various County agencies if they are unwilling to relinquish control over service and staffing levels to the MCC Administrator. *(Recommendation 130)*

DCFS Response

DCFS concurs with the MCC response. Like MCC, DCFS does not believe such a cost analysis would be helpful at this time.

Recommendation 6.7

Establish a policy of reducing costs in the parent agencies when administrative functions are transferred to MCC. *(Recommendation 131)*

DCFS Response

DCFS concurs with the MCC response. MCC has implemented the recommendation.

Recommendation 6.8

Obtain comparative cost information regarding contracting for all services at MCC. *(Recommendation 132)*

DCFS Response

DCFS concurs with MCC response. DCFS does not believe such a cost analysis would be helpful at this time. As noted by MCC, this process was completed in both the 1980s and 1990s and was found not to be viable or cost effective.

LOS ANGELES COUNTY DEPARTMENT OF CHILDREN AND FAMILY SERVICES

Section 1: Assessing the Quality of Child Abuse and Neglect Investigations

Recommendation 1.1

Research, as part of the first phase of an upcoming study of the effect of recent investigative training and other changes in investigative practices, why the percentage of petitions not filed for insufficient evidence by the Intake and Detention Control Unit has fallen in recent years, and develop a system to gather data on IDC rejections by regional offices and by individual social workers, in order to identify systematic performance differences that require correction. (Recommendation 133)

DCFS Response

DCFS concurs with this recommendation. It should be noted that a fully functioning research section has only been operational since August 2001. The first step to assessing the quality of child abuse investigations is to gather all available data, number of referrals, DI process information, audit information and any other applicable information. The next step is to analyze the current data along with census population information. Once a full analysis of the most current data is done, then a full data analysis report will be written. From this report, one can begin creating an action plan to modify any problematic trends. The next step would be to implement the action plan. Once the action plan is in place for approximately six months, an evaluation of the plan is essential to assess the effectiveness of the plan.

The Bureau of Child Protection has contracted with the American Humane Association to develop a Request for Proposals (RFP) for an evaluation of the changes in the front-end delivery system and the effects of training. In addition, the Bureau's Quality Assurance division has conducted quarterly audits to determine the quality of the bureau's child protective hotline referrals, child protective investigations, detention hearing and jurisdictional report writing as well as effects of triage (a protocol for the review and in-depth analysis of the protective services history of high risk referrals). These audits have identified considerable improvements in all of these areas as well as additional training needs. Juvenile Court Services, Intake and Detention Control (IDC) acts as the gatekeeper for all petitions filed by the department. IDC is the logical unit to collect information on petitions that are submitted to IDC which require additional

information, are not in compliance with departmental policy or do not meet the legal mandates. If IDC staff identify problems or concerns with a petition request, it is the current practice of IDC to contact and consult with the Children's Social Worker, Supervising Children's Social Worker, Assistant Regional Administrator and Regional Administrator to resolve these concerns prior to processing the petition request.

Recommendation 1.2

Request that the Superior Court, if possible, provide information on a regional office and individual social worker basis on petitions dismissed at Detention Hearings or Jurisdictional Hearings, in order to identify performance differences that require correction. (Recommendation 134)

DCFS Response

DCFS supports this recommendation and currently has the ability to collect these data. The Superior Court does not currently track for this statistic. The Department's Juvenile Court Services and Intake Detention Control (IDC) can collect the data and produce a quarterly report for analysis by the Department and the bureau's quality assurance and training divisions by November 15, 2002.

Recommendation 1.3

Conduct periodic case file reviews, similar to that reported in this section, to assess the quality of investigations conducted by Emergency Response and Dependency Investigation social workers. These reviews should include samples of cases in each region. Such reviews should be conducted by the Department's Quality Assurance Unit. According to the Department, a monthly system of such reviews will begin in June 2002. (Recommendation 135)

DCFS Response

DCFS concurs with this recommendation. The Bureau of Child Protection Program Support and the Department's Quality Assurance Division conducts quarterly audits to evaluate the quality of child protective referrals and the quality of child abuse investigations as well as the quality of detention and jurisdictional reports. These audits allow the bureau to monitor key performance areas, effectiveness of training as well as identify other training issues and resource deficiencies.

Section 2: Documentation of Reasonable Efforts

Recommendation 2.1

Consult with County Counsel on the content that should be included in describing reasonable efforts made to eliminate the need to take children into protective custody. (Recommendation 136)

DCFS Response

DCFS concurs and has partially implemented this recommendation. On June 5, 2002 Bureau of Child Protection staff met with County Counsel to discuss issues of proper documentation of reasonable efforts especially in emergent situations. The bureau has formed a workgroup to review the current departmental policy and staff's compliance with current policy. The bureau's Quality Assurance Division will work with Juvenile Court Services to monitor the documentation of reasonable efforts. The Bureau of Child Protection will also develop training to address deficiencies in documentation found during these audits.

Recommendation 2.2

Issue a memo to all Emergency Response social workers emphasizing the need to include in Detention Reports detailed descriptions of the reasonable efforts provided to families investigated for abuse and neglect allegations, or more detailed information on the emergent circumstances of the case that made it infeasible to provide such reasonable efforts. (Recommendation 137)

DCFS Response

DCFS concurs with this recommendation. The Bureau Chief will issue a reinforcement memo by August 19, 2002 to all Emergency Response and Dependency Investigator staff regarding the importance of documentation of reasonable efforts especially in emergent situations. Staff will also be provided a checklist for reasonable efforts to complete and include in the case record. The Bureau also plans to conduct in-service training with all Emergency Response and Dependency Investigators regarding documentation of reasonable efforts.

Recommendation 2.3

Require the Intake and Detention Control Unit to track whether reports contain a properly detailed description of reasonable efforts, preparing a monthly report indicating the percentage, by regional office, which do not meet the new standards. This monthly reporting should be provided for one year after Recommendation 2.2 is implemented, and may be reduced to spot-checking Detention Reports thereafter, assuming the incidence of violations is sufficiently low. (Recommendation 138)

DCFS Response

Juvenile Court Services' Intake and Detention Control who acts as the gatekeeper for all petitions filed by the Department will be responsible for collecting the data that will then be audited and analyzed by the Bureau's Quality Assurance Division. There will also be evaluation as to how to best capture this information using the current CWS/CMS system.

Recommendation 2.4

Develop a services handbook for Emergency Response Command Post workers to carry, utilizing information on available service resources that has already been developed by regional offices. (Recommendation 139)

DCFS Response

DCFS concurs with this recommendation. The Emergency Response Command Post Social Workers respond to referrals in multiple geographic areas; it is important that they have current information about the resources available within the community. The Bureau of Child Protection is in the process of assembling a region-specific resource guide for Command Post social workers to assist them in providing referrals to the families.

Section 3: Use of Assessment Tools and Procedures

Recommendation 3.1

Require Child Abuse Hotline social workers, as part of the screener narrative prepared for each report received, to indicate whether the Structured Decision-Making decision tree was completed, and if it was not, why it was not used. (Recommendation 140)

DCFS Response

DCFS concurs with this recommendation and SDM will be implemented and verified as a standard practice.

Recommendation 3.2

Implement the Structured Decision-Making system in place of the existing Assessment Guide completed by Emergency Response social workers, and present to social workers, as part of training in the new system, information showing its greater reliability. (Recommendation 141)

DCFS Response

DCFS concurs with this recommendation but feels that use of the SDM tool should not be limited to Emergency Response social workers.

Recommendation 3.3

Complete the revision of the Department Procedure Guide by including the missing elements described in this section, particularly interviewing protocols. (Recommendation 142)

DCFS Response

DCFS does not support this recommendation. The Department Policy Division develops and revises policies on an ongoing basis. Development and revisions of policies are driven by changes in regulations, Board of Supervisor's orders, etc. The issue of how to interview clients is an acquired skill, which should be addressed through training and supervision.

Recommendation 3.4

Update the Department website regarding the For Your Information (FYI) memoranda issued by management to staff, including copies of all currently active memos on the site. Revise the use of the FYI communication, limiting it to internal Department issues and updates to employees on relevant case law, for example. (Recommendation 143)

DCFS Response

DCFS agrees with this recommendation in concept. DCFS ITS Division does update For Your Information (FYI) memoranda via the Policy website immediately upon receipt of a request from Policy Division (within 2 working days). FYI and other policy information are available to all Department staff and the general public. All policies, including FYIs are posted on LAKids, with the exception of older policies for which soft copies could not be located. Automating these older policies without having soft copies available is not feasible due to resource constraints. Outdated policies and inaccurate cross-references, however, are being updated on a flow basis. The majority of FYIs are developed to alert staff to internal issues that require immediate attention/action. We do not expressly limit its use to such issues, however, because it is a useful tool for information-sharing which may be non-specific to DCFS but nevertheless relevant and appropriate to this broadcast venue.

Recommendation 3.5

Develop a procedure manual for Emergency Response and Dependency Investigation social workers, using parts of the Procedure Guide, similar to the manual already developed for Child Abuse Hotline staff. (Recommendation 144)

DCFS Response

This recommendation requires further evaluation by DCFS which we expect to complete by October 15, 2002.

Section 4: Use of CWS/CMS System by Social Workers

Recommendation 4.1

Develop a policy requiring social workers to use CWS/CMS for creation and storage of key court documents, including Detention Reports, Addendum Reports, petitions and Jurisdiction/Disposition Reports. This policy would be enforced by Supervising Children's Social Workers who review and approve these documents. (Recommendation 145)

DCFS Response

Current policies instruct social workers to use CWS/CMS and DCFS agrees that the utilization of CWS/CMS is critical and would improve efficiency. However, the Department and our Union must reach an agreement regarding the full utilization of CWS/CMS. The Union contends that this is a workload issue and is supported in this view by other counties and by workload study (AB2030) data. DCFS cannot arbitrarily mandate the policy without union agreement.

Recommendation 4.2

Complete improvements to strengthen network and server availability and reliability, cited in the Department's Phase II Strategic Plan, as soon as possible. (Recommendation 146)

DCFS Response

DCFS supports this recommendation. DCFS has replaced or upgraded approximately 98% of all CWS/CMS Servers to Windows 2000 Server. The two remaining servers are scheduled for replacement by August 10, 2002.

Recommendation 4.3

Pursue additional methods to provide data entry by social workers to CWS/CMS formatted documents while in the field, such as the personal digital assistant pilot project conducted by the State, or through the use of new lighter models of notebook computers that are now available. (Recommendation 147)

DCFS Response

DCFS supports this recommendation.

Personal Digital Assistant (PDA): The Federal Government has disapproved funding for use of PDAs to collect and input information to CWS/CMS; therefore the State will not implement this method of data entry. Until implemented by the State, this is not a usable technology.

The "Quick Pad" devices which have been distributed throughout the department do not support Microsoft Word forms; therefore, it is not feasible to expand their use beyond the current function of narrative description. The Quick Pads are already utilized as well as they can be. New Quick pads are distributed to all new social workers hired as they complete their Academy.

New, Lighter Notebook Computers: The Federal Government, and therefore the State of California, has not approved funding to upgrade the CWS/CMS operating system environment beyond the current level of Windows 95, which cannot be installed on the newer, lighter notebook computers due to incompatibilities with the newer Pentium 4 CPUs. Additionally, the State will not fund multiple PCs of any type for a single user, nor will they fund PCs of any type designated as "pool" PCs which could be checked out. Until government funding is approved DCFS will not be able to pursue this recommendation.

Word Documents: The Department has created approximately 70 custom Word templates as part of CWS/CMS which can be downloaded and used offline by social workers at home, etc.

Remote Login: As a consequence of the infrastructure upgrade (see recommendation 4.2), it is now possible for any authorized CWS/CMS user to make use of any of the 6000 network-connected CWS/CMS PCs throughout the Department. This makes it possible for a social worker to drop into a local office while in the field and access his/her caseload information.

SOCIAL SERVICES COMMITTEE RECOMMENDATIONS

Recommendation 148

The Social Services Committee recommends to the Department of Children and Family services that the Los Angeles County Ombudsman's Office should establish a volunteer training program and procedures for parent/caretaker advocates to assist the parent/caretaker when a child is removed from the home.

DCFS Response

DCFS agrees with this recommendation. County service plans call for development of Family Advocacy and this is an area that could and should be included in the development.

Recommendation 149

The Social Services Committee recommends to the Department of Children and Family Services that at the time a child is removed from home, the Department of Children and Family Services should provide the child's parent/caretaker with a brochure similar to the Judicial Council of California on Juvenile Dependency Proceedings. The brochure should contain a statement of parental rights, including the right to have an attorney, a written explanation of proceedings that will occur in upcoming court actions and a referral to the County Ombudsman for assistance, if needed. The brochure should be written in the parent/caretaker's primary language.

DCFS Response

DCFS agrees and believes it already has this concept in place. The Emergency Response Investigator at the time that a child is detained provides the parent with a copy of the DCFS 153, Dependency Court Information, and a 153-C, Guide to Dependency Court, also available in the Spanish language. These two brochures provide information about the Dependency court to the child or parent. DCFS, however, will further evaluate the current information given to children, caregivers and parents and determine if modifications are needed by November 15, 2002.

Recommendation 150

The Social Services Committee recommends to the Department of Children and Family services that it should establish a procedure, independent of the caseworker for the parent/caretaker, to periodically evaluate the Family Reunification Plan progress. The evaluation should be read by the caseworker's supervisor and forwarded to the Dependency Court for the next court hearing.

DCFS Response

DCFS disagrees with this recommendation because there is no funding to implement another layer of review to a system that already uses the Court, at six-month intervals, to assess reunification progress. Court reports and case plans for children receiving Family Reunification Services address the family's status. Departmental policy requires that court reports and case plans be reviewed and approved by supervisors. The Court is required to hold formal review hearings at least once every six months and to consider the social worker's court report and case plan during the reviews. Parents and children are further represented by Counsel at the hearings.

ATTACHMENT C

Health Services

BOARD OF SUPERVISORS

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COUNTY OF LOS ANGELES
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August 12, 2002

CONFIDENTIAL

TO: Each Supervisor

FROM: Thomas L. Garthwaite, M.D.
Director and Chief Medical Officer

SUBJECT: GRAND JURY FINAL REPORT 2001-2002

As requested, attached is the Department's response to the Grand Jury's recommendations regarding the following four subject matters:

- Stroke Centers
- Abandonment of Newborns
- Patient Advocates
- Retail Food Inspection

With the exceptions of Recommendation 29 regarding Patient Advocates and Recommendation 34 relative to Retail Food Inspections, we agree with the Grand Jury's recommendations and have taken or are taking appropriate action to implement the recommendations.

