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County of Los Angeles
CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

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Fifth District

August 31, 2007

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

FROM: William T Fujioka
Chief Executive Officer

RESPONSE TO MAY 8, 2007 BOARD DIRECTION ON THE CHILDREN PLANNING COUNCIL'S REPORT "YOUTH IN THE LOS ANGELES JUVENILE JUSTICE SYSTEM: CURRENT CONDITIONS AND POSSIBLE DIRECTIONS FOR CHANGE"

On May 8, 2007, the Children's Planning Council (CPC) presented its report related to the findings from a study on the current conditions in the County's juvenile justice system, directions for change, and next steps in developing community-based supports for youth, families and communities. During the ensuing discussion, a Board Motion was adopted, which included the following direction to the Chief Executive Officer (previously the Chief Administrative Officer):

- The Chief Administrative Officer, in consultation with the Chief Probation Officer and other appropriate County departments, review the Children's Planning Council's 2006 report on juvenile justice and determine if the baseline data and recommendations spelled out in the report would be sufficient basis for a substantive, action-driven planning effort to reform the juvenile justice system, determine if and how a consultant would be useful in enacting the recommended reforms, and report back to the Board within 30 days.

On June 16, 2007, the Chief Executive Office (CEO) submitted a status report to your Board, and indicated our intent to return with a follow-up report on August 31, 2007. This report is in keeping with the stated intent.

Review of CPC's 2006 Report

Staff from the CEO and Probation departments have reviewed the CPC's 2006 report and CPC recommendations (issued subsequent to the May 8, 2007 motion), and have concluded there is sufficient basis for the formation of an action-driven planning effort to reform the juvenile justice system. This conclusion is based upon our discussion with the CPC on the intent of the recommendations; the experience of our staff in the field; and our own observations in the areas addressed in the study. In most instances, we concur with the recommendations presented by CPC. In those instances where our opinion differs, a justification is provided in support of our position. CPC's recommendations and our responses are provided in Attachment I.

During the review process, it was brought to our attention that some key stakeholders had not been provided the opportunity for input into the findings and recommendations put forth by CPC. To avoid a repeat of this oversight, my staff will work with Probation and the CPC in an effort to ensure that future recommendations and solutions are inclusive of key stakeholders and address their concerns, to the fullest extent possible.

A need for consultants

As we proceed with our efforts to transform the delivery of probation services and thus, juvenile justice reform, we will assess how a consultant would be useful in our efforts to increase and improve mental health, health and education services, community capacity, and to formally launch and sustain our planning effort to transform our juvenile justice system. However, it is too early in the process to reach a conclusion at this time.

If you have any questions about the information contained in this report, or need additional information, you may contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at (213) 893-2374.

WTF:SRH:RDC
RBT:JW:GS yjf

Attachment

c: Executive Officer, Board of Supervisors
Chief Probation Officer
Children's Planning Council

CPC Report.bm

RESPONSE TO CHILDREN'S PLANNING COUNCIL'S JUVENILE JUSTICE DRAFT RECOMMENDATIONS

1. **CPC Recommendation:** Establish charter schools and other innovative education programs and policies in juvenile halls and camps to expand educational options for youth. Pilot test different approaches and compare results achieved by different providers using a variety of instructional methods and philosophies. Use this opportunity to establish education as the basis and underlying focus for all programming and interaction with youth, particularly in the camps.

Concur with recommendation.

Improving educational programs is one of the areas of most need in our juvenile justice system. The Probation Department is developing a plan to pilot a charter school at female camps, Scott and Scudder, which will focus on aligning effective and innovative educational opportunities to include rigorous curriculum, tailored to the individual needs of youth. Additionally, Probation is working with key stakeholders group to address Supervisor Knabe's motion of June 19, 2007 regarding developing a comprehensive plan to dramatically reform education programs in the County's juvenile halls and camps. The group has had significant discussion of the existing problems and the need to identify effective alternatives to the current delivery of education services to the minors in Probation camps and halls. Overall, there is a consensus regarding the need for systemic education reform, while recognizing the need for continued improvement or investment in other key areas, i.e. prevention and mental health services. However, the group's primary focus will be education reform.

2. **CPC Recommendation:** Direct the Probation Department to ensure that the initial assessment for youth entering juvenile halls and camps is comprehensive, addressing all of the bio-psycho-social areas known to cause problems for these youth, and that youth are re-assessed at regular intervals. Special assessment protocols may be needed to assure effective intervention for youth in different parts of the system – those in halls and camps, at home on probation, or in suitable placement.

