County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE
713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
http://cao.co.la.ca.us

DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

September 7, 2004

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 2003-2004 GRAND JURY FINAL REPORT (ALL DISTRICTS AFFECTED) (3 VOTES)

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the responses to the 2003-2004 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 2004, the 2003-2004 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 2003-2004 Grand Jury Final Report.

The recommendations directed to all future Grand Juries have been forwarded to the 2004-2005 Grand Jury for consideration. Recommendations associated with non-County agencies have been referred directly by the Grand Jury to the following agencies: Los Angeles Police Department, Los Angeles Unified School District, Community Redevelopment Agency (CRA)/City of Carson, CRA/City of Irwindale, and CRA/City of Lancaster.

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 Custody Assistants in the courts and explore the potential use of civilians in transporting inmates to the courts. 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 2005-2006 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 2003-2004 County of Los Angeles Grand Jury Final Report:

ATTACHMENT	DEPARTMENT
A	Chief Administrative Office
B	Children and Family Services
C	Community and Senior Services
D	District Attorney
E	Office of Education
F	Probation
G	Public Social Services
H	Sheriff

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Not applicable.

Respectfully submitted,

DAVID E. JANSSEN
Chief Administrative Officer

DEJ:MKZ
VLA:os

Attachments

c: District Attorney
Sheriff
Presiding Judge of Superior Court
County Counsel
Grand Jury
Director of Children and Family Services
Chief Deputy of Community and Senior Services
Interim Director of Internal Services
Superintendent of the Office of Education
Interim Director of Parks and Recreation
Chief Probation Officer
Director of Public Social Services

ATTACHMENT A

CHIEF ADMINISTRATIVE OFFICE

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

Board of Supervisors
GLORIA MOLINA
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Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

August 23, 2004

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

From: David E. Janssen
Chief Administrative Officer

2003-04 GRAND JURY FINAL REPORT

Attached is the Chief Administrative Office response to the 2003-2004 Grand Jury Final Report. We are responding to the following section of the Report:

- Economic and Community Development

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

DEJ:MKZ
VLA:os

Attachment

special projects\misc\2003-04 grand jury rprt (final)_cao_ea supv

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – CHIEF ADMINISTRATIVE OFFICE

SUBJECT: 2003-2004 GRAND JURY RECOMMENDATIONS FOR GANG INJUNCTION

RECOMMENDATION NO. 6: ECONOMIC AND COMMUNITY DEVELOPMENT

Once criminal behavior by gangs has been suppressed and intervention strategies are in place, the City and the County should marshal available resources to provide economic and community development in gang-impacted neighborhoods.

RESPONSE

Within the City of Los Angeles, providing economic and community development and all other municipal services is the responsibility of the City of Los Angeles, its City Council, and its Mayor. The following response to Recommendation No. 6 pertains to the County of Los Angeles and its efforts to provide economic and community development in unincorporated areas.

In unincorporated areas, the County of Los Angeles is responsible for promoting economic and community development activities, as well as for providing basic municipal services such as law enforcement, zoning enforcement, issuing building permits, library services, park services, recreational programs, and street maintenance. County services like these are provided in every unincorporated community regardless of the degree of gang activity in the area. However, the most gang-impacted neighborhoods tend to be the ones in greatest need of these services. Further, the presence of gangs creates problems in the delivery of services such as graffiti removal and citing zoning violations; two important services that help promote economic and community development. As such, County departments including the Departments of Public Works (DPW), Regional Planning (DRP), Health Services (DHS), Community Development Commission (CDC) and the Sheriff's Department are working collaboratively to enhance their delivery of services and accountability in unincorporated communities.

One example of such collaboration is evident in the Florence-Firestone community. Although the community of Florence-Firestone does not have a gang injunction within its boundaries, it is a community that is highly impacted by gang activity. The impact that gangs have in this community is heightened by the area's social and economic demographics that reflect a growing immigrant and school-aged population, where the majority of persons 25 years and older do not have a high school diploma or equivalent, and where the median household income is less than $30,000. These characteristics, combined with an aging public infrastructure, low housing stock, and conflicting industrial and residential land uses have created a high need for public services.

In Florence-Firestone, the County is currently piloting the Lead Department Model of the Strategic Plan for Municipal Services to Unincorporated Areas (UA Strategic Plan). This model builds upon existing County efforts in place and emphasizes collaboration between County departments. Also, the County appoints a lead department that is responsible for ensuring the coordinated efforts between all participating County departments.

One of the first steps taken in piloting the Lead Department Model in Florence-Firestone was the development of a County work group, known as the Florence-Firestone Community Enhancement Team (FFCET). The FFCET is comprised of staff from the First and Second Supervisorial Districts and various County departments. DPW is the lead department for the FFCET.

Through the work of the FFCET, seven strategic focus areas were identified as being of great concern to the community including: community involvement, access to--and knowledge of--County services, development and infrastructure enhancements, road cleanliness and aesthetics, code enforcement and preventive health, traffic safety and mobility, and public safety. Of the six strategic focus areas, the community ranked public safety as the top priority.

The ranking of public safety as the top priority has resulted in the Sheriff's Department becoming actively involved on several initiatives including a proactive code enforcement program to compliment the reactive Nuisance Abatement Team (NAT) program already in place. Through the new and proactive Neighborhood Enhancement Team (NET), entire blocks are targeted by DPW, DRP, and DHS/Environmental Health for enforcement and compliance with the building and safety, zoning, and heath codes. These efforts have made a significant contribution in eliminating blighted conditions that can hinder economic and community development such as the storage of trash, debris, and junk in the front yards of homes.

Additional programs and initiatives currently being implemented in the Florence-Firestone community that demonstrate collaboration between County departments include the following.

- **Sheriff's Department Florence-Firestone Suppression Team:** A team of four Sheriff's Deputies will be assigned to the area to not only serve as a law enforcement presence but as liaisons between the Sheriff's Department and the community in addressing quality of life issues. In addition, the Deputies will work closely with the FFCET on code enforcement activities and other programs that require law enforcement support. Furthermore, the Suppression Team will be able to communicate to departments such as DPW and DRP locations in which recent gang suppression activities have taken place. In turn, the NAT can follow the law enforcement sweeps to identify and mitigate issues such as illegally dumped trash, zoning violations, and other blighted conditions.

- **Graffiti Removal:** The County has a zero tolerance policy for graffiti in the area and sponsors a graffiti removal hotline to respond to reports of graffiti. Once requests for services are received, contractors are dispatched to the location to remove the graffiti promptly. Safety for these contractors is a major concern and the County is currently exploring ways to coordinate the contractors' efforts with Sheriff patrol activities.

- **Road Cleanliness and Aesthetics:** DPW is working on several projects to automate, streamline, and improve trash collection, street sweeping, tree and pavement maintenance, and landscaping. These projects will necessitate coordination with the Sheriff to enforce parking restrictions during street sweeping periods and enforcement of the recently adopted Illegal Dumping Ordinance. This Ordinance allows for the seizure and forfeiture of vehicles used in illegal dumping.

- **Florence-Firestone Red Team:** CDC is working with DPW and DRP on establishing a Red Team comprised of staff from these departments that will streamline the development approval process for developers and contractors that are interested in submitting development and refurbishment projects in the area. The Red Team shall be called upon to work on projects that appear to be complex and require the involvement of multiple departments. The Red Team shall evaluate the project and provide as needed assistance on matters related to processing and obtaining permits. In addition, the involvement of CDC will provide opportunities for the County to offer financial assistance in the form of grants, loans, and tax credit vouchers for qualified projects.