In response to Recommendation 29, related to Patient Advocates, directing hospitals to start a program of patient advocacy training for volunteers, the hospitals already have patient advocacy programs in place which are staffed by experienced and highly knowledgeable personnel. Training a volunteer to an advocate position might prove to be a time-consuming process and a liability issue for the County if he or she fails to adhere to the laws and regulations pertaining to medical, legal and personnel issues, and be able to resolve highly volatile situations. In addition to an internal advocacy program, the Medi-Cal regulations enable patients or families to appeal directly to the State of California Department of Health Services, if they are not satisfied.

Recommendation 34 suggests that the Department match the inspectors who could speak the same language as spoken at the restaurant. The Department's Environmental Health provides bilingual staff for translation, if requested by the operators. The food inspection guidelines, which explain the inspection process and reports in detail, are available to restaurant operators in four different languages free of charge. Additionally, the Consultation and Technical Services Unit within Environmental Health offers individualized training and instructions in seven different languages for food establishment operators.

Please let me know if you have any questions or require additional information.

TLG:kp
207:020

Attachment

c: Chief Administrative Officer
Executive Officer, Board of Supervisors
County Counsel
Fred Leaf

LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES

RESPONSES TO GRAND JURY FINAL REPORT 2001-2002

SUBJECT: 2001-2002 CIVIL GRAND JURY RECOMMENDATIONS FROM THE >HEALTH & HUMAN SERVICES COMMITTEE= FOR THE DEPARTMENT OF HEALTH SERVICES

STROKE CENTERS

RECOMMENDATION #19:

Establish criteria for stroke centers that the Department of Health Services should establish criteria for stroke centers that are compatible with American Medical Association guidelines.

RESPONSE:

We agree.

Since the Department is currently experiencing a reorganization as a result of projected budget shortfalls, which includes possible closure of hospitals and/or reduction of hospital services, the criteria for establishment of stroke centers should be analyzed after the decisions of designating hospitals as tertiary or trauma facilities are made. Presently, in lieu of formal designation of AStroke Centers@, the Emergency Medical Services Agency is in the process of changing its Guidelines for Hospitals Requesting Diversion of Advanced Life Support (ALS) Units Policy. The changes reflected in the policy will ultimately allow paramedics, by default, to transport patients with symptoms of stroke to facilities capable of providing the definitive care. Based on past experience, the establishment of stroke centers is projected to be a long and involved process which includes the convening of experts in the field, the establishment of specific standards and the acceptance of the community groups. In the past, when the EMS Agency had addressed the designation of Stroke Centers, some of the hospitals capable of providing stroke care were not interested in a formal designation.

Status: In progress.

RECOMMENDATION #20:

Add stroke centers to current trauma centers to address financing and to prevent duplication of personnel.

RESPONSE:

We agree.

The stroke centers would be established for facilities designated as trauma centers which could partially alleviate economic loss, but at the same time, be able to provide specialized emergency care.

Status: In progress.

RECOMMENDATION #21:

Help settle catchment area controversies.

RESPONSE:

We agree.

The hospital administrators will be able to develop protocols to resolve catchment area controversies after the facilities designated as trauma centers are identified.

Status: In progress.

ABANDONMENT OF NEWBORNS

RECOMMENDATION #22:

Encourage the passage of the enabling legislation to release the allocated funds to publicize the provisions of SB 1368 (California Penal Code 271.5).

RECOMMENDATION #23:

Solicit as many public service announcements as possible from the local media, especially those venues that cater to younger people, to inform the public of this new law.

RECOMMENDATION #24:

Encourage hospitals, libraries, police and fire stations and sheriff facilities to display signs explaining the law.

RECOMMENDATION #25:

Encourage the boards of education in Los Angeles County to include information about the basics of SB 1368 in health curricula.

RECOMMENDATION #26:

Designate a specific day or week to publicize the abandoned baby problem.

RECOMMENDATION #27:

Designate other appropriate facilities to accept unwanted newborn.

RESPONSE:

Recommendations #22 to #27 require a concerted effort from various County Departments to implement the Newborn Abandonment Law (SB 1368), often referred to as the Safe Haven Law. To achieve that end, the Safe Haven Task Force was established by the Children=s Planning Council at the Board of Supervisors= request in March 2002. DHS employees have been participating in the Safe Haven Task Force for an effective implementation of the Newborn Abandonment Law (SB 1368) for the Department. The Safe Haven Task Force=s recommendations are in the process of being implemented, which include public announcement and media campaign to inform the public, creation of Safe Haven web page to link with health and social service organizations that provide intervention services to women and families at risk for abandoning their babies, development of Atrain-the-trainer@ session for various County Departments by the Department of Children and Family Services, incorporation of SB 1368 into the curriculum on healthy sexual development for middle and high school students, and designating Safe Haven Sites and a Safe Haven month in Los Angeles County. DHS hospitals are already designated as Safe Haven Sites and the Department is working to identify additional DHS sites, in accordance with the Board=s direction. The CAO is overseeing the implementation of recommendations made by the Safe Haven Task Force.

Status: In progress.

PATIENT ADVOCATES

RECOMMENDATION # 28:

Health & Human Services Committee recommends that the Board of Supervisors should initiate a study of hospitals with a county contract that have advocacy programs and those that do not. They should compare patient and financial outcomes to determine the value of an advocacy

program to the patient and to the hospital.

RESPONSE:

We believe the Committees recommendation was intended to demonstrate the value of the patient advocacy program. The Department of Health Services recognizes the value of patient advocacy programs and has agreed to review the feasibility of including provisional language for patient advocacy programs in future county contracts.

Status: In progress.

RECOMMENDATION #29:

Direct hospitals to start a program of patient advocacy training for volunteers. Conflicts of interest with the hospital would be less likely to arise than if a patient advocate were an employee of the hospital.

RESPONSE:

We disagree.

The Department=s hospitals have comprehensive patient advocacy programs to address and resolve patient=s concerns regarding access to medical services, the provision of services, billing and other matters. Each hospital has a unit which is responsible for investigating and communicating response to issues addressed in the complaint. In addition, patients are informed of their rights, availability and access of services upon admission. However, recruitment of volunteers might prove to be difficult for several reasons: 1. Confidentiality. When a patient complaint is filed, a review of confidential medical, financial and personal information may be required. Otherwise, the County may be legally liable for breach of patient confidentiality. 2. Laws and access to County documents. Advocates must understand and follow federal and state laws and County policies regarding confidentiality and protection of patient information and County records and employee rights. An inordinate amount of time may be required to train a volunteer advocate to understand all applicable laws and policies. There is no guarantee that a volunteer advocate would serve for a long time after undergoing training. 3. Investigations. Advocates may be involved in highly sensitive and volatile situations, which as a volunteer, they may wish to avoid. Although there are many volunteers providing invaluable services throughout County hospitals, they usually do not volunteer for highly stressful activities. In addition to an internal advocacy program, the Medi-Cal regulations enable patients or families to appeal directly to the State of California Department of Health Services, if they are not satisfied with the response to their initial complaint.

Status: Not applicable.

RECOMMENDATION #30:

Direct hospitals to disseminate information on the patient advocacy programs in their hospitals upon patient admission, with emphasis on just what services are available to patients and their families. This information should stress the independent nature of the program as a means of good public and patient relations.

RESPONSE:

We agree.

County hospitals have handbooks or pamphlets which are disseminated to patients upon admission in order to inform them of patient advocacy programs, types of services available to patients and families, visiting hours and patients= rights.

Status: Implemented.

RETAIL FOOD INSPECTION

RECOMMENDATION #31:

Instructors in the Environmental Health Division of DHS should include inspector training regarding body mechanics to prevent their having back and joint problems.

RESPONSE:

We agree.

The Department is evaluating assessment of training needs and program development with assistance from the Chief Administrative Officer=s Central Risk Management Program. Further analysis is needed to determine the scope and extent of training in addition to assessment of the fiscal impact. A report outlining the program will be available within six months.

Status: In Progress

RECOMMENDATION #32:

Environmental Health Division of DHS should design and provide a tool belt to hold the equipment that all inspectors must carry.

RESPONSE:

We agree.

This matter requires further analysis which entails determining product specifications, commercial availability, discussions with employee bargaining unit, and compliance and fiscal impact associated with procurement. Environmental Health will provide a report to DHS containing product findings, implementation of target date contingent on budget and labor contract corroboration within six months.

Status: In Progress.

RECOMMENDATION #33:

Environmental Health Division of DHS should consider a professional work garment that would preserve the inspectors= clothes and that could either be used in conjunction with a tool belt or have pockets and loops that would obviate the need for a tool belt. The negative impact of this recommendation is that if the garment were distinctive enough, the restaurant personnel would recognize the inspector and that would give them some warning if surprise were to be a factor.

RESPONSE:

We agree.

Recognizing that certain site conditions may warrant the use of protective garments, Environmental Health will review inspection conditions to determine suitable covering material, garment design, maintenance, confer with employee bargaining unit and conduct analysis of fiscal impact. Appropriate policies indicating the appropriate times when protective garments may be worn need to be developed since the routine use of outer garment may be counterproductive to the intent of unannounced inspections.

Status: In progress.

RECOMMENDATION #34:

If the personnel in the restaurant are not fluent in English, or if language subtleties could present problems, the Department of Health Services should try to match the inspectors who could speak the language with the language spoken at the restaurant.

RESPONSE:

We disagree.

Environmental Health provides bilingual staff who are available for translation if requested by an operator. In addition, the food inspections guides have been available since July 2000, which explain the inspection procedures, detailed violation categories, and grading process in four different languages. These guides are available at no cost to the food facilities. Within Environmental Health, the Consultation and Technical Services Unit is responsible for providing individualized training and instructions to food establishments in seven different languages thus removing language barrier to achieve effective communication and/or compliance.

Matching the inspectors with the language spoken at the restaurant may not be feasible since there may be more than one language spoken among the restaurant staff and management. In addition, staff with bilingual skills may be required to drive extraordinary distances to conduct inspections and depending on the personnel present, not speak the requisite language.

Status: Implemented.

ATTACHMENT D

Office of Education

Los Angeles County Office of Education

Marilyn T. Gogolin
Acting Superintendent

Los Angeles County
Board of Education

Rudell S. Freer
President

Leslie K. Gilbert-Lurie
Vice President

Sharon R. Beauchamp

Angie Papadakis

Ronald D. Rosen

Thomas A. Saenz

Sophia Waugh

August 8, 2002

TO: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Marilyn T. Gogolin
Acting Superintendent

SUBJECT: Response to Final Report and Recommendations of the 2001-2002 Los Angeles County Grand Jury

As requested, attached is the Los Angeles County Office of Education's response to the recommendation of the 2001-2002 Los Angeles County Grand Jury.

MTG:mm
Attachment

9300 Imperial Highway, Downey, California 90242-2890 (562) 922-6111

Los Angeles County Office of Education

Marilyn T. Gogolin
Acting Superintendent

Los Angeles County
Board of Education

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August 8, 2002

Mr. David Janssen
Chief Administrative Officer
County of Los Angeles
Kenneth Hahn Hall of Administration, Room 713
500 West Temple Street
Los Angeles, CA 90012

Attn: Chris Foley

Response to Final Report and Recommendations of the 2001-2002
Los Angeles County Grand Jury

The Los Angeles County Office of Education is pleased to respond to the recommendation of the 2001-2002 Los Angeles County Grand Jury. The following response related directly to the recommendation identified by the page number on which it appears in the 2001-2002 Los Angeles County Grand Jury Report.

EDUCATION COMMITTEE

Recommendation 11.

Amend Government Code Section 8880.4 to require local educational agencies to establish special funds for the receipt and expenditure of lottery educational and instructional material monies to ensure the use of such funds in accordance with the intent of State law. Further, a maintenance of effort requirement based on FY 1997-98 expenditure levels per ADA (average daily attendance) should be established and annually adjusted in accordance with annual changes in the consumer price index, to ensure local educational agencies do not supplant existing funding sources. (Page 25)

LACOE RESPONSE

A. *Amend Government Code Section 8880.4 to require local educational agencies to establish special funds for the receipt and expenditure of lottery educational and instructional monies to ensure the use of such funds in accordance with the intent of State law.*

The recommendation to require local educational agencies (LEAs) to establish special funds for the receipt and expenditure of Lottery educational and instructional monies should not be implemented because it is unwarranted.

Current law, pursuant to Government Code (GC) Section 8880.5(1), already requires that, "As a condition of receiving any (lottery) monies . . . each district and the county superintendent of schools shall establish a separate account for the receipt and expenditure of those monies, which account shall be clearly identified as a lottery education account." The establishment of a separate account is intended to provide a mechanism for LEAs to isolate and account for the revenues and expenditure related to the annual receipt of Lottery monies. This separate account is maintained by school districts to compile the information necessary to complete the annual Lottery financial report known as the J-200L. The J-200L was established by the California Department of Education (CDE) as a mechanism to comply with the California State Legislature's requirement to gather and annually report Lottery financial activity to the Legislature.

The proposal to amend state law for additional reporting requirements would be redundant, as it would essentially duplicate the provisions of GC Section 8880.5(1). Furthermore, the implementation of the statewide Standardized Account Code Structure (SACS) for Los Angeles County school districts, and recent procedural changes in the "California State Accounting Manual for K-12 Educational Agencies," now provide for the identification of Lottery monies and the tracking of these monies through the annual accounting cycle, including a distinct classification of revenues, expenditures, and fund balances by legal restriction (e.g., Proposition 20 Instructional Materials requirements). These procedures did not exist for Los Angeles County school districts prior to July 1, 2002.

With the statewide implementation of SACS, there is a specific resource account code for Lottery monies that gives LEA's the ability to track the receipt and expenditure of Lottery monies within the General Fund without the need to isolate those monies in a special fund. All districts in Los Angeles County, including the Los Angeles Unified School District, converted to SACS effective July 1, 2002. Under SACS, a resource code is used to classify revenues and resulting expenditures, in accordance with restrictions or special reporting requirements implemented by law or regulation. The resource code gives districts the ability to track activities funded with revenues that have financial reporting or special accounting requirements such as Lottery funds. The implementation of SACS, and the proper use of the resource code, will serve the same purpose in tracking Lottery funds as would establishing a separate fund for Lottery funds.

If the intent of the Grand Jury is to effect a system which ensures that Lottery monies are accounted for and spent in accordance with state law, this goal would be met by the development and implementation of annual K-12 audit guidelines for Lottery monies by the State Controller's Office.