Concur with recommendation.

Currently, Probation is assessing minors using the Massachusetts Youth Screening Instrument in the juvenile halls and the Los Angeles Risk and Resiliency Checkup in the field and in the camps. The Camp Assessment Unit works with the Department of Mental Health (DMH), Los Angeles County Office of Education, and the Department of Health Services' Juvenile Court Health Services in Multi-Dimensional Teams (MDT) on minors waiting to go to camp. This last assessment determines which camp program the minor should be transferred to. In addition, in collaboration with DMH, Probation recently initiated a Neurobehavioral Screening Program to identify, characterize, and treat mentally ill juvenile offenders with neurobehavioral disorders caused by fetal alcoholism syndrome, traumatic brain injury, and severe substance abuse. A study of existing and potential assessment processes for "what works" would be beneficial.

- 3. CPC Recommendation: Separate the juvenile functions of the Probation Department and ask the CEO, as a first step, to include juvenile justice in the Children and Families' Well-Being Cluster, keeping adult probation in the Public Safety Cluster.**

Do not concur with recommendation.

It would be detrimental to the Department to separate the juvenile and adult functions. The Department would lose a wealth of expertise as many employees have acquired knowledge and experience with juvenile and adult operations and information systems that address similar needs in both age groups. Staff would no longer have the ability to move from an adult function to juvenile function, and vice-versa, to gain additional knowledge and expertise which has afforded the Department fiscal, operational, and organizational effectiveness. Further, separation of the juvenile and adult services under different organizations may hamper the Department's ability to establish a continuum of care that is need-driven rather than arbitrarily age-driven.

Additionally, staff from the Children and Families' Well-Being Cluster will be involved in issues related to juvenile functions of the Probation to facilitate collaboration with the health and human services departments.

- 4. CPC Recommendation: Actively engage youth, families and community stakeholders in community action research to identify problems, test new programs and track effectiveness.**

Concur with recommendation.

Increasing stakeholders' engagement in community action research will be the key to the effectiveness of building community capacity. More Community-Based Organizations (CBO) activity is needed particularly in underserved geographical areas. In response to a Juvenile Justice Crime Prevention Act (JJCPA) parent survey, Probation has implemented parent engagement workshops across JJCPA school clusters. These workshops provide feedback to Deputy Probation Officers (DPO) and school officials on issues of importance to parents. The workshops also seek to empower parents to take a greater role and responsibility in the lives of their children. However, in-lieu of creating additional councils as referenced in the report, a review of existing councils' structures with as-needed modifications, would seem to be more efficient – to the extent possible, the focus should be on building community capacity including acquiring a fundamental understanding and embracing of evidence-based practices that reduce offender recidivism and increase public safety.

- 5. CPC Recommendation: Ask the CEO to analyze use of JJCPA and other funds in supporting effective community-based prevention and intervention services. Probation and other County departments should support sustained partnerships with community-based organizations that successfully serve high need communities, leading to development of effective community-based alternatives for youth and families.**

Concur with recommendation.

Since the inception of the implementation of JJCPA-funded programs in 2000, JJCPA has been supporting prevention and early intervention, family support, education and community-based services for at-risk youth and those already involved with the juvenile justice system. Consistent with AB 1913 which established the JJCPA, the County has allocated funding to communities of high crime and high need, and is providing a continuum of prevention, intervention and enforcement programs and strategies. Further, Probation has placed an emphasis on strengthening their service delivery model through increased collaboration, and enhanced case management interventions and training with CBOs and other County and City departments. Currently, 30 percent of JJCPA funds are allocated to CBOs. Prior to increasing funds to CBOs, it is imperative to focus on community capacity and effectiveness, and that we continue to work to ensure that CBOs have the necessary capacity, expertise, accountability, and business acumen.

6. **CPC Recommendation:** Direct the Department of Children and Family Services and the Probation Department to report back to the Board on the progress of the WIC 241.1 Dual Status Protocol pilot project in Pasadena and implement successful practices in other courts.

Concur with recommendation.

