County of Los Angeles
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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 2, 2003

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 2002-2003 GRAND JURY FINAL REPORT
(ALL DISTRICTS AFFECTED) (3 VOTES)

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the responses to the 2002-2003 findings and recommendations of the Grand Jury that pertain to County government matters under the control of your Board.

2. Instruct the Executive Officer of the Board of Supervisors to transmit copies of this report to the Grand Jury upon approval by your Board.

3. Instruct the Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court upon approval by your Board.

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 2003, the 2002-2003 County of Los Angeles Grand Jury issued its Final Report containing findings and recommendations directed to various County and non-County agencies. Each affected County department head has reported back on the Grand Jury recommendations. These reports are attached as the County's response to the 2002-2003 Grand Jury Final Report.

The recommendations directed to all future Grand Juries have been forwarded to the 2003-2004 Grand Jury for consideration. Recommendations associated with non-County agencies have been referred directly by the Grand Jury to the following agencies: Burbank Police Department, Long Beach Police Department, Los Angeles City Council, Los Angeles Fire Department, Los Angeles Police Department, Los Angeles Unified School District, Pomona Police Department, and Torrance Police Department.

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.

FISCAL IMPACT/FINANCING

Certain Grand Jury recommendations require additional financing resources. As an example, the Grand Jury recommends that the Sheriff's Department increase the number of staff under the Safety Officer to assist in loss-prevention activities. 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 2004-2005 budget cycle, as appropriate.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

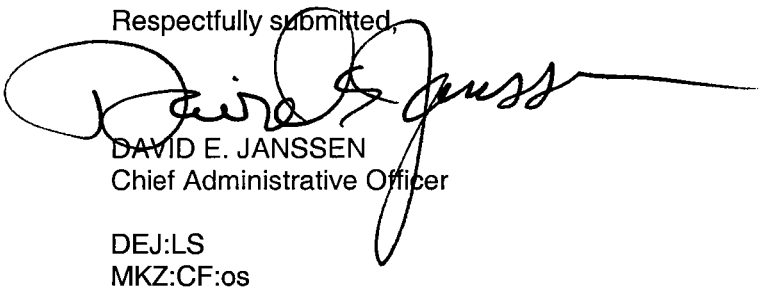
In accordance with California Penal Code Section 933 (b), the following departments have submitted responses to the 2002-2003 County of Los Angeles Grand Jury Final Report:

ATTACHMENT	DEPARTMENT
A	Chief Administrative Office
B	Community and Senior Services
C	Coroner
D	District Attorney
E	Fire
F	Office of Education
G	Ombudsman
H	Parks and Recreation
I	Probation
J	Sheriff

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Not applicable.

Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer

DEJ:LS
MKZ:CF:os

Attachments

c: District Attorney
Sheriff
Presiding Judge of Superior Court
Director of Community and Senior Services
Director of Coroner
County Counsel
Fire Chief
Grand Jury
Superintendent, Office of Education
Ombudsman
Director of Parks and Recreation
Chief Probation Officer

ATTACHMENT A

Chief Administrative Office

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August 21, 2003

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

From: David E. Janssen
Chief Administrative Officer

2002-03 GRAND JURY FINAL REPORT

Attached are the Chief Administrative Office responses to the 2002-2003 Grand Jury Final Report. We are responding to the following sections of the Report:

- Workers' Compensation
- Senior Citizen Services - General
- Law Enforcement – Citizen Complaints
- Detention Inspections – Juveniles Being Tried as Adults

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\2002-03 grand jury fnl rprt responses_cao_ea supv

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR WORKERS' COMPENSATION

RECOMMENDATION NO. 1

Greater support be given by the highest management levels to Early-Return-To-Work (ERTW) programs.

RESPONSE

This recommendation was implemented prior to Grand Jury Report; however, the Chief Administrative Office (CAO) believes additional effort is required.

Many County departments have implemented the County of Los Angeles' (County) Return-To-Work Program. However, the CAO's independent assessment of the Countywide Return-To-Work effort identified issues requiring improvement and the need for a standardized Return-To-Work process throughout the County. Additionally, the CAO conducted a thorough study of the County's Workers' Compensation Program. Included in both CAO studies are recommendations that the County of Los Angeles Board of Supervisors (Board) mandate Return-To-Work for all County departments and consider the management of workers' compensation and liability claims as a Management Appraisal and Performance Plan goal for all departments.

In July 2003, CAO staff began to meet with department managers and deputies of each County supervisor to discuss the CAO's two independent workers' compensation studies. Based upon those meetings, in September 2003, CAO staff intends to present to the Board of Supervisors several recommendations to strengthen the County's workers' compensation policies and procedures.

RECOMMENDATION NO. 2

Require top management review and approval for any employee exceptions to ERTW programs.

RESPONSE

This recommendation will be implemented in 2003.

The CAO concurs with this recommendation since experience verifies that top management's commitment to Return-To–Work provides staff the support and authority to assure employees are promptly afforded the opportunity for a transitional assignment

following injury. Also, the CAO intends to conduct regularly scheduled department Claim Reviews. Attending those reviews will be representatives from the CAO, County Counsel, third party claims administrators (TPAs) and departments. During Claim Review meetings, department Risk Management Coordinators will be required to discuss those employees capable of returning to a transitional assignment but who remain on workers' compensation leave.

Department Risk Management Coordinators are the CAO and County Counsel's point of contact within a department; and, collaborate with the CAO and County Counsel to manage claims and losses.

This recommendation will be included in the *County of Los Angeles Return-To-Work Manual* but requires an evaluation of the operational issues it presents. That evaluation will be completed in 2004.

RECOMMENDATION NO. 3

Explore the possibility of interdepartmental light-duty assignments where departments cannot accommodate an injured worker on a short-term basis.

RESPONSE

This recommendation requires further analysis.

The CAO, also, recommended such assignments in its independent study. Departmental Return-To-Work Coordinators, typically, possess the ability to identify a transitional assignment across their department's units and divisions. However, the implementation of an inter-departmental light-duty pool will require analysis during 2004 to assess staffing and compensation issues.

RECOMMENDATION NO. 4

Departments establish and expand a network of treatment facilities that understand and support the employers' ERTW program.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

Expanding treating networks is a responsibility that should remain with the CAO.

The CAO and departments, currently, utilize the expertise and resources of the County's workers' compensation medical and disability management contractors to obtain timely, quality, and economical medical care for injured employees.

The effectiveness of this recommendation will be enhanced with participation by the County's claim TPAs. TPAs will be responsible to establish and maintain effective communication with medical clinics and facilities treating injured County workers. This communication will facilitate transitional work, effective treatment and referrals, and expedite the claim authorization process. Establishing close working relationships between the departments, TPAs, and the first treatment medical clinics strengthens the Return-to-Work process and avoids delays in the provision of needed medical treatment.

The process of adding additional Preferred Provider Organizations (PPO) will begin in November 2003, and will be completed during 2004.

RECOMMENDATION NO. 5

Implement ERTW as soon as possible after the injury, because of the short time frame for medical control.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

The goal of the County's Early Return-To-Work Program, initiated in 1998, is to expeditiously return employees to work after injury. The procedure to accomplish this is included in the CAO's *Early Return-To-Work Program Manual*. Training has been routinely provided to departmental supervisors since 1998. Initial and follow-up training is provided by the CAO as scheduled by the CAO at least yearly, or as requested by a department.

RECOMMENDATION NO. 6

Continue to lobby for legislative reform of the California Workers' Compensation system.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

Since March 2003, the County of Los Angeles has actively engaged in the critical effort to affect meaningful reform within the California workers' compensation system. At the Board of Supervisors' direction, the CAO initiated a three pronged approach to attain this goal:

1) Developed a coalition of large public employers in the Los Angeles area to promote meaningful workers' compensation reform; for example, repeal of the treating physician presumptive of correctness for pre-designated treating physicians. That coalition includes the Los Angeles Unified School District, Mass Transit Authority and City of Los Angeles.

2) Worked with the local business community through the Los Angeles Chamber of Commerce and California Coalition for Workers' Compensation to achieve mutually beneficial legislative reform; for example, require the development and use of a more objective process for the calculation of permanent disability ratings.

3) Develop County sponsored legislation to complete the repeal of specific problems; for example, consider:

   - Sponsor legislation to make the County Retirement Act of 1937 comparable to PERS by allowing a disabled safety member to retire for disability even though eligibility for LC 4850 has not ended.

   - Promote legislation to establish a coordination of benefits between disability retirement funded by the County and workers' compensation permanent disability benefits.

   - Promote legislation enabling a County of the First Class to direct care for the twelve months following filing of the claims.

At various times, the County has been actively involved with California employer organizations sponsoring and supporting legislative reform to ensure a fair and equitable workers' compensation system. Among these organizations are the California Coalition for Workers' Compensation, the California Self-Insurers' Association, the California State Association of Counties and the League of California Cities.

The Board of Supervisors has adopted an overall legislative policy to support meaningful reform of the workers' compensation system to provide reasonable benefit levels and needed corrective action to prevent abuse and ensure that the system is efficient, equitable and cost effective. Accordingly, the Board of Supervisors supports the following reforms estimated to either reduce or stop the increase of expense by $60.0 M annually:

Promote Prudent Use of Health Care

- Adopt the Medicare fee schedule for all workers' compensation treatment, including pharmaceuticals and outpatient surgery centers.

- Adopt standardized, clinically-based protocols for procedures such as chiropractic treatment and physical therapy.

- Establish an independent medical review process with physicians trained in occupational medicine to resolve treatment issues.

- Require use of generic drugs, with exceptions where clinically appropriate.

- Establish a physician certification program for physicians treating workers' compensation claimants.

- Completely repeal the treating physician presumption of correctness.

- Allow employers to negotiate rates on a capitation basis with health care providers and plans.

Improve the California System's Accountability and Administration

- Revise penalties for delay or denial of benefits to maintain substantial penalties for employers who continually fail to pay claims, and reduce penalties for minor payment delays by limiting a penalty of 10 percent of an individual invoice only.

- Establish a one year statute of limitations for filing penalty claims.

- Require physician diagnostic reports to address the contribution of pre-existing conditions when establishing permanent disability, and eliminate the employer's liability for prior non-work related injuries or illnesses.

- Require use of the American Medical Association (AMA) Disability Guidelines to promote a more objective system to determine permanent disability.

- Require that the burden of proof and the standard for determining job-relatedness in cumulative trauma injuries apply the same standards as currently exists for psychiatric injuries.

Align the Public and Private Sectors

- Include all employers in the provisions of current law that enable use of an Alternate Dispute Resolution system to resolve workers' compensation claims with involvement of applicable unions in the development of an ADR process.

- Include the public sector in the Return-To-Work incentive program.

- Prohibit any new or expanded presumptions in the public sector.

- Prohibit expansion or increase in eligibility for tax free, full salary benefits (Labor Code Section 4850) in lieu of temporary disability benefits in the public sector.

RECOMMENDATION NO. 7

The CAO should conduct periodic independent audits and actuarial analyses of the workers' compensation program as a further measurement against how the County program compares with industry standards and other California governmental programs.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

During April 2003, the CAO:

1) Issued a Request for Proposal for an annual actuarial study of the County's Workers' Compensation Program. AON Corporation was awarded the contract and will provide, as of June 30 of each future fiscal year, an estimate of the County of Los Angeles' unpaid liabilities and expected annual expenditures, by department, for the upcoming fiscal year.

2) Arranged for a complete financial audit of the County's workers' compensation system. The audit should begin in 2003, and is targeted for completion in 2004. The audit's results will be published upon completion.

RECOMMENDATION NO. 8

The CAO Risk Management Office should take steps to enhance communications regarding workers' compensation with various County departments.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

1) During April 2003, the CAO and County Counsel requested the Los Angeles County Board of Supervisors direct each department to appoint a Risk Management Coordinator. A department's Risk Management Coordinator will become the focal point of the CAO and County Counsel's effort to coordinate:

   - Quarterly Loss Control and Prevention Reviews attended by staff from CAO Risk Management, the department's safety staff and department's Return-To-Work Coordinator; and,

   - Quarterly Claims Reviews attended by CAO Risk Management, the department's Risk Management Coordinator and Return-To-Work Coordinator, TPAs and County Counsel.

2) The Chief Administrative Office and Department of Human Resources have begun to develop a process to publish *County Digest* articles addressing Risk Management issues and workers' compensation fraud.

RECOMMENDATION NO. 9

Integrate other absence programs with the workers' compensation program to bring cost savings and medical-management principles to the other programs.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

Since their inception, the County's Long-Term and Short-Term Disability Programs have been coordinated with its workers' compensation benefits. The County's Workers' Compensation, Long-Term Disability and Short-Term Disability Programs have been consolidated into the CAO.

RECOMMENDATION NO. 10

Establish a formal program for CAO Claims Monitors and County Counsel to train the departments on workers' compensation claim procedures, claim reporting, claim investigations, loss-prevention techniques, and usage of the computer-software system.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report, but requires additional effort.

1) For the past few years, the CAO has conducted quarterly meetings of, and training for, the departments' Return-To-Work Coordinators. A sound Return-To-Work system is a critical component of a successful workers' compensation program.

2) As previously stated in Grand Jury Recommendation 8, the CAO is establishing a system of quarterly department Claim Reviews attended by CAO Risk Management; County Counsel; and the department's Risk Management Coordinator, Return-To-Work Coordinator and safety staff. Additionally, quarterly department Loss Control and Prevention Reviews will be held with CAO Risk Management Staff; and, the department's Risk Management Coordinator, Return-To-Work Coordinator and safety staff. During both reviews, risk management problems will be identified, analyzed and appropriate procedures selected to mitigate those problems. Additionally, Loss Control and Prevention Reviews, and Claim Reviews offer value training opportunities.

3) The CAO and the Department of Human Resources Training Academy intends to establish a Certificate Program in workers' compensation Return-To-Work. The Training Academy will teach "best practices" in the implementation of a Return-To-Work Program, basic workers' compensation processes and issues, the federal Americans with Disabilities Act (ADA) and California Fair Employment and Housing Act (FEHA) requirements.

4) The CAO is, currently, in the process of implementing a new Risk Management Information System (RMIS) for property claims, liability claims, vehicle claims, and other County Counsel responsibilities. Presently, RMIS does not include a workers' compensation claims package. Additionally, RMIS requires testing and monitoring for, likely, two to three years prior to incurring the expense of transferring vast amounts of workers' compensation data into RMIS. In the interim, the CAO is expanding the functionality of the County's current workers' compensation claims administration system, GenComp.

   The present, character based GenComp system does not provide County departments significant access to useful reports. However, GenComp For Windows (GCFW), a Windows based system, is being introduced by the CAO that will allow departments, once trained, access to user-friendly uniform reports. Departments will be able to generate ad-hoc reports identifying cause and loss information. These reports will assist department management identify problems and develop mitigation strategies.

RECOMMENDATION NO. 11

Resolve the current disputes with the TPAs over penalties and excess costs.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

Annually, the CAO recovers approximately $1.5 M from its workers' compensation claim TPAs. These recoveries are reimbursement of unnecessary County expense caused by the TPAs' error or lack of timely processing. A previous County of Los Angeles Grand Jury Report strongly recommended that the County recover amounts paid by the County due to a TPA's error or late processing.