B. *Further, a maintenance of effort requirement based on FY 1997-98 expenditure levels per ADA (average daily attendance) should be established and annually adjusted in accordance with annual changes in the consumer price index, to ensure local educational agencies do not supplant existing funding sources.*

The recommendation to establish in law a maintenance of effort requirement, based on FY 1997-98 expenditure levels per ADA (average daily attendance), should not be implemented because it is fiscally unreasonable and inappropriate. Because the funding sources and amounts of funding for Instructional Materials are uncertain, and because Lottery revenues fluctuate over time, it would be inappropriate to implement a maintenance of effort requirement that is dependent on funding sources that are not subject to a similar maintenance of effort requirement.

Pursuant to GC Section 8880.4(2), aggregate Lottery allocations to K-12 school districts are to be "at least 34 percent of the total annual revenues," that result from annual Lottery sales. Lottery allocations to individual school districts are subsequently computed on the basis of two primary factors: 1) the total Lottery revenues/sales, and 2) the school district's ADA (average daily attendance). These factors determine a school district's Lottery allocation per ADA.

An expenditure maintenance of effort based on an historic level, e.g., FY 1997-98, that becomes a base year, regardless of whether the base year level is adjusted for annual changes in the consumer price index, is not reasonable. The minimum Lottery revenues necessary to support a base year expenditure level for subject to public whims ("Lottery fever") and, under current law, will not be maintained in a fashion comparable to the proposed expenditure maintenance requirements. Nothing in state law provides a guarantee that the Lottery revenue base and the related ADA factor will grow in relationship to the proposed expenditure maintenance of effort. Therefore, due to declining Lottery sales and/or changes which affect ADA, it is conceivable that school districts could eventually find it difficult or impossible to comply with expenditure maintenance of effort requirements without encroachment on the General Fund. Furthermore, the state is currently insulated from ensuring a set or minimum maintenance of Lottery revenues per Education Code (EC) Section 14701, which states,

> "The Legislature recognizes that the amount of lottery revenues may fluctuate over time. Therefore, it is the intent of the Legislature that no additional funds be provided in order to offset any decline in lottery revenues."

There have been dramatic changes in Instructional Materials funding methodologies since 1997-98, and there are proposed funding consolidations in the future that impact the state's per ADA Instructional Materials program allocations. Furthermore, with the challenges faced by the Legislature in balancing the current year's State Budget, the level of funding for Instructional Materials is uncertain. In addition, base Lottery funding is determined by unpredictable consumer behavior and fluctuates from year to year. The combination of these factors make the prospect of calculating and funding a maintenance of effort requirement an extremely difficult, if not impossible, task.

If the intent of the Grand Jury is to effect a system which ensures that a prescribed level of Lottery monies is annually spent by school districts in a general or specific way, i.e., Instructional Materials, and to also ensure that this would result in school districts not supplanting existing funding sources, the State Legislature must first amend EC Section 14701 to provide for potential adjustments to the state's Lottery revenue base if any district's allocation would be insufficient to comply with the expenditure maintenance of effort requirements. Absent a state maintenance of effort for revenues, a district's maintenance of effort for expenditures is fiscally unsound.

JAILS COMMITTEE

Recommendation 40

The Jails Committee recommends that the Probation Department directors and Los Angeles County Office of Education principals at each facility should be required to submit priority maintenance lists monthly to Internal Services Division. (Page 76)

LACOE RESPONSE

Creating a safe, secure, and positive climate for learning is a top priority for LACOE. There are currently monthly meetings of LACOE and Probation facility coordinators at which these needs are discussed and prioritized. At the present time, some of these issues are on hold due to funding priorities. Since LACOE is not a department of County Government and since the facilities are the responsibility of Probation, LACOE will review the current procedure to determine whether meeting with the Internal Services Division would be more effective.

SOCIAL SERVICES COMMITTEE

Recommendation 110

Seek an agreement with LACOE regarding the background checks of employees assigned to the MacLaren School, in which LACOE agrees to provide MacLaren with legally certified documentation regarding the results of background checks conducted of LACOE staff. Additionally, LACOE should agree to abide by MacLaren policies regarding background checks for those LACOE staff assigned to the facility. Should such an agreement not prove feasible, then MacLaren should review its options relative to alternative providers of educational services at the facility. (Page 246)

LACOE RESPONSE

The recommendation has been implemented. LACOE has agreed to abide by MacLaren policies regarding background checks for those LACOE staff assigned to the facility.

Recommendation 114

Immediately conduct background checks on those employees assigned to MacLaren who have not undergone a background check, and document the results of all background checks conducted, with a legal certification as to the truth and accuracy of the information. (Page 247)

LACOE RESPONSE

The recommendation has been implemented. To ensure that no LACOE employee will pose a threat in any way to the safety of MacLaren wards, fingerprints of all LACOE employees working at MacLaren have been submitted to the Department of Justice (DOJ).

Legal certifications will be submitted to MacLaren as employee background reports are received and reviewed. All LACOE employees will either have been cleared or reassigned.

Recommendation 124

Require staff from all agencies to report monthly to the Human Resource Director at MacLaren regarding the total staffing from their department, including new hires, resignations, terminations and transfers. Those agencies not complying with this requirement should be reviewed for suitability to continue their assignment at the facility. (Page 257)

LACOE RESPONSE

This recommendation will be implemented. An updated LACOE staff roster will be given to the MacLaren Administrator by the 15th of each month, along with a legal certification regarding the background check of any employees who have been hired and assigned to, or transferred to, MacLaren.

I trust these responses will meet your needs. Please do not hesitate to contact me at 562/922-6127 for assistance.

Respectfully submitted,

Marilyn T. Gogolin

Marilyn T. Gogolin
Acting Superintendent

MTG:mm

ATTACHMENT E

Probation

COUNTY OF LOS ANGELES
PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY, DOWNEY, CALIFORNIA 90242

(562) 940-2501

RICHARD SHUMSKY
Chief Probation Officer

July 15, 2002

TO: Each Supervisor

FROM: Richard Shumsky RS
Chief Probation Officer

SUBJECT: RESPONSE TO FY 2001-02 CIVIL GRAND JURY'S REPORT

Attached is our response to the "Juvenile Detention Facilities" issues in the 2001-02 Grand Jury's final report. The Probation Department shares the concern of the Grand Jury for the care of wards in our facilities and the associated infrastructure needs.

We will continue to assess and prioritize our infrastructure needs, and pursue those projects that affect the health and safety of our wards and staff. We are appreciative of the Board of Supervisors' and Chief Administrative Officer's support of our efforts to provide an appropriate environment for our detained youth that fosters rehabilitation and re-assimilation into the community.

If you have questions or need additional information, please let me know or contact Robert Smythe of my staff at (562) 940-2593.

Attachment

C: David Janssen, Chief Administrative Officer
Violet Varona-Lukens, Executive Officer, Clerk of the Board of Supervisors

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS

ATTACHMENT

CHALLENGER MEMORIAL YOUTH CENTER		
1. The proposed electronic monitoring station should not be implemented.	N/A	The Department is installing a kiosk reporting station at Challenger Memorial Youth Center. The location of the device is in the front lobby, outside of the secure areas and away from CMYC wards.
2. Industrial laundry washers and dryers were in constant need of repair.	Implemented	Washers and dryers are repaired or replaced as necessary. Laundry operations for a ward population of over 600 necessitate a diligent maintenance and repair process.
3. The swimming pool was unusable because the money allocated was not spent to resurface the decking. Repair work cost was estimated to be $15,000.	Implemented	Resurfacing of the swimming pool deck was completed in May 2002. The pool is used regularly by wards.
4. The center was understaffed, with a 1 to 15 staff to detainee ratio.	Implemented	CMYC is staffed at the Board of Corrections approved level of fifteen-to-one minors to staff during the day, and thirty-to-one overnight.
5. An upgraded security television system would assist the staff with monitoring activities.	Implemented	Security monitors at CMYC are sufficient to meet the needs of the facility. The Department has historically relied on staff posted strategically throughout the facility to provide safety and security to peers and minors, and believe that high staff visibility and interaction with wards is more effective than cameras.
6. Camps and donations provided for special programs should be modeled at other camps in the juvenile system.	Implemented	Community support is regularly sought by all camps. Programs are replicated at camps depending on resources and applicability to each camp's operations.
7. Skylights at Camp Jarvis were dirty.	In progress.	Skylights are scheduled to be cleaned within 90 days pending equipment to safely complete the process.
8. No detainee grievance forms were on file.	Implemented	Master copies of grievance forms are maintained by facility managers. Photocopies are made if supplies within dorms are depleted. The importance of grievance procedures is regularly stressed to staff. Surprise inspections performed by management include ensuring adequate grievance forms are available to wards.
9. Bathroom at Camp McNair was in need of minor maintenance and repair	Implemented	Maintenance staff inspect restrooms weekly and submit work orders when repair work is needed.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
10. . The Camp McNair skylights were dirty.	In progress	Skylights are scheduled to be cleaned within 90 days pending equipment to safely complete the process.
11. Bathroom at Camp Onizuka was in need of minor maintenance and repair.	Implemented	Maintenance staff inspect restrooms weekly and submit work orders when repair work is needed.
12. The Camp Onizuka skylights were dirty.	In progress	Skylights are scheduled to be cleaned within 90 days pending equipment to safely complete the process.
13. Tiles in Camp Resnick's bathroom were broken. Privacy dividers were in need of repair. The metal welds on the bathroom windows were sharp, presenting a safety hazard.	In progress	Damaged bathroom tiles and privacy dividers have been repaired or replaced. Sharp edges on bathroom window frames have been filed. A work order has been submitted to replace damaged window frames. Work is anticipated to be complete by December 2002.
14. Camp Scobee's air conditioning ducts needed cleaning.	Implemented	Cleaning of air conditioning ducts is part of routine facility maintenance, and has been completed since the Grand Jury's last visit.
15. Camp Scobee's skylights were dirty.	In progress	Skylights are scheduled to be cleaned within 90 days pending equipment to safely complete the process.
16. There were only a few books and other reading materials available to Camp Scobee detainees.	Implemented	Additional reading materials have been donated by Verizon and the Educate the Children Foundation.
17. Supervisor's work area needs new countertop.	In progress	A requisition for repair or replacement of the countertop has been submitted, and will be complete by October 2002.
18. There were many chipped and broken tiles in the Camp Scobee bathrooms.	In progress	Bathroom tiles will be repaired by October 2002.
19. Painted areas needed cleaning or touch-up work throughout Camp Scobee.	Implemented	Crews regularly touch-up or clean painted surfaces as needed.
20. Some urinals at Camp Smith were not working.	Implemented	All urinals are working properly.
21. Some chipped tiles in the Camp Smith bathroom.	In progress	Bathroom tiles will be repaired by October 2002.
22. Camp Smith painted surfaces needed cleaning or touch-up.	Implemented	Crews regularly touch-up painted surfaces as needed.
23. The Camp Smith water basins were leaking.	Implemented	All wash basins are working properly.