Passage of Assembly Bill (AB) 129 permitted the Probation Department and the Department of Children and Family Services, in consultation with the Presiding Judge, Juvenile Court, to create a jointly-written protocol to allow the Departments to jointly assess and recommend that a youth be designated as dual status. Development of this protocol was accomplished under the leadership of Judge Michael Nash through a countywide, multi-agency collaborative, resulting in the implementation of a pilot on May 15, 2007 at the Pasadena Delinquency Courts. The revised WIC 241.1 pilot protocol includes a more comprehensive, cross systems assessment developed by a multi-disciplinary team, individualized case plans with services and targeted treatment interventions, implementation oversight/monitoring, development/tracking of cross-system outcomes, and a formalized evaluation process. Based on the implementation of the comprehensive pilot protocol, coupled with previous WIC 241.1 experience, this pilot project should provide important evaluation information and recommendations regarding possible future countywide implementation, and is contingent on the availability of additional resources. However, with only one month in operation, it would be too soon to have sufficient data to enable a reliable program evaluation and provide a meaningful progress report at this time. We recommend having six to nine months of experience.

7. **CPC Recommendation:** Draft and adopt standards of legal representation for youth in the juvenile justice system.

After CPC submitted its recommendations to the Board, the Juvenile Indigent Defense Panel Attorneys and the District Attorney wrote letters, expressing their concerns that as key stakeholders they were not provided an opportunity for input in to the development of recommendations. Subsequently, the CPC met with the Juvenile Indigent Defense Panel Attorney to listen to their concerns. We propose that the CPC

also meet with the District Attorney's Office as well, in order to understand the concerns of all sides.

8. **CPC Recommendation:** Launch a comprehensive action-oriented planning and implementation effort to transform LA's juvenile justice system. The BOS should provide a vision for change that addresses the balance between community-based prevention/intervention and law enforcement strategies, and ask the CEO to develop guidelines for a longer-term process to engage all of the necessary stakeholders.

Concur with recommendation.

Probation took the initial steps toward implementing this recommendation last fall with our Community Corrections Collaborative Conference. With Probation's current effort on the Title IV-E Waiver Capped Demonstration Project, JJCPA, the County's Prevention Initiative, and joint Los Angeles City and County gang reduction, planning will be fruitful and lay the ground work and infrastructure to achieve this recommendation. However, significant planning, coordination and implementation efforts will be needed to bring this recommendation to scale and will require the involvement of juvenile justice experts and the Courts.

9. **CPC Recommendation:** Create a state-of-the-art Research, Evaluation and Policy Institute to support improvements in the juvenile justice system, focusing on community-based prevention and early intervention as well as law enforcement, suppression and intervention strategies. If effective, the purview of the Institute should be expanded to address other areas related to child, family and community well-being.

Concur with concept.

This is a good concept and will require significant planning and resources, and collaboration between universities, public policy institutes and other government entities for the implementation of this recommendation.

10. **CPC Recommendation:** Standardize performance-based contracting procedures and streamline grant processes across departments.

Concur with recommendation.

This recommendation is consistent with action being taken by the Probation pursuant to Thompson, Cobb, Bazilio & Associates' (TCBA) management audit recommendation to include, to the extent possible, performance-based provisions in service contracts. Therefore, Probation is currently pursuing standardized contracts and measured outcomes. This effort will increase as the Department moves forward with Evidence Base Practices.

11. **CPC Recommendation:** Cross train staff from County departments and community-based organizations – add parents and youth to the mix whenever possible.

Concur with recommendation.

We supports the cross training of staff and CBO representatives and increased parental and youth involvement to enhance offenders' success rate opportunities. Over the past four years, Probation have trained our JJCPA community-based service providers, participant county agencies and DPOs in the uses of our juvenile assessment tool, the Los Angeles Risk & Resiliency Check-Up, Social Learning Curriculum, adolescent stages of development, Motivational Interviewing, and strength-based case management. Later this year, Probation will be providing Prosocial Skills Aggression Replacement Training. County's Title IV-E Capped Allocation Demonstration Project Plan calls for cross-training with DMH, DCFS, LACOE, group homes and community-based providers. Thus, we concur with the recommendation and will continue to expand our cross-training efforts.



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WILLIAM T FUJIOKA
Chief Executive Officer

March 25, 2008

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

Dear Supervisors:

COUNTYWIDE GANGS AND VIOLENCE REDUCTION STRATEGY (ALL AFFECTED) (3 VOTES)

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the Gangs and Violence Reduction Strategy proposed in response to your May 8, 2007, motion. The strategy seeks to reduce gangs and violence through a comprehensive approach based on the following efforts:
 - Coordinated and integrated delivery of County resources that maximizes initial County contact with youth and families;
 - School-centric prevention strategies for families and youth who are not gang involved or affiliated;
 - Specialized intervention strategies for those individuals who exhibit risk factors for hardcore gang membership or are gang affiliated;
 - Reentry and reintegration strategies for ex-offenders returning to the community; and
 - Targeted suppression strategies geared towards the most virulent gangs and offenders.