Due to the stress induced by the California workers' compensation system's egregious penalties, the working relationship between CAO Claim Monitors and the County's workers' compensation claims TPA needs strengthening. To improve that relationship, included in the 2003 Workers' Compensation Claims Administration Request for Proposal is an improved dispute resolution process. The new process establishes (for work effective January 1, 2004) a panel of mediators to facilitate resolution of penalty

disputes should County and TPA management disagree about a dispute's resolution. The new mediation process is designed as a timely and economical means to settle disputes as they arise rather than taking a number of years to resolve.

RECOMMENDATION NO. 12

Perform an actuarial analysis of workers' compensation costs at least every three years.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

As previously stated in the County's response to Grand Jury Recommendation 7, the County previously contracted with AON Corporation to provide annual actuarial analysis of its workers' compensation program.

RECOMMENDATION NO. 13

The TPAs and CAO Claim Monitors should establish reserves for expected ultimate claims costs as early as possible in the life of the claim.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

The CAO staff previously determined the County's contracted claim TPA's do not establish adequate reserves. Rather than evaluate claims for their ultimate cost, the TPAs "stair-step" reserves. This method leads to under-reserving of future liabilities. A consistent reserving methodology must be applied amongst the three workers' compensation claim TPAs.

Since the County is not obligated to post an annual security deposit (to cover incurred liabilities) with the State of California Self Insurance Plans, TPA claims adjusters do not believe reserving is a critical component of the County's program. However, sound reserving practice is absolutely critical in forecasting, identifying loss trends and must be in place prior to loss portfolio transfer study. Accurate reserves will assist the County to more accurately assess workers' compensation exposures, allow resources to be utilized in an efficient and cost effective manner, and facilitate cost projections and budgeting.

The CAO will require all TPAs to establish and implement reserve training programs that will be conducted on a regularly scheduled basis. This requirement will be implemented after CAO staff thoroughly reviews the June 30, 2002, actuarial study being performed by Milliman & Robertson, Inc., which should be completed in August 2003.

RECOMMENDATION NO. 14

Create and implement a performance-incentive program to encourage CAO Claim Monitors to develop new cost-savings programs.

RESPONSE

This recommendation requires further analysis, to be completed in 2004.

This recommendation seems to be made in the context of financial rewards. The ability to implement such a performance-incentive program must overcome budget and compensation issues.

RECOMMENDATION NO. 15

The CAO should actively solicit cost-saving ideas from the TPAs and reward them on results using a percentage-of-savings formula.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report, and will continue to be stressed.

The CAO's 2003, Workers' Compensation Claims Administration Request for Proposal (RFP) (for administration of approximately one-quarter of the County's workers' compensation claims) contains several new cost saving incentives utilizing a percentage-of-savings formula; for example, new incentives for subrogation, Return-To-Work, and fraud identification were included in the RFP. In the future, as the CAO issues RFP's for the remaining two thirds of the County's workers' compensation claims those incentives will, also, be included. In the interim, the new cost saving incentives will be discussed with the TPAs currently under contract.

RECOMMENDATION NO. 16

The CAO Claim Monitors and TPAs should develop a formal process to review all cases with lifetime medical awards or high-dollar medical exposure.

RESPONSE

This recommendation requires further analysis, to be completed in 2003.

The CAO concurs to the extent this recommendation is economically feasible. A careful review of all cases with high-dollar medical and/or indemnity exposure is critical. As noted in the Grand Jury Report, page 68, formal procedures have been implemented to

actively evaluate and defend claims with potential for 100 percent permanent disability awards. These claims possess significant indemnity cost exposure and, often, substantial medical exposure. The CAO previously extended this procedure to all claims with potential permanent disability findings greater than 70 percent.

Clearly, the County's obligation to provide lifetime medical care is significant. This was reflected in an analysis of medical benefits paid between July 1, 2002 and May 31, 2003. Claims with accident years six-years or older accounted for over 31 percent of medical payouts, or approximately $40.0 M. County Claim Monitors authorize all medical payments exceeding $7,500. They, also, "roundtable" high exposure claims and recommend resolution strategies (see Grand Jury Report, page 67). Contractual staffing requirements serve as incentives for TPAs to finalize, by lump sum settlement, medical expenses wherever possible. Unfortunately, there is no statutory requirement for an injured worker to settle his or her entitlement to future medical benefits.

Due to financial constraints, it may not be reasonable to expect County Claim Monitors to review all cases with lifetime medical awards (Please see response to Grand Jury Recommendation 18). Additionally, expansion of Claim Monitor duties may require additions to staff.

RECOMMENDATION NO. 17

Designate funds for the prompt settlement of as many lifetime or open medical cases as possible.

RESPONSE

This recommendation requires further analysis, because of its fiscal impact, to be completed in 2004.

1) Prior to the Grand Jury Report, the CAO recognized many more claims should be closed through Compromise and Release Agreements or Structured Settlements. These two methods entail estimating future workers' compensation liabilities and settling them with the injured worker by lump sum settlement, or in the case of the Structured Settlement, through a large single payment resulting in periodic payments by an annuity company. This goal is being accomplished during Claim Reviews and TPA training seminars. The CAO and County Counsel will play a critical role in requiring the application, where possible, of such settlement tools by claim TPAs.

2) Given the unpredictable nature of permanent disability findings within the California workers' compensation system, the CAO Claim Monitors review all claims with potential permanent disability findings exceeding the life pension threshold. The CAO Claim Monitors, in conjunction with claim TPA staff, develop action plans to ensure reasonable claim resolution.

3) The County funds its Workers' Compensation Trust Fund (WCTF) on a current expense basis. To a limited degree, the inclusion of funds to pay for the settlement of large, complex claims is already included in the WCTF's cost allocation system (its funding system). Prior to the Grand Jury Report CAO staff planned to begin the practice, during each fiscal year's budget development process, of identifying by department a number of large, complex claims for settlement and including the total of their estimated settlement value in the department's funding requirement. That practice will begin with the fiscal year 2004-05 budget.

RECOMMENDATION NO. 18

Change the primary role of CAO Claims Monitors to responsibility for claims outcomes.

RESPONSE

This recommendation requires further analysis, to be completed in 2004.

Presently, the CAO Claim Monitors are responsible for monitoring TPA performance, approving over authority payments, advising and training TPA staff in County payroll systems and other County procedures. Improved claim outcomes can be achieved through improving the collaborative effort of departments, TPAs, medical and disability management vendors, medical providers, and defense attorneys. County Claim Monitor duties were recently expanded to include assisting departments during Claim Reviews, roundtable discussions concerning high exposure claims, assisting injured workers in resolving claim issues, and coordinating "process meetings" to enhance communication between system stakeholders (see Grand Jury Report, page 67).

During 2003 and 2004, the CAO will assess the cost-benefit of adding to staff additional workers' compensation adjusting and subrogation resources. The adjuster positions would be claim examiners whose responsibility would be to close complex claims.

Further expansion of CAO Claim Monitor duties may require additions to staff.

RECOMMENDATION NO. 19

Establish a baseline of current subrogation recoveries and then provide incentives to the TPAs to share in recoveries over the baseline.

RESPONSE

This recommendation's fiscal impact requires further analysis, to be completed in 2004.

Please, also, see the CAO's response to Grand Jury Recommendation 15.

During 2003, the CAO has planned to initiate a study of the Countywide subrogation effort.

RECOMMENDATION NO. 20

Return responsibility for vocational rehabilitation at the Sheriff Department to the CAO Risk Management Branch.

RESPONSE

This recommendation is being implemented.

The Sheriff Department and the CAO are coordinating the return of this responsibility to the CAO.

RECOMMENDATION NO. 21

Require the TPAs to implement a grading system for attorneys and other vendors.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

CAO and County Counsel plan to implement an evaluation and grading system of the litigation management of liability lawsuits. In April 2003, the CAO and County Counsel began to develop a liability Litigation Evaluation and Assessment Tool. The CAO and County Counsel intend to develop a similar tool to assess the work product and outcome of attorneys assigned workers' compensation litigated matters.

RECOMMENDATION NO. 22

For the case-management program, the CAO should consider changing the assignment protocols to concentrate on problem cases, including earlier identification of these cases.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

The County's medical management is being strengthened to quickly identify claims for which medical management has the greatest potential.

In the CAO's 2003, Workers' Compensation Medical and Disability Management and Cost Containment Services Request for Proposal (RFP), the need for expedited medical case management was identified and requested. Such expeditious processing will be

assigned to the selected contactors. This change facilitates the early identification of high exposure cases and application of medical case management. The 2003, Workers' Compensation and Disability Management and Cost Containment Services contracts should be awarded in November 2003.

RECOMMENDATION NO. 23

For expiring CAO bill-review and medical-management contracts, select vendors primarily on their ability to lower program costs.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

A medical and disability management and cost containment vendor's capability to positively impact the County's overall workers' compensation expense is an essential element in the vendor selection process. Reducing workers' compensation expense may be achieved in the 2003 Medical and Disability Management and Cost Containment contract being implemented, through the introduction of specific TPA performance standards contained within that contract:

- The County's Bill Review Performance Standard now requires the vendor to process 100 percent of the bills within ten business days. This standard was established to reduce excess costs to the County for failure to timely review and pay bills.

- The PPO Performance Standard is a minimum savings requirement, after bill review, of 35 percent medical services provided by a PPO. This standard ensures the County receives maximum savings from PPO network utilization.

- To increase services provided by medical providers under the County's PPO contract, the vendor will be expected to increase PPO utilization by 10 percent over the prior year.

- For bills ineligible for the official medical fee schedule or a PPO discount, the vendor is required to reduce those bills through negotiation by at least 40 percent

Performance guarantees contained in the 2003, Medical and Disability Management and Cost Containment contracts provide financial incentives for reducing annual medical cost per claim by 5 percent or 10 percent as well as overall savings of 35 percent after bill review. A vendor will jeopardize up to 5 percent of its total monthly revenue by failure to attain the performance standards.

RECOMMENDATION NO. 24

In addition to using the bill-review companies' PPO networks, the CAO should determine feasibility of also using the TPAs' negotiated PPO networks.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

The CAO anticipates contracting with additional PPO's networks in 2003 and 2004. Currently, County TPA's utilize the same networks as the County's medical and disability management vendors. Labor Code Section 9792.5 requires workers' compensation bills be paid within 60 days. Ninety days after the implementation of the 2003, Medical and Disability Management and Cost Containment contracts, the CAO anticipates developing the process to expand the number of PPO networks.

RECOMMENDATION NO. 25

Bill-review vendors should be required to aggressively review surgery-center bills and discount them to the lowest allowable industry standard.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

Since July 2002, the County's bill review vendor has been paid 20 percent of the savings generated by its bill review activity. To further enhance this service, performance standards and performance guarantees are included in the 2003, Medical and Disability Management and Cost Containment contracts.

RECOMMENDATION NO. 26

Consider litigating more medical liens using recommendations and expertise of the bill-review vendor.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

This recommendation was implemented on December 14, 2001. The County's policy is to resolve, if necessary, liens through litigation.

If the CAO or defense attorney believes resolving the medical lien is in the County's best interest a cost benefit analysis is developed and presented to the CAO Claim Monitor. The CAO Claim Monitor determines if the lien should be resolved. When a lien issue proceeds to hearing, the TPA provides the County defense attorney all necessary documentation and arranges for a representative from the bill review vendor to attend.

Also, the 2003, Medical and Disability Management and Cost Containment contracts require the medical management vendor to provide expert witnesses to advise and assist defense counsel and to attend the lien hearing.

RECOMMENDATION NO. 27

Arrange for the bill-review firm to negotiate quick-pay discounts from non-network providers.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

A quick-pay program was incorporated into the 2003, Medical and Disability Management and Cost Containment contracts.

RECOMMENDATION NO. 28

Include the TPAs as participants in all scheduled CAO and department meetings with the bill-review team.

RESPONSE

This recommendation has been implemented for some time.

The TPA's are part of the review process. County departments routinely meet with claim TPAs and employees of vendor bill review to resolve issues.

RECOMMENDATION NO. 29

Change the fee structure of outside defense attorneys from a flat fee to fees based on services provided.

RESPONSE

This recommendation requires further analysis.

The practice of fixed annual payments to outside defense counsel possesses the advantage of simplifying billing, monitoring and of capping legal expenses. This practice is compatible with the workers' compensation program which refers a large volume of cases to outside law firms. The fixed fee arrangement reduces administrative costs while providing the County with specialized legal services. It allows a greater percentage of the County's workers' compensation trust fund to be applied for the benefit of eligible employees. The CAO and County Counsel will consider conducting in 2004 an assessment of an hourly rate for complex, long-tail claims. The increased expense of such an approach may be off-set by improved outcomes.

RECOMMENDATION NO. 30

The CAO should exercise greater oversight of the litigation process, including the current workers' compensation litigation program. Claim Monitors should be required to review all cases at the time of resolution.

RESPONSE

The CAO and County Counsel concur with this recommendation and it was being implemented prior to the Grand Jury Report.

Currently, CAO Claim Monitors review all litigation claims to assure they are forwarded to the County within 45-days from receipt of an application for adjudication. CAO Claim Monitors, also, review litigated matters' referral for content and action plan.

The CAO is developing and implementing procedures to require CAO Claim Monitors' review of all claims prior to settlement. The review includes financial reconciliation of indemnity benefits and an assessment of the reasonableness of settlement. These procedures are being implemented in 2003.

The CAO and County Counsel work collaboratively to obtain the best possible outcome for the County's Workers' Compensation Program. To achieve that objective, the CAO and County Counsel:

1) Are initiating quarterly department Claim Reviews which will focus upon complex cases and litigated matters. Those in attendance will be the CAO Claim Monitors, County Counsel, and the department's Risk Management Coordinator and Return-To-Work Coordinator.

2) Will initiate a cost-benefit and cost-result analysis of outside counsel versus contract law firms. In a number of instances, County Counsel seems to out perform contract counsel.

3) Consider assigning specific counsel to specific departments to facilitate quarterly department Claim Reviews and Loss Control and Prevention Reviews.

4) Are assessing the possibility of allowing non-attorneys to aggressively pursue medical liens.

RECOMMENDATION NO. 31

The TPAs and CAO to evaluate and grade the legal handling and to report findings to County Counsel and the CAO for appropriate action.

RESPONSE

Please see response to Grand Jury Recommendation 21.

RECOMMENDATION NO. 32

Shift claim settlement authority from County Counsel to the third-party administrators (TPAs) for claims up to $20,000 and to the CAO for all other claims.

RESPONSE

This recommendation does not need to be implemented.

Page 78 of the Grand Jury Report states: "The TPAs lack authority over settling claims and resolving claim issues." However, the TPAs already possess $20,000 settlement authority and the CAO possesses authority above $20,000. This has been the case for many years

RECOMMENDATION NO. 33

Settle more cases with open medical issues and those that are not settled should have awards that are carefully worded restricting the nature and scope of further care based upon the injury.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report, but requires additional effort.

Currently, CAO policy requires that settlements of medical treatment must be strictly limited to specific parts of the body and to periods of time in accordance with the medical evidence. Additionally, when settling cases by way of lump sum payments, CAO policy directs legal counsel to resolve all issues, including medical treatment, to permit claim closure.

RECOMMENDATION NO. 34

Base selection of claim investigation firms on ability to produce the best possible outcome for County as opposed to selection on a rotational basis.

RESPONSE

This recommendation was being implemented prior to the Grand Jury Report.

From a panel maintained by the County, the assignment of private investigation firms is made by the claim TPAs. The current panel of 80 approved investigation firms has been compiled to ensure all such firms possess current licensing, adequate insurance coverage, trained and experienced staff. The requirement to rotate investigation assignments ensures a level of fairness and supports the County's Local Small Business Enterprise Program. However, routinely, assignments are made out of rotation based upon various factors which include expertise, location or cost considerations.