PROBATION DEPARTMENT
2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP GONZALES		
24. Their was a critical shortage of books and shelving.	Implemented	Additional book donations were obtained from community-based organizations. Books and shelving have been purchased through a generous grant from Verizon Corporation.
25. Facility needs an emergency generator.	In progress	Funding for an emergency generator has been allocated. The generator is expected to be installed by December 2002.
26. The commercial washing machine was not working. A back-up system of multiple washers and dryers should be installed.	Implemented	Washers are repaired as maintenance issues arise. The washer is in good working order at this time.
CAMP HOLTON		
27. Special Housing Unit ceiling tiles needed to be replaced.	Implemented	SHU ceiling tiles have been replaced.
28. Dining and dorm area floors need repair.	In progress	Floors are being prepared for resurfacing. Project is anticipated to be complete by October 2002
29. New tables and chairs (dining area) were needed.	In progress	New tables and chairs have been purchased and delivered to Camp Holton. They will be installed following completion of the floor resurfacing.
30. Bathroom vent fans were needed.	In progress	Project is currently out to bid. Expected completion by December 2002.
31. Air conditioning was not sufficient.	Implemented	At the time of the Grand Jury inspection, newly installed air conditioners were not balanced throughout the SHU building. Technicians have since adjusted control settings and the building now is maintained at a consistent appropriate temperature.
32. Security lighting illuminating camp's grounds was insufficient.	Implemented	All security lighting has been repaired or replaced, and is in good working order.
33. Camp was in need of stand-alone generator.	In progress	A stand-alone generator has been ordered. Installation is pending the results of an environmental study required by the Forestry Department.
34. Automatic gates are not operating	N/A	Camp Holton has two manual gates secured by a latch and lock that have always been operational.
35. Grounds were in dire need of irrigation.	Implemented	Camp grass and grounds are in excellent condition. Sprinkler system is repaired as problems arise.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP MUNZ		
36. Main sewer needed repair.	Implemented	Sewer repair work was in progress at the time of the Grand Jury's inspection, and has since been completed.
37. Restrooms were substandard	Implemented	Plumbing fixtures and sheet metal finishes in dorm restroom were replaced. The restroom ceiling was repaired and the room has been painted.
38. Camp needs paint and electrical work.	Implemented	Camp structures were painted approximately one year ago and are in good condition. Electrical service is in good working order.
39. Vocational programs were lacking.	Implemented	Camp offers a variety of career courses in collaboration with LACOE. The Grand Jury was provided with a lengthy list of camp vocational and educational offerings.
40. Kitchen needs a tilt grill and potato chopper.	N/A	The need for a tilt grill was suggested by Grand Jury members, and a camp cook responded that it would be nice but not essential. Potatoes and other vegetables are chopped by camp wards as part of their experience with kitchen operations.
CAMP MENDENHALL		
41. Gymnasium is used for a classroom due to lack of adequate classroom space. Camp was supposed to get a double modular classroom, but only a single classroom was built.	Implemented	The modular unit includes a retractable wall that divides it into two classrooms. The camp's average daily population does not justify the installation of an additional modular unit.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP ROUTH		
42. Camp needed a complete new restroom facility.	In progress	The boys' restroom is currently being remodeled by maintenance staff. Completion is anticipated by December 2002.
43. Camp needed a commercial washer to clean the heavy fire fighting clothing.	Implemented	Existing Camp Routh laundry facilities are sufficient to meet the needs of the facility. If additional capacity is needed, laundry is taken to nearby Camp Holton for cleaning. The septic sewage system at Camp Routh cannot accommodate the effluent of a commercial-grade washer. The Probation Department, working in conjunction with the County's Departments of Public Works and Internal Services, has been unable to obtain permission from multiple private and public land owners for hook-up to the municipal sewage system.
CAMP SCOTT		
44. Camp has broken or missing ceiling tiles, and moldy carpeting in classrooms.	In progress	The dorm has been renovated. Ceiling tiles were repaired as part of normal maintenance program. The carpet is clean, with no indication of mold during a 2002 camp inspection.
45. The gym was in need of maintenance and repair.	Implemented	The gym has no maintenance issues at this time.
46. There were inadequate numbers of books and games.	Implemented	Books are donated by various community-based organizations on an on-going basis. Sufficient games are available for minors' recreational needs.
47. The electrical system needed immediate attention. ISD estimated minimum allocation of $20,000 is needed to remedy electrical cable problems that cause phone line problems and electrical outages at Camp Scott and neighboring Camp Scudder.	Implemented	As reported to the Grand Jury in March 2002, the Probation Department has no record of electrical or telephone outages at Camps Scott or Scudder.
48. The camp needs an additional classroom.	Implemented	Camp Scott is undergoing a major renovation. Classroom space is sufficient to meet educational needs of the wards.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP SCUDDER		
49. Freezer latches all needed to be replaced.	Implemented	Freezer latches were replaced in FY 2001-02.
50. Commercial clothes dryers had not operated for months.	Implemented	The dryer has been repaired and is in good working order.
51. More footwear was needed than was being supplied.	Implemented	Footwear supplies and back-stock are maintained at sufficient levels to meet the needs of the wards.
52. The gymnasium floor needed maintenance.	In progress	The gymnasium floor was cleaned during FY 2001-02 and is in good condition.
53. The irrigation system was inadequate.	Implemented	The camp's irrigation system is repaired by the on-site maintenance staff as needed, and is currently in good working order.
54. Electrical outages were common and appeared to be related to a cable shared by the two camps. ISD estimated minimum allocation of $20,000 is needed to remedy electrical cable problems that cause phone line problems and electrical outages at both Camp Scudder and neighboring Camp Scott.	Implemented	As reported to the Grand Jury in March 2002, the Probation Department has no record of electrical outages at Camps Scott or Scudder.
55. Camp Scudder was promised two new classrooms, but only one was completed. It had building code violations and security problems and was still not in use.	Implemented	The modular unit at Camp Scudder was completed and occupied in 2001. The modular unit includes a retractable wall that divides it into two classrooms. The camp's average daily population does not justify the installation of an additional modular unit.
56. The gymnasium, lunchroom, barrack's dayroom and the grounds were used to make up for a classroom shortfall.	Implemented	The dayroom has been converted into the "Michael D. Antonovich Library" for use by wards for special study needs and small group educational settings. The lunchroom is used as an after-school classroom as part of a "Culinary Arts" vocational program. Grounds are only used for school lectures involving outdoor topics such as weather and natural topics, and for physical education.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP KILPATRICK		
57. Grounds needed improvement.	Implemented	Grounds are maintained throughout the week including sweeping, cleaning, watering, weekly mowing, and brush trimming.
58. Graffiti was visible throughout the camp.	Implemented	Painted wall surfaces are regularly touched-up to address graffiti damage. Window panes and stiles are replaced when necessary to rid surfaces of graffiti.
59. Poor housekeeping habits on the part of the juveniles were observed in the dorm.	Implemented	Enforcement of juveniles' housekeeping habits is part of camp staffs' responsibilities, and overseen by camp management. Unannounced inspections are also conduct. Staff instruct wards and reinforce standards each day. The Grand Jury's report does not provide specific concerns. If standards are compromised, appropriate corrective action will be taken.
60. The gymnasium has been red tagged since the 1994 Northridge earthquake.	In progress	FEMA denied funding for repair of Camp Kilpatrick's gym. Probation does not have sufficient funds at this time to pay for the extensive repairs needed.
61. Camp is in need of a commercial clothes dryer.	Implemented	The camp has a commercial dryer. The camp's commercial washer was not working on the day of the Grand Jury's inspection, but was repaired shortly thereafter.
62. Gopher holes were seen over the area of the sports fields. The fields were uneven and generally in poor shape.	Implemented	Gophers are a constant problem due to the rural setting of the camp. Chemical rodent deterrents cannot be used in camp due to the potential access by wards. Maintenance staff will continue efforts to address this ongoing problem to mitigate damage to recreation fields.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP MILLER		
63. The gymnasium was still red tagged from the 1994 Northridge earthquake.	In progress	Persistence follow-up by a collaboration of County departments resulted in recent FEMA approval of funding for Camp Miller's gym repairs. Construction work is now underway and is expected to be complete by December 2002.
64. Vending machines were inside the camp but off limits to the juveniles creating an unreasonable temptation.	Implemented	Wards are not allowed to have money in detention facilities, and thus cannot purchase items from vending machines. The machines are available for the comfort and convenience of visitors, parents, and staff. Most camps are several miles from the nearest convenience store. The machines provide an appreciated source of additional funds for the benefit of minors such as library materials, outings, recreational activities, and sports equipment. There is virtually nowhere a machine could be placed in or around camps that would not be within view of minors at some point during the day. Machines are generally placed in areas convenient for visitors, but not frequented by minors, such as front entrances. The machines have not been demonstrated to be an unreasonable "temptation" to minors.
65. Broken cement sidewalks present safety hazards due to ongoing construction.	In progress	Broken cement areas are around the gym, which is currently being repaired. Cement will be addressed in FY 2002-03 after completion of gym repairs.
66. Long-term sewer problems existed in the kitchen.	Implemented	Sewer lines are aged, but in good working order.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP AFFLERBAUGH		
67. There was a need for additional reading material.	Implemented	Throughout 2001 Camp Affilerbaugh staff solicited donations and converted an existing space into a well-stocked library and computer lab, including new flooring, furniture, lighting, books, and software. In addition, book donations for all camps were received from various sources to ensure wards have a varied selection of reading materials.
68. There was a need for additional clothing.	Implemented	The camp maintains sufficient clothing and back stock to meet the needs of the operations.
69. Camp had open sewer drains and overall maintenance of plumbing and sewer system was needed.	Implemented	The camp does not have "open sewer drains." It is believed the Grand Jury is referring to the camp's floor drains. The drains are covered with code-compliant grating, and inspected by the Department of Health Services and Board of Corrections.
70. The hot water tank and plumbing repairs promised in 1999 were still not completed.	Implemented	The Internal Services Department replaced one hot water tank and repaired the other during the summer of 2001.
71. The freezer doors in the kitchen needed seal replacement.	In progress	New hinges have been installed. Seals have been purchased and should be installed by October 2002.
72. There was no sporting equipment available.	Implemented	Camp Afflerbaugh has a variety of sports equipment including soccer balls and goals, footballs, baseball equipment, ping-pong equipment, a speed-bag, etc.
73. Juveniles were being pulled from school to perform maintenance functions for periods up to six hours.	Implemented	The Department is committed to ensuring eligible wards receive 300-minutes of education each school day. Specific incidents of wards being pulled from school for maintenance functions will be investigated and corrective action taken.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP PAIGE		
74. The newly installed air conditioning was marginally effective.	Implemented	The HVAC system is less than two years old and provides sufficient cooling and heating for the comfort of wards.
75. All the handheld radios used by staff were outdated and rarely worked.	Implemented	Radios are repaired or refurbished as needed, most recently in May 2002, and are in good working order
76. There were inadequate quantities of bedding, clothing, fire boots, and sports equipment.	Implemented	The camp has sufficient quantities of bedding, clothing, boots, and sports equipment.
77. The staff's computers were inadequate.	Implemented	Though some camp computers used by staff do not contain the most recent technology, they meet the report writing and research needs of the facility. Replacement computers are prioritized along with other computer needs throughout the department.
78. The school's computer lab has a need for 10 PCs, new disc drives, airport cards, and a master computer at the teacher's desk to monitor student's activity.	LACOE issue	A response to this issue will be provided separately by LACOE.
79. There was a need for a refresher course on State Correctional Office's 80-hour educational program.	Implemented	Continuing education of staff is closely monitored by our Staff Training Office to ensure ongoing compliance with Peace Officer Standards and Training in conjunction with oversight by the State Board of Corrections.
80. Several sources indicated that the juveniles were pulled from school to perform maintenance functions for periods up to six hours.	Implemented	The Department is committed to ensuring eligible wards receive 300-minutes of education each school day. Specific incidents of wards being pulled from school for maintenance functions will be investigated and corrective action taken.

PROBATION DEPARTMENT

2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
CAMP ROCKEY		
81. Ceiling tiles in Special Housing Unit needed replacement.	In progress	Probation is working with ISD to get ceiling tiles replaced. Work is anticipated to be complete by October 2002.
82. The plumbing in the shower was in need of repair or replacement.	Implemented	Plumbing was replaced in 2001.
83. The gymnasium was still red tagged from the 1994 Northridge earthquake and needed to be replaced.	In progress	Persistence follow-up by a collaboration of County departments resulted in recent FEMA approval of funding for Camp Rockey's gym repairs. A date for commencement of construction has not been set pending completion of work on Camp Miller's gym.
84. Barrack's bathroom ceiling tiles needed to be replaced.	N/A	Camp Rockey has no ceiling tiles in the dorm bathroom.
85. Bathroom exhaust fan installation requested in 1999-00 was never considered or installed.	In progress	A request has been submitted to ISD for repair of the exhaust fan. The work should be complete by October 2002.
86. A hole in a wall noted in a 1999-00 inspection was still evident.	N/A	Probation is unaware of a hole in a wall.
87. The camp school needed two additional classrooms and textbooks. The existing computers needed repair and additional computers were needed in the school. The school needed English language teaching aids.	Implemented	LACOE is utilizing a suitably equipped classroom in the Special Handling Unit for instruction. The Board of Corrections approves of this arrangement. The room provides an appropriate environment, and is equipped with necessary classroom materials including books, desks, etc. The issue of insufficient textbooks has been referred to LACOE.
88. Computers need repair or replacement	Implemented	Thirty additional computers were installed at Camp Rockey in FY 2001-02.
89. Several sources indicated that the juveniles were pulled from school to perform maintenance functions for periods up to six hours.	N/A	The Department is committed to ensuring eligible wards receive 300-minutes of education each school day. Specific incidents of wards being pulled from school for maintenance functions will be investigated and corrective action taken.

PROBATION DEPARTMENT
2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
DOROTHY KIRBY CENTER		
90. The nurse's station needed a fax machine and copier.	N/A	Issue referred to Department of Health Services.
91. Grievances go directly to the dorm supervisor rather than the camp director.	N/A	Board of Corrections guidelines encourage the handling of grievances at the lowest staff level possible. Each Director is charged with developing procedures that reflect the needs of each institution. The process at DKC is compatible to the therapeutic nature of the facility.
92. A number of female juveniles spoke of serious problems with several teachers and a lack of response to their grievances.	N/A	Female minors engage in daily sessions with a therapist. During these sessions difficulties or inter-personnel difficulties the minor is experiencing with school staff may be discussed. School video monitors allow for the review of security tapes to assist in resolving classroom problems.
CENTRAL JUVENILE HALL		
93. Average daily population was over 600, though the rated capacity was 438.	Implemented	As recently as November 2001, the average daily population (ADP) of the juvenile halls was 1,950. Since then, the Department has reduced the number of minors in detention approximately 18% to an ADP of approximately 1,600. This reduction has been accomplished primarily through increased use of the Community Detention Program.
94. Many standard safety precautions were not in force. Security lighting was inadequate.	Implemented	The issues noted by the Grand Jury were directly attributable to construction at the facility, and were isolated in nature. The deficiencies were rectified subsequent to the Grand Jury's inspection. Construction is monitored closely, and issues resolved as expeditiously as possible.
95. Electrical and water systems functioned poorly.	Implemented	See response to Issue #94, above.
96. Security cameras would be of great assistance in controlling the large daily population.	Implemented	Closed circuit television cameras are either currently, or in the process of being deployed in certain mental health and Special Handling Units at the three juvenile halls. The Department has historically relied on staff posted strategically throughout the facility to provide safety and security to peers and minors, and believe that high staff visibility and interaction with wards is more effective than cameras.

PROBATION DEPARTMENT
2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
LOS PADRINOS JUVENILE HALL		
97. Frequent drain line stoppage in the kitchen.	Implemented	The drain line stoppage has been rectified. Frequent inspections are conducted, along with periodic meetings with maintenance and ISD personnel, to ensure issues are identified and resolved as quickly as possible.
98. Probation Department's staff has a high turnover rate.	Implemented	The attrition rate in the juvenile halls is due primarily to promotions. Approximately twenty-five juvenile hall staff promote to other assignments each month. (See response to Grand Jury Recommendation #36, below.)
BARRY J. NIDORF JUVENILE HALL		
99. Not enough emphasis was placed on vocational training at this and all detention facilities.	Implemented	A minor's average length of stay in detention is 21 days. Vocational training programs are generally of longer duration, and would be difficult to include in an already full schedule. The principal priority is to provide each minor with 300 minutes of education each school day. Also, minors' medical, psychological, family reunification, remedial educational, life skills training, and religious counseling needs are prioritized, punctuated by court appearances.
100. Overcrowding was common.	Implemented	See response to CJH issue #93, above.
101. The boy's gym is being rebuilt.	Implemented	Project completed in May 2002.
102. ISD was slow to respond to maintenance problems at this facility, as at other facilities.	In progress	An automated Probation/ISD interface will be implemented August 2002, to track the status of all work orders. Probation has also assigned a full time work order clerk to submit and track work orders. In addition, Probation and ISD management meet monthly to review problematic work orders. Turnaround for most work orders has been reduced to three days, and two General Maintenance Workers are now assigned to each juvenile hall to handle lower-level corrective maintenance concerns.