- **Access to—and knowledge of--County Services:** The FFCET is enhancing the community's knowledge and access to available County programs and services through the enhanced coordinated effort of County departments in disseminating information and building relationships with community organizations and leaders. Through these efforts, a resource guide specific to the community of Florence-Firestone was developed. The resource guide contains information on local and regional services and resources available to Florence-Firestone residents. This annual guide was hand delivered to all households in the area and was made available at key County facilities.

- **Traffic Safety & Mobility:** DPW and the Sheriff's Department are coordinating efforts to enhance pedestrian safety in the Florence-Firestone community. Based on feedback from the community and departmental survey work, roads around local schools and parks will be priorities in consideration of the addition of speed bumps, traffic and pedestrian routing, and crossing guards.

ATTACHMENT B

CHILDREN AND FAMILY SERVICES

County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES
425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

DAVID SANDERS, Ph.D.
Director

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

August 13, 2004

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

From: David Sanders, Ph.D.
Director

RESPONSE TO THE FINAL REPORT OF THE 2003-2004 LOS ANGELES COUNTY GRAND JURY

This is to provide your Board with a response to the Final Report of the 2003-2004 Grand Jury Sub-recommendtion 9.8 – Advocate for Critical Initiatives.

As recommended, DCFS has collaboratively advocated for the protection of children of domestic violence situations in partnership with the Department of Community and Senior Services and the Domestic Violence Council.

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

DS:RC:mdd

Attachment

c: Chief Administrative Officer

ATTACHMENT

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF CHILDREN AND FAMILY SERVICES

SUBJECT: 2003-2004 GRAND JURY RECOMMENDATIONS FOR:
ADVOCATE FOR CRITICAL INITIATIVES 9.8

RECOMMENDATION NO. :

9.8 Advocate for Critical Initiatives

RESPONSE:

As recommended, DCFS has collaboratively advocated for the protection of children of domestic violence situations in partnership with the Department of Community and Senior Services and the Domestic Violence Council.

In addition, DCFS has served a critical role in the development and leadership of the ICAN/Domestic Violence Council Task Force on the Response to Children and Families in Homes with Domestic Violence. The task force serves to fulfill SB 96, which requires counties to develop protocols for the response to children residing in homes with domestic violence.

Along with a number of County departments, including the Courts and District Attorney and community partners, such as Los Angeles Unified School District and stakeholders, DCFS has built a strong foundation for the drafting of protocols impacting children exposed to domestic violence. As a result several initiatives have been developed and implemented with successful results.

Ongoing collaborations among DCFS and other community-based first responders are the results of the task force drafted protocols. DCFS, in concert with law enforcement, domestic violence service providers and DART programs, serve to mobilize and assess community resources to reduce the likelihood that children in families experiencing domestic violence will be placed in out-of-home care.

The Department continues to engage "best practice" management philosophy models in our conduct of activities whereby children can be safely maintained in their homes. In

the past year, we have implemented Structured Decision Making (SDM) department-wide as a tool to more adequately assess and appropriately serve children and families.

DCFS has also successfully initiated a family-centered team decision making process called Points of Engagement. This process includes partnering with community-based domestic violence providers to conduct joint assessments to emergency response calls. The joint assessments ensure the mobilization of community resources, which in turn reduce the likelihood that children in families experiencing domestic violence will be placed in out-of-home care.

DCFS, through its commitment to its department goals of safety, permanency and reunification, will continue to work collaboratively to ensure the support of the Grand Jury Sub-recommendation 9.8.

ATTACHMENT C

COMMUNITY AND SENIOR SERVICES

CYNTHIA D. BANKS
Chief Deputy Director

COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 738-2600 (213) 385-3893 FAX

"To Enrich Lives Through Effective And Caring Service"

BOARD OF SUPERVISORS

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

August 10, 2004

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

From: Cynthia D. Banks
Chief Deputy Director

Subject: **RESPONSE TO THE FINAL REPORT OF THE 2003-2004 LOS ANGELES COUNTY GRAND JURY**

This is to provide your Board with responses to the Final Report of the 2003-2004 Grand Jury. The Department of Community and Senior Services (DCSS) responded to Recommendations 2 through 9 and 11 in collaboration with the Department of Public Social Services (DPSS), Probation, Children and Family Services, and the Domestic Violence Council. DCSS provided input to DPSS and the Chief Administrative Office on Recommendations 1, 7, and 10.

The Domestic Violence Council will submit additional comments and responses, under separate cover, directly to your Board.

Should you have questions, please contact me at (213) 637-0798.

CDB:RD:cf

Attachment: 1

c: Chief Administrative Office
Children and Family Services
Domestic Violence Council
Probation
Public Social Services

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – COMMUNITY & SENIOR SERVICES (CSS)

SUBJECT: 2003-2004 GRAND JURY RECOMMENDATIONS FOR DOMESTIC VIOLENCE UNIT (DVU)

RECOMMENDATION NO. 1: Despite the County's current fiscal situation, Department of Public Social Services (DPSS) and CSS must increase the overall funding to domestic violence agencies by 7% compounded for the next two years.

RESPONSE: Funding for domestic violence services by the County is for two distinct populations: (1) low-income parents with minor children receiving assistance through the California Work Opportunity and Responsibility to Kids (CalWORKs) program; and (2) low-income adults without minor children receiving assistance through the General Relief Opportunities for Work (GROW) program.

In FY 2003-04, $13.2 million was allocated for domestic violence services for CalWORKs participants as follows: (1) $10.6 million from the CalWORKs single allocation, which the County receives from the State; and (2) $2.6 million in CalWORKs Performance Incentives funds, which are Net County Costs. Although the allocation was $13.2 million, based on utilization, FY 03-04 expenditures were only $11.5 million.

For the much smaller population of GROW participants who need domestic violence services, the County allocates $500,000 annually, all of which are Net County Costs. Similar to CalWORKs, the GROW utilization was low, resulting in expenditures of only $351,382 for FY 03-04.

Based on the utilization of domestic violence services for both programs, there is no justification to increase the allocation for these populations. However, the County's intent is to allocate sufficient funding so that all CalWORKs and GROW participants who need and wish to receive domestic violence services are able to do so. Therefore, should there be an increase in utilization of services, DPSS would support increasing the overall funding for domestic violence.

With respect to provider concerns expressed over the rate structure, CSS has developed a new fee-for-service structure to track and evaluate services provided. DPSS and CSS will work together to evaluate the viability of this new rate structure.

In addition, CSS anticipates an increase in the amount of funds received for the Domestic Violence Emergency Shelter Program in the next two years. Funding for this program is received from marriage license fees and penalty fees imposed on batterers convicted of domestic violence. With the passage of AB 352, counties will double the amount of batterers' fines collected. Projected fund analysis indicates, if collection efforts of batterers' fines are successful, CSS-DVU will increase program funding by

approximately $900,000 annually. This will reflect a 6% increase in funding. CSS-DVU will continue to make every effort to research and augment funding for domestic violence agencies.

RECOMMENDATION NO. 2: The Domestic Violence Council (DVC) must be strengthened with a new mandate and appropriate resources to accomplish that mandate.

RESPONSE: CSS and the DVC agree with this recommendation. The DVC has had major accomplishments since its inception in 1979. The DVC has been recognized nationally and internationally as a model program that has been duplicated in other countries, states, and counties. The DVC Executive Board recognizes that there are areas of need that have not been adequately addressed, including the lack of resources and services to un-served and under-served populations. Most recently, the DVC Executive Board proposed that the Executive Director position be classified at a level commensurate with the executive director positions of the Inter-Agency Council on Child Abuse and Neglect (ICAN) and the Children's Planning Council. The DVC Executive Director position is essential to fulfill a new mandate and to acquire the appropriate resources to accomplish that mandate. This position is currently under review and consideration for a classification study.