RECOMMENDATION NO. 35

Provide increased data-input training and tracking of claim-data elements by TPAs and the claims monitors to ensure that meaningful data is available for future analysis.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report, but requires additional effort.

Recently, the CAO conducted data input training for all claim TPA offices; and, intends to continue that training on a regular basis. The workers' compensation computer administrative system (GenComp) possesses reporting capability to track any claim data element. Numerous reports have been pre-programmed into GenComp by CAO staff and are easily accessed by the TPAs. The CAO or TPAs develop new reports when a need is identified. The County TPAs are capable of producing ad hoc reports.

The CAO Claim Monitors review the TPA data entry process to assure necessary data are available within GenComp.

RECOMMENDATION NO. 36

Train TPA and medical-management claims-input staff on proper data entry protocols to eliminate or reduce missing data.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report, but requires additional effort.

Please see the response to Grand Jury Recommendation 35.

RECOMMENDATION NO. 37

Add additional technology resources to fix the problems in the system-conversion process from a character-based system to a Windows-based information system. These resources will then be available for enhanced data reporting.

RESPONSE

This recommendation will be implemented as new TPA contracts are awarded.

Unfortunately, the current claim TPAs have chosen not to upgrade their communication links to take advantage of the Windows-based version of the workers' compensation claims administration software. Communication links are the contractual responsibility of the TPAs. The CAO is maintaining a dialog with the County's contracted TPAs to encourage them to upgrade their communication links. However, the 2003, Workers' Compensation Claims Administration RFP requires the contractor to provide upgraded communications links to optimize operating the Windows-based version of the workers' compensation risk management information system, GenComp For Windows.

RECOMMENDATION NO. 38

Develop a more comprehensive and user friendly safety/loss prevention program, including an Injury Illness Prevention Program (IIPP), to serve as a template for all County departments. Help the departments to tailor the IIPP to their own specific circumstances and needs.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

Since 1969, the CAO has provided guidance to County departments in identifying, evaluating and resolving their loss control, occupational health and safety issues and problems. The recent County consolidation of risk management increased the CAO's loss control responsibilities to include general and automobile liability programs, as well as workers' compensation. Data from these programs will be used to provide additional services to departments by allowing the CAO to identify loss control trends, alert departments about developing issues, assist departments resolve loss control problems, and establish loss prevention programs.

When the Injury and Illness Prevention Program (IIPP) regulation became effective in 1991, the CAO assisted many departments to prepare their IIPP documentation. In 1994 and 2001, the CAO required all departments to submit their written IIPP for review and comment. Virtually every County department possesses an IIPP; therefore, the need for a County-wide IIPP template although important, is not critical. However, the IIPP template is under review and will be included in the CAO Risk Management Manual. The challenge now is to ensure each department's IIPP is implemented at all department facilities; and, is tailored to the specific needs and circumstances of each facility. The CAO continues its efforts to achieve this goal.

RECOMMENDATION NO. 39

Augment the ability to train and assist departments with routine safety matters by adding trained safety staff under the direction of an experienced CAO safety and loss-prevention manager.

RESPONSE

This recommendation was implemented prior to the Grand Jury Report.

On July 28, 2003, the CAO employed a Loss Control Manager to manage the County's Loss Control and Prevention Programs. Job applications for a CAO Loss Control Supervisor and CAO Senior Loss Control Specialist are being processed. These positions are critical to develop and implement a professional Countywide Loss Control and Prevention Program. The CAO Loss Control Supervisor and CAO Senior Loss Control Specialists should be hired in 2003.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR SENIOR CITIZENS SERVICES: GENERAL

RECOMMENDATION NO. 6

The Board of Supervisors should lobby for an overhaul of the funding categories developed at State and Federal levels.

RESPONSE

The Board has supported and pursued greater flexibility over the use of Federal and State program funds, including funding that serves seniors. A major overhaul of the many different Federal and State programs serving seniors is not politically viable, but using pilot programs and waivers to more effectively integrate programs and services is a viable option, which should be pursued.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR LAW ENFORCEMENT – CITIZEN COMPLAINTS

RECOMMENDATION NO. 31

Remove the Office of Independent Review (OIR) budget entirely from the Sheriff's Department's budget, and include its budget directly in the Chief Administrative Office or separately in the County budget.

RESPONSE

This recommendation requires further analysis.

The Chief Administrative Office (CAO) will analyze the feasibility of removing the Office of Independent Review budget entirely from the Sheriff's Department's budget during the preparation of the 2004-05 Proposed Budget. Should the CAO concur with the Grand Jury's findings, appropriate budget recommendations will be submitted to the Board of Supervisor's for consideration.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR DETENTION INSPECTIONS – JUVENILES BEING TRIED AS ADULTS

RECOMMENDATION NO. 1

The Board of Supervisors should create a maximum-security facility designed for juveniles and managed by the Sheriff's Department. This facility would house juveniles who are awaiting trial as an adult together with juveniles who have been tried and convicted as adults. This facility would house the violent juveniles in a totally secure environment. Those juveniles who adjust to incarceration would be held in the same facility but in a somewhat less severe manner.

RESPONSE

Due to funding limitations, it is not currently feasible for the County to build a maximum-security facility designed for juveniles that the Court deems not appropriate for housing at a juvenile facility. However, a cost-effective alternative solution has been identified by the Board of Supervisors. On July 8, 2003, on motion by Supervisor Zev Yaroslavsky, the Board instructed the Chief Administrative Office with the assistance of the County Counsel, Sheriff, and Chief Probation Officer to negotiate and execute a contract with the California Youth Authority (CYA) for housing minors that the Court deems not appropriate for a juvenile facility, and for providing such minors with appropriate education, recreation, social and mental health services. Pending contract implementation, on July 29, 2003, the Board of Supervisors approved additional funds to increase Deputy Sheriff staffing in the juvenile housing area at Men's Central Jail, thus providing juveniles an opportunity for increased recreational time and additional access to mental health and educational staff.

ATTACHMENT B

Community and Senior Services

ROBERT RYANS
Director

COMMUNITY AND SENIOR SERVICES
OF LOS ANGELES COUNTY

BOARD OF SUPERVISORS

GLORIA MOLINA
YVONNE BRATHWAITE BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

"To Enrich Lives Through Effective And Caring Service"

August 7, 2003

Supervisor Yvonne Brathwaite-Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antovonich

Response to the Final Report of the 2002-2003 Los Angeles County Grand Jury

The Department of Community and Senior Services, by way of this memorandum and attachment, is submitting to you its responses to the recommendations of the Grand Jury pursuant to Section 93(c) of the California Government Code.

Please contact me or your staff may contact Cynthia D. Banks, Chief Deputy, at (213) 637-0798 for further information.

Sincerely,

Robert Ryans CDB

Robert Ryans, Director
Dept. of Community and Senior Services

Attachment: 1

c: David E. Janssen, Chief Administrative Officer
Violet Varona-Lukens, Executive Officer
Cynthia D. Banks, Chief Deputy, Dept. of Community & Senior Svcs.

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RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – COMMUNITY AND SENIOR SERVICES

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR SENIOR CITIZENS SERVICES

PREFACE

Community and Senior Services (CSS) houses the Los Angeles County Area Agency on Aging (AAA) and the State-mandated Adult Protective Services program (APS). The AAA serves residents of 87 of the 88 cities (excluding Los Angeles) and the unincorporated areas of the County who are age 60 years and older pursuant to the Older Americans Act and the Older Californians Act. Utilizing performance-based contracting, CSS/AAA contracts with approximately 40 community-based agencies and cities to provide a variety of services that improve the health of older adults and assist them in maintaining their independence. APS serves all county residents who are dependent adults, or over the age of 65, who are at risk of abuse in all of its forms.

The Los Angeles County Civil Grand Jury management audit of CSS programs and services for older adults focused primarily on Older Americans Act-funded services provided during fiscal year 2001-2002. The Grand Jury found dedicated community-based organizations (CBOs), staff, and a desire for continual improvements in meeting the needs of seniors. Many Grand Jury recommendations are consistent with CSS improvements already in progress and congruent with the Department's Strategic Plan. Highlights of our Strategic Plan include a redesigned web-based management information system to improve fiscal accountability and performance measurement, organizational changes pursuant to the departmental and Countywide strategic initiative Performance Counts!, and preparation for the rising demand in services due to the aging of the Baby Boom generation.

In order to maximize consumer independence and the dignity of the County's frail elderly and adults with disabilities through the delivery of supportive and other services, on January 21, 2003 the Los Angeles County Board of Supervisors adopted the *County of Los Angeles Strategic Plan for Aged and Disabled Adults, 2003-2006* (the Plan). The Plan will stimulate coordination of long-term care services including health care, mental health, home- and community-based assistance, housing, transportation, and support for family and kinship caregivers to assist individuals to remain in their own homes, or the least restrictive option, for as long as possible and to avoid premature and unnecessary institutionalization. The Plan's implementation began immediately and accomplishment of its multiple objectives continues, as recommended in the Grand Jury report.

The following is the CSS response to each recommendation:

RECOMMENDATION NO. 1

The Community and Senior Services Department should move from planning to implementation of its *Long-Term* Care Strategic Plan. An outside agency should monitor this transition and progress.

RESPONSE

On January 21, 2003 the Board of Supervisors adopted the *County of Los Angeles Strategic Plan for Aged and Disabled Adults, 2003-2006* (the Plan). Implementation of the Plan began on January 22, 2003. The Plan includes multiple objectives to be accomplished over a three-year period. Community and Senior Services (CSS), in conjunction with other Human Services Departments, created the Long-Term Care Coordinating Council (LTCCC) to achieve the Plan's objectives. The operational structure of the LTCCC was established and seven committees will serve as work groups to study and implement the seven major goals of the Plan. The LTCCC and the work groups will meet monthly. A chair and a co-chair have been elected to provide the leadership of the LTCCC. The LTCCC and CSS have appointed the Los Angeles County Commission on Aging, with input from the Commission on Disabilities, to act as the outside entity to monitor progress toward Plan achievement.

RECOMMENDATION NO. 2

The County should ensure its strategies address the full extent of County seniors' needs.

RESPONSE

The Long-Term Care Strategic Plan addresses the six priority needs identified in the strategic planning process: health care, mental health, housing, transportation, home- and community-based services, and the needs of caregivers. The LTCCC will obtain necessary needs assessment data from United Way, Census 2000, and other sources to incorporate strategies to meet, to the extent possible, identified needs. The target populations of the Older Americans Act programs are frail older adults and adults with disabilities, and the emphasis is on low-income minority individuals, persons at greatest economic and social risk, and persons with Alzheimer's disease and their caregivers.

RECOMMENDATION NO. 3

Community and Senior Services/Area Agency on Aging must take the lead to ensure effective coordination of services to deliver senior services via CSS strategic collaborative departmental approach.

RESPONSE

The Plan designates CSS as the County department to oversee the coordination of the LTCCC's planning for older adults and adults with disabilities by working with existing county departments and community stakeholders. In addition, on July 15, 2003 the Board of Supervisors urged the continued collaboration among County departments in addressing the expected needs of the County's older adult and disabled population in the years ahead. The key departments of Public Social Services, Health Services, Mental Health, Children and Family Services, and the Office of Affirmative Action Compliance are represented by high-level managers on the LTCCC and have committed to vigorous participation in the implementation of the Plan.

RECOMMENDATION NO. 4

Given its recently adopted *Long-Term* Care *Strategic Plan,* CSS/AAA is in a period of transition and CSS should develop a funding strategy.

RESPONSE

Additional program funding is needed to meet the needs of older and disabled adults in the areas of health, mental health, housing, transportation, in-home services, and support for caregivers. In response to this challenge, on July 15, 2003, your Board instructed appropriate County departments to identify and maximize blended funding opportunities that support community-based, long-term care. A report is due to the Board within 120 days.

CSS has undertaken an aggressive plan to shift the focus of the Aging and Adult Services branch, and specifically the Area Agency on Aging, from a fiscal conduit of federal and State monies to become more directly involved with senior issues and service delivery, emphasizing the Department's strategic goal of a client-centered approach to the delivery of services.

RECOMMENDATION NO. 5

CSS should restructure itself to support the SPA framework.

RESPONSE

CSS agrees with the recommendation and, as of February 2003, has restructured itself to support the SPA framework as evidenced in the AAA's procurement process. Countywide funding for senior programs is allocated according to demographic data by SPA. Criteria used to make funding recommendations for contract awards for fiscal year 2003-04 included the equitable distribution of funds by SPA. CSS will continue to allocate funds and plan services for seniors according to SPA. Additionally, the Area

Agency on Aging's management information system will begin tracking services and clients served by SPA beginning July 2004.

RECOMMENDATION NO. 6

The Board of Supervisors should lobby for an overhaul of the funding categories developed at the State and federal levels.

RESPONSE

CSS has successfully negotiated with the State for flexibility in categorical funding since the implementation of the Integrated Care Management Demonstration Project in 1998. CSS concurs with this recommendation and, in conjunction with the CAO, will support the Board of Supervisors' lobbying efforts for more flexibility at the local level. This will improve the cost-efficiency of programs and the delivery of services that ultimately improve the coordination of services in the community.

RECOMMENDATION NO. 7

CSS/AAA should continue to build on the Integrated Care Management experience to implement innovations in other program areas.

RESPONSE

CSS agrees with this recommendation and has implemented the Home-Based Care Program, which is another innovative program that integrates multiple sources of categorical funding. Effective July 1, 2003 the Home-Based Care Program integrates three sources of federal and State funds for five distinct programs into one service delivery model that allows flexibility for the contract service provider to deliver more appropriate services that better meet the needs of clients. CSS will continue to explore additional opportunities to integrate programs and funding to improve service delivery to seniors in the community. This recommendation also relates to the lobbying efforts that need to be taken in response to Recommendation No. 6.

RECOMMENDATION NO. 8

Formal communication channels should be developed and implemented for CSS internal mid-management.

RESPONSE

CSS agrees with this recommendation and efforts are currently in motion to improve CSS internal mid-management communication. The Integrated Care Management

program is an example of CSS efforts to bring together AAA and APS management and front-line staff to improve the coordination of services provided by both programs. There are specific objectives (D1.6A, D1.6B, D4.1) in the CSS departmental strategic plan, updated June 2003, to address the improvements in communication between program and administrative managers within CSS. Additionally, the new Quality Assurance and Fiscal Accountability section within CSS has established contracting standards across programs within the Department in compliance with Auditor Controller monitoring practices.

RECOMMENDATION NO. 9

CSS/AAA should develop more sophisticated systems and staff capabilities to manage and monitor program funding.

RESPONSE

CSS uses performance-based contracting as a powerful tool in preventing cost overruns. In July 2004 the AAA's management information system will provide AAA management and contract monitors with improved data on contractor performance and expenditure levels. This system will provide the sophistication of user-friendly management reports that will facilitate monthly monitoring of contractor performance. All CSS contract monitoring staff have received the County's Contract Training and CSS is developing an internal training series for on-going staff development of contract monitors.

RECOMMENDATION NO. 10

CSS/AAA and CSS/APS should continue to develop a more qualitative and quantitative approach to tracking, managing, and measuring program and population-based outcomes.

