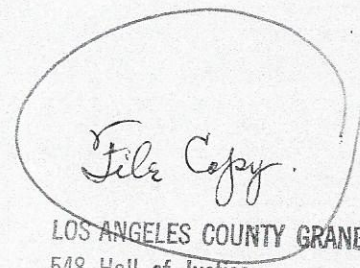


FINAL REPORT 1967 LOS ANGELES COUNTY GRAND JURY



LOS ANGELES COUNTY GRAND JURY
548 Hall of Justice
Los Angeles 12, California



TABLE OF CONTENTS

	Page
Roster of Grand Jurors	1
Foreman's Report	3
Grand Jury Committees	5
Committee Reports:	
Audit	7
Criminal Complaints	21
Jails	23
Juvenile	27
Schools	29
Social Services	31
Special Report	33
Resolutions	37
Inspection of Facilities	39
Grand Jurors and Their Nominating Judges	41
Acknowledgments	43
General Index	45

1967
LOS ANGELES COUNTY
GRAND JURY

LYNNE A. FRANTZ, Foreman

RITA R. BARSCHAK
GEORGE A. CARTER
ANITA GENE CHAIKIN
LESLEY G. ERICKSEN
C. V. GOFFINET
C. P. HEBENSTREIT
HARRY LEVINSKY
C. DREXALL McCULLEY
WILLIAM E. PARKER
WILLIAM RASCH, JR.
KATHARINE J. RICHMAN

PHYLLIS SHERWOOD
DANA M. SMITH
PERLE BRATTON SMITH
EDWARD C. STRANDINE
RUTH ELLEN STRANSKY
PEARL TAYLOR
PATRICK J. THOMPSETT
CHARLES F. VAN de WATER
GEORGE J. WELLINGTON
ARTHUR M. WERNER
LORNA AMY WRIGHT

FOREMAN'S REPORT

In a County of seven million people with a budget of one and one-quarter billion dollars a year, the complexities are staggering. Consider, for instance, that the population of Los Angeles County is larger than forty-two States; the budget is larger than the budget of thirty States; its fifty-six departments employ 54,000 people using 26,000 telephones; its 4,000 square miles embrace 76 cities; and its Treasurer processes 4,300 checks every hour of every working day.

It should be obvious that 23 Grand Jurors cannot possibly police an operation of this magnitude. Indeed, the question is whether the endeavors of the Grand Jury, even though necessarily limited in overall scope, may in some way prove effective.

Directed toward a goal of effectiveness the committees of this Grand Jury examined many County Departments. The Audit Committee, for example, undertook studies of 16 major departments, reviewed 42 special districts, two special programs and checked many recommendations of former Grand Juries to evaluate the progress of implementing past suggestions.

Generally this Grand Jury was favorably impressed with the management procedures and fiscal responsibility of County Government.

There were exceptions, instances in which operational inefficiency was noted, areas where fiscal policies at best seemed inadequate.

Comments, suggestions and recommendations are contained in the committee reports on subsequent pages.

Of particular interest are the Schools Committee recommendation regarding Juvenile Camp teachers' compensation (page 29); the Social Services Committee's recommended merger of the Community Services Department into the Human Relations Commission (page 31); the Juvenile Committee recommendation for Foster Parents (page 28); and the Audit Committee recommendations relative to cultural activities (page 8), admission fees at the Museum of Natural History (page 11), the lack of fiscal responsibility in the Probation Department (page 12), and the complete overhaul of the Aid To Families With Dependent Children Program (page 9).

Of the various sections of County Government studied by the Grand Jury, the Treasurer-Tax Collector, Harbor General Hospital, Real Estate Management (especially Marina Del Rey), Juvenile Camps, and the administration of the Clerk of the Board of Supervisors, were most impressive.

On the other hand, the Probation Department needs immediate, effective leadership to properly administer its duties.

The problems of welfare assigned by the State to the Department of Public Social Services are nearly impossible to administer. The Grand Jury, after comprehensive audits of the Aid To Families With Dependent Children Program (\$144,000,000 per year in the County) and the Medicare and Medi-Cal programs, believes the State Department of Social Welfare must completely re-evaluate and re-organize these programs (Special Report, page 33).