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The ultimate goal of the initiative will be the creation of a prevention and intervention model aimed at individuals, families and communities, and that targets and remediates the risk factors associated with gang involvement and juvenile delinquency.

2. Authorize the Chief Executive Office (CEO) to recommend sites in Los Angeles County as demonstration sites for the implementation of the Gang Reduction Strategy.
3. Instruct the Auditor-Controller (A-C) to perform a comprehensive audit and review all youth and family services with the purpose of itemizing current programs, program function and cost, and potential gaps in services with the aforementioned becoming the basis for a subsequent qualitative evaluation of programs. Further, instruct the A-C to report back to the CEO within 120-days.
4. Authorize the CEO to commence a six (6) month planning phase where both information and data are collected. This will include a ground level analysis of community conditions with community members and initiative partners that will foster trust and support for the strategy. At the conclusion of the planning phase, the CEO will produce a fiscal and legal impact analysis that will detail the program concept and include the development of statistical and evaluative tools that will be used to measure the outcomes of the programs and to determine how programs might be replicated and sustained
5. Instruct the Countywide Criminal Justice Coordination Committee (CCJCC), in concert with the CEO, to form a committee comprised of both County department representatives and representatives from non-County agencies to serve as the coordinating body for the Gang Strategy Initiative and name the CEO or his designee(s) as the chair.
6. Approve the addition of 1.0 ordinance and budgeted positions at the Principal Analyst, CEO level to staff the CEO's Countywide Gangs and Violence Reduction Strategy Team, and interim authority to fill the position, for the remainder of the 2007-08 fiscal year, under Section 6.06.020(B)(1) of the County Code. This position will be included in the fiscal year 2008-09 Proposed Budget request of the Chief Executive Office.
7. Authorize the CEO to enter into contractual agreements with consulting agencies to provide technical assistance during and throughout the planning phase, with a total maximum contract amount of \$500,000.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On May 8, 2007, your Board directed the Chief Executive Officer (CEO) to: work with the CCJCC and key County departments and commissions; identify additional collaborating partners from other municipal, State, and federal jurisdictions and/or agencies; review the findings and recommendations in the Advancement Project Report, the Mayor's Gang Reduction Strategy and the Sheriff's Report; and address the crisis of gang violence in our County through the coordination of services provided by social service, public safety, and juvenile justice agencies.

Furthermore, the CEO was directed to develop a comprehensive implementation plan including review of CCJCC's final gang funding report to produce a cost analysis to successfully implement the plan, and report back to your Board for final review and approval within 120 days. Based on the complexities involved in developing a long-term sustainable plan, an additional 120 day extension was requested and granted.

The CEO convened a Steering Committee of the following stakeholders: Sheriff Leroy Baca, Los Angeles Police Department Chief William Bratton, Los Angeles County Office of Education Superintendent Darline Robles, Los Angeles Unified School District Superintendent David Brewer, District Attorney Steve Cooley, County Police Chiefs Association Donald Pederson, City of Los Angeles Deputy Mayor Reverend Jeff Carr, and the Advancement Project. This committee was formed to assist the CEO in the development of a vision for the entire County that involves the varying stakeholders and seeks their consensus. To date, the Steering Committee has met several times to outline a vision for a collaborative effort (Attachment 1).

We anticipate convening additional stakeholders including representatives from the following County departments: Children and Family Services, Fire Department, Mental Health, Probation, Public Health, Public Social Services, as well as the following County committees, Children's Planning Council, Education Coordinating Council, CCJCC and other key County and non-County agencies in the event our recommendations are accepted. These stakeholders will comprise a subject matter expert operational team that will ensure that existing County and non-County projects and resources will be effectively utilized, coordinated and integrated into any proposed gang strategy (Attachment 2).

Interim Report

The original Board motion focused exclusively on the crisis of gang violence. The level of gang violence in Los Angeles County and entrenched culture surrounding that violence requires a shift from the current uncoordinated, mass incarceration, service-delivery focus to a strategically coordinated, comprehensive and integrated public health, prevention, and suppression model. The public health model addresses the multiple levels of risk and resiliency of individuals, families and communities, by coordinating effective County and other initiatives already operating on the ground. In doing so, multiple sectors including government, schools, business, community-based organizations, law enforcement, faith-based institutions, and grassroots efforts come together under a single strategic public health action plan that has specific measures for documented healthy outcomes and strategies for their achievement.