RESPONSE

CSS agrees with this recommendation and is approaching this with a multi-year strategy to achieve measurable outcomes for each program. This will be accomplished using the AAA management information system and building in performance measures in accordance with the Performance Counts! standards set by the Department, as well as outcome measures developed and approved by the Administration on Aging and the California Department of Aging.

RECOMMENDATON NO.11

CSS/AAA should enhance management oversight for ICM to ensure cohesive implementation, monitoring, and program coordination.

RESPONSE

CSS agrees with this recommendation and will request approval for the appropriate level to provide oversight for the Integrated Care Management program. This position will provide the AAA with the appropriate quality assurance oversight required by federal and State regulations. In addition, the ICM program is one of the programs selected for the program monitoring pilot program with the Auditor Controller for fiscal year 2003-04. At the completion of this pilot, the AAA will have an assessment instrument that has been field-tested and approved by the Auditor Controller. CSS also agrees with the findings within this recommendation to streamline the accounting of multiple sources of funds that are used by this program and supports Recommendation No. 6 to lobby for more flexibility in administering federal and State funds.

RECOMMENDATION NO. 12

CSS/AAA should monitor its meal-related budgets more closely to ensure that it is taking advantage of all available monies.

RESPONSE

Choice is available and is utilized within the context of health and food safety regulations such as the USDA Nutritional Requirements (chart attached), the California Uniform Retail Food Facilities Law, California Code of Regulations Title 22, Hazard Analysis Critical Control Point Principles and County environmental health standards for food safety.

The purpose of these requirements is to protect the health and safety of consumers and to protect the County from liability. For this reason, meals may not be taken home.

However, in spite of the health and safety regulations, CSS has several mechanisms built into the meal service program operation that provide an opportunity for consumers (seniors age 60 and over) who participate in our program at 108 nutrition meal sites, to have input on the menu and meal service. They are as follows:

a. Each Congregate meal program has a project advisory council (many with food committees) comprised of consumers. A major part of their role and responsibility is to provide input on the Congregate meal program, which includes menu selection and approval and, at times, recommendations on the selection of the caterer.

b. An annual survey is administered at each meal site for consumers to indicate their food preferences. Unpopular food items are removed from the menus the following year as a result of the survey results.

c. All Congregate meal programs offer choices in entrees at least two to four times a month.

d. CSS currently provides culturally diverse, authentic, ethnic meals such as Chinese-, Cambodian- and Latino-style meals. Other types of cultural meals may be introduced in the future as the need arises and resources become available.

Additionally, as of August 1, 2003 our contractor manuals are on the web to ensure compliance by our contractors.

RECOMMENDATION NO. 13

Working with the CBOs for meals, CSS/AAA should develop a new model for food services that permits greater flexibility to meet the needs of the seniors in the diverse communities of Los Angeles County.

RESPONSE

CSS disagrees with the recommendation of the Grand Jury. The Senior Nutrition program is in compliance with the requirements of the Older Americans Act and the suggested new model is not permitted under the Older Americans Act. Choice is available and is utilized within the context of health and food safety regulations such as the USDA Nutritional requirements, the California Uniform Retail Food Facilities Law, California Code of Regulations Title 22, Hazard Analysis Critical Control Point Principles, and County environmental health standards for food safety. The purpose of these requirements is to protect the health and safety of consumers and to protect the County from liability. However, CSS has several mechanisms built into the Senior Nutrition Program to give consumers opportunities to have input into menus and meal service including food service advisory councils at each meal site, annual surveys of food preferences, and entrée options. CSS currently provides culturally diverse, authentic, ethnic, meals such as Chinese-, Cambodian- and Latino-style meals. Other types of cultural meals may be introduced in the future as the need arises and resources become available.

The social safety net provided by the Congregate and Home-delivered Meal programs is extremely important and is largely due to the professionalism of meal program staff who monitor the welfare of frail, elderly participants. Models such as restaurant vouchers and "prepackaged foods to go" would eliminate the safety net and fragment the opportunity for socialization.

RECOMMENDATION NO. 14

CSS/AAA should work with its CBOs to ensure there is adequate oversight of the meal programs by nutritionists but minimize the current amount of duplicated efforts – by the CBOs and by CSS/AAA.

RESPONSE

CSS disagrees with the assertion that there is duplication of effort by the AAA Nutritionist and the CBO on-staff nutritionists. Federal and State laws governing the nutrition program require nutritional oversight by a Registered Dietician. CSS / AAA employs a full-time Registered Dietician to serve in this capacity for all 24 nutrition contract service providers. This provides a cost savings to each contract service provider relieving them of the expense to employ their own Registered Dietician and maximizes the use of program dollars for the direct provision of services (meals). CSS / AAA requires that each nutrition contract service provider employ a Food Service Manager who is responsible for the daily operations of the program. This position does not require a Registered Dietician, but it does require experience with food preparation and local health and food safety certification. The nutrition programs of the AAA must abide with local health and food safety standards that require multiple levels of quality control.

RECOMMEDATION NO. 15

Although CSS/AAA meets or exceeds Federal Government targets, it should advocate for a redesign of the Senior Employment Program to benefit more seniors more cost-effectively.

RESPONSE

CSS contracts with a myriad of cities and not-for-profit organizations to provide direct services to consumers. Our service and planning area covers the entire County with the exclusion of the City of Los Angeles. Further, we must ensure that we respond to the various culturally diverse populations in Los Angeles County. For this reason, the bulk of the marketing activities is decentralized for the local providers to implement. CSS/AAA has preferred not to build false expectations by conducting aggressive marketing campaigns that would stimulate a level of demand for service that cannot be met.

The emphasis of our programs is on outreach conducted by each provider to identify consumers who are eligible and in need of the services.

RECOMMENDATION NO. 16

CSS should improve its record-keeping and monitoring of Senior Employment Program enrollees.

RESPONSE

CSS disagrees with the findings for this recommendation. CSS has an excellent ACCESS database that records and tracks the progress of each SCSEP participant. Timesheets are submitted in pen by each SCSEP participant and there is a CSS employee who serves as the payroll coordinator for the program. In accordance with the new federal regulations for the SCSEP, CSS has revised its Duration of Enrollment Policy to no longer restrict the time that participants may remain in the SCSEP. CSS acknowledges that 270 "slots" for Los Angeles County do not meet the demand for seniors who could benefit from this program; however, this allotment of slots is determined by Federal and State laws and funding formulas. In terms of the use of sick time, seniors have more medical and transportation problems than their younger cohorts. It is anticipated that participants in the SCSEP will use their sick leave at a higher rate than the average workforce participant and that is precisely the reason why the SCSEP provides sick time as a benefit to program participants.

RECOMMENDATION NO. 17

CSS should continue to strengthen the linkages between APS and AAA.

RESPONSE

We agree that the two programs should work as closely together as structurally possible. CSS has taken steps to facilitate this that were not acknowledged in the Grand Jury Report. Each APS office, for example, has designated specialized Social Workers/liaisons to handle the APS cases on which referrals have been made to the Integrated Care Management agencies within the ICM program. In addition, each APS office has identified all of the AAA senior and service centers located within the areas served by each APS office for purposes of service coordination and collaboration. There have also been several instances of cross-training between the two programs that were not acknowledged. In summary, CSS will continue to look for ways to strengthen the linkages between the programs, while at the same time maintaining that there are no genuine deficiencies in this area.

RECOMMENDATION NO. 18

CSS/APS should evaluate the cost-effectiveness of County inter-agency programs with an aim to improving their efficiency.

RESPONSE

CSS agrees with this recommendation. We will continue to engage our strategic partners to continue to evaluate the efficiencies and cost-effectiveness of our programs as we proceed to strengthen inter-agency alliances.

RECOMMENDATION NO. 19

The Fiduciary Abuse Specialist Team (FAST) makes good use of volunteers, including attorneys, but more formal documentation of target service levels and expected outcomes should be defined.

RESPONSE

CSS agrees in part with this recommendation—to the extent that it would be advantageous to improve the tracking of clients served by FAST to more completely document the achievements and successes of the team. To some extent, this is already done, since a part of each meeting is devoted to reviewing the results of the implementation of the recommendations made by the FAST members in previous meetings to the case-carrying workers. An additional component whereby those results would be centrally stored for purposes of documentation would be beneficial. CSS will work with WISE Senior Services to more closely track the successes of FAST, in line with the County's goal of measuring success of each of our programs.

RECOMMENDATION NO. 20

CSS should more closely monitor the outcomes of the Ombudsman and Elder Abuse Programs.

RESPONSE

CSS agrees with this recommendation. CSS/AAA will more closely monitor the outcomes of the Ombudsman and Elder Abuse programs to ensure compliance with the State-mandated performance measures. In conjunction with the State, CSS will develop local criteria to monitor the Programs.

RECOMMENDATION NO.21

CSS/AAA should clearly link Supportive Services' budgeted dollars with service levels.

RESPONSE

Tracking utilization of services, rigid national reporting categories, and linking budgeted funds to service levels have hampered the efforts of CSS/AAA to providing contracting providers with sufficient flexibility to match spending with clients' needs. Implementation of the redesigned AAA Management Information System (scheduled to begin July, 2004) and implementation of the AAA's new model for delivery of in-home services, Home-Based Care Program, will dramatically improve our potential in this area. The Home-Based Care Program uses the multi-source funding strategy of the Integrated Care Management Program and provides flexibility in tailoring services for the needs of individual clients. Demand for such services (personal care, homemaking, day care and companionship) far exceeds the available resources, however, and CSS/AAA continually strives to identify additional resources to augment funding.

RECOMMENDATION NO. 22

CSS should assess potential need and locations for ADCRCs.

RESPONSE

CSS has completed a review of the need and location of Alzheimer's Day Care Resource Centers in conjunction with the recent RFP procurement process for all AAA services for the four-year funding cycle fiscal years 2004-07. AAA has increased the number of ADCRCs from seven to eight and on June 10, 2003 your Board approved funding recommendations for seven of the eight centers. A center shall be located in each of the eight SPAs. CSS/AAA will identify the eighth center prior to October 1, 2003 and will return to the Board for approval to contract with a center in Antelope Valley SPA1.

RECOMMENDATION NO.23

CSS/AAA should design an evaluation tool to assess outcomes of the Family Caregiver Program over time, ensuring reliable data and better tracking.

RESPONSE

CSS agrees with this recommendation. The National Family Caregiver Support Program was enacted in 2000 as part of the Re-Authorization of the Older Americans Act. As part of implementing the program, CSS/AAA designed and field-tested a caregiver assessment tool to determine baseline outcomes measures for caregiver support services. These outcomes measures will be incorporated into the County's Performance Counts! pilot and the data will be collected using the AAA's new MIS beginning in July 2004.

RECOMMENDATION NO.24

The HICAP requires better information to track service levels, number of clients, and per-unit costs to set proper goals and budgets.

RESPONSE

The HICAP program will be included in the effort to improve data collection and tracking costs per client through the implementation of the AAA's automation project that will start collecting client-based data July 1, 2004. This will enable the AAA to collect the necessary data on clients served by HICAP and accurately report the cost per client for all services provided under HICAP.

CONCLUSION

CSS embraces the challenges presented by the recommendations of the Grand Jury. Several recommendations provide additional momentum and support to the CSS initiative to create a truly integrated system of community-based, long-term care services for the disabled and aging populations. Other recommendations validate internal efforts for continuous quality improvement.

Each meal must meet the following requirements:

Nutrient Values for Meal Planning and Evaluation

	1 meal/day 33% RDA/AI	2 meals/day 67% RDA/AI	3 meals/day 100% RDA/AI
Macronutrients			
Kilocalories (Kcal)(1)	685	1369	2054
Protein (gm)(2,3) [20% of total Kcal (gm)] (4)	**19** 34	**37** 69	**56** 103
Carbohydrate (gm) (5) [50% of total Kcal (gm)] (4)	**43** 86	**87** 171	**130** 257
Fat (gm) [30% of total Kcal (gm)] (6)	23	46	68
Saturated Fat (<10% of total Kcal) (7)	Limit intake (8)		
Cholesterol (<300 gm/day) (7)	Limit intake (8)		
Dietary Fiber (gm)(3)	10*	20*	30*
Vitamins			
Vitamin A**(ug) (3)	**300**	**600**	**900**
Vitamin C (mg) (3)	**30**	**60**	**90**
Vitamin D (ug) (3)	**5***	**10***	**15***
Vitamin E (mg)	**5**	**10**	**15**
Thiamin (mg) (3)	**0.40**	**0.80**	**1.20**
Riboflavin (mg) (3)	**0.43**	**0.86**	**1.30**
Vitamin B6 (mg) (3)	**0.57**	**1.13**	**1.70**
Folate (ug)	**133**	**267**	**400**
Vitamin B12 (ug)	**0.79**	**1.61**	**2.4**
Minerals			
Calcium (mg)	400*	800*	1200*
Copper (ug)	**300**	**600**	**900**
Iron (mg)	**2.70**	**5.30**	**8.00**
Magnesium (mg) (3)	**140**	**280**	**420**
Zinc (mg) (3)	**3.70**	**7.30**	**11.00**
Electrolytes			
Potassium (mg) (9)	1167	2333	3500
Sodium (mg) (7)	<800	<1600	<2400

* RDAs are in **bold type** and Adequate Intakes (AIs) are in ordinary type followed by an asterisk (*).
**Vitamin A should be provided from vegetable-derived (carotenoid) sources. See Issue Panel Report on Dietary Reference Intakes and Dietary Guidelines in Older Americans Act Nutrition Programs.
(1) Value for 75 year old male, height of 5'7", " low active" physical activity level (PAL). Using Table 5-22 Estimated Energy Requirements (EER) for Men and Women 30 Years of Age, calculated the median BMI and calorie level for men and subtracted 10 kcal/day (from 2504 kcal) for each year of age above 30.
(2) The RDA for protein equilibrium in adults is a minimum of 0.8g protein/kg body weight for reference body weight.
(3) Used highest DRI value for ages 51+ and male and female.
(4) Acceptable Macronutrient Distribution Ranges (AMDRs) for intakes of carbohydrates, proteins, and fats are

expressed as percent of total calories. The AMDR for protein is 10-35%, carbohydrate is 45-65%, total fat is 20-35%.
(5) The RDA for carbohydrate is the minimum adequate to maintain brain function in adults.
(6) Because the percent of energy that is consumed as fat can vary greatly while still meeting daily energy needs, an AMDR is provided in the absence of an AI, EAR, or RDA for adults.
(7) Recommendations from the *Dietary Guidelines for Americans 2000*.
(8) *Saturated fats, trans fatty acids, and dietary cholesterol have no known beneficial role in preventing chronic disease and are not required at any level in the diet. The recommendation is to keep intake as low as possible while consuming a nutritionally adequate diet, as many of the foods containing these fats also provide valuable nutrients.* Institute of Medicine, Food and Nutrition Board. Dietary Reference Intakes for Energy, Carbohydrates, Fiber, Fat, Fatty Acids, Cholesterol, Protein, and Amino Acids. Washington, DC: National Academy Press; 2002.
(9) National Research Council, Food and Nutrition Board. Recommended Dietary Allowances. 10th ed. Washington, DC: National Academy Press; 1989.