The Grand Jury report indicated that the domestic violence intervention/prevention community in the County needed revitalization. The domestic violence community and the DVC is, and always has been, vital, active, appropriate and dedicated to the needs of victims and their children. Recent accomplishments include the development of healthcare policies and procedures related to mandatory reporting in domestic violence cases; the implementation of the Los Angeles County Employee Domestic Violence Assistance Program in partnership with the Department of Human Resources; the publication and dissemination of the *Domestic Violence Fatalities in Los Angeles County--Death Review Report*; and implementation of Countywide domestic violence sensitivity training. In addition, the DVC Executive Board has begun strategic planning meetings that include development of annual goals and objectives, identification of program and system problems, legislation and funding issues.

Sub-recommendation 2.1: DVC must expand its mandate to combat domestic violence in the County. DVC's new mandate could be very far-reaching and encompass such areas as:

- Coordination of Domestic Violence Initiatives into an Integrated System
- Advocacy of Appropriate Policies and Funding
- Accountability and Assessment of the Effectiveness of Domestic Violence Intervention and Programs
- Education, Training, and Information Dissemination
- Public and Community Awareness

Response: The DVC has always served as a conduit for those agencies and organizations that provide vital services to victims of domestic violence. The Countywide system of intervention and prevention is in place. The DVC will continue to pursue sources of funding; encourage DVC participation, which has increased over the past year by almost 70%; provide public information and training; recommend support of, or opposition to, relevant legislation; work with batterers' intervention programs in ensuring batterer accountability; provide oversight and technical assistance to shelters and other domestic violence service providers.

The implementation of a coordinated response to domestic violence calls, i.e., Countywide Domestic Abuse Response Teams (DART), is not feasible at this time due to lack of funding for such programs. Some domestic violence service providers do work with law enforcement in "ride-alongs" to the scene of a domestic violence incident. However, these programs are primarily volunteer-driven and not in sufficient numbers to meet the needs in the County.

The creation of multidisciplinary teams to review cases prior to court hearings, involving all disciplines in the domestic violence community, would be problematic and costly. However, case review is often done on an *ad-hoc* basis wherein the experts in the community call upon one another to problem-solve.

Effective communication among agencies, policy-makers and interested citizens is supported by the DVC. The reinstitution of a DVC Countywide newsletter is being explored, as is the updating and improving of the DVC website. Public awareness of domestic violence resources needs to be enhanced, including the availability of the Domestic Violence Warm-Line housed in the DVU.

The DVC is currently a partner with ICAN on a State-mandated task force dealing with response to domestic violence incidents when children are present. The task force, after a year of research, is in the preliminary stages of writing protocols and procedures for such responses. The final policies will be recommended to the Board of Supervisors for approval.

The Grand Jury recommendations as to development of policies and procedures regarding intervention and prevention; ensuring availability of services and protections; and informing the public as to pertinent legislation, and how to contact legislators are all within the DVC's scope and current activities. Batterer accountability lies primarily with law enforcement, the courts, batterers' intervention programs, legislators, probation and educators. The DVC is comprised of, and works closely and collaboratively with, these entities. Additional funding would allow research into 'best practices,' and gaps in services. Assessment of effectiveness of intervention efforts and programs requires statistical information and staff dedicated to its collection. However, the DVC plays a major role as a clearinghouse and medium of dissemination on potential funding sources, legislation, referrals and resources, and also provides training throughout the County.

Sub-recommendation No. 2.2: In the short term, a new Executive Director must be recruited to build an effective organization.

Response: CSS-DVU currently has an experienced staff person serving as Interim Executive Director until such time as the classification study is completed.

The consensus of the DVC Board is that a new Executive Director would necessarily have the reputation, expertise and respect of the domestic violence community and the Board of Supervisors to represent the DVC at the State and federal levels. This individual would also provide the leadership to move the DVC into a position of influence regarding funding, legislative and policy-making decisions affecting domestic violence.

Sub-recommendation No. 2.3: Once DVC's mandate is expanded and refined, the appropriate structure must be adopted.

Response: The DVC structure was originally based on the ICAN model. However, the DVC agrees that the mandate should be expanded and other models explored that will support the mandate and outcomes.

Sub-recommendation No. 2.4: CSS-DVU must develop and implement more strategies focused on the prevention of domestic violence.

Response: Many DVC committees employ domestic violence prevention strategies. Prevention work is being done in a number of ways by the DVC: presentations at schools; parents' groups; youth groups; universities; religious congregations; community organizations; legislation increasing the stringency of batterer accountability measures; healthcare education; and a number of other public awareness activities. Since the majority of funding is directed at providing direct or indirect services to victims, the need remains for additional funding to do outreach and provide audio-visual and printed materials for public education, particularly among the most vulnerable population, including teens, elders and the disabled.

The formation of new task forces/committees addressing domestic violence issues among these populations will be considered by the DVC.

RECOMMENDATION NO. 3: CSS-DVU must immediately develop and implement a secure system, available on a 24-hour, 7-day-per-week basis that monitors shelter capacity.

RESPONSE: This recommendation is being implemented through a grant obtained by CSS, which allows for the purchase of a software program (ALICE) to assist domestic violence shelters to monitor and verify the availability of shelter beds on a daily basis. The program will be interactive, within the shelter network only, to ensure confidentiality.

Training for agency staff and one year of technical assistance will also be provided. This project will be implemented by November 30, 2004.

RECOMMENDATION NO. 4: The CSS-DVU's mandate must be clarified and its operations streamlined and staffed with the appropriate resources to meet this new mandate.

RESPONSE: Since the release of the Grand Jury's Report, CSS senior management has made three permanent Community Services Analyst III supervisory staff appointments in the DVU management team. The DVU has begun developing a new mandate that includes roles and responsibilities, program policies and operating procedures, and facilitation of a peer review accreditation process for providers. In addition, CSS-DVU is working closely with the DVC, DPSS and other County departments to streamline operations by standardizing Request For Proposals, contracting, and monitoring procedures.

RECOMMENDATION NO. 5: CSS-DVU and DPSS must work with DVC and the criminal justice system to identify 'best practices' successful elsewhere and work cooperatively with the courts to implement them in the County.

RESPONSE: The DVU, DVC, victim advocates, and representatives from other County departments testified at the California Attorney General's Task Force on Law Enforcement and the Courts' Response to Domestic Violence in June 2004. The purpose of the task force was to provide the judges/courts with input as to law enforcement and probation responses to domestic violence as well as court decisions regarding batterer accountability and the impact of those decisions on the victims. The task force was also seeking to identify 'best practices' throughout the State and within the individual counties. Judicial Councils will review the data resulting from the task force testimonials throughout the State and recommendations will be directed to specific counties.

The DVC was also one of an invited group of advocates from all disciplines to meet with Superior Court judges on July 9, 2004, to provide input as to the efficacy and impact court rulings have on domestic violence victims in Los Angeles County. The DVC is active in those efforts throughout the County.

DPSS program staff attends the DVC monthly meetings on a regular basis and provides input when issues pertinent to CalWORKs participants are addressed. Monthly CalWORKs Domestic Violence Steering Committee meetings are hosted by DPSS, wherein CalWORKs domestic violence service providers can discuss and resolve numerous issues including utilization, funding, resources, referrals, program directives, and other domestic violence-related concerns. DPSS, CSS and DVC will continue their collaboration to identify "best practices" models and evaluate the feasibility of implementing these models in Los Angeles County.