PROBATION DEPARTMENT
2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
SPECIFIC GRAND JURY RECOMMENDATIONS		
103. (#35) The Probation Department hire an adequate number of personnel to provide for the safety of staff and detainees at all camps.	Implemented	The Department maintains an aggressive employee recruitment process. Staffing levels are maintained at or above those prescribed by the Board of Corrections to ensure the safety and security of staff and wards. Detailed records of staffing levels are maintained and reported to various regulatory agencies.
104. (#36) The Probation Department require new staff to spend a minimum of two years at the same training facility before rotation to a new facility.	N/A	Collective bargaining agreements allow for transfers, including promotions, to other work locations within prescribed guidelines.
105. (#37) The Probation Department arrange for the immediate repair of all gymnasiums and swimming pools in the camp system.	In progress	Gymnasium and swimming pool repairs are prioritized along with other needs of the facilities. The Department has been successful at obtaining FEMA earthquake repair funding for all but one structurally damaged camp gymnasium. Swimming pool repairs were completed in FY 2001-02.
106. (#38) The Probation Department implement additional and more varied occupational training programs for juvenile detainees.	Implemented	See response to issue #99, above, regarding vocational programs in juvenile halls. The Grand Jury has been provided with a list of numerous vocational programs available to wards in camps. Many of these programs are the result of collaborations with community-based organizations and educational providers. Additional or expanded programs are considered as opportunities become available.
107. (#39) The Probation Department allow camp directors more discretion to contract with outside vendors for emergency maintenance problems and in some cases, regular maintenance.	Implemented	Camp Directors have discretion to authorize minor emergency repairs. In addition, ISD maintains repair crews that can be called at any time to respond to emergency needs of the facilities.
108. (#40) The Probation Department directors and LACOE principals at each facility should be required to submit priority maintenance lists monthly to ISD.	Implemented	The Department surveys facility needs and is in regular contact with ISD to ensure maintenance needs are prioritized and addressed as quickly as possible.
109. (#42) The Probation Department expand its effort to seek public grants and private partnerships to fill needs throughout	Implemented	The Department maintains a full-time Grants Unit that monitors and applies for available grant opportunities that are consistent with our goals and objectives. In addition, corporate and community donors have

PROBATION DEPARTMENT
2001-02 Grand Jury's *"Juvenile Detention Facilities"* Report – ISSUE STATUS

GRAND JURY ISSUE	STATUS	COMMENTS
the camp system. Sponsorships and corporate "adoption" programs should be considered.		generously given time and resources to youth in our care.
110. (#43) The Probation Department establish a relationship with the California National Guard and other military units to procure clothing for the camp detainees.	Implemented	Probation staff are regularly in contact with military units, and procure donations of appropriate surplus clothing and supplies when available.
111. (#44) The Probation Department purchase stand-alone generators to provide power during outages for all juvenile facilities.	Implemented	Each juvenile hall is equipped with stand-alone generators. Generators for the two camps that do not have generators are provided as needed by Southern California Edison in the event of a power outage. Portable generators are brought into the facilities if additional electrical capacity is needed.
112. (#45) The Probation Department replace outdated hand-held radios and ensure there are sufficient quantities to provide for the safety of staff and detainees. The Probation Department should make inquiries to other County departments that may be replacing aging but workable hand-held radios.	Implemented	Radios are repaired or replaced as needed. All facilities have sufficient radios to meet their needs. Probation will maintain lines of communication with other departments that potentially have surplus radios compatible with existing equipment. Generally departments do not dispose of working radios.
113. (#46) The Probation Department should never allow the installation of adult probation electronic monitoring equipment at any juvenile facility.	N/A	The Department is installing a kiosk reporting station at Challenger Memorial Youth Center. The location of the device is in the front lobby, outside of the secure areas and away from CMYC wards.
114. (#47) The Probation Department move candy and soft drink vending machines visible on the camp grounds out of the view of the detainees.	N/A	Wards are not allowed to have money in detention facilities, and thus can not purchase items from vending machines. The machines are available for the comfort and convenience of visitors, parents, and staff. The machines provide an appreciated source of additional funds for the benefit of minors such as library materials and sports equipment. There is virtually nowhere a machine could be placed in or around camps that would not be within view of minors at some point during the day. Machines are generally placed in areas convenient for visitors, but not frequented by minors, such as front entrances.

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ATTACHMENT F

Registrar-Recorder/ County Clerk

COUNTY OF LOS ANGELES
REGISTRAR-RECORDER/COUNTY CLERK
12400 IMPERIAL HWY. - P.O. BOX 1024, NORWALK, CALIFORNIA 90651-1024 / (562) 462-2716

CONNY B. McCORMACK
REGISTRAR-RECORDER/COUNTY CLERK

August 5, 2002

TO: EACH SUPERVISOR

FROM: Conny B. McCormack, Registrar-Recorder/County Clerk

RR/CC RESPONSE TO GRAND JURY REPORT

Enclosed is a copy of our department's response to that portion of the 2001-2002 Grand Jury report addressing the Registrar-Recorder/County Clerk. This has also been submitted to the CAO for inclusion in his comprehensive report that is scheduled to be distributed to your Board at the end of August. However, since several of your offices questioned me regarding these issues, I thought you might like to have our response at this time.

If you have any questions, please call me.

Attachment

RESPONSE TO GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – REGISTRAR-RECORDER/COUNTY CLERK DEPT.

SUBJECT: 2001-2002 GRAND JUIRY RECOMMENDATIONS – GOVERNMENT OPERATIONS COMMITTEE, ELECTRONIC VOTING MACHINES

RECOMMENDATION # 12:

The Government Operations Committee recommends that the Board of Supervisors should urge the Los Angeles County Registrar of Voters to evaluate more extensively the electronic voting machine, during voting, especially as to its acceptability by the voting public, the ease with which it is moved and handled, its vulnerability to functional disruption accidentally or through intentional sabotage, and the accuracy with which it seems to operate.

RESPONSE:

Background: Three members of the Government Operations Committee of the Grand Jury visited the Registrar-Recorder/County Clerk headquarters in Norwalk on the afternoon of August 28, 2001. At that time they asked questions about the current punch card voting system as well as our experience to date with use of an electronic touch screen voting system. We discussed the operation of both types of systems.

With regard to electronic voting, we described the County's experience using touch screen voting during the pilot project in conjunction with "early voting" held at nine locations in the two weeks prior to the November 2000 General Election in which 21,963 voters countywide cast their ballots electronically for that election. We also discussed the County's first use of touch screen voting at the precinct level on election day which occurred on April 17, 2001 for the Arcadia Unified School District Election in which 3,137 voters cast their ballots electronically. A number of relevant documents were provided to the Grand Jurors including the extensive report to the Board of Supervisors assessing the County's successful first use of touch screen voting equipment. Discussion with the Grand Jurors included an explanation that electronic touch screen voting is new technology, and, with the exception of Riverside County, was not in use for countywide voting in other California counties.

This response addresses the four major points of this recommendation: 1) future plans for using electronic voting equipment, 2) its acceptability by the voting public, 3) ease with which it is moved and handled, and 4) system security and accuracy of operation.

1) Future Plans for Using Electronic Voting: On April 16, 2002 the Board of Supervisors approved a contract with Diebold Election Systems to purchase sufficient touch screen voting hardware and software to begin a phased-in process of using electronic voting equipment. The equipment purchased under this new contract will enable establishing 21 touch screen voting sites throughout the County during the "early voting" period in conjunction with the November 2002 General Election. Any registered voter in the County who wishes to cast a ballot on the new system may do so during this two-week period prior to election day. In partnership with Board of Supervisors' staff, the 21 locations were finalized at the end of July 2002. Site preparation, hiring and training of temporary staff for each location and the voter outreach/education component will be accomplished in advance of the October 22, 2002 kick-off date of voting on the new touch screen system. While it is not possible to predict the number of voters who may choose to vote in advance of election day on the new touch screen system rather than go to the polls on election day or vote by mail, we anticipate significantly more of the County's voters will vote via touch screen system than the 21,963 who did so for the November 2000 election pilot project.

In 2002, two additional California counties, Alameda and Plumas, purchased touch screen voting equipment for countywide use in every precinct for the November 5, 2002 General Election. We will be closely watching the experience of these California counties in fully converting to electronic voting. Additionally, the five largest counties in the State of Florida are finalizing their conversions from punch card systems to various vendors' electronic touch screen voting systems. Their first use will be for the Florida statewide Primary Election on September 10, 2002. To gain firsthand knowledge of system conversion issues and public acceptance, several of our staff will observe the September 10th election in the three largest Florida counties, Miami-Dade, Broward, and West Palm Beach. Members of the Board of Supervisors have expressed support for the need to learn from the experience of other election jurisdictions in using this nascent technology prior to the County embarking upon full system conversion.

Electronic voting technology is changing quite rapidly, with several additional vendors' systems recently receiving Secretary of State certification for use in California. It is hoped that more vendor competition will reduce the high price of this voting technology. The estimated price for the County to fully convert to a touch screen voting system is approximately $100 million, creating a barrier to acquisition. Proposition 41, a $200 million statewide bond issue to upgrade voting systems in California, passed at the March 5, 2002 Primary Election. Proposition 41 established a 5-member Voting Modernization Board (VMB) to make decisions regarding bond funding allocation. In mid-July 2002, the VMB adopted a funding formula that estimates Los Angeles County will be eligible to apply for up to $49.6 million of bond funding.

However, by law receiving bond funds is contingent upon a minimum of 25% County matching funds. At current estimated prices, Proposition 41 bond money would only cover 50% of the cost of converting countywide to a new electronic voting system.

2) Voter Acceptability: Based on surveys completed by 9,296 of the County's 21,963 voters who voted on touch screen equipment during the November 2000 election pilot program, 99% rated the equipment favorably in comparison to their previous experience with punch card voting. Voters' responses was equally positive during the April 17, 2001 Arcadia Unified School District Election, the County's first use of touch screen voting at every precinct on election day. Of the 3,137 voters who cast ballots electronically that day at 16 precincts, 98% of the 757 Arcadia voters completed favorable surveys regarding their experience using the new equipment. Similar favorable ratings were reported on surveys completed by Riverside County voters. However, a group of Riverside County citizens who oppose that County's use of a paperless, touch screen voting system filed suit in federal court several months ago and is pending. More reports regarding voter opinions of this new technology will be forthcoming following the September 2002 statewide Primary Election in Florida and the experiences of California voters in Alameda and Plumas counties who will cast ballots on touch screen systems at every precinct on November 5, 2002.

3) Ease of Moving/Handling: The Grand Jury report points out a concern, shared by the Registrar-Recorder/County Clerk, that the current first generation models of touch screen voting systems are large and heavy. The equipment purchased in Riverside County in 1999, as well as that purchased by the largest counties in Florida in 2001, weighs in excess of 45 lbs. per unit (including the case with retractable legs). While precinct poll workers have been able to set up this equipment in the jurisdictions where it has been purchased, clearly lighter weight equipment would be preferable for ease in handling. Also, the cost of voting equipment delivery to and from the voting precincts is significantly higher for touch screen units in comparison to lightweight punch card voting devices. Several newer models of touch screen systems have recently been unveiled that are somewhat lighter, weighing between 20-35 pounds including the case. Continual weight reduction is desirable prior to the County purchasing a new voting system for countywide delivery and pick-up to 5,000 voting precincts.

4) System Security/Accuracy of Operation: State law requires the Secretary of State to certify all voting systems prior to use. California is recognized nationally for the extensive nature of system testing throughout the certification process. Additionally, California is one of 37 states that require all new voting systems to pass federal level system testing prior to any company submitting a voting system to the state for certification.

The Grand Jury report questions whether sufficient consideration has been given by designers of electronic voting equipment to system integrity and security issues. A brief description of the state certification process was provided by the Secretary of State for the Registrar's response to this report and is attached.

The Grand Jury report expresses concern that voting results appear vulnerable and could be corrupted through electronic processes involved in voting, disruption from power outages and/or electromagnetic sabotage or during transmission of voting data on election night. Both federal and state system testing in advance of certification involve testing for electrical power outages, power surges and electromagnetic force fields. Redundancy is built into electronic voting devices as they store the image of each ballot cast on two different mediums within each device (hard drive and disk).

The Grand Jury report also mentioned the possibility of the equipment being tampered during storage prior to deployment. State law requires all voting devices to pass a logic and accuracy (L&A) test prior to deployment of equipment. The L&A test is conducted on each machine following the loading of software to accumulate vote totals for that election's specific candidates and ballot contests. The L&A test records test votes for each candidate/contest which are then reported from each device and verified to a control report to confirm that each device accurately recorded the correct number of votes per contest. Following the L&A test confirmation of system tabulation accuracy, the test vote totals are zeroed out on each device in preparation for actual voting. Immediately prior to casting of "live" ballots, the precinct Inspector at each voting location is required to perform a process to verify and document zero vote totals are in each machine prior to commencement of voting.

The Grand Jury report also states that absentee ballots voted electronically (i.e. via personal computers and/or the Internet) would be even more difficult to protect. California law does not allow electronic absentee voting. A Secretary of State task force formed to study Internet voting issued a report in 2000 strongly advising against Internet voting at this time due to system security issues.

RECOMMENDATION #13:

The Government Operations Committee recommends that the Board of Supervisors should urge the United States Congressmen representing districts in the County of Los Angeles to urge the Federal Government to rescind the mandate preventing the use of punch card voting techniques until such time as a suitably construed and adequately protected electronic voting machine has been satisfactorily tested.

RESPONSE:

In January 2001, Common Cause, et. al. filed suit against Secretary of State Bill Jones in federal district court in Los Angeles seeking de-certification of punch card voting systems (the Secretary of State was the sole defendant - no Counties were named in the suit). The Secretary of State has the authority to certify, and de-certify, the use of voting systems in California. In September 2001, Secretary of State Bill Jones decertified the use of pre-scored punch card voting systems (including the Votomatic punch card system used in Los Angeles County for the past 33 years). Subsequently, the parties to this lawsuit entered into a stipulated agreement that, based on the Secretary of State's decertification of pre-scored punch card voting systems as obsolete, the only issue of contention was the timing of the required voting system conversion of the nine Counties using decertified systems.

The Secretary of State argued that decertification should become effective in July 2005 in order to permit the nine affected counties (encompassing 8.5 million or 55% of the state's registered voters) sufficient time to convert successfully to more modern voting systems, such as touch screen systems. The plaintiffs argued for an earlier decertification date prior to the statewide March 2004 Primary Election, stating that the stipulated agreement did not require the affected counties to convert to electronic touch screen systems by March 2004 but rather to convert to any other certified voting system that did not include pre-scored punch cards. In February 2002, without conducting a trial, Federal Judge Stephen Wilson ruled in favor of the plaintiffs thereby requiring the nine affected counties, including Los Angeles, to convert to an alternative voting system within a two-year period. The Secretary of State chose not to appeal the judge's ruling. Because Los Angeles County was not a party to the suit, the County had no standing to appeal this federal judicial ruling.

The Registrar agrees with the sentiment expressed in this Grand Jury recommendation; however, the U.S. Congress has no authority to rescind the decertification of punch card voting systems in California or the timing of the required replacement of the County's Votomatic system. As described above, the California Secretary of State decertified the punch card voting system and the U.S. Federal Court accelerated the timing of the Secretary's decertification order.

RECOMMENFDATION #14:

The Government Operations Committee recommends that the Board of Supervisors should request from the Federal Government sufficient financing to cover the additional cost that the County of Los Angeles will incur if forced to adopt a new voting machine system before protection for the system has been provided, especially if the new machine involved must be adopted before the machine itself has been completely tested and proven.

RESPONSE:

This recommendation requests the Board of Supervisors seek financing for costs of voting system conversion. The Federal Government has never provided any funding whatsoever for election systems or to compensate for multimillion dollar expenses associated with compliance with federal mandates regarding voter registration processes, translating/printing ballots in numerous foreign languages, etc. The Board of Supervisors is on record in support of federal funding assistance for acquisition of new voting technology.