ATTACHMENT C

Coroner

COUNTY OF LOS ANGELES

DEPARTMENT OF CORONER

1104 N. MISSION RD., LOS ANGELES, CALIFORNIA 90033

Anthony T. Hernandez
Director

L. Sathyavagiswaran, M.D.
Chief Medical Examiner-Coroner

August 15, 2003

TO: Each Supervisor

FROM: Anthony T. Hernandez, Director

SUBJECT: LOS ANGELES COUNTY CIVIL GRAND JURY 2002-2003 FINAL REPORT

Per your request, attached is the Department of Coroner's response to the Los Angeles County Civil Grand Jury 2002-2003 Final Report. With support of the Board, CAO, and Office of Emergency Management, significant accomplishments have occurred in preparing the Coroner for chemical, radiological, and biological events. The majority of this preparation has been funded primarily through Homeland Security Grants. Additional efforts continue toward acquiring first-responder training and laboratory upgrades.

ATH:eb

Attachment

c: David Janssen, CAO
Lakshmanan Sathyavagiswaran, M.D.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CORONER

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR CORONER – EMERGENCY PLANNING

RECOMMENDATION NO. 1

The Board of Supervisors and the Emergency Management Council should actively support the Department of Coroner in obtaining the appropriate personal protective equipment that would be needed to deal wit bodies contaminated by chemical, biological, or radiological agents.

RESPONSE

The Department of Coroner has recently received grant awards to purchase adequate personal protective equipment from the FY01 State Domestic Preparedness Grant and the FY03 State Homeland Security Grant. These efforts were strongly supported by the Chief Administrative Officer, Emergency Management Council, and the Board of Supervisors. The Coroner is presently working with the above entities to acquire funding for mandatory training on the use of such equipment and to upgrade autopsy and lab equipment for use in a terrorist/biological/chemical disaster event.

RECOMMENDATION NO. 2

The Department of Coroner should undertake a program to transcribe all records to electronic databases and then provide backup for these records at a secure off-site location.

RESPONSE

The Department of Coroner is currently evaluating several approaches to document management that will provide transcription or "capturing" of all coroner case records on electronic databases which provides backup at secure off-site locations. The Chief Information Officer is in the process of completing a Delegated Authority Statement of Work to hire a document management consultant critical to this effort which is expected in October of 2003. In the meantime, the Coroner will determine what resources are available and coordinate with the CIO and CAO on which direction to follow toward accomplishing this recommendation.

RECOMMENDATION NO. 3

The Department of Coroner should develop criteria for temporary morgue sites and establish a listing of sites meeting them.

RESPONSE

The criterion for temporary morgue sites is near completion, and will be turned in to the CAO's Office of Emergency Management for final approval. The approved criteria will be part of the Department of Coroner's Emergency Manual. Eight (8) temporary alternative morgue sites have been identified, one for each Disaster Management area of Los Angeles County.

ATTACHMENT D

District Attorney

STEVE COOLEY
LOS ANGELES COUNTY DISTRICT ATTORNEY

18000 CRIMINAL COURTS BUILDING 210 WEST TEMPLE STREET LOS ANGELES, CA 90012-3210 (213) 974-3501

To: Board of Supervisors

From: SLC

Steve Cooley
District Attorney

Subject: **RESPONSE TO THE 2002-2003 CIVIL GRAND JURY FINAL REPORT**

Date: August 13, 2003

We have reviewed the Final Report of the 2002-2003 Civil Grand Jury and submit the attached response to the finding and recommendation of special concern to this office as found on page 300.

mhl

Attachment

RESPONSE TO GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DISTRICT ATTORNEY

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR ADULT DETENTION FACILITIES

RECOMMENDATION No. 4

The jails committee of the 2002-2003 Los Angeles county civil grand jury made findings that "overcrowding is a constant problem, and budget constraints will continue to plague the detention system." Noting in their final report that work release programs and electronic monitoring devices have been used to lessen some of the overcrowded conditions, the jails committee has recommended that the "district attorney should investigate the possibility of expanding the use of work release programs and electronic monitoring for non-violent inmates."

RESPONSE

Statutorily, the sentencing of a convicted defendant is the sole responsibility of the judge presiding over the defendant's criminal matter. Prosecutors[1] are allowed to make sentencing recommendations based on the **facts of the case, the applicable law, and the defendant's background. (See Sentencing Rules for Superior Court Judges.)**

A person placed on probation by a judge and who may be eligible for a work release program (including electronic monitoring is accountable to the judge governing his case – not the prosecutor. Prosecutors are allowed to present evidence at probation violation hearings to prove a violation of terms of probation granted to the defendant by the court and may make recommendations as to the appropriate penal consequences of any such violation(s).

The work release program (including electronic monitoring), is exclusively run and supervised by the Probation Department (which reports to the court) and the Sheriff's Department. Approval for participation in such programs is given by the court and the administrators of those programs, not the District Attorney's Office nor other public prosecutors. This being the case, the District Attorney's Office (even if so inclined)2 has no authority to expand the use of these programs as

[1] In addition to the Los Angeles County District Attorney, there are 11 city prosecutors responsible for prosecuting misdemeanors in their respective cities.

[2] According to Sentinel, a private supplier of electronic monitoring services, less that 200 cases received electronic monitoring as an actual sentence from the Los Angeles Superior Court in the last year. A poll of our managers revealed the recommendation of electronic monitoring to be "rare" because of its inappropriate use as a tool for many offenses (i.e. drug related offenses, domestic violence, DUI).

recommended by the Grand Jury. However, the District Attorney's Office is presently meeting with the relevant participants regarding the work release program in an effort to remain fully informed of developments in this area.

CONCLUSION: The recommendation will not be implemented because it exceeds the statutory authority of the District Attorney's Office in sentencing matters.

ATTACHMENT E

Fire

COUNTY OF LOS ANGELES

FIRE DEPARTMENT

1320 NORTH EASTERN AVENUE
LOS ANGELES, CALIFORNIA 90063-3294
(323) 881-2401

RECEIVED
2003 AUG 12 PM 6:46
CHIEF ADMINISTRATIVE OFFICE

P. MICHAEL FREEMAN
FIRE CHIEF
FORESTER & FIRE WARDEN

August 7, 2003

TO: EACH SUPERVISOR

FROM: P. MICHAEL FREEMAN

RESPONSE TO THE FINAL REPORT OF THE 2002-2003 LOS ANGELES COUNTY GRAND JURY

Enclosed are this Department's responses to the recommendations of the grand jury. This Department will continue to review the issues identified by the Grand Jury in an effort to improve the management of our worker's compensation program and reduce costs.

If you or your staff have any questions or comments, please feel free to contact me at (323) 881-2401.

PMF:MK:cas

Enclosure

c: David E. Janssen
Louisa Ollague
Randi Tahara
Joseph Charney
Matt Knabe
Jennifer Plaisted

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – FIRE DEPARTMENT

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR WORKERS COMPENSATION

ALL ORGANIZATIONS

RECOMMENDATION NO. 1

Greater support is given by the highest management levels to Early-Return-To-Work (ERTW) Programs.

RESPONSE

The Management of the County of Los Angeles Fire Department (LACOFD) supports an ERTW Program as part of a total program of managing workers' compensation losses in the Department. The LACOFD recognizes that the overall costs to the Department remain the same for fire fighter positions when they are released to an ERTW Program (the injured workers salary plus overtime at one and one-half times the base salary, to fill the empty position). However, the Department also recognizes that bringing an injured fire fighter back to a limited duty assignment allows him/her to be productive and perform tasks that might otherwise have been performed by another individual. In addition, the Department believes that employees who come back to light duty positions have a better chance of returning to their old positions sooner because they remain connected to their friends, colleagues, and to the Department. The ERTW program at LACOFD will continue to receive management's full support.

RECOMMENDATION NO. 2

Require top management review and approval for any employee exceptions to the ERTW programs.

RESPONSE

At the present time, LACOFD employees who are released to limited duty are assigned to the bureau they belonged to when they were injured. It is expected that a position will be found that is consistent with the physician ordered limitations for any individual that is injured. Additionally, in some cases, individuals are brought into the Safety Office, Return to Work, or other administrative locations in order to work under the ERTW Program. At the present time, anyone who indicates they are unable to report to their assigned limited duty position will be questioned by their bureau chief.

RECOMMENDATION NO. 3

Explore the possibility of interdepartmental light-duty assignments where departments cannot accommodate an injured worker on a short-term basis.

RESPONSE

At the present time, the LACOFD has not had a problem placing employees who are released to light duty by their treating physicians. With Battalion, Division and Bureau offices throughout Los Angeles County, the Department has been able to find a suitable position for every available employee. The Department has some concerns about this recommendation in that placing employees with other County Departments might result in difficulties keeping track of time, assuring that the position is consistent with the physician's restrictions, and general supervision of the employee.

RECOMMENDATION NO. 4

Departments establish and expand a network of treatment facilities that understand and support the employers ERTW program.

RESPONSE

The LACOFD supports the use of a network of providers and facilities that support an ERTW program. At the present time, physicians who provide medical care for injured fire fighters can be grouped into three categories:

- The first group are providers who are part of the CORVEL, PPO network that the Department is already utilizing are generally familiar with workers' compensation and it is anticipated that they are more likely to be knowledgeable about and supportive of this ERTW.

- The second group are physicians who are known as "applicant doctors" that some employees choose to utilize. Based on the Department's experience, these physicians have no interest in an ERTW program and will maintain the employee completely off work as long as possible.

- The third group of providers are the physicians and other providers that the injured worker had some sort of relationship with for non-industrial injuries; i.e. family physicians. This group of providers can be better educated and made to understand the benefits of an effective ERTW. The LACOFD is developing some communication to be sent to these providers in order to better educate them to the existence of and benefits of an ERTW. This communications program will be completed and implemented within six months. Increasing the utilization of the Department's established network of

providers who support the ERTW program is a goal that the Department will continue to strive for.

RECOMMENDATION NO. 5

Implement ERTW as soon as possible after the injury, because of the short time frame for medical control.

RESPONSE

The eligibility of an employee for an ERTW program is dependent on the medical authorization of their treating physician. As was discussed in the response to recommendation #4, some providers are more supportive and knowledgeable of ERTW programs than others. However, the Department will examine the issue of increasing the use of employer directed providers during the first 30 days after injury, in those situations where it is feasible and where the employee has not pre-designated a provider.

RECOMMENDATION NO. 6

Continue to lobby for legislative reform of the California Workers' Compensation system.

RESPONSE

It is the position of the LACOFD that many of the issues that cause the workers' compensation system to be as expensive and complex as it currently is arise from the basic design of the system as written in the California Labor Code. In order for the system to continue to provide injured workers with benefits to assist them when they are injured on the job, and at the same time, allow the employers to take steps to control costs the laws governing workers' compensation would need to be modified. LACOFD agrees that additional lobbying efforts by local government entities, fire and police agencies, and professional organizations would be helpful to bring about change to existing regulations as well as stopping new legislation that would unnecessarily increase costs.

COUNTY FIRE DEPARTMENT SAFETY AND LOSS PREVENTION

RECOMMENDATION NO. 40

Elevate the Safety Officer position to Battalion Chief to emphasize importance of safety and loss-prevention and to aid in acceptance and implementation of safety and loss-prevention policy.

RESPONSE

The Department has evaluated this recommendation and chooses to defer it until other options can be identified and analyzed. The Department believes that instituting that change by itself would not produce a significant enough change to warrant the additional cost involved. Therefore, an evaluation is underway of all safety officer positions throughout the Department with the goal of examining the differences and similarities in job functions, the various reporting relationships, the effectiveness of communications as well as what the Department needs from the safety function. The advantages of employing a full time safety professional will also be explored. Once this evaluation is completed, the relative value of a Battalion Chief or other professional position can be better determined.

RECOMMENDATION NO. 41

Require all training safety officers to undergo basic safety and loss-prevention training administered by the County Fire Department Safety Officer.

RESPONSE

The Department does agree that a minimum, basic, safety and loss prevention training requirement should be established for all individuals performing in any of the safety officer positions within the Department. At the present time, there are a number of individuals within the LACOFD who hold the title of Safety Officer. They are utilized for different functions and it was never anticipated that all of these individuals would perform the same tasks or have the same responsibilities. Therefore, the training requirements of the various positions would be adjusted accordingly. For example, some safety officers are utilized solely as duty safety officers. Incident Management Team safety officers only .respond to specific incidents, Bureau Training & Safety Captains have more responsibilities for safety issues within their Bureau, and the Department Safety Officer has responsibilities that impact the entire Department. The Department has established a basic training requirement for anyone acting as a safety officer. The Department has identified the individual classes and the incident specific experience requirements for that standard. However, the courses are provided by outside agencies and are not available at all times during the year. Therefore, the Department states that within 9 months, all current Department employees who have

safety officer responsibilities as part of their job function will be trained to this basic standard.

RECOMMENDATION NO. 42

The proposed wellness-and-fitness program should be tested, adjusted, and fully implemented as soon as possible to prevent or reduce severity of injuries caused by poor fitness and inadequate conditioning.

RESPONSE

The Department fully supports the wellness-fitness program. Specific initiatives that were developed as part of the wellness-fitness program have been implemented and are progressing. For example, the program has developed a basic exercise manual for fire fighters that have been distributed. Additionally, the training of peer fitness counselors throughout the Department has been ongoing with the goal of having individuals who can train fire fighters in the most effective exercise methods that will then reduce the number of injuries. General nutritional counseling has also been provided to employees and a program of individualized nutritional counseling is in the process of development. As these and other specific initiatives within the wellness-fitness program are developed and implemented, they will be reviewed and adjusted to assure maximum, positive impact.

RECOMMENDATION NO. 43

Make annual medical examinations of all sworn officers mandatory to ensure they are physically fit to perform job functions.

RESPONSE

The annual physical examinations of all fire fighter series employees has shown that it can provide early detection of some previously unknown medical conditions in employees. As a result, this allows employees to get treatment for those medical conditions before they are diagnosed through emergency medical situations that may exacerbate the damage to the employee and leave them physically unable to return to work. Early detection allows for treatment and possible correction of a medical problem under circumstances that have a greater potential for improving the employees' medical condition and bringing them back to full duty. Therefore, the Department supports this recommendation and will work with employee groups to implement such a policy.

RECOMMENDATION NO. 44

Because of the high frequency of injuries attributable to sports activities and exercise programs at station houses, these activities should be investigated to identify appropriate corrective actions.

RESPONSE

The Department agrees that a percentage of the workers' compensation claims arise from injuries occurring during sports activities while on duty. However, some claims arise while individuals are engaged in exercise activities that are consistent with the wellness-fitness initiatives of the Department. Additionally, there is no way to exclude claims based on injuries occurring during these activities as non-work related because fire fighters are on duty for a 24 hour period. Therefore, there is some value to performing some of those activities on duty as they may result in improved physical conditioning that could prevent more serious injuries. Based on the recommendation, the Department will form a task force to initiate a review of all of the physical activities performed by on-duty personnel in the fire stations and specifically identify those that provide the greatest benefit to the employees with the lowest risk of injury. That task force will provide Department management with recommendations on this issue within 6 months.

ATTACHMENT F

Office
of
Education

Los Angeles County Office of Education

RECEIVED
2003 AUG 18 PM 3:30
CHIEF ADMINISTRATIVE OFFICE

August 8, 2003

Darline P. Robles, Ph.D.
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

The Honorable Gloria Molina
Supervisor, Los Angeles County First District
Kenneth Hahn Hall of Administration, Room 856
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor Molina:

Civil Grand Jury's FY 2002-03 Report

Attached is the Los Angeles County Office of Education's (LACOE) response to the Civil Grand Jury's Fiscal Year 2002-03 findings based on their inspections of the schools LACOE operates in the juvenile halls and camps. We are pleased that the Grand Jury noted the many positive aspects of the educational delivery in the programs. We are equally appreciative that the Grand Jury recognized that the recommendations of the Education Task Force of August 2001 have virtually all been implemented.