Because of the magnitude and complexities mentioned, this Grand Jury agrees with the District Attorney that legislation be initiated to enable the impanelment of a second Grand Jury to hear criminal cases as required. This Grand Jury recommends that the determination of need for a second jury be the responsibility of the Grand jury.

Lynne A. Frantz

COMMITTEES
1967 LOS ANGELES COUNTY
GRAND JURY

Administrative Committee

Lynne A. Frantz, Foreman
Rita R. Barschak, Secretary
George A. Carter
C. Drexall McCulley
William E. Parker
Katharine J. Richman
Dana M. Smith

Audit Committee

George A. Carter, Chairman
Rita R. Barschak, Secretary
C. V. Goffinet
C. Drexall McCulley
William E. Parker
William Rasch, Jr.
Phyllis Sherwood
Edward C. Strandine

Criminal Complaints Committee

Dana M. Smith, Chairman
Perle B. Smith, Secretary
Anita Chaikin
Harry Levinsky
Patrick J. Thompsett
Charles F. Van de Water
George J. Wellington
Arthur M. Werner

Jails Committee

C. Drexall McCulley, Chairman
C. P. Hebenstreit, Captain
Charles F. Van de Water, Secretary
L. G. Ericksen
Harry Levinsky
Pearl Taylor
Patrick J. Thompsett
George J. Wellington
Arthur M. Werner

Juvenile Committee

William E. Parker, Chairman
Lorna Amy Wright, Secretary
C. V. Goffinet
William Rasch, Jr.
Katharine J. Richman
Ruth Ellen Stransky

Schools Committee

Katharine J. Richman, Chairman
Ruth Ellen Stransky, Secretary
C. P. Hebenstreit
William E. Parker
Pearl Taylor
Lorna Amy Wright

Social Services Committee

Rita R. Barschak, Chairman
Ruth Ellen Stransky, Secretary
Anita Chaikin
Lesley G. Ericksen
Perle B. Smith
Edward C. Strandine
Lorna Amy Wright

SPECIAL COMMITTEES

Final Report:

Rita R. Barschak
Lynne A. Frantz
Edward C. Strandine

Marshal-Sheriff Merger:

Rita R. Barschak
George A. Carter
C. Drexall McCulley

AUDIT COMMITTEE REPORT

The objectives of the Grand Jury Audit Committee were to examine thoroughly the records and accounts of the various offices and programs in the County, to examine the quality of financial stewardship, to encourage skill in the management of public funds and affairs, and to evaluate the effective productiveness and need-cost relationships of County expenditures of money and people-time.

The Audit Committee elected to explore and examine the operations of the following County offices and programs:

- Music Center
- Aid to Families with Dependent Children Program
 - Preliminary review
 - Follow-on examination
- Department of Communications
- Department of Museum of Natural History
- Auditor-Controller's General Claims, Special Claims and School Claims Divisions
- Probation Department
- Harbor General Hospital
- Aviation Division of the Department of County Engineer
- Medicare and Medi-Cal programs
- Department of Real Estate Management
 - Real Estate Acquisitions
- Marina del Rey Revenue Bond Fund and Marina Properties Division
- Health Department
- Chief Medical Examiner-Coroner
- Public Administrator-Public Guardian
- Board of Supervisors
- Tax Collector and Treasurer
- Committees, Commissions and Boards
- Special Districts

We also requested our Contract Auditor to make specific follow-up reviews of open or unsettled audit recommendations from prior years.

The comments that follow are purposely not long, repetitious recitals of all our findings and recommendations. They are sample highlights of facts and suggestions as they relate to various departments and programs in County government. The complete examination reports and recommendations are

contained in the "Reports of Contract Auditor on Examinations and Reviews for the Los Angeles County 1967 Grand Jury", on file at the Grand Jury and also sent by this Committee to—

Each Member of the Board of Supervisors
Clerk of the Board of Supervisors
Chief Administrative Officer
Chief, Management Services Division, CAO's Office
Auditor-Controller
Chief, Division of Audits, Auditor-Controller's Office
Citizens Economy and Efficiency Committee
Los Angeles Area Chamber of Commerce
Town Hall
California Taxpayers' Association
Property Owners Tax Association of California, Inc.
Ridder Publications
Los Angeles Times
Herald Examiner

MUSIC CENTER

The County's supportive obligation to the Music Center, \$2,662,000 for 1966-67, is far in excess of pre-Music Center studies and projections.