RECOMMENDATION NO. 6: The Request For Proposal (RFP), contracting, and monitoring processes for Domestic Violence Programs must be simplified and streamlined for the next funding cycle.

RESPONSE: DPSS and CSS are working with the CAO and ISD to simplify the solicitation, contracting and monitoring process while ensuring compliance with County, State and federal regulations.

RECOMMENDATION NO. 7: The Chief Administrative Officer (CAO) must work with CSS-DVU and the DVC to ensure the County plans and acts as an integrated system in tackling domestic violence.

RESPONSE: The CAO, CSS and the DVC agree that in order to ensure that the County has an "integrated" response to domestic violence, a strategic plan must be in place. The plan will include goals for achieving a seamless system for the delivery of services, programs and interventions. The DVC Executive Board has recently initiated a strategic planning effort for the Council. The DVC includes membership from all relevant County departments as well as other governmental agencies and community-based organizations with a role in domestic violence prevention and response. The CAO and CSS will provide assistance to the DVC's strategic planning efforts to ensure that the plan reflects an integrated Countywide system.

RECOMMENDATION NO. 8: CSS-DVU should initiate a DVC campaign for full implementation of mandatory reporting of potential domestic violence injuries by healthcare practitioners.

RESPONSE: The DVC Health Issues Committee is working on an informational card and packet concerning the mandatory domestic violence screening and reporting laws for healthcare practitioners. The Committee is coordinating the distribution of this information in conjunction with Domestic Violence Awareness Month in October 2004.

RECOMMENDATION NO. 9: CSS-DVU, in cooperation with DVC, must continue to advocate for a series of critical initiatives. DVC must aggressively continue to advocate for the following measures:

Sub-recommendation 9.1: CSS-DVU with DVC must advocate for the prosecution of batterers to the full extent of the law.

Response: The DVC's Legislative Issues Committee works diligently to identify and support legislation that strengthens the prosecution and sentencing of batterers to the full extent of the law. As an example, the Crawford vs. Washington ruling by the Supreme Court would undermine the prosecution of domestic violence perpetrators if the victim were unwilling to testify. The DVC is planning a one-day symposium in early 2005 to address this issue and its impact on the courts in Los Angeles County.

Sub-recommendation No. 9.2: CSS-DVU and DVC must advocate for domestic violence training and not merely short-term anger management programs.

Response: The DVU and the DVC are noting an increase in the number of inquiries for referrals for eight to ten week 'anger management' programs for domestic violence perpetrators, as ordered by the court, rather than the mandated 52-week batterers' intervention programs, as required by State law. The DVC opposes this practice and recognizes that this issue and other court practices need increased attention and review.

Sub-recommendation No. 9.3: CSS-DVU and DVC should support HR 4091, the Domestic Violence Courts Act.

Response: The DVC has voted to support HR 4091 (Solis), which would grant funding for those jurisdictions that want to create dedicated domestic violence courts. The bill provides the resources to establish and maintain a court system dedicated to the adjudication of domestic violence cases including resources for prosecutors and court personnel including translation services; technical assistance and counseling; training for judges, attorneys and court personnel; technological improvements and data collection; and improvement of court facilities including safe waiting areas.

Sub-recommendation No. 9.4: CSS-DVU and DVC should advocate for increased domestic violence training.

Response: The DVC Executive Board is exploring the feasibility of reconvening its Training Committee, which would provide trainings, presentations, and domestic violence education to professionals in the field as well as to lay audiences and populations.

Sub-recommendation 9.5: CSS-DVU, Probation and DVC must advocate for the assessment of the effectiveness of batterers' intervention programs.

Response: The DVC Interim Executive Director is working as a liaison with the California Association of Batterers' Intervention Programs, which is pursuing grant funding for a research project to determine the effectiveness of batterers' programs in Los Angeles County; what works to reduce recidivism; and the efficacy of increasing penalties for second or third offenses. The Probation Department's Monitoring Supervisor for batterers' intervention programs attends the DVC meetings on a regular basis and provides information and updates on probation issues.

Sub-recommendation No. 9.6: CSS-DVU and DVC must advocate for an aggressive effort to collect batterers' fines.

Response: Although the amount of batterers' fines has doubled in the past year, the DVC recognizes that the collection of the fines is still a problem. The responsibility of

collecting fines lies at the State level and the DVC will be addressing this issue in the Legislative Committee.

Sub-recommendation 9.7: CSS-DVU and DVC must advocate for needed support to ensure that victims obtain restraining orders.

Response: The DVC Legal Issues Committee addresses restraining order issues on a regular basis. Ongoing collaboration, communication and cross-training with the County's many law enforcement jurisdictions allow for discussion of restraining order issuance and enforcement issues. The DVU frequently receives calls from victims who have had difficulty in obtaining restraining orders. The DVU provides 'trouble-shooting' assistance for victims.

Sub-recommendation No. 9.8: CSS-DVU, DVC and DCFS should advocate for protecting the children of domestic violence situations.

Response: The DVC has been partnering with ICAN since January 2002, with the passage of SB 961, which required counties to develop protocols for the response to children residing in homes with domestic violence. The legislation was unanimously supported by ICAN and the DVC, whereby they formed the ICAN/Domestic Violence Council Task Force on the Response to Children and Families in Homes with Domestic Violence to develop these protocols. The task force is comprised of representatives from a number of County departments, domestic violence service providers, healthcare providers, law enforcement, the courts, District Attorney, City Attorney and Public Defenders' offices, substance abuse treatment providers, Los Angeles Unified School District and other stakeholders in the child protective services community.

After building a strong foundation for the drafting of the protocols, including subcommittees researching model programs nationwide, and educating one another about the philosophical differences between the two disciplines regarding domestic violence response, the task force is beginning to draft the actual protocols.

The Department of Children and Family Services (DCFS) has had an integral and critical role in the development and leadership of the task force. Ongoing collaborations have been formed among first responders including DCFS, law enforcement and domestic violence service providers and DART programs.

RECOMMENDATION NO. 10: The County's "Performance Counts" initiative should be rigorously applied in measuring outcomes or progress made in Domestic Violence Programs.

RESPONSE: The County's "Performance Counts" is applied in DPSS with three specific measurable indicators applicable to CalWORKs supportive services with one specifically for domestic violence services. Recognizing the need for measurable outcomes, DPSS is currently amending the MOU with CSS to ensure that outcome

measures are in place for FY 04-05 and has worked collaboratively with CSS-DVU to develop and implement client outcome forms for all domestic violence programs.

Client outcome forms are utilized as a tracking mechanism to measure the client's progress while receiving services. The form is completed by the service provider and submitted to CSS once a client exits program services. Some of the information collected includes clients that successfully develop a safety plan that would lead to a stable environment; clients that attained a restraining order or legal services; clients that accessed GAIN and/or employment activities or attempted to return to school and complete educational goals. These outcomes will assist DPSS and CSS-DVU to determine which program services yield the most positive impacts. In addition, customer service satisfaction surveys and information obtained is utilized to determine which areas need improvement.

RECOMMENDATION NO. 11: CSS-DVU and DVC should encourage Shelters to pilot a number of different approaches for providing a higher quality of daycare and schooling for the children of domestic violence situations.