Our response includes the status of the Grand Jury's five (5) recommendations, as well as comments designed to illuminate the issues raised within the narrative of their report. The issues identified by the Grand Jury primarily pertain to the availability of course offerings in art, music, and vocational education; and ensuring that all wards attend school, especially when there is a sudden increase in the student population at a particular school.

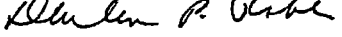
Camp Glenn Rockey has been deemed as the Visual and Performing Arts (VAPA) Camp as part of the Theme-Based Camps Initiative. All of the other juvenile hall and camp schools also offer VAPA classes in line with high school graduation requirements. LACOE is partnering this year with the Los Angeles County Arts Commission to have standards-based instruction in dance, music, theatre, and the visual arts offered in every juvenile court and community school as part of the regular school day curriculum. This development is in concert with the county-wide Arts Education Master Plan.

The Grand Jury makes recommendations for vocational training in the camps. The current offerings, while excellent in quality, are too few in number. Major barriers have been overcome to increase the offerings; however, some remain (particularly funding). Cisco Systems and A+ computer training, culinary arts, along with landscaping and the new Agribusiness program under the Theme-Based Camps Initiative at Challenger all currently offer very marketable, career-oriented training experiences. (Please see Attachment B for a school-by-school listing of all current technical/vocational programs.)

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

We welcome the efforts of the Civil Grand Jury, and encourage their continued involvement in recommending enhancements to the educational offerings for the youth being served. If you have questions or need additional information, please let me know. You may also want to contact Dr. Robert R. Barner, Assistant Superintendent, Educational Programs, or Mr. Larry Springer, Director, Juvenile Court and Community Schools, at (562) 803-8301 and (562) 803-8203, respectively.

Sincerely,



Darline P. Robles, Ph.D.
Superintendent

DPR/LS:lp:cap
Attachments

cc: Los Angeles County Board of Supervisors
Louisa Ollague, Legislative and Educational Deputy
David Janssen, Chief Administrative Officer
Honorable Michael Nash, Presiding Judge, Children's Court
Richard Shumsky, Chief Probation Officer
Violet Varona-Lukens, Executive Officer, Board of Supervisors
Robert R. Barner, Ph.D., Asst. Superintendent, Educational Programs, LACOE
Larry Springer, Director, Juvenile Court and Community Schools, LACOE

Los Angeles County Office of Education

August 8, 2003

Darline P. Robles, Ph.D.
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

The Honorable Yvonne Brathwaite Burke
Supervisor, Los Angeles County Second District
Kenneth Hahn Hall of Administration, Room 866
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor Brathwaite Burke:

Civil Grand Jury's FY 2002-03 Report

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

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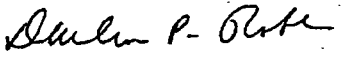
Sincerely,



Darline P. Robles, Ph.D.
Superintendent

DPR/LS:lp:cap
Attachments

cc: Los Angeles County Board of Supervisors
Del Huff, Educational Deputy
David Janssen, Chief Administrative Officer
Honorable Michael Nash, Presiding Judge, Children's Court
Richard Shumsky, Chief Probation Officer
Violet Varona-Lukens, Executive Officer, Board of Supervisors
Robert R. Barner, Ph.D., Asst. Superintendent, Educational Programs, LACOE
Larry Springer, Director, Juvenile Court and Community Schools, LACOE

Los Angeles County Office of Education

August 8, 2003

Darline P. Robles, Ph.D.
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

The Honorable Zev Yaroslavsky
Supervisor, Los Angeles County Third District
Kenneth Hahn Hall of Administration, Room 821
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor Yaroslavsky:

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

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Sincerely,

Darline P. Robles, Ph.D.
Superintendent

DPR/LS:lp:cap
Attachments

cc: Los Angeles County Board of Supervisors
Adinah Solomon, Educational Deputy
David Janssen, Chief Administrative Officer
Honorable Michael Nash, Presiding Judge, Children's Court
Richard Shumsky, Chief Probation Officer
Violet Varona-Lukens, Executive Officer, Board of Supervisors
Robert R. Barner, Ph.D., Asst. Superintendent, Educational Programs, LACOE
Larry Springer, Director, Juvenile Court and Community Schools, LACOE

Los Angeles County Office of Education

August 8, 2003

Darline P. Robles, Ph.D.
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

The Honorable Don Knabe
Supervisor, Los Angeles County Fourth District
Kenneth Hahn Hall of Administration, Room 822
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor Knabe:

Civil Grand Jury's FY 2002-03 Report

Attached is the Los Angeles County Office of Education's (LACOE) response to the Civil Grand Jury's Fiscal Year 2002-03 findings based on their inspections of the schools LACOE operates in the juvenile halls and camps. We are pleased that the Grand Jury noted the many positive aspects of the educational delivery in the programs. We are equally appreciative that the Grand Jury recognized that the recommendations of the Education Task Force of August 2001 have virtually all been implemented.

Our response includes the status of the Grand Jury's five (5) recommendations, as well as comments designed to illuminate the issues raised within the narrative of their report. The issues identified by the Grand Jury primarily pertain to the availability of course offerings in art, music, and vocational education; and ensuring that all wards attend school, especially when there is a sudden increase in the student population at a particular school.

Camp Glenn Rockey has been deemed as the Visual and Performing Arts (VAPA) Camp as part of the Theme-Based Camps Initiative. All of the other juvenile hall and camp schools also offer VAPA classes in line with high school graduation requirements. LACOE is partnering this year with the Los Angeles County Arts Commission to have standards-based instruction in dance, music, theatre, and the visual arts offered in every juvenile court and community school as part of the regular school day curriculum. This development is in concert with the county-wide Arts Education Master Plan.

The Grand Jury makes recommendations for vocational training in the camps. The current offerings, while excellent in quality, are too few in number. Major barriers have been overcome to increase the offerings; however, some remain (particularly funding). Cisco Systems and A+ computer training, culinary arts, along with landscaping and the new Agribusiness program under the Theme-Based Camps Initiative at Challenger all currently offer very marketable, career-oriented training experiences. (Please see Attachment B for a school-by-school listing of all current technical/vocational programs.)

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

We welcome the efforts of the Civil Grand Jury, and encourage their continued involvement in recommending enhancements to the educational offerings for the youth being served. If you have questions or need additional information, please let me know. You may also want to contact Dr. Robert R. Barner, Assistant Superintendent, Educational Programs, or Mr. Larry Springer, Director, Juvenile Court and Community Schools, at (562) 803-8301 and (562) 803-8203, respectively.

Sincerely,

Darline P. Robles, Ph.D.
Superintendent

DPR/LS:lp:cap
Attachments

cc: Los Angeles County Board of Supervisors
David Janssen, Chief Administrative Officer
Honorable Michael Nash, Presiding Judge, Children's Court
Richard Shumsky, Chief Probation Officer
Gail Tierney, Educational Deputy
Violet Varona-Lukens, Executive Officer, Board of Supervisors
Robert R. Barner, Ph.D., Asst. Superintendent, Educational Programs, LACOE
Larry Springer, Director, Juvenile Court and Community Schools, LACOE

Los Angeles County Office of Education

August 8, 2003

Darline P. Robles, Ph.D.
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

The Honorable Michael D. Antonovich
Supervisor, Los Angeles County Fifth District
Kenneth Hahn Hall of Administration, Room 869
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor Antonovich:

Civil Grand Jury's FY 2002-03 Report

Attached is the Los Angeles County Office of Education's (LACOE) response to the Civil Grand Jury's Fiscal Year 2002-03 findings based on their inspections of the schools LACOE operates in the juvenile halls and camps. We are pleased that the Grand Jury noted the many positive aspects of the educational delivery in the programs. We are equally appreciative that the Grand Jury recognized that the recommendations of the Education Task Force of August 2001 have virtually all been implemented.

Our response includes the status of the Grand Jury's five (5) recommendations, as well as comments designed to illuminate the issues raised within the narrative of their report. The issues identified by the Grand Jury primarily pertain to the availability of course offerings in art, music, and vocational education; and ensuring that all wards attend school, especially when there is a sudden increase in the student population at a particular school.

Camp Glenn Rockey has been deemed as the Visual and Performing Arts (VAPA) Camp as part of the Theme-Based Camps Initiative. All of the other juvenile hall and camp schools also offer VAPA classes in line with high school graduation requirements. LACOE is partnering this year with the Los Angeles County Arts Commission to have standards-based instruction in dance, music, theatre, and the visual arts offered in every juvenile court and community school as part of the regular school day curriculum. This development is in concert with the county-wide Arts Education Master Plan.

The Grand Jury makes recommendations for vocational training in the camps. The current offerings, while excellent in quality, are too few in number. Major barriers have been overcome to increase the offerings; however, some remain (particularly funding). Cisco Systems and A+ computer training, culinary arts, along with landscaping and the new Agribusiness program under the Theme-Based Camps Initiative at Challenger all currently offer very marketable, career-oriented training experiences. (Please see Attachment B for a school-by-school listing of all current technical/vocational programs.)

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

We welcome the efforts of the Civil Grand Jury, and encourage their continued involvement in recommending enhancements to the educational offerings for the youth being served. If you have questions or need additional information, please let me know. You may also want to contact Dr. Robert R. Barner, Assistant Superintendent, Educational Programs, or Mr. Larry Springer, Director, Juvenile Court and Community Schools, at (562) 803-8301 and (562) 803-8203, respectively.

Sincerely,

Darline P. Robles

Darline P. Robles, Ph.D.
Superintendent

DPR/LS:lp:cap
Attachments

cc: Los Angeles County Board of Supervisors
Jennifer Plaisted, Educational Deputy
David Janssen, Chief Administrative Officer
Honorable Michael Nash, Presiding Judge, Children's Court
Richard Shumsky, Chief Probation Officer
Violet Varona-Lukens, Executive Officer, Board of Supervisors
Robert R. Barner, Ph.D., Asst. Superintendent, Educational Programs, LACOE
Larry Springer, Director, Juvenile Court and Community Schools, LACOE

Los Angeles County Office of Education
Status of FY 2002-03 Grand Jury Issues

GRAND JURY'S ISSUE	STATUS	COMMENTS
1. Develop a program to educate "overflow" minors.	Completed	All schools have the resources and have been trained in the process to acquire an additional teacher(s) when the institution population suddenly, unpredictably, and temporarily increases above the "normal" capacity for the institution. Every school has in place regular, permanent staff and a full complement of teachers for the "normal" population.
2. Upgrade and expand the vocational training programs in the camps to include skills and experiences that are marketable.	In progress	Vocational educational opportunities are on the rise within the camp system. Several programs are in place and more are planned. There were/are a number of obstacles and barriers. The first major barrier to be removed was the "Camp Phase System" that moved students to several camps about every eight weeks to receive the next phase of a four (4) phase system. That program was discontinued. Without this remarkable movement, students stay in place long enough to now benefit from vocational programs that usually require 16/18 weeks to complete. The current huge obstacle is funding. Regional Occupational Programs (ROP) are not afforded to LACOE programs beyond a very minimal level. Legislation is needed to add juvenile justice programs to ROP funding for Los Angeles County. Please see attachment B for a school by school listing of the current technical and vocational offerings.
3. Include art and music in the curriculum.	Completed/ in progress with new goal	Presently the offerings are: Visual and Performing Arts (VAPA), which is one of the curriculums in LACOE's Courses of Study. Courses are in place to meet the state-mandated graduation requirements. In line with the Theme-Based Camps Initiative, Camp Glenn Rockey is the Visual and Performing Arts Camp, offering coursework in literary arts, music, theatre, and visual arts, culminating

GRAND JURY'S ISSUE	STATUS	COMMENTS
		in a special final performance by the students. There are some type of visual arts experiences and workshops beyond the requirements at virtually every school. For example, Juvenile Halls have used performing arts such as the "drama corps" as a therapeutic tool for the students, while Challenger offers outstanding visual arts classes that have resulted in student artwork being displayed and sold at local galleries. However, we are embarking on a great partnership with the Los Angeles County Arts Commission to provide sequential arts education to our students. The goal of JCCS is to have standards-based instruction in dance, music, theatre, and the visual arts offered in every juvenile court and community school as part of the regular school day curriculum. In order to achieve this goal, starting in October 2003, the Office of Education will partner with the Los Angeles County Arts Commission to conduct a formal assessment of its arts education activities, through guidance provided by a Local Steering Committee comprised of juvenile court administrators, principals and teachers, community arts resources, representatives from higher education, and parents. The data yielded from this assessment will drive the development of a comprehensive, plan of action to provide sequential arts education to *all* students in Juvenile Court and Community Schools, including strategies to train teachers in the Visual and Performing Arts Standards. An arts education policy, as well as the arts education plan, is scheduled to be brought before the Los Angeles County Board of Education for adoption by June 2004.

Los Angeles County Office of Education
Status of FY 2002-03 Grand Jury Issues

GRAND JURY'S ISSUE	STATUS	COMMENTS
4. Implement daily lesson plans at Dorothy Kirby Center School.	Completed	Dorothy Kirby Center School has implemented daily lesson plans. Kirby was also one of the first schools whose faculty teamed together to create a uniform, standards-based lesson planning system. It is presently in use in all classes including the co-educational accelerated learning classes.
5. Cooperate with adjacent camp/schools to pool resources to insure that minors do not miss school because there is no room in the classroom.	Completed	LACOE and Probation operated a pilot this past school year at two adjacent camps to pool the students at each camp in residence beyond the classroom capacity. The Probation practice had been to never co-mingle minors from separate camps. Although the pilot was successful, the pilot results were not implemented because of escape risk when the minors were transported from one camp to the other. Consequently, when the population suddenly, unpredictably, and temporarily increases, LACOE employs a temporary teacher to serve the "overflow" students at each of the camps. When a population increase at a facility is viewed as permanent, LACOE increases the number of regular teachers. Such is the current case at Camp Scott where the population has risen on a permanent basis; a new teaching position has been added. Both departments will continue to explore ways to put in place cost savings measures that ensure that all students get full instruction every day.