The County has a unique relationship with many of the communities affected by gangs and gang violence. These communities, suffering from a host of socio-economic issues as well, are often most in need of County services. Though these communities often receive a disproportionate amount of County resources, those resources are often delivered in an uncoordinated manner. This lack of coordination ensures that County efforts are not maximized and that initial contacts with families are not fully optimized. It is not uncommon for families receiving services from the Department of Public Social Services to also be receiving services from the Probation Department as well as the Department of Mental Health. But, because departments may not know that families are engaged with other County departments or understand the opportunity to leverage oversight and support, no integrated and comprehensive County engagement occurs. This lack of coordination is further compounded by no formal mechanism for County departmental data sharing. There is no current information infrastructure that allows County departments to share client information or better coordinate and leverage the resources that are being provided.

After careful critical analysis and review of all three plans and the County's current service delivery models, it is clear that there are challenges for the Los Angeles region to adequately address the gang violence issue. Lack of coordination, communication, collaboration, standardized data and programmatic standards, funding and clear attainable and measurable outcomes have limited the impact of existing efforts.

The reports reviewed propose innovative comprehensive strategies that are based on the following common principles:

- 1) School-centric/community-centric prevention strategies for the majority of families and youth who are not gang involved or affiliated;
- 2) Specialized intervention strategies for those individuals who exhibit risk factors for hardcore gang membership or are gang affiliated;
- 3) Reentry and reintegration strategies for ex-offenders returning into the community; and
- 4) Targeted suppression strategies geared towards the most virulent gangs and offenders. When simultaneously implemented and when sufficient community involvement and engagement has occurred, these form a foundation for a public health approach towards the reduction of gangs and violence that takes into account the multiple individual, family and environmental vectors that sustain gangs and gang violence.

Additionally, this public health approach considers the unique relationship the County has with communities affected by gangs and gang violence and seeks to integrate a coordinated County service delivery system into the approach. Consequently, while this report answers the specific mandate of the Board motion to address gang violence, the proposed solutions will reflect the need to broaden that focus beyond gangs and violence.

Though recent news reports detail a significant reduction in gang crime, there has been little change in the ecology that nourishes gangs and gang violence. A 2004 California Attorney General study of 20 Los Angeles gang homicides concluded that, "what truly sets Los Angeles apart from the remainder of California is...a specific milieu that has fostered the development of a violent gang culture unlike any other in the state." After 20 years, this has become what criminologists classify as an entrenched youth gang violence epidemic caused by the 8 percent of gang members who commit the vast majority of gang violence. A sustained reduction in gang violence and gang membership will require efforts that address the cultural norms that have encouraged and fostered gangs and gang violence.

Objectives

Again, the CEO has identified the reduction of gang violence and particularly, gang membership as paramount to any long-term sustained reduction in violence in Los Angeles County.

To accomplish this, the following objectives must be achieved:

- Establish a multi-jurisdictional platform for coordination, data sharing and collaboration for suppression, prevention, and intervention efforts throughout the County;
- Identify two demonstration sites for implementation of a school-centric/community-centric comprehensive strategy;
- Design a gang and violence reduction strategy that complements and incorporates on-going County and city initiatives;
- Determine fiscal needs after thorough evaluation of existing resources including alignment of new and existing resources towards an integrated strategy;
- Integrate evaluation measures and protocols based on research and evidence-based practices from the inception of plan throughout long-term implementation; and
- Develop long-term sustainability plans prior to inception to ensure stability and community support.

Action Plan

The CEO will commence a planning phase. During the planning phase, the CEO's office will manage and coordinate a broad array of information and data as well as oversee an operations committee with representatives from the Steering Committee agencies, additional County department representatives, university-based experts, community and faith-based organizations, and other private policy entities, with the intent of accomplishing both a data-driven and ground level analysis of community conditions with community members that will foster community trust and support for the initiative. The CEO will also review and catalogue County projects and initiatives whose goals or aim is related to reductions in gangs and violence and integrate those programs into the gang strategy plan. This process will require a thorough audit of all County departments and entities to determine current resources devoted to the development of youth, families and communities (Attachment 3).

The elements of this community assessment include not only mapping of demographic, crime and risk factor data, but also a series of interviews and focus groups with various stakeholders in the community, including: law enforcement, school leadership and community and faith-based organizations. Additionally, both formal and informal community leadership structures will be engaged and reviewed. The planning phase will result in a strategic action plan for each of the demonstration sites that will guide the implementation of a Gangs and Violence Reduction Strategy. Simultaneously, the CEO will seek the assistance of a team

of subject-matter experts who will formulate research and evaluation parameters, to be implemented following the planning phase.