RESPONSE: While domestic violence shelters provide children who experience domestic violence in their homes a stable, nurturing and safe environment during their stay in a shelter, the concept of on-site licensed daycare is not in keeping with the primary role of a domestic violence emergency shelter. A licensed daycare setting implies an ongoing relationship with the child over an extended period of time. This is not the norm for shelter residents, whose maximum stay is 30 to 45 days or sometimes less. Rather, an environment that might support the implementation of licensed daycare would be a transitional facility where victims and children reside for up to 18 to 20 months. The transitional shelter environment would also be appropriate for an in-shelter school program to assist children to transition back into a traditional public or private school.

CSS-DVU and DVC will explore the feasibility and options involved in seeking grant funding through First Five LA (Proposition 10 - Tobacco Tax) to develop a pilot project for preschoolers (First Five LA funds are designated for children ages 0 to 5 and their families). The recommendation for special education support onsite and better coordination between the shelters and local school districts are concepts supported by CSS-DVU and DVC.

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: SVC STEVE COOLEY
District Attorney

SUBJECT: **RESPONSE TO THE 2003-2004 CIVIL GRAND JURY FINAL REPORT**

DATE: AUGUST 11, 2004

We have reviewed the Final Report of the 2003-2004 Civil Grand Jury and submit the attached response to the finding and recommendation of special concern to this office as found on page 234.

nal

c: Each Supervisor

Attachment

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DISTRICT ATTORNEY

SUBJECT: 2003-2004 GRAND JURY RECOMMENDATIONS FOR CIVIL GANG INJUNCTIONS

RECOMMENDATION NO. 3:

The Civil Grand Jury recommended that LAPD, LASD, the City Attorney's Office, and the District Attorney's Office should continue to expand the use of civil gang injunctions in their ongoing collaboration to suppress gang crime and intervene in gang activities.

The Civil Grand Jury indicated that the expansion should include wider use of injunctions that extend across jurisdictional lines and multiple injunctions that address the activities of more than one gang in a single neighborhood.

RESPONSE

The District Attorney's Office will continue to pursue additional civil gang injunctions as law enforcement develops appropriate and workable targets with legally sufficient supporting evidence. The District Attorney's Office will continue its extensive ongoing collaboration with LAPD, LASD, and the City Attorney's Office to suppress gang crime and intervene in gang activities. This collaboration includes specific investigations, the Community Law Enforcement and Recovery Program (CLEAR), the Interagency Gang Task Force, and the Gang Planning Authority, among other activities.

The collaboration of the District Attorney and the City Attorney in filing civil lawsuits for gang injunctions has been long term; since 1997 our two offices have acted as co-plaintiffs in filing seven lawsuits of this nature. The most recent joint investigation and resulting lawsuit was against the Bounty Hunters gang in South Los Angeles.

The District Attorney's Office has always been open to the use of injunctions that extend across jurisdictional lines where appropriate and feasible. For example, in 2001 the District Attorney's Office as lead agency, (with the City Attorney as co-plaintiff) obtained a permanent injunction against the Culver City Boys gang which extended across jurisdictional boundaries covering areas of both Culver City and the City of Los Angeles.

The District Attorney's Office continues to expand collaborative efforts which reach across jurisdictional lines. The District Attorney and LASD are currently investigating and preparing to file a lawsuit for a civil gang injunction against a gang that also causes problems in LAPD's area. The District Attorney and LASD meet regularly with their City Attorney and LAPD counterparts regarding the targeted gang. The District Attorney and LASD are sharing all the information gleaned from the on-going investigation to aid the City Attorney and LAPD in their investigation and preparation of a complimentary lawsuit pertaining to the contiguous jurisdiction.

ATTACHMENT E

OFFICE OF EDUCATION

Los Angeles County Office of Education
Leading Educators ▪ Supporting Students ▪ Serving Communities

Darline P. Robles, Ph.D.
Superintendent

Los Angeles County Board of Education

Angie Papadakis
President

Thomas A. Saenz
Vice President

Joan Paton Acosta

Rudell S. Freer

Leslie K. Gilbert-Lurie

Mary Anne O'Neal

Sophia Waugh

August 13, 2004

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

FROM: Darline P. Robles, Ph.D.
Los Angeles County Superintendent of Schools

SUBJECT: 2003-2004 Grand Jury Recommendations for Education

Recommendation No. 6

Develop a standard memo for all specialized educational programs to send to their sites providing clear instructions on how public education and instructional materials lottery monies can be used and the amounts allocated for each purpose. At the same time, the memo should allow programs to continue to suggest priorities or goals for lottery expenditures, as long as they comply with Government Code Sections 8880.4 and 8880.5.

LACOE RESPONSE

We agree with this recommendation.

We intend to reissue a communiqué to all LACOE programs that receive Lottery Funds. The memorandum will emphasize how expenditures can be made in compliance with Government Code Sections 8880.4 and 8880.5.

We plan to re-institute the allocation and distribution of Lottery Funds on a pro-rata basis to each educational program and/or each instructional unit allowing for program site committees to determine priorities for the expenditure of these funds.

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

Recommendation No. 7

Prepare and submit to the State a corrected Form J-400L for the incorrect years. For FY 2003-04, Standardized Account Code Structure (SACS) resource code for public education and instructional materials Lottery Funds should reflect accurate balances.

LACOE RESPONSE

Staff will contact the California Department of Education to determine if prior year reports can or should be adjusted. Staff will also inquire if future reports can be made to reflect adjustments with the appropriate explanations and supporting documentation.

Fiscal Year 2003–04 is the first year that LACOE has been required to maintain and report accounting records in the SACS format. As such, we are expecting to reflect the appropriate balances by Resource Code for public education and instructional materials for Lottery Funds.

Recommendation No. 8

Establish procedures for reporting accurate unexpended balances for Lottery Funds.

LACOE RESPONSE

Unexpended lottery balances for the different programs are maintained and are made available for the next year for the respective programs. With LACOE's implementation of the SACS format, balances will be accurately reported in 2003-04. Further, additional procedures will be developed to account for and report lottery revenues and the related expenditures by resource code, by program and, as appropriate, by instructional site, i.e. public education and instructional materials.

Recommendation No. 9

Advise school districts of the restrictions placed on Lottery Funds by Government Code Sections 8880.4 and 9990.5, and work with school districts to develop written procedures for the receipt and expenditure of both public education and instructional materials Lottery Funds.

LACOE RESPONSE

LACOE regularly issues informational bulletins to Los Angeles County school and community college districts during the fiscal year to coincide with the quarterly lottery apportionments as indicated by the State Controller's Office. These bulletins inform the district of apportionment rates and projections. Included in each bulletin issued regarding Lottery Funds is a reminder of the spending constraints in accordance with Government Code Section 8880.5 as well as Education Code Sections 60010(h) and 60119. In addition to the bulletins issued, this topic will be emphasized at LACOE's bi-annual workshops for school districts on the State Budget and will be included in an upcoming county-wide meeting with the district chief business and financial officers.

Recommendation No. 10

Work with school district financial auditors to test and report on the compliance of Lottery expenditures with State law.

LACOE RESPONSE

LACOE will share its Lottery bulletins with school district auditors upon request; however, school district auditors conduct audits based on audit guidelines issued by the State Controller's Office. LACOE has no direct authority or responsibility to instruct school district auditors in the performance of the annual audits as mandated by Education Code Section 41020.

Recommendation No. 11

Expand the scope of work for external financial auditors to include compliance testing of lottery funding. Such testing should be performed for both components of lottery funding, including (1) public education monies, and (2) instructional materials monies.

LACOE RESPONSE

It is not in our purview to expand the scope of work for the external auditors. They follow the standards applicable to financial audits found in the *Standards and Procedures for Audits of California K-12 Local Educational Agencies* prescribed by the California State Controller's Office.