GrandJury0203b

Los Angeles County
Office of Education

RESPONSES FOR VOCATIONAL ED AND TECHNICAL PROGRAMS IN JCCS SCHOOLS

PAU/Site	Principals and APs	Responses
Angeles Forest *Afflerbaugh/Paige (camp) Rockey (camp)	Joyce Davis Donna Russell Margaret Taylor	• Afflerbaugh Construction (Prob class) • Welding & Machine Shop (Prob class) • Grounds Maintenance (Prob class) • Culinary Arts (KP) • *MOVE Crew* pairs camp students w/ mentally and physically disabled students at El Camino School in Pomona, 4 days per week, M-Th. • Fridays, these same students work in partnership w/ Hillcrest Retirement Community in an *Intergenerational program* • Paige Forestry Program (Prob) • Citrus College-computer Training • WEE (Work Exp. Education) classes • Culinary Arts (KP)
Central (juvenile hall)	Arthur McCoy Artie Davis Sarah Lawrence Teri Jacobs	Central • CISCO Systems • Word Processing
Challenger (camp)	Ulysses Chatman Ronita Boswell La'Anita Smith Henry Tatevosian Henderson Anderson	• Challenger – Theme based: Agribusiness/Greenhouse • Cisco Academy/ College Credits
Los Padrinos (juvenile hall)	Mickey Cureton John Cotton Lein Truong	Los Padrinos - Computer Technology Training • Basic Keyboarding • Word Processing Skills • Manipulating Text with the Word Processor • Advanced Word Processor Techniques • Intro. to Spreadsheets • Manipulating Spreadsheet
Masada *Masada (RCEC) MidValley Youth Center (RCEC)	Janet Addo Al Hunter	Masada - Southern California Regional Occupational Center (ROC) • Technical/Career Training • Computer Repair/technology • Plumbing • Silk-Screening • Cosmetology • Restaurant Training • Electronic Music – Keyboard, RAP, Band at Harbor ROC • Art Classes at Harbor ROC
	Joe Rivera Vincent Chugbo	• Kirby – Computer tech Graphic arts, video & digital photography • Music and voice program • In progress: establish an ROP silk-screen program

Rev. 8/7/03
C. Acquaviva:lp

Division of Juvenile Court & Community Schools

Nidorf, Barry J. (juvenile hall)	Gloria Newell Henderson Anderson Sarah Lawrence Lanney Mayer Haywood Stokes	Career Interest Survey (CIS) - Students complete this interest and aptitude instrument specifically designed for assisting in the camp assignment of students under the Theme-Based camps initiative (please see the offerings at the various camps).
Santa Clarita Mtns. ***Scott (camp)** Scudder (camp)	Addie Stokes Stu Cannold	• **Scudder** - A+ Computer Program • Culinary Arts Program • Landscape Program • Fashion Design Industry Program • **Scott** - Service Learning Class, skills in Landscaping, kitchen/restaurant • **Scott** – Sports (Basketball, volleyball, softball, track and field)
Santa Monica Mtns. Gonzales (camp) Kilpatrick (camp) ***Miller (camp)** Pacific Lodge (RCEC)	Marsha Watkins Bruce Kunden Roberta Smith	• **Kilpatrick**- Computer Literacy class • CISCO and A+ courses • **Miller** - Mission College Culinary Arts • Landscaping - Masonry - Horticulture
Tujunga Valley Holton (camp) ***Phoenix Academy (RCEC)** Routh (camp)	Carolyn Donaldson Sam Lager Monty Westmore	• **Phoenix** – Mission College Culinary Program • CISCO networking • All 3 sites have strong Transition Partnership Programs (TPP) - Job Placement • **Routh**/ Fire Suppression and Vocational skills related to Fire fighting Training • **Holton** – Life Skills/Independent Living • A+ computer tech and drafting • Drafting class

Rev. 8/7/03
C. Acquaviva:lp

ATTACHMENT G

Ombudsman

County of Los Angeles
Department of Ombudsman

Robert B. Taylor
Ombudsman

Executive Staff

Stephanie S. Maxberry
Assistant Ombudsman/
Executive Assistant

Mario A. Miranda
Assistant Ombudsman

Alice F. Martel
Assistant Ombudsman

Angela Isaiah-Payne
Assistant Ombudsman

Debra A. Pritchett
Budget Officer

Mary L. Calhoun
Executive Secretary

July 24, 2003

To: Chris Foley
Chief Administrative Office
713 Hahn Hall of Administration
Los Angeles, CA 90012

From: Robert B. Taylor
Ombudsman

RESPONSE TO THE FINAL REPORT OF THE 2002-03 LOS ANGELES COUNTY GRAND JURY

Pursuant to a July 10, 2003, request by David Janssen, Chief Administrative Officer for Los Angeles County, the Department of the Ombudsman has responded to recommendation 32 and that response is attached. The Ombudsman was also asked to respond to Recommendation 31, however that recommendation related to removing the Office of Independent Review from the Sheriff's Department budget process. The Department of the Ombudsman has no influence over the Sheriff's budget or those of the Office of Independent Review. Accordingly, the Ombudsman did not respond to Recommendation 31.

An electronic copy of this cover letter and the response are being provided electronically. Should there be additional questions or a need for clarification, please direct those inquiries to Bob Taylor, 310-352-3711.

Attachment

18411 Crenshaw Boulevard, Suite 240 Torrance, CA 90504-5052 (310) 352-3700 FAX: (310) 352-3704
1-800-80-100-30 *(Complaints)* E-Mail: ombudla@co.la.ca.us.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – OMBUDSMAN

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR LAW ENFORCEMENT CITIZEN COMPLAINTS

RECOMMENDATION NO. 32

Amend County Ordinance 2.37.010 to allow the Department of the Ombudsman to study citizen complaint cases and review of service complaints.

RESPONSE

While the Department of the Ombudsman was asked to address recommendation 32 in Los Angeles County Civil Grand Jury's Report, but there are several other issues which should be discussed as a part of this recommendation because they were raised in the text of the report and may be germane to redefining the scope and role of the Ombudsman.

Since it was established in 1993, the Department of the Ombudsman has continued to serve, generally, as an appeal point for cases where community members are dissatisfied with the response of either a Service Complaint Review or a personnel complaint emanating from the Sheriff's Department. The existing Los Angeles County Ordinance was crafted from the Kolts Commission recommendations with a narrow definition of how the Ombudsman should perform the role. At the time, the notion of an Ombudsman was something new and untested. However, since the adoption of the ordinance, the role of reviewer has been expanded to include the Office of Public Safety and other departments at the direction of the Board. Additionally, public interest in oversight and the role of oversight of the police function has significantly changed and evolved to the point where seventy of the top one hundred cities in the United States have some form of police oversight.

In its report, the Grand Jury indicated that it surveyed other jurisdictions to assess what the best practices were with regard to external oversight of law enforcement. The following responsibilities and powers were identified:

- Provide independent oversight of the department practices.
- Accept citizen complaints from complainants who choose not to file directly with the department.
- Receive copies of all complaints filed directly with the department.
- Conduct quality assurance audits of completed citizen complaint investigations, to ensure fairness and thoroughness by department investigators.
- Act as an appellate body and review individual investigations, to ensure investigations are thorough and fair.

- Analyze department policies and procedures and make binding recommendations for improvements when necessary.
- Draft reports to the public regarding the department citizen complaint investigation policies, procedures and practices, and on citizen complaint activity.

As indicated in the Grand Jury's report, oversight in Los Angeles County is currently balanced by three entities: The Ombudsman, The Office of Independent Review (OIR) and Special Counsel to the Board (Police Assessment Resource Center). The OIR is principally involved in an internal department review of activities within the Sheriff's Department. Personnel investigations are review by OIR staff attorneys, recommendations are made on some current cases and internal processes and the fit between actions and training are reviewed and assessed. Special Counsel continues to conduct audits of various issues and functions related to the Sheriff's Department and he makes recommendations, where recommendations are warranted. His reports have been made public.

The Ombudsman fills the role of an appellate body for complaints made against a department, provides a gateway for persons to make complaints without directly contacting the Sheriff's Department or Office of Public Safety, and provides information to the public on personnel complaints through an annual report and various community outreach programs.

In this regard, the Ombudsman has recently performed some audits, but this auditing ability is not outlined as a responsibility in the current ordinance. Therefore, and consistent with the actual function of the department and the recommendations of the Grand Jury, it is recommended that the Ordinance be modified to permit the Ombudsman to perform some internal auditing of cases and that there be greater sharing of information between the Ombudsman and the Sheriff's Department about the number of complaints made to the Sheriff's Department so that this information can be reported back to the public in a formal way. While the Ombudsman does get involved in reviewing matters concerning other county departments, the Sheriff's Department is by far the largest consumer of our services.

The past three Los Angeles County Grand Jury reports have made recommendations for revising the existing ordinance and requiring the Ombudsman to become more active in the audit and review process. During the past year, the Ombudsman was asked to become involved in a significant case involving the use of force and an in-custody death. This review was helpful to the Board because they were not fully aware of the incident. While this case was an extreme example, it does indicate where actions of the Ombudsman are helpful and where the existing ordinance may be viewed by some to conflict with the actual performance of Ombudsman duties.

A further observation relates to the use of the Panel of Judges. During the past ten years, the panel was used once. The current ordinance calls for the use of a panel of judges when there is a conflict of interest with the Ombudsman or where there is a need because of a serious use of force inquiry. The judges referred to in the ordinance are

pre-designated as a panel. There is no provision in the current ordinance for a replacement when a judge retires or dies in office. At least two of the current panel members are no longer available for service. It might be wise to revise the ordinance to permit the use the Office of the Presiding Judge of the Superior Court or some other entity as a central point when there is a need for judicial review. The Presiding Judge, for example, could designate a retired member of the bench to perform this role when the need arises.

The Department of the Ombudsman is working on a proposal for modifying the current ordinance. The recommendation will be developed in an inclusive manner with discussion with the Sheriff's Department, County Counsel, Board Justice Deputies and county executive staff. When consensus is reached on the scope and content of a proposal, it will be forwarded and presented to the Board.

ATTACHMENT H

Parks
and
Recreation

COUNTY OF LOS ANGELES
DEPARTMENT OF PARKS AND RECREATION
"Creating Community Through People, Parks and Programs"

Tim Gallagher, Director

RECEIVED
2003 AUG -5 PM 5:00
CHIEF ADMINISTRATIVE OFFICE

July 29, 2003

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

Dear Honorable Board:

RESPONSE TO THE FINAL REPORT OF THE 2002-2003 LOS ANGELES COUNTY GRAND JURY

Attached is this Department's response to Recommendation No. 1, Parks and Recreation, Proposition A Grant Fund.

This office would be pleased to provide any further information that may be needed on this matter.

Respectfully,

Tim Gallagher,
Director

Attachment

Executive Offices • 433 South Vermont Avenue • Los Angeles, CA 90020-1975 • (213) 738-2961

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – PARKS AND RECREATION

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR PARKS AND RECREATION PROPSATION "A" GRANT FUND

RECOMMENDATION NO. 1

The Los Angeles County Grand Jury recommends that the Los Angeles County Parks and Recreation Department initiate a further review of the South Gate library rehabilitation project to determine of South Gate is in compliance with all grant requirements and conditions.

RESPONSE

The Los Angeles Count Department of Parks and Recreation will initiate a review of the South Gate library rehabilitation project to determine of South Gate is in compliance with all grant requirements and conditions.

The Grand Jury Final report erroneously states that the City's response to the Grand Jury letter of February 19, 2003 indicates that the project had been changed by the City on June 17, 2002 with the consent of the County. In fact, the city's response indicates that the City had not requested the consent of the County, and the Coty has not yet requested the County's consent to the change made by the City on June 17, 2002. No grant funds for the project have been requested by the City as of July 24, 2003, and none have been paid. When a request for grant funding is received by the County, it is the policy of the Proposition "A" grant program to perform a detailed review of the project to determine compliance will all grant requirements and conditions before grant funds are paid.

Although not acknowledged in the Final Report of the Grand Jury, the contact between the Grand Jury and the City occurred during the month immediately preceding the recall and replacement of a majority of the City Council by a vote of South Gate residents. The Proposition "A" grant program will work with the City's new leadership to insure compliance with all grant requirements and conditions.

ATTACHMENT I

Probation

COUNTY OF LOS ANGELES
PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY, DOWNEY, CALIFORNIA 90242
(562)940-2501

RICHARD SHUMSKY
Chief Probation Officer

June 30, 2003

RECEIVED
2003 JUL -1 PM 3: 53
CHIEF ADMINISTRATIVE OFFICE

TO: Each Supervisor

FROM: Richard Shumsky RS
Chief Probation Officer

SUBJECT: **CIVIL GRAND JURY'S FY 2002-03 REPORT**

Attached is the Probation Department's response to the Civil Grand Jury's Fiscal Year 2002-03 findings based on their inspections of Probation's juvenile halls and camps. We are appreciative of the Grand Jury's recognition that our facilities are generally maintained in good condition given the challenges associated with aging infrastructure.

Our response includes the status of the Grand Jury's eight recommendations, as well as responses to other issues raised within the narrative of their report. The issues raised by the Grand Jury primarily pertain to maintenance and grounds keeping, education services, and minors' length of stay.

Most of the plumbing and maintenance concerns are resolved as part of our routine maintenance efforts. Longer-term maintenance and grounds keeping concerns primarily are the result of major construction projects that necessitate the temporary disruption of our ability to irrigate landscaping.

The Grand Jury makes recommendations for alternative curriculum related to art and vocational training, and accommodation of perceived needs for additional teaching staff. Probation is continuing its collaboration with the Los Angeles County Office of Education (LACOE) on these concerns. Art programs are offered when appropriate given existing core curriculum needs. LACOE has an automated system in place to obtain additional instructors to address fluctuations in pupil enrollment.

Length of stay issues are a part of our population management efforts given existing approved bed capacity. A minor's length of stay in camp facilities is based primarily on orders of the Court, basic programming requirements and the minor's behavior.

We welcome the efforts of the Civil Grand Jury, and encourage their continued involvement in recommending enhancements to the service offerings for detained youths. If you have questions or need additional information, please let me know or contact Robert Smythe at (562) 940-2503.

Attachment

C: David Janssen, Chief Administrative Officer
Violet Varona-Lukens, Executive Officer, Board of Supervisors
Honorable Michael Nash, Presiding Judge, Children's Court
Dr. Darline Robles, Superintendent, LACOE

Probation Department
Status of FY 2002-03 Grand Jury Issues

GRAND JURY'S ISSUE	STATUS	COMMENTS
1. Probation should advocate for longer periods of detention for offenders.	N/A	Facilities do not have the capacity to accommodate longer detention periods for the existing volume of detained minors. The Court has the option of the California Youth Authority if it believes a minor needs longer-term confinement. The average length of stay in camp is twenty-three weeks, not twelve weeks as indicated in the Grand Jury's report.
2. Upgrade latrines and bath facilities at Camp Scudder and Camp Holton.	Implemented	All camps and halls are inspected by the Board of Corrections (BOC). Fixtures at Camps Scudder and Holton were part of the BOC's inspection in early 2003, and were found to be in good working order. Existing plumbing fixtures are in compliance with BOC Title 15 requirements. Repairs or replacements occur if fixtures become inoperable. The BOC's 2003 inspection complimented the Department on the conditions of these camps.
3. Replace toilet fixture in gym at Challenger. Challenger also lacked general maintenance and good grounds upkeep.	September 2003	Challenger's gym toilet will be repaired or replaced as applicable. Current maintenance and grounds at Challenger are in excellent shape as noted during the BOC's latest inspections. The Grand Jury did not provide a timeframe for their observations. Gardens at Challenger (located in the Antelope Valley) do not appear as robust during periods of freezing weather or extreme heat. In the past eighteen months Challenger improvements have included a gazebo, a greenhouse, a desert garden and hundreds of trees and flower plantings.