RECOMMENDATION # 15:

The Government Operations Committee recommends that the Board of Supervisors should direct the County Registrar of Voters not to enlarge the area of voting districts without improving accommodations at and transportation to the new polling places.

RESPONSE:

The stated finding of the Grand Jury report that the Registrar was considering "fewer but more centrally positioned voting centers in common gathering places such as shopping malls" is misconstrued. The size of voting precincts is limited by state law to a maximum of 1,250 registered voters per precinct. Among the documents provided to the Grand Jury members was a copy of the management audit of the Registrar-Recorder/County Clerk Department conducted by the outside firm Strategica released in November 2000. That audit, expressing concern about the high cost of electronic voting equipment, recommended that the Registrar consider the concept of regional voting centers as a possible future scenario if state law were altered to allow such major consolidation of voting precincts. The Registrar's response to that audit did not endorse regional voting centers for election day voting.

Nine regional voting centers were used in the successful touch screen voting system pilot project during the "early voting" period in the two weeks prior to the November 2000 Election. The Board of Supervisors has expressed support for a phased-in process of electronic voting. As part of that process, the Board approved a contract in April 2002 for purchase of sufficient electronic voting hardware and software to expand touch screen voting to 21 locations during the "early voting" period in advance of the November 2002 General Election. As mentioned above, preparations are on-going at this time for voters to cast ballots at these 21 sites from October 22 to November 1, 2002.

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Political Reform

BILL JONES
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July 30, 2002

Conny McCormack
Registrar-Recorder/County Clerk
County of Los Angeles
12400 Imperial Highway
Norwalk, California 90650

Dear Ms. McCormack:

Thank you for your inquiry regarding the process for certifying voting equipment and systems in California. All voting systems used in California must be certified by the Secretary of State. The following is a summary of many of the principal steps in the certification process.

This certification process includes evaluation against federal voting systems standards and testing by an Independent Testing Authority certified by the National Association of State Election Directors. This federal testing is both for hardware (ability to withstand extremes of temperature, verification of being tamper-proof by magnets or other devices, drop testing, etc.) as well as for software integrity and functionality.

Successful testing at the federal level is a precondition for application to the state. The state will not process an application without proof that the system has passed all hardware and software testing, and the software for the system has been placed in escrow.

State testing involves several stages, including: (1) Secretary of State staff extensively test the system; (2) A nationally recognized voting system expert performs rigorous performance testing; (3) An Advisory Committee of election officials and others responsible for conducting elections reviews the proposed system; (4) One or more public hearings is held before the Voting Systems Panel.

Systems are tested to ensure that they are accurate, reliable, secure against fraud or manipulation, accessible to persons with disabilities, minimize the opportunity for voter error, produce auditable records for recount and contest purposes, meet all requirements of state and federal law and regulation, and are otherwise suitable for the purpose of voting or counting of votes.

All systems are required to be adopted in conjunction with detailed procedures for election set up, logic and accuracy testing, system maintenance, system security,

pollworker and election official procedures, vote counting processes for determining voter intent, recount procedures, and other aspects of the details of election administration.

Any change or modification to a certified system is required to be certified through essentially the same process as described above.

In many cases, prior to certification, the Voting System Panel requires a "test" election, and monitors voter reaction and comments.

Any system certified for use in California is also required to undergo an acceptance test procedure with the client county.

The Secretary of State, pursuant to statute, periodically reviews voting systems and may decertify a system that is defective, obsolete, or otherwise unacceptable.

I hope this information is responsive to your request. Please contact me directly if you need further information.

Sincerely,

JOHN MOTT-SMITH
Chief, Elections Division

Corr/mccormack-2-072

ATTACHMENT G

Sheriff

RESPONSE
TO
THE GRAND JURY FINAL REPORT

RECOMMENDATION #48 :
The Jails Committee recommends that the Sheriff's Department and Los Angeles Police Department should confer and establish a procedure to update all required documents including, Titles 15 and 24, department policy manuals, facility evacuation plans and procedures in their detention facilities. This information should be easily accessible to the jailers.

RESPONSE: IMPLEMENTED

Titles 15 and 24 are evaluated, edited, updated and printed by the State of California. Copies of this manual are distributed to every all custody facilities, station jails and Court Services Lockup for reference. Also, manuals and unit orders are also available on line through the Department's Intranet Site. Department manuals are under constant evaluation and updates. Pursuant to existing policy, each unit/facility reviews and updates their unit specific unit orders yearly.

Availability and accessability of manuals and unit orders are verified during the yearly "Command Inspection" by the inspector assigned to the Title 15 and Unit Orders, and surprise inspection of the Department Duty Commander.

Facilities evacuation plans and procedures are updated and evaluated for usefulness by each facility. Each of the facilities uses poster boards with pertinent information and photographs attached. Emergency procedures and all emergency telephone numbers are contained within an Emergency Operations Book.

The information is verified and or recommendations noted during the yearly "Command Inspection" Facility Security section. The information is kept in the Administration Offices, the Watch Commanders and Watch Sergeants Offices and most often an additional copy is kept in the Logistics Office of each facility.

RECOMMENDATION #49:
The Jails Committee recommends that the Sheriff's Department should establish a procedure that requires copies of yearly fire inspections to be kept with the jailer.

RESPONSE: Implemented

Station Jails: A current copy of the Fire Inspection report is maintained in the jail manual. Station jailers also conduct and document daily fire and life safety inspections . Additionally, each facility is subject to a yearly "Command Inspection" which ensures that current Fire Inspections reports are maintained as required.

However, some court's lockup facility may lack a copy of this report because many of the courts are located in incorporated cities, i.e., not county jurisdictions. Often the outside agency fire reports are not completed in a timely manner, and in some cases not forwarded to the court where the inspection occurred. While our staff attempts to obtain a copy of this report, they are not always successful.

RECOMMENDATION #52 :
The Jails Committee recommends that the Sheriff's Department should supply fire fighting turnout gear in any facility that requires fire fighting air packs.

RESPONSE: IMPLEMENTED

Custody Operations Division and Correctional Services Division currently maintains 419 full sets of firefighting turnout gear throughout it's 11 facilities. The turnout gear is disbursed as follow:

Biscailuz Recovery Center	6 Sets
Inmate Reception Center	40 Sets
Men's Central Jail	98 Sets
North County Correctional Facility	60 Sets
Pitchess Detention Center East	24 Sets
Pitchess Detention Center North	12 Sets
Pitchess Detention Center South	16 Sets
Twin Towers Correctional Facility	108 Sets
LA Co/USC Medical Center	8 Sets
Century Regional Detention Facility	32 Sets
Mira Loma Detention Center	25 Sets

Although, stations' jails are not required to have air packs, all of our station jails are equipped with air packs and the majority have turnout gear. Also, Court Services Division distributed new firefighting turn out suits to each of the court lockups.

RECOMMENDATION #54 :
The Jails Committee recommends that the Sheriff's Department should provide first aid kits in each detention facility (only 15% of the facilities inspected had any form of first aid kit). They should meet minimum standards set by the American Red Cross.

RESPONSE: IMPLEMENTED

Each jail station have a first aid kits and a Suicide Intervention Kit. The kits are kept in the station jail area. The kits meet the standard of American red cross, and are inspect on a yearly basis during the Command Inspection procedures. Also, each Court lockup area has a first aid kit. The branch supervisor is required to inspect this safety equipment on a daily basis and note any deficiencies in the Facility Lockup Log.

However, according to Title 15 Guidelines/Article 10/Section 1220, First Aid Kits, which states that "Some facilities may choose not to have first aid kits because they have medical staff on the premises 24 hours a day, seven days a week, and this constitutes their "first aid" response." Therefor, the Department is in full compliance with at the North County Correctional Facility, Twin Towers Correctional Facility, Inmate Reception Center, and Men's Central Jail. Each of the above listed custody facilities currently have medical staff available 24 hours a day, seven days a week.

Nevertheless, Pitchess Detention Center (North and East), North Annex, and Inmate Reception Center Annex are not in compliance with the Title 15 recommendations. The Department Chief Medical Physician is researching various first aid kits for placement in the deficient facilities.

RECOMMENDATION #56 :
The Jails Committee recommends that the Sheriff's Department should provide automatic defibrillators in all detention facilities. The paramedic response time to most facilities was greater than five minutes, considered to be the upper limit of survival time for cardiac arrest victims.

RESPONSE: THE RECOMMENDATIONS REQUIRES FURTHER ANALYSIS, RESEARCH INTO FUNDING SOURCES SHOULD BE COMPLETED BY FEBRUARY 1, 2003.

Doctor Clark, Chief Medical Physician, Medical Services, has just completed a pilot program utilizing the Automatic Defibrillator, (AED). He has authorized their use throughout Custody Operations and Correctional Services Division. We are currently attempting to locate a funding source. Once that source has been identified, it is our intention to have the AED available at all of our custody facilities.

Also, in December 2000 the management of Field Operation Regions and the Los Angeles County Fire Department initiated an Automatic External Defibrillator (AED) Pilot Project. The Project is currently active at Avalon Station, Marina Del Rey Station, and San Dimas Station. Also, Court Services Division has deployed one Defibrillator at the Torrance Court Lock up. In addition, Doctor Clark, Chief Medical Physician, Medical Services, has just completed a pilot program utilizing the Automatic Defibrillator, (AED). He has authorized their use throughout Custody Operations and Correctional Services Division.

In the regional operation approximately 80 Deputy Sheriff's have been trained to use the AED by qualified nurses and paramedics. Although, the AED Pilot Project has been well received, however, no individual has been "saved" by the use of the equipment.

The Department is currently exploring funding source in order to provide a medical director to oversee the program, mandated training, yearly re-certification, training materials, and to purchase the Defibrillators (approximate cost is $3,000 each). Once that source has been identified, it is our intention to have the AED available at all of our custody facilities.

RECOMMENDATION #57 :
The Jails Committee recommends that the Sheriff's Department should enforce policies regarding sanitary conditions in their facilities as mandated in Title 15, Article 14, §1280.

RESPONSE: IMPLEMENTED

The Department is in compliance with Title 15 guideline, which is evident by having Department Policy and facility specific Unit Orders covering the sanitation and cleanliness of the facilities. Additionally, each facility is subject to a "Command Inspection" covering Sanitation, Safety, and Maintenance. These inspections are reviewed by executive personnel and any deficiencies noted are corrected immediately. The Department is also subject to external inspections, such as the annual inspection conducted by the Health Department. The Department reviews, responds to, and corrects any deficiencies noted by all external inspections in a timely manner.

Beyond the required policies and the annual maintenance inspections, each facility has logistical staff that works closely with inmate work crews and the Department Facility Maintenance personnel. Jail personnel and branch supervisors inspect the jail for cleanliness and sanitary conditions on a daily basis. Their findings are documented and kept for two years.

RECOMMENDATION #59:
The Jails Committee recommends that the Sheriff's Department should provide fax and copy machines in each facility that relies on prompt communications between the facility and the courts concerning the disposition of detainees.

RESPONSE: IMPLEMENTED

All station jail facilities have fax machines and copiers that can be used to assure prompt communications between the courts and the station jails. Although some jailers have to use the fax and copy machines in the secretarial area, the majority of the jailers have a fax and copy machine at their work station. Court Services Division has also purchased new fax and copy machines for each court lockup.

The following fax numbers are used for our Custody Facilities. Please note that these are the same numbers that the Justice Inmate Video Conferencing System (JIVCS) scheduler uses to fax Probation Officer's and Public Defender's for video conferencing with their inmate/client from the courthouses to our custody facilities. These same fax numbers could be utilized by the courts to send out the disposition of the concerned inmate(s). We believe there are enough copiers to handle any workload presented by the courts.

Men's Central Jail (MCJ) # (213) 974-0746
Twin Towers Correctional Facility (TTCF) # (213) 229-0173
Century Regional Detention Facility (CRDF) # (323) 357-5639
North County Correctional Facility (NCCF) # (661) 257-0741
Pitchess Detention Center, North Facility (PDC North) # (661) 257-2367
Pitchess Detention Center, East Facility (PDC East) # (661) 295-8033
Pitchess Detention Center, South Facility (PDC South) #(661) 257-8863

RECOMMENDATION # 61:
The Jails Committee recommends that the Sheriff's Department should maintain an adequate inventory of restraining devices (leg chains) at each facility where transportation of detainees occurs.

RESPONSE: IMPLEMENTED

Leg Chains are utilized by Court Services Transportation Bureau, during the transportation of inmates who are identified as requiring additional security. All inventories of leg chains are maintained by the Transportation Bureau. The chains are left at the courts on a daily basis and picked up at the end of the day. Each court keeps a supply of chains on hand for unexpected needs. Each court can request additional chains through their respective budget office.

Also, all station jail facilities have an adequate amount of waist chains which are used as restraining devices. If leg chains are needed stations jailers can obtain them by contacting the Department's Transportation Bureau.

RECOMMENDATION # 63:
The Jails Committee recommends that the Sheriff's Department, in conjunction with the managers at the North County Correctional Facility, should immediately contract to replace the shower floors, re-pipe the prisoner portion of the facility, and replace the hot water boilers. Using the Inmate Welfare Fund as a funding source should be considered.

RESPONSE: NOT IMPLEMENTED, TARGET IMPLEMENTATION DATE IS February 1, 2003.

The Los Angeles County Sheriff's Department agrees with the recommendations of the Los Angeles County Grand Jury audit. Currently, the Sheriff's Department is exploring various funding sources for the recommendations.

North County Correctional Facility addresses in their monthly maintenance meetings the need for new showers. The new showers are estimated to cost more than 1.4 million (1998 quote). The facility re-piping project has also been addressed with an estimated additional cost of 3.6 million (1997 quote).

Both projects are on hold due to a lack of funding sources, however a comprehensive review of alternative funding sources is being conducted by the Custody Support Services unit and will be completed by February 1, 2003.

North County Correctional Facility (NCCF) has replaced the hot water boilers.
In 1993, California Penal Code section 4025, which governs the Inmate Welfare Fund (IWF), was amended by the legislature so that jail maintenance expenses could be paid for out of the excess inmate welfare funds. Under the new policy for the IWF, each year 51% of the annual IWF revenue will be assigned solely and exclusively to programs for the benefit, welfare, rehabilitation, and education of jail inmates.

The inmate welfare commission shall have the authority to approve all programs; or in other words, the commission can authorize the spending of up to 51% of the annual IWF revenue. The remaining 49% of the annual IWF revenue will be earmarked solely for jail maintenance, and these expenditures will instead be reviewed and approved by Correctional Services Division, County Counsel and Budget Authority.

RECOMMENDATION # 64:
The Jails Committee recommends the Sheriff's Department should install a security camera system at the North County Correctional Facility to assist in monitoring the inmate population.