I believe that these responses appropriately address each of the recommendations. If I can be of any further assistance, please do not hesitate to contact me at 562/922-6127.

DPR/DKS:mm

ATTACHMENT F

PROBATION
(Note: Two separate transmittals included)

COUNTY OF LOS ANGELES
PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY, DOWNEY, CALIFORNIA 90242

(562) 940-2501

RICHARD SHUMSKY
Chief Probation Officer

August 3, 2004

TO: Each Supervisor

FROM: Richard Shumsky RS
Chief Probation Officer

SUBJECT: **RESPONSE TO FY 2003-04 GRAND JURY REPORT**

Attached is the Probation Department's response to the seven recommendations pertaining to our services within the Grand Jury's Fiscal Year 2003-04 report. We appreciate the Grand Jury's recognition that the facilities they inspected were generally well-managed and maintained.

If you have questions, please let me know or contact Robert Smythe of my staff at (562) 940-2516.

C: David E. Janssen, Chief Administrative Officer
Honorable Michael Nash, Presiding Judge, Children's Court
Lee Baca, Sheriff
Dr. Thomas L. Garthwaite, Director, Department of Health Services
David Lambertson, Interim Director, Internal Services Department
Darline Robles, Superintendent, Los Angeles County Office of Education
Dr. Marvin J. Southard, Director, Department of Mental Health
Donald L. Wolfe, Interim Director, Department of Public Works

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – PROBATION DEPARTMENT

SUBJECT: **2003-2004 GRAND JURY RECOMMENDATIONS FOR "JAILS COMMITTEE" RECOMMENDATIONS 1-7, PAGE 34**

RECOMMENDATION NO. 1:
The Probation Department should review delinquency prevention programs focused on elementary and middle school youth to provide meaningful outcome measures under the County's Performance Counts Program.

RESPONSE:
During fiscal year 2003-04 the Probation Department submitted a *Performance Counts!* document to the Chief Administrative Office that provides a relatively comprehensive accounting of performance measures, including the Department's prevention programs (school, park and housing-based programs) directed at elementary and middle school youth. These measures are expected to provide opportunities for meaningful outcome evaluation and program accountability for services provided throughout the Department, including services provided to youths.

RECOMMENDATION NO. 2:
The Probation Department should work with the Chief Administrative Officer (CAO) to ensure the County has an integral system to track juvenile probationers' needs and development to promote positive change.

RESPONSE:
The Probation Department is developing a case management system, with approval and funding provided by the CAO and the Board, that is expected to enhance our ability to track probationers' needs and thus promote positive change. We expect this system to begin operation next fiscal year.

RECOMMENDATION NO. 3:
The Probation Department should review and analyze recidivism rates to find means of reduction.

RESPONSE:
The Probation Department is developing a case management system, as discussed in our response to Recommendation 2 (see above). Along with this effort we are identifying opportunities to enhance data gathering to enable greater performance analysis including evaluation of recidivism rates.

RECOMMENDATION NO. 4:
The Probation Department should review capital projects with priority to camp security and safety enhancements.

RESPONSE:
Capital projects are prioritized based upon service needs, funding opportunities and the relative needs of each of our facilities. This process involves agency partners such as the Chief Administrative Office, the Internal Services Department, the Department of Public Works, the Department of Health Services, the Department of Mental Health, and the Los Angeles County Office of Education. Safety and security are among the fundamental components of capital expenditure planning.

RECOMMENDATION NO. 5:
The Probation Department should collaborate with the Sheriff Department regarding shared resources and complementary vocational programs.

RESPONSE:
The Probation Department is in frequent contact with the Sheriff's management and staff. Examples of our collaborations during fiscal year 2003-04 include the issue of housing and transportation for unfit minors, Probation's updates to the Sheriff's Livescan system, and Sheriff's programs operated with Juvenile Justice Crime Prevention Act funding administered by the Probation Department. We partner on a number of community programs including the Gang and Truancy Task Force, Interagency Gang Task Force, Gang Planning Authority, and the Safe Passages program. We will continue to work with the Sheriff to enhance opportunities for probationers and at-risk youths.

RECOMMENDATION NO. 6:
The Probation Department should work with the Criminal Justice System to identify and adopt "best practices" for camp programs to promote positive change, reduce anti-social behavior and reduce recidivism rates.

RESPONSE:
The Probation Department regularly meets with criminal justice, social service, education, and community-based agencies and the courts to maintain awareness of emerging issues in areas that may benefit our operations. The Department also reviews various publications, and participates in professional organizations, sharing ideas and considering best practices for addressing anti-social and delinquent behavior.

RECOMMENDATION NO. 7:
The Probation Department should prioritize maintenance schedules with the Internal Services Department and place more emphasis on the camps' physical needs.

RESPONSE:
Maintenance staff and management of both the Probation Department and Internal Services Department work as partners to ensure the physical needs of our juvenile camps are promptly addressed. We are appreciative of the Grand Jury's recognition that camps are generally well-managed and maintained facilities.

Regarding Camp Scudder, the orderliness of the dormitory and restrooms is dependent in part on the programs occurring at the time of or immediately preceding the Grand Jury's visit. We will ensure cleaning standards are maintained, regularly address these standards in unit and staff meetings, conduct documented random inspections, and assure staff accountability for appropriate conditions.

Maintenance priorities are evaluated regularly, including consideration for routine needs and emergent health and safety concerns that may arise within our camps, juvenile halls or other facilities. We will continue to collaborate with ISD to ensure these facilities provide an appropriate environment for positive change in the youths they serve.

RICHARD SHUMSKY
Chief Probation Officer

COUNTY OF LOS ANGELES
PROBATION DEPARTMENT

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

August 6, 2004

TO: Each Supervisor

FROM: Richard Shumsky RS
Chief Probation Officer

SUBJECT: **RESPONSE TO FY 2003-04 GRAND JURY REPORT**

Attached is the Probation Department's response to the "Gang Injunction Committee" recommendation included within the Grand Jury's Fiscal Year 2003-04 report. On August 3, 2004, we forwarded you our responses to the recommendations developed by the Grand Jury's "Jails Committee."

If you have questions, please let me know or contact Robert Smythe of my staff at (562) 940-2516.

Attachment

C: David E. Janssen, Chief Administrative Officer
Honorable Michael Nash, Presiding Judge, Children's Court
Lee Baca, Sheriff

Attachment

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – PROBATION DEPARTMENT

SUBJECT: **2003-2004 GRAND JURY RECOMMENDATIONS FOR "GANG INJUNCTION COMMITTEE" RECOMMENDATION 4, PAGE 235**

RECOMMENDATION NO. 4:
Deputy Probation Officers (DPOs) should be assigned to each LAPD Gang Impact Team and LASD Gang Investigation Unit.

RESPONSE:
The Probation Department shares the Grand Jury's belief in the value of collaborative efforts with law enforcement agencies. We currently partner with a variety of law enforcement agencies including the LAPD and the Sheriff on efforts such as gang task forces, the DISARM program, and as described in the Grand Jury's report on the CLEAR program. We appreciate the Board of Supervisors' recent action to supplement funding for the CLEAR program. We will continue these collaborations as resources permit, and seek grant funding opportunities as they become available.