Also, during the planning and assessment phase, the CEO will begin the coordination of three efforts. These efforts, while significantly impacting the efficacy of the gang strategy initiative, will also be stand alone projects with outcomes and measures independent of the planning phase, in the event your Board decides to take no further action at the conclusion of the planning phase.

The proposed efforts are:

- Assist in the development of a pilot Day Reporting Center (DRC). DRC's represent a new approach to service delivery to both offenders and those most at risk to offend. In lieu of incarceration, offenders are allowed to report to a center, where a host of resources are co-located and made available to them. DRC's have also been used as assessment centers for at-risk youth, often detained by law enforcement for truancy or other non-criminal behavior.
- Assist in the development of a technology solution that allows both County and non-County agencies to share information and better coordinate the use of resources to be piloted in the demonstration sites.
- Lead an effort to coordinate and maximize the delivery of County resources to families and communities. Building upon the efforts and best practices of organizations such as the New Directions Task Force, CCJCC and Interagency Operations Group and others, the CEO will review County departmental practices to ensure that initial contacts with individuals and families is comprehensive, holistic and maximizes the engagement opportunity.

At the conclusion of the planning phase, the CEO will produce a fiscal and legal impact analysis that will detail the program concept. This analysis will evaluate adequacy and possible realignment of existing resources identified as necessary to the implementation process. The CEO will identify any legal ramifications and research potential liability as a result of demonstration site implementation. The analysis will consider the need and practical opportunity for maximizing current county resources and the assessment of missed engagement opportunities by County departments and programs. The analysis will also include the development of statistical and evaluative tools that will be used to measure the outcomes of the programs and to determine how programs might be replicated and sustained. Furthermore, the CEO will identify any funding requirements.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The requested Board actions are consistent with the Countywide Strategic Plan Goal 1: Service Excellence – provides the public with easy access to quality information and services that are beneficial and responsive; Goal 2: Workforce Excellence – enhances the quality and productivity of the County workforce; Goal 3: Organizational Effectiveness – ensures that service delivery systems are efficient, effective and goal-oriented; Goal 5: Children and Families' Well-Being – improves the well-being of children and families in Los Angeles County; Goal 6: Community Services – improves the quality of life for residents of Los Angeles County's unincorporated communities by offering coordinated services responsive to each community's specific needs; and Goal 8: Public Safety – increases the safety and security of all residents in Los Angeles County through well-coordinated and comprehensive response plans.

FISCAL IMPACT

The CEO has recommended the creation of a Gang Strategy Team comprised of four (4) positions to coordinate and implement the Gangs and Violence Reduction Strategy. The CEO is requesting funding for one new position and will seek additional staffing support from County departments. Under the direction of the Deputy CEO, Public Safety, these positions will provide the staffing infrastructure necessary to carryout the proposed elements of the strategy as well as transition from the planning phase seamlessly, into an action and implementation phase (Attachment 4).

Additionally, the CEO has requested a one time appropriation of \$500,000 for consulting services to seek the assistance of several organizations and individuals who have recognized expertise in this area, including local universities and academic institutions, independent policy organizations, gang intervention specialist, and community based organizations.

CONCLUSION

This initiative represents an opportunity for the County to realize several efforts that signal infrastructural and systemic change with impacts that go far beyond gangs and gang violence. As a result of the planning phase and the assessment of both community capacity levels and County service and capacity levels, we will have a more complete picture of the two demonstration site communities and their engagement and involvement levels as well as their specific needs along with a blueprint for leveraging County resources with initiative partners. The assessments will also provide information needed to more comprehensively service communities and realign County resources where necessary.

Throughout this planning phase, emphasis will be placed on the developed of strategies that are sustainable and replicable.

The necessary review of County service delivery model with an emphasis on maximizing the contact opportunities and the development of an information platform will bring the County closer to a service delivery model that truly has no wrong door. The entrenched nature of gangs, in certain communities in the County, dictates that our responses consider the entire individual and family environment. Those responses will only be fully realized through a collaborative and effective partnership with municipal agencies, school districts, community and private organizations.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:SRH:RDC
JW:VH:yjf

Attachments

C: Sheriff's Department
Children and Family Services Department
Countywide Criminal Justice Coordination Committee
Fire Department
Mental Health
Probation
Public Health
Public Social Services
Children's Planning Council
Education Coordinating Council