RESPONSE: NOT IMPLEMENTED, TARGET IMPLEMENTATION DATE IS February 1, 2003.

Prior to the recommendation of the Grand Jury, the Sheriff's Department began researching and developing a uniform video surveillance system for all jails in the department's system, including NCCF.

Pitchess Detention Center-East Facility was identified as a pilot location for the project. A scope of work was created and funding allocated by the Board of Supervisors. Following a successful pilot program, the uniform system will be installed in all of the Department's jail facilities.

Funding sources for equipping the balance of the Division are being researched by the Custody Support Services unit, which will provide a response by February 1, 2003.

RECOMMENDATION #: 65
The Jails Committee recommends that the Sheriff's Department should install a computerized law library program, such as Lexis Reference Library at the North County Correctional Facility for inmates acting in pro per.

RESPONSE: RECOMMENDATION WILL NOT BE IMPLEMENTED

Inmates currently housed at the North County Correctional Facility, who are acting in pro-per, are segregated and given access to the North County Correctional Facility law library. The installation of a computerized law library program, would cause security issues and is cost prohibitive.

The equipment necessary to install such a program would include, a computer processor, a keyboard, a mouse, a video screen, and a printer. All of those items can easily be used as a weapon against inmates and staff. The Lexis Reference Library is a web based program, requiring Internet access to the user. This would allow inmates to go online and provide them the opportunity to search numerous databases, including property tax records, income tax records and voting records. Inmates would be able to access information regarding anyone and would be able to locate addresses for fellow inmates, witnesses, jail staff, etc.

Most inmates would need to be taught to use the computer system, which would create the need for a new position, a trained computer specialist. The program itself is quite expensive, costing approximately $3,800 per month for 35 inmates (price quoted from Lexis/Nexus).

RECOMMENDATION # 70
The Jails Committee recommends that the Sheriff's Department refine the procedures manual by including a specific percentage of the IWF balance to be set aside in each budget year for new pilot programs.

RESPONSE: NOT IMPLEMENTED, TARGET IMPLEMENTATION DATE IS SEPTEMBER 1, 2002.

Inmate Welfare fund expenditures are broken down into 49% for jail facility maintenance and 51% for inmate programs. Each year, the programs are planned around the anticipated revenues and specific monies are encumbered to insure adequate program funding. All Inmate Welfare fund revenues not earmarked for maintenance issues or on-going programs are generally slated for new programs or program enhancement.

September 1, 2002 financial statements will reflect these recommendations.

RECOMMENDATION # 71
The Jails Committee recommends that the Sheriff's Department state in the Inmate Welfare Commission Fiscal Handbook that not only will 51% of the IWF balancve be budgeted, but also spent on inmate programs each year. If any portion of the inmate program money is not spent, it should be carried over to the next fiscal year as funds for inmate programs only. It should not be co-mingled with facility maintenance funds.

RESPONSE: IMPLEMENTED

The financial statements for the first quarters in FY 2002/2003 will reflect the implementation of the recommendation.

RECOMMENDATION # 72
The Jails Committee recommends that the Sheriff should direct Correctional Services Division managers to develop guidelines and procedures for determining (a) how the Bridges to Recovery Center Program goals will be achieved, and (b) how inmates and program staff will identify when those goals have been achieved.

RESPONSE: IMPLEMENTED

This recommendation has been implemented and is being refined. A formal curriculum designed to target violent behavior in domestically violent men was developed by the Hacienda La Puente Unified School District, Correctional Education Unit for the Bridges to Recovery Program. A course outline, including lesson plans that incorporates specific and written goals and objectives was submitted and approved by the California State Department of Education. Individual student

progress notes are maintained by instructors and through individual and group sessions achievement is noted. Bridges to Recovery Program Administration and Sheriff's Personnel are currently identifying objective criteria by which inmates and program staff identify program achievement. Finally, pre and post-test instruments are being reviewed.

RECOMMENDATION # 73

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to develop measurable and reasonable objective criteria for determining program success, and a process to ensure that such criteria are communicated to inmates and staff.

RESPONSE: IMPLEMENTED

This recommendation has been implemented. The course curriculum, class outline, formal description of goals, objectives, and lesson plans are state approved. Furthermore, Sheriff's personnel has access to this information and fully supports the efforts of the education team. Inmates are instructed verbally and in writing of the expectations while enrolled in the Bridges to Recovery Program.

RECOMMENDATION # 74

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to develop and implement policies and procedures necessary for maintaining inmates for as close to the 6-week program curriculum as possible.

RESPONSE: FURTHER ANALYSIS IS REQUIRED, ANTICIPATED COMPLETION DATE IS SEPTEMBER 1, 2002.

Since this report was published, the Biscailuz Recovery Center (BRC) has been curtailed and both the Bridges to Recovery (domestic violence) and IMPACT (drug treatment) programs have been relocated to the Century Regional Detention Facility (CRDF). With this move, the dynamics of the program structure are being refined. Much research has been documented indicating that as time involved in a structured recovery program increases, so does the likelihood for a successful outcome. Although the Bridges to Recovery Program is only six-weeks, a model that incorporates continual support groups in an environment conducive to recovery, graduates of the program are being utilized to maintain the facility. A model of peer leadership is being incorporated and inmates are remaining at CRDF to continue in their recovery process.

RECOMMENDATION # 75

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to document a formalized process for screening inmates for program admission that includes all criteria to be used by screening personnel.

RESPONSE: IMPLEMENTED

This recommendation has been implemented and is being refined. Selection criteria for those entering the Bridges to Recovery Program, as well as disqualifying criteria have always been documented. However, with the program being moved to CRDF, a wider variety of inmates can now be accepted into the program (i.e., those on self-medication). Each individual screened for the program is done so against the acceptance and exclusionary criteria that is being formalized. If excluded, or removed from the program for any reason, details are documented.

RECOMMENDATION # 76
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to train additional personnel on eligibility and admission screening procedures.

RESPONSE: WILL BE IMPLEMENTED BY AUGUST 15, 2002.

Staffing at CRDF will be solidified and the facility will be a "program" facility. All personnel assigned to the facility will be made aware of the eligibility and admission screening procedures. Furthermore, five individuals will be cross-trained on the admission screening procedures.

RECOMMENDATION # 77
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to establish a formalized process for documenting eligibility screening results, so that the pool of potential program candidates and selected and rejected candidates can be identified by reason.

RESPONSE: IMPLEMENTED

This recommendation has been implemented. A screening form is completed for every individual screened for the program. Any reason for being denied entry into the program, being removed from the program, as well as completion of the program is documented.

RECOMMENDATION # 78
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to limit Bridges to Recovery program participation to inmates with a clear domestic violence criminal history.

RESPONSE: IMPLEMENTED

This recommendation has been implemented. The Bridges to Recovery Program has always focused on those individuals with a domestic violence history. Although the criminal charge may be something different than a PC 273.5, program management staff has instructed program screeners to include those who self-identify as batteries. Furthermore, individuals whose current conviction is not PC 273.5, but previous criminal behavior indicates domestic violence, will be screened for the program.

RECOMMENDATION # 79
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to establish procedures to ensure that adopted screening criteria are consistently applied.

RESPONSE: IMPLEMENTED

This recommendation has been implemented. The Bridges to Recovery Program Project Director has oversight to the program operations. A regular weekly review is conducted to ensure that screening staff is selecting the appropriate inmates for the program.

RECOMMENDATION # 80
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to work with Hacienda La Puente School District managers to incorporate program assessment criteria into the LASD screening process. Additional staff are being cross-trained so that consistency in selection is maintained.

RESPONSE: FURTHER ANALYSIS IS REQUIRED, ANTICIPATED COMPLETION DATE IS NOVEMBER 1, 2002.

Currently the screening process includes a goodness of fit for the Bridges to Recovery program based on the criminal history and results from the JICS (Jail Information Classification System) security score. JICS captures many recidivism indicators. The HLPUSD assessments are not currently used to accept or disqualify an individual from the program, although should HLPUSD staff believe that an individual is unfit for the program their recommendation is acted upon by Sheriff's personnel.

RECOMMENDATION # 81
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to establish a formalized inmate orientation process, which includes standard materials and relies upon staff who have been fully trained in aspects of the program.

RESPONSE: WILL BE IMPLEMENTED BY AUGUST 31, 2002.

Although new entrants do receive an orientation, this process will be documented formally. By August 31, 2002 a formalized inmate orientation process will be established and provided to the newly admitted inmates in the Bridges to Recovery Program.

RECOMMENDATION # 82
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers, with HLPUSD, develop a more extensive and formal process for transitioning inmates into the community, which includes involvement of the LASD Community Transition Unit and the Los Angeles County Probation Department.

RESPONSE: IMPLEMENTED

This recommendation has been partially implemented. The Community Transition Unit will be assigning two Custody Assistants whose duties include case managing inmates from custody to the community, to the Century Regional Detention Facility to work with all programs at that facility. These include the Veteran's Dorm, and the Bridges to Recovery Program participants. Meetings with probation will be initiated to establish a collaborative effort in the transitioning process.

RECOMMENDATION # 87

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to expand future statistical analyses and surveys to include all participants in the program, and to include more data elements (as described in the body of this report).

RESPONSE: IMPLEMENTED

This recommendation has been implemented and is being formalized. The recidivism studies utilized in this report were historical perspective studies that required the gathering of information on inmate who were no longer in the system. It was discovered that the Department's historical data records are antiquated and extrapolating data was difficult.

Understanding this, staff created a means to collect, at the initiation of the program necessary data for recidivism to be assessed.

RECOMMENDATION # 88

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers, with the help of HLPUSD, to develop a single database of information for tracking inmate participation in the Bridges to Recovery Program.

RESPONSE: THIS RECOMMENDATION WILL NOT BE IMPLEMENTED

This recommendation has not been implemented, but has been addressed. A database utilizing Microsoft ACCESS has been created as the single source documentation for recidivism information. Upon creation of the database it was discovered that the computers being utilized for data entry did not contain Microsoft ACCESS. Therefore, we are in the process of purchasing site licenses for this product.

RECOMMENDATION # 89

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to ensure that criminal change (*charge?*) data is accurately recorded so that it can be ascertained that the program focus remains on domestic violence.

RESPONSE: IMPLEMENTED

This recommendation has been implemented, however it should be noted that more information than the simple criminal charge is taken into consideration when accepting an individual into the program. Therefore, an individual may have a non-PC273.5 charge, but have an established history of domestic violence and be admitted to the Bridges to Recovery Program. An example of this would be a man arrested and charged with arson. When looking further into his criminal behavior it is evident that he and his wife were engaged in a physical altercation. He threw her clothes out on the lawn and lit them on fire. The more serious charge of arson was listed as the main charge because it would carry more time, if convicted.

RECOMMENDATION # 90

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to review the inmate selection process, and establish procedures that will ensure only those inmates with six weeks left on their sentences are enrolled in the program.

RESPONSE: FURTHER ANALYSIS IS REQUIRED, ANTICIPATED COMPLETION DATE IS OCTOBER 1, 2002.

As mentioned earlier, with the relocation of the Bridges to Recovery Program to the CRDF which allows the program to grow from 60 individuals to 96, and due to the theory that the longer an individuals works a program the better the outcome for success, participants are identified as early as possible upon their arrest. Once they graduate from the program they will be relocated to a different dorm that houses facility inmate workers. Although they will be assigned a facility job, it will still be mandated that they attend support groups, classes as identified by staff, and other recovery-type activities.

RECOMMENDATION # 91

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to ensure that reasons for dropping an inmate from the program are consistently and reliably tracked.

RESPONSE: IMPLEMENTED

This recommendation has been implemented. Support staff completes an "intake" form on each individual admitted into the Bridges to Recovery Program. This form is updated with information including why a participant is no longer enrolled in the program. This could include being dropped (reason cited), being released, or successfully graduating.

RECOMMENDATION # 92

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division manager to develop a formalized process for dealing with inmates who are not progressing through the program in an expected time frame.

RESPONSE: IMPLEMENTED

This recommendation has been implemented, and is being formalized. Inmates not progressing through the Bridges to Recovery Program have always been addressed, however this information was not documented in a central location. By August 31, 2002 a central repository for this type of information will have been developed and implemented.

RECOMMENDATION # 93

The Jails Committee recommends that the Superintendent of the Hacienda La Puente School District should direct Correctional Education Division managers to work with the Sheriff's Department to establish a single database of information for tracking inmate participation in the Bridges to Recovery Program.

RESPONSE: WILL BE IMPLEMENTED, ANTICIPATED IMPLEMENTATION DATE IS DECEMBER 31, 2002.

This recommendation has not been implemented, but is currently being addressed. Both the HLPUSD and LASD personnel are aware of the need for a central repository of critical information pertinent to measuring the achievement of benchmarks, and other outcome data. Preliminary meetings have occurred to discuss the development of the database. A draft database has been developed and is currently being tested at CRDF.

RECOMMENDATION # 94

The Jails Committee recommends that the Superintendent of the Hacienda La Puente School District should direct Correctional Education Division managers to work with the Sheriff's Department to establish protocols for dealing with inmates who are not meeting program criteria and objectives in a timely manner.

RESPONSE: IMPLEMENTED

This recommendation has been implemented, and is being formalized. Inmates not meeting program criteria and objectives in the Bridges to Recovery Program have always been addressed, however this information was not documented in a central location. By August 31, 2002 a central repository for this type of information will have been developed and implemented.

RECOMMENDATION # 95

The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to develop and implement an appropriate model for measuring the average cost per inmate day, the average cost per program participant and the average cost per program graduate for the Bridges to Recovery Program.

RESPONSE: IMPLEMENTED

This recommendation has been implemented and is being refined. Currently Correctional Services Division managers are seeking a model of cost analysis that takes into account not only

the "hard" costs of the programs, but the "soft" costs, and cost savings, as well. By the end of this year Correctional Services Division Managers will have a means to effectively state the cost of inmate programs, cost per inmate day, and cost per graduate.

RECOMMENDATION # 96
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to incorporate the results of the cost model into a comprehensive cost-effectiveness evaluation, as discussed in Section 4.

RESPONSE: WILL BE IMPLEMENTED BY FEBRUARY 12, 2003.

A model for measuring program effectiveness, which will include the program goals, objectives, and benchmarks is being developed. A model for use will be implemented by February 12, 2003.

RECOMMENDATION # 97
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to develop and formalize quantifiable measures of program success which are directly linked to program goals and objectives.

RESPONSE: IMPLEMENTED

This recommendation has been implemented and is being refined. Although program goals and objectives are stated, Correctional Services Division managers will be working with the Hacienda La Puente Unified School District staff to assign measurable indicators to the stated goals and objectives.