ATTACHMENT G

PUBLIC SOCIAL SERVICES

County of Los Angeles
DEPARTMENT OF PUBLIC SOCIAL SERVICES
12860 CROSSROADS PARKWAY SOUTH · CITY OF INDUSTRY, CALIFORNIA 91746
Tel (562) 908-8400 · Fax (562) 908-0459

BRYCE YOKOMIZO
Director

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

August 10, 2004

TO: Each Supervisor

FROM: Bryce Yokomizo, Director

SUBJECT: RESPONSE TO THE FINAL REPORT OF THE 2003-2004 LOS ANGELES COUNTY GRAND JURY

This is to provide your Board with a response to the Final Report of the 2003-2004 Los Angeles County Grand Jury.

As requested, for the domestic violence audit area, we have responded to recommendations 1, 5, 6, and 10 in collaboration with the Department of Community and Senior Services (CSS). CSS is taking responsibility for responding to all the other recommendations in this section.

BY:In

Attachment

c: Chief Administrative Office
County Counsel
Executive Officer, Board of Supervisors
Auditor-Controller

RESPONSE TO THE FINAL GRAND JURY REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC SOCIAL SERVICES

SUBJECT: 2003-2004 GRAND JURY RECOMMENDATIONS FOR DOMESTIC VIOLENCE UNIT

RECOMMENDATION 1: Despite the County's current fiscal situation, DPSS and CSS must increase the overall funding to domestic violence agencies by 7% compounded for the next two years.

RESPONSE: Funding for domestic violence services by the County is for two distinct populations: (1) low-income parents with minor children receiving assistance through the CalWORKs program; and (2) low-income adults without minor children receiving assistance through the General Relief Opportunities for Work (GROW) program.

In FY 2003-04, $13.2 million was allocated for domestic violence services for CalWORKs participants, as follows: (1) $10.6 million from the CalWORKs Single Allocation , which the County receives from the State; and (2) $2.6 million in CalWORKs Performance Incentives funds, which are Net County Costs. Although the allocation was $13.2 million, based on utilization, FY 03-04 expenditures were only $11.5 million.

For the much smaller population of GROW participants who need domestic violence services, the County allocates $500,000 annually, all of which are Net County Costs. Similar to CalWORKs, the GROW utilization was low, resulting in expenditures of only $424,419 for FY 03-04.

Based on the utilization of domestic violence services for both programs, there is no justification to increase the allocation for these populations. However, the County's intent is to allocate sufficient funding so that all CalWORKs and GROW participants who need and wish to receive domestic violence services are able to do so. Therefore, should there be an increase in utilization of services, DPSS would seek increased funding for domestic violence.

With respect to provider concerns expressed over the rate structure, CSS has developed a new fee-for-service structure to track and evaluate services provided. DPSS and CSS will work together to evaluate the viability of this new rate structure.

CSS anticipates an increase in the amount of funds received for the Domestic Violence Emergency Shelter Program in the next two years. Funding for this program is received from marriage license fees and penalty fees imposed on batterers convicted of domestic violence. With the passage of AB 352, counties will double the amount of batterers' fines collected. Projected fund analysis indicates, if collection efforts of batterers' fines are successful, CSS-DVU will increase program funding by approximately $900,000 annually. This will reflect a 6% increase in funding. CSS-DVU will continue to make every effort to research and augment funding for domestic violence agencies.

RECOMMENDATION 5: The CSS-Domestic Violence Unit (DVU) and DPSS must work with DVC and the criminal justice system to identify "best practices" successful elsewhere and work cooperatively with the courts to implement them in the County.

RESPONSE: DPSS program staff attends the DVC monthly meetings on a regular basis and provides input when issues pertinent to CalWORKs participants are addressed. Monthly CalWORKs Domestic Violence Steering Committee meetings are hosted by DPSS, wherein CalWORKs domestic violence service providers can discuss and resolve numerous issues, including utilization, funding, resources, referrals, program directives, and other domestic violence-related concerns. DPSS, CSS and DVC will continue their collaboration to identify "best practices" models and evaluate the feasibility of implementing these models in Los Angeles County.

RECOMMENDATION 6: The Request For Proposal (RFP), contracting, and monitoring processes for Domestic Violence Programs must be simplified and streamlined for the next funding cycle.

RESPONSE: DPSS and CSS are working with the CAO and ISD to simplify the solicitation, contracting and monitoring process while ensuring compliance with County, State and Federal regulations.

RECOMMENDATION 10: The County's "Performance Counts" initiative should be rigorously applied in measuring outcomes or progress made in Domestic Violence Programs.

RESPONSE: The County's "Performance Counts" is applied in DPSS, with three specific measurable indicators applicable to CalWORKs supportive services, with one specifically for domestic violence services. Recognizing the need for measurable outcomes, DPSS is currently amending the MOU with CSS to ensure that outcome measures are in place for FY 04-05, and has worked collaboratively with CSS-DVU to develop and implement client outcome forms for all domestic violence programs.

Client outcome forms are utilized as a tracking mechanism to measure the client's progress while receiving services. The form is completed by the service provider and submitted to CSS once a client exits program services. Some of the information collected includes clients who successfully developed a safety plan that would lead to a stable environment; clients who attained a restraining order or legal services; clients who accessed GAIN and/or employment activities or attempted to return to school and complete educational goals. These outcomes will assist DPSS and CSS-DVU to determine what program services yield the most positive impacts. In addition, customer service satisfaction surveys are obtained directly by service providers as a client exits the program. DPSS and CSS-DVU program monitors review customer satisfaction surveys and information obtained is utilized to determine which areas need improvement.

ATTACHMENT H

SHERIFF

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

LEROY D. BACA, SHERIFF

August 24, 2004

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 2003-2004 LOS ANGELES COUNTY GRAND JURY

Attached is the Los Angeles County Sheriff's Department's response to the 2003-2004 Grand Jury Report's recommendations. The areas of interest to the Grand Jury include gang injunctions and law enforcement.

Should you have questions regarding our response, please contact Commander Roberta Abner, of my office, at (323) 526-5000.

Sincerely,

Lee Baca

LEROY D. BACA
SHERIFF

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES - SHERIFF'S DEPARTMENT

2003-2004 GRAND JURY RECOMMENDATIONS FOR GANG INJUNCTIONS

RECOMMENDATION NO.1: **LAPD and LASD should continue and enhance efforts to improve the quality and consistency of the definition and reporting of gang crimes.**

RESPONSE:

As part of the Los Angeles Regional Gang Information Network (LARGIN), both LAPD and LASD, as well as most municipal agencies within Los Angeles County, have agreed to a uniform definition of gang crime (Attachment). LARGIN is a new program in which all law enforcement agencies within the County input gang crime into a common database to assist investigators targeting violent gang crimes. It also enables managers to effectively deploy resources. It was recognized early in the process that in order to be effective, a common definition of gang crime must be utilized by all involved agencies.

There is still subjectivity in identifying a crime as gang related, but the subjectivity is based on investigators' expertise within their own jurisdiction. For example, an investigator may be assigned a case without any suspect information, but may classify the crime as gang related due to the type of crime, location of the crime, or crime patterns within that community.

LARGIN, while still in its formative stages, will eventually be the system to address this recommendation. With comprehensive input from agencies throughout Los Angeles County, a significant benefit will be accurate, consistent statistical reporting of gang crimes.

RECOMMENDATION 2: **Law enforcement agencies should exploit best practices in data processing to support their management and analysis of gang suppression and intervention outcomes.**

RESPONSE:

Until recently, LASD has been the only agency utilizing the case management side of the CalGang system. While other Department systems are not capable of distinguishing between gang related and non-gang related crimes, CalGang is devoted solely to gang crimes and is an accurate system for tracking the most significant gang

crimes. With the advent of LARGIN, all law enforcement agencies who have agreed to participate will input crime information into CalGang.