Probation Department
Status of FY 2002-03 Grand Jury Issues

GRAND JURY'S ISSUE	STATUS	COMMENTS
4. Improve the general maintenance of buildings and grounds at Central Juvenile Hall. Central Juvenile Hall is an embarrassment; it is the oldest of the halls and lacks appropriate maintenance. The grounds are barren and littered with trash.	November 2004	Central Juvenile Hall (CJH) is undergoing construction of two new buildings that will each house 120 minors. Several aged structures were demolished as part of the pre-construction process. Early in the construction process a major flood control and utility upgrade occurred. The construction process naturally resulted in the severing of many irrigation lines that cannot be re-routed or replaced until construction is completed in the Fall 2004. Grounds are maintained to the extent possible given the limited ability to water lawn and garden areas. Litter abatement is conducted daily.
5. Replace and upgrade tile floors throughout the cottages at Dorothy Kirby Center. Dorothy Kirby Center is a newer facility, but the floors in both the boys' and girls' cottages need to be replaced.	Implemented	Floor tiles are replaced as damage occurs. Asbestos concerns encumber the Department's ability to simply replace the entire floor. A review of the condition of the floors and replacement of tiles is an ongoing process in an aged facility such as Dorothy Kirby Center.
6. Assess the management team at Camp Scudder. Camp Scudder's boys' bathing area smelled terribly of urine. The dormitory was not well maintained. Many beds had torn mattresses and debris on the floors in the sleeping areas. Staff indicated that they were understaffed and could not keep the facility clean and keep the minors contained as well.	Implemented	Fixtures at Camp Scudder were part of the BOC's inspection in early 2003, and were found to be in good working order. The Grand Jury did not provide dates of their inspections, thus we could not determine the cause or extent of the plumbing issues discussed in their report. However, the camp is currently maintaining appropriate maintenance and cleanliness standards. The Grand Jury did not specify the reason for their recommended assessment of the management team. However, the issue will be reviewed with Camp Scudder staff. All camp

GRAND JURY'S ISSUE	STATUS	COMMENTS
		managers are participants in the County's Management Appraisal Process.
7. The minors do not go to class when they are away from camp for medical appointments, and often upon return his place in class has been filled. Schedule monthly visits by physicians and dentists at each juvenile hall and each camp. The Probation Department would save considerable time and money by not having to transport minors to medical appointments, and the minors would not lose so much time out of the classroom.	N/A	Minors who are attending medical appointments may miss a portion or an entire day as would occur in their neighborhood schools when they attend appointments. Minors are returned to school as soon as they return from these appointments, generally the following day. Camp minors are transferred to juvenile halls for certain medical and dental procedures or specialties that logistically cannot be performed by existing camp medical personnel due generally to limitations of access to specialty medical equipment, examination space, specialty licensure issues, the need for comprehensive specialist teams, laboratory services, sewer or hazardous waste handling regulations, and insufficient utility infrastructure.
8. Develop a program to educate "overflow" minors. At Camp Munz a minor was taken out of school to go to court, and upon his return to camp his space had been taken in the class room and there was no place for him in school. He spent his days in the dormitory. There was no budget for such "overflow" minors. Cooperate with adjacent camp/schools to pool resources to insure that minors do	Implemented	As discussed in the Auditor-Controller's recent follow-up report to the Education Task Force, LACOE provides substitute teachers or uses administrative staff to provide instruction when the number of minors exceeds the available teaching staff. Probation provides LACOE with daily population counts at each facility so sufficient time is available to summon additional teachers. The Grand Jury's governing regulations do not allow for disclosure of specifics relative to the incident they noted.

GRAND JURY'S ISSUE	STATUS	COMMENTS
not miss school because there is no room in the classroom.		LACOE is committed to providing an instructor for all minors available for school, or to use a qualified administrator if a substitute teacher cannot be located. Also, classroom sizes can be increased to 19 students to accommodate periods when temporary population fluctuations exceed existing teacher capacity within 17:1 student-teacher ratios. Mixing of camp populations is generally avoided due to security concerns.
9. Upgrade and expand the vocational training programs in the camps to include skills and experience that is marketable.	Implemented	Probation has a variety of innovative and/or vocational education programs in the camps. For example, Camps Afflerbaugh and Paige participate in a computer repair program, Challenger camps are developing a horticulture curriculum and have Internet-based college courses, culinary arts are taught at Camps Scudder, Holton and Miller, and the business of fashion design is taught to minors at Camps Scott and Scudder. The Grand Jury indicates that metal and wood shop programs at Camps Afflerbaugh and Paige have been dismantled. Camps Afflerbaugh and Paige continue to operate welding and construction programs. The Grand Jury report states that the fire program at Camp Paige was dismantled because minors sent to Camp Paige could not qualify for the program. Camp Paige's fire program was converted to a forestry program at the request of the Fire Department, unrelated to the qualifications of minors at the camp. The

Probation Department
Status of FY 2002-03 Grand Jury Issues

GRAND JURY'S ISSUE	STATUS	COMMENTS
		Grand Jury's report states "The majority of youths at this camp [Routh] are 19-20." Camp Routh youth are primarily 17 and 18 year olds.
10. Include art and music in the curriculum.	Implemented	The Grand Jury's discussion of the issue pertains to school curriculum. Programs are incorporated in various school sites based on availability of subject matter experts and the fit of these programs within the need for fundamental educational needs such as reading, writing and arithmetic. There are arts and music instruction incorporated in LACOE's curriculum throughout the camps. Camp Rockey provides an emphasis in both art and music in conjunction with industry experts.
11. Implement daily lesson plans at Dorothy Kirby Center School.	Implemented	LACOE provides daily lesson plans for all students.
12. Probation does not track recidivism. Study and record the recidivism rates of the minors in the camps and juvenile halls.	July 2004	Probation already has records that permit recidivism analysis. The Department is developing information systems capability that upon implementation will enhance our ability to extract recidivism statistics. It is anticipated this capability will be available by July 2004.

Grandjury0203b

ATTACHMENT J

Sheriff

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

LEROY D. BACA, SHERIFF

August 11, 2003

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

Dear Supervisors:

RESPONSE TO THE FINAL REPORT OF THE 2002-2003 LOS ANGELES GRAND JURY REPORT

The intent of this letter is to provide your Board with the Sheriff's Department's response to the final report of the 2002-2003 Civil Grand Jury.

The Sheriff's Department has prepared a response for a total of sixteen recommendations in the following categories:

Workers' Compensation – Recommendations 45 - 48
Law Enforcement-Citizens Complaints – Recommendations 1 - 11
Detention Inspections – Recommendation 4

The responses are attached to this document in the above listed order.

Sincerely,

Lee Baca

LEROY D. BACA
SHERIFF

Attachments

LDB:PKT:CAL:cal
(Administrative Services Division)

c: Each Supervisor
Executive Officer, Board of Supervisors
David J. Jansen, Chief Administrative Officer
Sharon Harper, Chief Deputy Administrative Officer
Rochelle Goff, Principal Analyst, CAO
Brian Mahan, Senior Analyst, CAO
Paul K. Tanaka, Chief, Administrative Services Division
Charles M. Jackson, Chief, Correctional Services Division
William J. Mc Sweeney, Chief, Leadership and Training Division
Terry Benjestorf, Sergeant, Correctional Services Division
Joe Gooden, Sergeant, Leadership and Training Division
Christy Guyovich, Sergeant, Administrative Services Division
(2002-03 Grand Jury response.doc)

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – SHERIFF'S DEPARTMENT

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS
WORKERS' COMPENSATION

RECOMMENDATION NO. 45

Elevate the Safety Officer position to the rank of Lieutenant to be more commensurate with the importance of safety and loss-prevention activities of the Department.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

Sheriff's management, in light of current budgetary constraints, will consider this recommendation. The need to increase the perceived importance of safety and loss prevention is being addressed at the highest levels of the Department.

RECOMMENDATION NO. 46

Add at least two Sergeants to assist the Safety Officer in general loss-prevention activities including training, accident investigation, compliance monitoring, and communications

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

Once the budgetary situation stabilizes, the potential to expand Safety Officer responsibilities, and a commensurate increase in staffing, will be explored.

RECOMMENDATION NO. 47

Because of regular rotation of the current Safety Officer position, a permanent civilian safety professional, reporting to the Safety Officer, is needed to ensure continuation and consistency of loss-prevention objectives during rotation.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

Any increase in staffing due to the current budgetary constraints placed upon the Sheriff's Department may need to be postponed. This recommendation will be actively explored once the current budget difficulties are resolved.

RECOMMENDATION NO. 48

Elevate the Risk Management Officer position to the rank of Captain to emphasize the importance of and commitment to safety and loss prevention.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

The Sheriff's Department is always interested in employing the most efficient management systems in furtherance of its goals. This recommendation will be given consideration. The importance of safety and loss prevention is currently of far greater importance now than they have ever been in the history of the Sheriff's Department.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – SHERIFF'S DEPARTMENT

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR LAW ENFORCEMENT-CITIZEN COMPLAINTS

RECOMMENDATION NO. 1

Implement a system where citizen complaint forms and procedures are readily available in all department locations with public access, without requiring members of the public to request the documents from department personnel.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

This recommendation will be considered and evaluated by the Department's Executive Planning Council. The Department's current policy requires a Watch Commander to personally speak to a complainant and to document the complaint on a Service Comment Report form. This policy was created in order to maximize accountability for accepting and looking into all complaints. While the Department will continue to encourage the public to personally speak with a Watch Commander, it will evaluate the need to provide an alternate method of obtaining public comment without having to physically discuss the complaint with a Watch Commander. The Department currently provides two methods of making complaints that do not require physical contact with a Department member. A 24-hour, 1-800 phone line and a Department website are available for making complaints.

RECOMMENDATION NO. 2

Provide the sergeants with copies of citizen complaint procedures and forms for distribution to the public upon request.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

The Sheriff's Department will consider this request as part of recommendation number 1.

RECOMMENDATION NO. 3

Establish formal tracking systems for citizen complaints and forms that are received from citizens. Implement a tracking checklist form in every investigation file that will indicate what forms, letters and paperwork pertaining to the investigation are complete. The checklist should include: the date of the complaint, date of acknowledgment letter, final disposition date, notification date of disposition to officer/employee, and date of closing disposition letter to the complainant.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

The current "Results of Service Review Form" already captures most of this information. The Executive Planning Council will decide if a new form is necessary or whether the existing form should be redesigned.

RECOMMENDATION NO. 4

Instruct staff on the importance of accepting citizen complaints in a non-adversarial manner.

RESPONSE

IMPLEMENTED

The Sheriff's Department agrees and has previously provided Department employees training regarding the public complaint policy at watch briefings, supervisory schools, and field operations schools. The Department will continue its efforts to foster a philosophy of accepting complaints that is responsive and open.

RECOMMENDATION NO. 5

Instruct all staff involved in the citizen complaint process on the importance of providing citizens with a copy of their statements and compliance with statutory time limit of disposition notification. Revise all application procedures and forms to include a statement informing the complainant that they should receive notification immediately upon filing the complaint and again within 30 days of the disposition.

RESPONSE

IMPLEMENTED

This is current Department policy. Department employees, who are involved in the citizen complaint process, are aware that citizens must be provided with a copy of their initial statement. Staff handling Service Comment Reports are currently sending a letter to the citizens informing them of the final outcome of their complaint. An unannounced, random station audit was initiated subsequent to the Grand Jury report to determine compliance with this policy. The audit revealed 100% compliance.

RECOMMENDATION NO. 6

Amend Department Policy 3-04/010.35, *Public Accessibility to Information About the Complaint Process*, to require Department stations to provide citizen complaint forms and procedures at public counters.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

Pre-addressed, postage paid mail-in forms are currently available at Department facilities to anyone requesting them, but are not kept on counters or in lobbies. As indicated in our response to Recommendation number 1, the Sheriff's Department will consider making the "mail-in" form (with attached procedures) available at the Department's public counters.

RECOMMENDATION NO. 7

Add a policy that requires Regional Division Command staff to review all Service Comment Report (SCR) Forms and the "Results of Service Review Forms," to ensure that complaints are properly classified as either a personnel or service complaint. As part of this review, the Divisional Command staff should track whether a citizen complaint or internal source initiated the inquiry that led to the administrative investigation.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

The Sheriff's Department's Executive Planning Council will evaluate the need for divisional review of completed Service Comment Forms to ensure that they are properly classified and to determine the source of the complaint. If the Executive Planning Council agrees that such divisional review is necessary, Department policy will be changed.

RECOMMENDATION NO. 8

Request that an external, thorough study be performed to explicitly analyze why the number of administrative investigations deviate significantly from the experience in other jurisdictions. The study should be performed by one of the Department's external oversight organizations or by an outside firm.

RESPONSE

DISAGREE WITH THE RECOMMENDATION. THIS RECOMMENDATION WILL NOT BE IMPLEMENTED

The Sheriff's Department believes that the auditors conducting this report had a mis-impression of this issue. Each of the five departments audited has a different system to handle citizen complaints. In their effort to compare departments, the auditors arrived at an inaccurate assessment of the Sheriff's Department. Even though a citizen complaint may not result in an administrative investigation, this does not mean there is no investigation or the complaint is not taken seriously. To the contrary, the Department conducts a "service review" and, if it is determined that an employee's conduct could have been better or should have been different, we take corrective action by counseling, re-training, making a performance log entry or utilizing conflict resolution. The corrective action is maintained as a permanent record in our Personnel Performance Index, which is an extension of an employee's personnel file. The Sheriff's Department effectively addresses employee misconduct that is reported by citizens, whether it is through corrective action or formal discipline.

RECOMMENDATION NO. 9

Conduct periodic training with all management staff who have Watch Commander responsibilities to ensure the distinction between service and personnel complaints is fully understood.

RESPONSE

THE DEPARTMENT WILL CONSIDER THIS REQUEST

This recommendation is related to Recommendation number 7. If the Sheriff's Department Executive Planning Council determines the need for divisional review of completed Service Comment Forms, it will make a similar determination if Watch Commanders are in need of additional training to ensure the distinction between service and personnel complaints.

RECOMMENDATION NO. 10

Implement a policy requiring a semi-annual report from the Personnel Performance Index (PPI) of the activity level of substations and squads within the station. This report should be analyzed by Area Command level staff to identify trends by stations, units and squads.

RESPONSE

THE RECOMMENDATION REQUIRES FURTHER ANALYSIS TO DETERMINE WHAT INFORMATION IS NEEDED FROM DIVISIONAL STAFF FOR SUCH REPORTS

The Sheriff's Department agrees that there should be some required divisional review of its station personnel conducted periodically. While some Divisions have already initiated various trend studies, the Department will explore what information is needed by Divisions to perform such analysis and create any uniform reports needed within the PPI system.

RECOMMENDATION NO. 11

Cease providing materials and supplies or staff to the Office of Independent Review.

RESPONSE

AGREE WITH THE RECOMMENDATION, BUT IT IS BEYOND THE DEPARTMENT TO IMPLEMENT

The Sheriff's Department agrees. The Department is in favor of maximizing the independence of the Office of Independent Review. An entirely separate budget and budget process is most appropriate.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – SHERIFF'S DEPARTMENT

SUBJECT: 2002-2003 GRAND JURY RECOMMENDATIONS FOR DETENTION INSPECTIONS

RECOMMENDATION NO. 4

The District Attorney should investigate the possibility of expanding the use of work release programs and electronic monitoring for non-violent inmates.

RESPONSE

IMPLEMENTED

The Sheriff's Department has utilized a Community Based Alternatives to Custody (CBAC) program for some time. Work Release and Electronic Monitoring have been two of its primary components. In recent months, primarily driven by budgetary shortfalls, we have expanded the CBAC to include a Community Placement Program. Its goal is to build a coalition of community placements to enhance the existing the CBAC program. Residential opportunities, day reporting centers, and job placement are all used to enable the inmates to complete their remaining sentences outside of the jail environment. The following table illustrates the expansion:

Date	Program	Total
04/01/03	Electronic Monitoring	804
	Work Release	521
	Community Placement	0
	Combined Total	**1325**
08/04/03	Electronic Monitoring	701
	Work Release	773
	Community Placement	310
	Combined Total	**1784**
Program Increase		***459***