RECOMMENDATION # 98
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to establish consistent methods for capturing performance data.

RESPONSE: IMPLEMENTED

This recommendation has been implemented and is being formalized. As mentioned earlier in this report, goals, objectives and benchmarks that are already defined will be redefined with measurable indicators. Further, that information will be documented by the instructors and the data will be entered into a single source database for analysis.

RECOMMENDATION # 99
The Jails Committee recommends that the Sheriff should direct the Correctional Services Division managers to work with the Hacienda La Puente School District to develop additional data elements which will assist with future evaluation of the Bridges to Recovery Program, including the reasons individuals do not graduate, release dates, release reasons, etc.

RESPONSE: IMPLEMENTED

This recommendation has been implemented. Bridges to Recovery program staff have been trained on the type of data necessary for evaluation. They have been trained on the importance of the specific information, such as why an individual did not graduate, release dates, and release reasons (among other variables), and collect the data consistently.

RECOMMENDATION # 100

The Public Safety Committee recommends that the Los Angeles Sheriff's Department should continue their education and training programs in areas of officer's interaction with the public and treatment of crime suspects and prisoners.

RESPONSE: IMPLEMENTED

Interaction with the public, treatment of suspects, and prisoners is emphasized in various training classes. The subject matter is contained in the curriculum of the following courses and programs: the Basic Recruit Academy, Patrol School, Field Training Officer School, Custody STC training, Continued Professional Training (CPT) for Field Operations personnel, Sergeant Supervisory School, as well as programs and training in the use of force and use of force reporting procedures. **(See response to Item 102 below).**

RECOMMENDATION # 101

The Public Safety Committee recommends that the Los Angeles Sheriff's Department should continue to provide follow up training as the evolution of case law may dictate, particularly in the area of search and seizure.

RESPONSE: IMPLEMENTED

A two hour block of instruction in the Continued Professional Training curriculum provides updates regarding case law and laws pertaining to Search and Seizure. This information is disseminated to all employees via department teletypes, Field Operations Directives, Sheriff's Bulletins, and Field Operations Weekly Briefings. This material is also contained in other training curriculums. Among them are courses designed for Custody personnel, Field Operations (e.g. Patrol School), and Sergeant Supervisor School. These topics will be included in additional training which is currently being developed.

RECOMMENDATION # 102

The Public Safety Committee recommends that the Los Angeles Sheriff's Department should continue to emphasize and provide continuing education in the specialized areas of dispute resolution, conflict management and mediation, in an effort to seek constantly alternative ways of establishing positive communication while upholding the Vision, Mission and Core Values of the Department.

RESPONSE: IMPLEMENTED

The overall mission of the Department's Bureau of Compliance encompasses this recommendation and more. The Bureau is comprised of the following units which serve to illustrate our Department's commitment:

- Affirmative Action Unit
- Diversity Unit
- Americans With Disabilities Act Unit
- Ombudsperson Unit
- Equity Education Unit
- Consent Decree Unit

The Sheriff's Department provides ongoing Tactical Communications training to all personnel. This training has been in existence for over ten years. This type of education is also given in the Recruit Academy course. This ongoing professional in-service training is provided to personnel in Custody Division, Court Services Division, all three Field Operations Regions, Detective Division, and Support Services Division. In addition, when a deputy is assigned to a Field Operations Region, and he/she receives a complaint for discourtesy, he/she is required to review and sign a Tactical Communications refresher syllabus, regardless of the outcome of the inquiry.

This type of education is provided to supervisors in Sergeant Supervisory School, Field Operations Sergeant School and Lieutenant Operations School. This curriculum includes a section for supervisors regarding their responsibility and accountability. The Bureau of Compliance provides mediation services to all department units upon request, and team building sessions when units experience spikes in internal and external complaints. The Diversity Unit has developed a CARE Response Team which consists of department and other county personnel. These team members are trained in inter-cultural issues and conflict resolution techniques. They will respond to any community in the county when such problems arise.

Also, the Sheriff's Department commitment to improving communications with the community can be found on the department web site, *LASD.ORG*. The public accessing this web site can go directly to an informational bulletin entitled "*What to do if you are stopped by a deputy.*" This bulletin provides simple, effective answers to questions from the public regarding police vehicle stops. It also provides information as to what they can expect during such encounters and provide recommendations as to how to handle and minimize the effects of such encounters.

The responses to the aforementioned is an overview of the ongoing commitment of the Sheriff's Department to continue adherence of the recommendations identified in the Grand Jury Report.

ATTACHMENT H

Superior Court

The Superior Court

JOHN A. CLARKE
EXECUTIVE OFFICER/CLERK

111 NORTH HILL STREET ● LOS ANGELES ● CALIFORNIA 90012

August 22, 2002

TO: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Gloria M. Gomez
Director, Juror Services Division

SUBJECT: **2001-2002 GRAND JURY FINAL REPORT**

The Edit Committee of the 2001-2002, Civil Grand Jury, made five recommendations in their Final Report regarding GRAND JURY AWARENESS AND FINAL REPORT. Attached are the responses to the recommendations.

If you have questions or need additional information regarding these responses, please contact me at (213) 974-5814 or Debbie Kiger, Manager, Grand Jury at (213) 893-1093.

Attachment

c: James A. Bascue, Presiding Judge
: Honorable David S. Wesley, Chair Grand Jurors Committee
Honorable Teresa Sanchez-Gordon, Chair Outreach/Recruitment Committee

RESPONSE TO THE 2001 - 2002 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES - DEPARTMENT NAME

SUBJECT: 2001-2002 GRAND JURY RECOMMENDATIONS FOR SECTION TITLE

RECOMMENDATION #1:

EXPAND "GRAND JURY AWARENESS" CAMPAIGN

RESPONSE:

THE GRAND JURORS COMMITTEE, CHAIRED BY JUDGE DAVID S. WESLEY, HAS AN OUTREACH SUB-COMMITTEE, CHAIRED BY JUDGE TERESA SANCHEZ-GORDON, AND MEMBERS CONSISTING OF SEVERAL JUDICIAL OFFICERS, GLORIA GOMEZ, DIRECTOR, JUROR SERVICES, AND DEBBIE KIGER, MANAGER, GRAND JURY. ADDITIONALLY, THE COURT'S PUBLIC INFORMATION OFFICE ASSISTS THE SUB-COMMITTEE WITH RECRUITMENT CAMPAIGN ACTIVITIES.

THE GOAL OF THE OUTREACH SUB- COMMITTEE IS TO OUTREACH TO THE PUBLIC ENSURING ETHNIC, RACIAL, AND AGE DIVERSITY FOR FUTURE CIVIL GRAND JURIES. PARTICULAR GROUPS ARE TARGETED FOR RECRUITMENT AND VARIOUS METHODS (TASKS / EVENTS) ARE USED FOR RECRUITING.

RECOMMENDATION #2:

MAKE AVAILABLE APPLICATION FORMS FOR CIVIL GRAND JURY SERVICE

RESPONSE:

THE CIVIL GRAND JURY HAS A PROCESS BY WHICH APPLICATIONS MAY BE REQUESTED BY THE PUBLIC. ANYONE WISHING TO RECEIVE AN APPLICATION NEED ONLY TO CALL THE PUBLIC TELEPHONE NUMBER ASSIGNED TO THE CIVIL GRAND JURY - (213) 893-1047, AND FOLLOW THE INSTRUCTIONS ON THE RECORDED OUTGOING MESSAGE - WHICH ASKS THE CALLER TO LEAVE HIS/HER NAME, ADDRESS, AND TELEPHONE NUMBER. AN APPLICATION IS IMMEDIATELY MAILED TO THE INTERESTED PARTY.

ADDITIONALLY, AS APPLICATION FORMS ARE RETURNED, THE APPLICANTS INFORMATION IS ENTERED INTO THE GRAND JURY DATABASE. THERE IS A MASS MAILING OF APPLICATION FORMS WITH INSTRUCTIONS TO THE CANDIDATES WHO HAVE PREVIOUSLY APPLIED, BUT MAY NOT HAVE BEEN SELECTED DURING THE FINAL DRAW, AND TO THOSE WHO HAVE SERVED AS A MEMBER OF A PRIOR GRAND JURY.

RECOMMENDATION #3:

CONTINUE PLACING THE FINAL REPORT ON THE WEBSITE

RESPONSE:

THE GRAND JURY FINAL REPORT(S) ARE ON THE GRAND JURY WEB SITE.
GRANDJURY.CO.LA.CA.US

RECOMMENDATION #4:

PROVIDE COPIES OF THE FINAL REPORT TO ALL JUROR ASSEMBLY ROOMS

RESPONSE:

COPIES OF THE 2000-2001 GRAND JURY FINAL REPORT WERE DISTRIBUTED TO ALL DISTRICT JURY COORDINATORS IN LOS ANGELES COUNTY DURING A REGULARLY SCHEDULED MEETING. THE 2001-2002 GRAND JURY FINAL REPORT WILL BE DISTRIBUTED IN THE SAME MANNER THE LATTER PART OF AUGUST. COPIES OF THE FINAL REPORT ARE PLACED IN THE JURY ASSEMBLY ROOMS IN EACH LOCATION AND ARE AVAILABLE FOR REVIEW BY THOSE JURORS ALREADY SERVING AS A TRIAL JUROR.

RECOMMENDATION #5:

CONTINUE AND IMPROVE EDUCATIONAL OUTREACH PROGRAM

RESPONSE:

THE PREVIOUS FOUR RECOMMENDATIONS CONTINUE AND IMPROVE EDUCATIONAL OUTREACH PROGRAMS IN THE ATTEMPT TO RECRUIT CIVIL GRAND JURORS FROM THE "RICH AND DIVERSE RACIAL/ETHNIC POPULATION THAT ENCOMPASSES THE COUNTY OF LOS ANGELES".

A LISTING OF THE 2001-2002 CIVIL GRAND JURY RECRUITMENT CAMPAIGN ACTIVITIES IS ATTACHED.

Public Information Office

Civil Grand Jury Recruitment Campaign Activities

Attended all meetings with the subcommittee

Mailed letters to 515 civic and media organizations and other agencies requesting they print an article recruiting grand jurors in any publications they produce. This mass-mailing required extensive technological enhancements to our computers in order to get the job done as quickly as possible. Sent a follow-up letter requesting copies of anything they published. Compiled copies when received and deleted organizations from the mailing list who could not or would not print the article.

Jerrianne Haylsett assisted in editing most written materials for the project

Twice arranged production and taping of 30-second PSA in English and Spanish by Judge Sanchez-Gordon; included all aspects of production including teleprompter, props, music, transportation, set-up, post-production, etc.; arranged for its duplication and shipping to 30 public and municipal access channels and five commercial Spanish-language channels. Sent special Beta SP copy of PSA to KMEX and KVEA public affairs directors. Sent script to Hispanic radio stations.

Concluded arrangements at KCET "Life and Times Tonight" with Judge Sanchez-Gordon for her appearance with Judge Kevin Ross.

Jerrianne Haylsett assisted in writing Judge Sanchez-Gordon's speech which was presented before the Board of Supervisors on Sept. 4

Wrote press release for Proclamation by Board of Supervisors about Grand Jury Awareness Month; distributed to standard release list

Pitched, landed and arranged cable TV appearance for Judge Sanchez-Gordon and Judge Fred Fujioka on "Issues and Answers" with host Ron Roberson, aired over 15 municipal channels

Pitched, landed and arranged cable TV appearance for Judge Eric Taylor with Larry Bender, Hawthorne cable TV interviewer; aired over four Time-Warner municipal cable channels.

Pitched, landed and arranged commercial TV interview for Daniel Deng, attorney, on Chinese language prime time newscast, Channel 18 KSCI.

Pitched, landed and arranged appearance for Gloria Gomez on City TV of Santa Monica cable channel on "Santa Monica Update," a half-hour news show.

Pitched story to KMEX "Primera Vision" four times; faxes, calls, emails

Pitched to *La Opinion*'s editorial page editor and reporter and publisher; faxes, calls, emails

Pitched story to reporter Linda Alvarez at Ch. 2.

Arranged for plaque to be made and shipped to AT & T Broadband, thanking them for assisting the Court for free; wrote transmittal letter from Judge James Bascue.

For Asian Pacific and Mexican American Judges Nights: Compiled special media lists; faxed media advisory and release to more than 60 news outlets; press kits for both events; photographs of each event taken and distributed with release

Wrote thank you letters for Judge Bascue and Judge Sanchez-Gordon to various people and organizations

Assisted in production of a poster- consultation and photography

The Superior Court
LOS ANGELES, CALIFORNIA 90012
CHAMBERS OF
TERESA SÁNCHEZ-GORDON, JUDGE

TELEPHONE
(213) 974-1234

To: Grand Jury Outreach Committee Members

From: Teresa Sanchez-Gordon, Chair

Date: April 27, 2001

Re: Outreach Assignments and Deadlines

I again want to thank each of you for participating in the conference call on April 23rd. The discussion allowed us to identify particular target groups for recruitment and the methods we intend to utilize to get out our message.

As you know, we are working under a defined time line. The pre-outreach tasks/events are now officially underway in preparation for Grand Jury Awareness Month in September.

The following is my attempt to outline the tasks discussed, the person(s) assigned to the task and the deadline for the task.

TASK	ASSIGNMENT	DEADLINE
Prepare info/request letter to media	TSG and Fran	5/3/01
Edit and reproduce pamphlet, request form and flyer	TSF and Fran	5/1 and 6/31/01
Color poster with photos for Jury Assembly Room	TSG and Kyle	7/6/01
Grand Jury Awareness Month Proclamation	TSG and J. Bascue	7/27/01
Newsletter contacts and draft article	TSG and B. Bowers	6/29/01
Contact ethnic organizations and Bar Associations for Newsletter article and/or Law Day presentations	F. Fujioka & C. Aragon	6/29/01
Identify Rotary Clubs and other social organizations	D. Sotelo & Y. Palazuelos	6/29/01
L. A. Chamber of Commerce	E. Hiroshige	6/29/01
Media Contacts (radio, TV, newspaper)	All members	5/14/01

There are several other tasks/events that have traditionally occurred during the Grand Jury recruitment time line such as, press releases, follow-up letters to already identified volunteers, letter to judges, etc. The committees outreach efforts will compliment and enhance those set events.

Please feel free to call Fran Johnson at (213) 974-4203 or myself (213) 974-6241. I look forward to speaking with you on May 14th at 12:15 p.m. Enclosed are material that will assist you in your particular task.

TSG:tak

Enclosures

cc: Judge David S. Wesley
Gloria Gomez, Juror Services Division
Fran Johnson, Juror Services Division
Jerrianne Hayslett, Public Information Division