While LARGIN is designed as an analytical tool for investigators, accurate statistical information on gang crime is a collateral benefit. Funding for LARGIN has been secured through the next fiscal year. At the current level of funding, four crime analysts are funded. Their responsibilities include assisting investigators on cases and link analysis. Management can also utilize the analysts to identify problem areas, redeploy assets, and evaluate the effectiveness of those redeployments.

RECOMMENDATION #3: **LAPD, LASD, City Attorney's Office and County District Attorney's Office should continue to expand the use of CGIs in their ongoing collaboration to suppress gang crime and intervene in gang activities.**

RESPONSE:

While recognizing the value of Civil Gang Injunctions (CGI), the Grand Jury Final Report has also cited the lengthy, labor intensive process of obtaining them. Six months is not an unusual time frame for completion of a CGI, which can be extended dependent upon the size of area included and the number of targeted gang members.

The Sheriff's Department believes in the value of CGIs and is working with the District Attorney's Office on a new CGI that would impact the Lennox area. That CGI is nearing completion and another effort to accumulate supporting documentation for a CGI in Century Station's jurisdiction is underway.

The concept of employing CGIs that target shared gangs, or gangs that impact adjoining jurisdictions is enticing. The District Attorney and City Attorney have worked on CGIs impacting the same gang in neighboring jurisdictions. This effort minimizes the potential for this specific gang to move across jurisdictional boundaries as a way of circumventing the edicts of the injunction. While utilizing two injunctions, the net effect is one injunction covering a large geographic area covering parts of two policing jurisdictions.

RECOMMENDATION #4: **Deputy Probation officers (DPOs) should be assigned to each LAPD Gang Impact Team and each LASD Gang Investigation Unit.**

RESPONSE:

The Sheriff's Department concurs that the Probation Department is a valuable partner in the battle against gang crime. Currently, LASD participates in a Parole/Probation Task Force designed to enhance our ability to conduct probation searches. Two DPOs are assigned to this unit and work closely with many of the gang investigative units at LASD Stations.

In addition to the Parole/Probation Task Force, many of our investigative teams have established relationships with DPOs in local offices that benefit both agencies. Frequently, LASD investigators are dependent on DPOs for their expertise and access to current conditions of probation information. Just as frequently, DPOs will request the assistance of LASD personnel when they encounter a situation that requires the presence of uniformed law enforcement or additional personnel assets. This mutual collaboration has been effective and would only be enhanced by assigning DPOs to individual stations. "Ownership" on the part of both DPOs and Deputy personnel will enhance cooperation and efficiency in our mutual goal of reducing gang violence.

ATTACHMENT

GANG CRIME DEFINITION

The LARGIN committee has agreed that the following definition will be used to define a "Gang Related Crime" for the purposes of LARGIN participation.

Any crime can constitute a gang related crime when the suspect or victim is an active or affiliated gang member, or when circumstances indicate that the crime is consistent with gang activity.

Determining if a crime is gang related is subjective in nature and is a result of a totality of the circumstances. Classification cannot be accomplished accurately without a high degree of gang expertise or validation through the CalGang system. One or more of the following gang related criteria shall be used to justify that a crime is gang related.

- The suspect or victim is a known gang member previously entered into the CalGang System.
- The suspect or victim is a known gang member and/or affiliated.
- The suspect or victim has a gang tattoo.
- The suspect or victim has a gang moniker.
- A statement indicating gang involvement.
- The suspect or victim was "dressed down" or wearing gang colors or clothing.
- The suspect or victim was demonstrating gang behavior. (Using gang hand signs).
- Multiple suspects and gang modus operandi were involved.
- The location of the crime was within identified gang boundaries, or at a known gang location.
- Similar reports were made where the suspects were identified as gang members.
- The type and/or modus operandi of the crime is inherently gang related.
- When a reliable informant identifies a crime as gang related.
- When an informant of previously untested reliability identifies a crime as gang related and it is corroborated by other independent information.

RESPONSE TO THE GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES - SHERIFF'S DEPARTMENT

2003-2004 GRAND JURY RECOMMENDATIONS FOR LAW ENFORCEMENT

RECOMMENDATION # 1: **The Sheriff should achieve the 35% - 65% (Custody Assistant to Deputy) ratio in the jails, which would achieve a savings of $3.9 million.**

RESPONSE:

Budgetary limitations incurred in the last few years have severely reduced the hiring of Custody Assistants. The Department continues to work to meet these staffing goals.

RECOMMENDATION # 2: **The Sheriff should aggressively move from the 35% - 65% ratio to a 50% - 50% ratio (equal numbers of Custody Assistants and Deputies) in the jails by FY 2008 - 2009 with an annual savings of $18.1 million.**

RESPONSE:

The two biggest hurdles to overcome to meet this goal are future budget decisions and current MOU union agreements.

RECOMMENDATION # 3: **The Sheriff should use 57 Custody Assistants in the courts, resulting in a savings of at least $2.3 million.**

RESPONSE:

The Department will continue to explore the use of Custody Assistants in the courts.

RECOMMENDATION # 4: **The Sheriff should assess and increase the number of Custody Assistants beyond 57 in the courts and explore the potential use of civilians in transporting inmates to court.**

RESPONSE:

With regard to increasing the use of Custody Assistants in the courts, the Department will continue to explore this recommendation.

With regard to "exploring the potential use of civilians in transporting inmates to court," there are two significant issues to address. The first issue is the safety of the inmates and Department employees. The use of civilians might appear to be cost effective; however, even though the inmates are picked up and dropped off in secure areas of the jails, where they are waist-chained and/or handcuffed, the potential for escapes and injury to personnel and other inmates should the bus have to stop in transit (i.e., mechanical break-down, heavy traffic) is greatly reduced with two armed deputies present as opposed to two unarmed civilians. The second issue is the large number of inmates that are transported throughout the county on a daily basis. The Department's buses can accommodate 49 inmates. The sheer volume of inmates could create a significant safety issue for two unarmed civilians.

RECOMMENDATION # 5: **Custody Assistants' duties should be clearly defined in operational terms.**

RESPONSE:

The Department agrees with this recommendation and will continue to work to ensure that job responsibilities are clearly understood by the employee.

RECOMMENDATION # 6: **The Sheriff should seek out candidates for Custody Assistant positions who are interested in a career with the Sheriff's Department.**

RESPONSE:

The Department actively encourages all persons qualified to apply for positions within the Sheriff's Department to submit an application. Hiring qualified persons is always a priority in the Department; however, recent budgetary constraints have severely reduced *any* hiring.

RECOMMENDATION # 7: **In addition to existing internal promotional opportunities, consideration should be given to developing a "career path" for Custody Assistants.**

RESPONSE:

The Department is open to the possibility of a "career path" for Custody Assistants. The creation of such a "path" would require restructuring of the current jail system, renegotiation of existing MOU union agreements, several years to implement, and could significantly reduce any cost savings achieved by increasing the use of Custody Assistants.

RECOMMENDATION # 8: **As Custody Assistants develop a consistent professional approach to their jobs, the Sheriff can initiate other changes that would complement, support, and encourage this change.**

RESPONSE:

The Department is always interested in ideas that would improve an employee's job performance and experience.

RECOMMENDATION # 9: **New Deputy Sheriffs should be assigned to patrol duties after completing approximately two years of service in custody operations.**

RESPONSE:

The Department agrees with this recommendation. Recent budgetary constraints have severely reduced transfers of deputies from custody operations to patrol stations. These constraints have caused staffing shortages throughout the Department. The Department continues to work toward reducing the length of time deputies stay in custody.