During the last year the Chief Administrative Officer has made intensive efforts to seek revenue increases and expenditure reductions. Progress has been made: Some rental increases have been obtained, County support appropriations have been reduced, parking rates have been increased and, effective January 1, 1968, a 10% ticket tax will apply.

For 1967-68, full-year County net cash costs to subsidize the Music Center are presently projected to be \$2,017,000. We agree with the Contract Auditor's summation that —

"It seems to us that the Board of Supervisors has a responsibility to determine how much the County should and can spend (or what portion of the total budget should be allocated) to support the Music Center and, once that amount or proportion is determined, to exert the same budgetary controls over the Music Center as are applied to the County's 56 other departments. The comment is equally applicable to all other cultural activities in which the County is in a subsidy position."

AID TO FAMILIES WITH DEPENDENT CHILDREN PROGRAM

In the fiscal year ended June 1967, this Program accounted for aid payments of \$143,000,000, net County administrative costs of over \$11,000,000, and involved more than 3,000 County employees.

Translated into annual County dollar impact, the Contract Auditor's reports point to various losses approaching \$2,000,000. More importantly, it is the condition of the Program which fundamentally needs immediate and thorough attention, as illustrated by the following excerpts from the Contract Auditor's reports:

May 16 preliminary report—

"Much publicity has been given to the massive increases in welfare costs and caseloads—as well as the related nightmare of paperwork and administrative problems—brought about by California's population explosion and the concurrent enactment of welfare legislation which constantly changes as well as increases benefits to recipients. As one Los Angeles County welfare official was recently quoted, "The task of administering these vast operations has become almost unmanageable." In April 1967, a reasonably prosperous period in the national and California economies, there were 70,000 cases (260,000 persons) in Los Angeles County being aided by AFDC.

"For the most part, the County cannot set AFDC eligibility requirements, the amount of 'aid' to be paid to an eligible family, and most of the services to be rendered—voluminous State regulations and Federal requirements dictate their terms. However, while the Federal and State governments formulated the Program, they don't share in all its resultant costs."

September 27 follow-on report —

"We recognize the sociological nature of the Program. Many of our suggestions deal with cold concepts of costs, losses, inadequate reimbursements, and the like. However, to achieve assurance that the Program is funded within realistic parameters, we feel that there must be a mutual meeting ground for the sociological and the financial viewpoints—a reasonable area where costs and losses of the Program can be cut without harming its intended benefits. The social aspects can be given prominence without the related costs taking a back seat. An aid program is not assured of success merely by being expensive.

"With the tangled snarl of divided administrative responsibilities between the Federal, State and County governments, it is difficult in some of our findings to precisely single out one of the governing agencies to which to assign

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"With the tangled snarl of divided administrative responsibilities between the Federal, State and County governments, it is difficult in some of our findings to precisely single out one of the governing agencies to which to assign

responsibility for the administrative or regulatory ineptness in the Program. Where administrative confusion exists between agencies, final responsibility is often absent. In this report, we are more interested in the correction of the problems than in pin-pointing responsibility for them; changes in Program rules and regulations will be necessary to accomplish some of the corrections.

"Since the issuance of our May 16 preliminary report, Department of Public Social Services officials have made a concerted effort to adopt and implement our suggestions. We believe that DPSS administrators will continue to try to make headway to solve the problems within their control. Much has been accomplished since the issuance of our preliminary report; however, there are additional areas of loose controls Our discoveries indicate that much can be done to operate certain areas of the Program on a more financially sound basis. The impetus for this will have to be provided by the County, for we believe that the County could have found solutions to some of the financial inequities in the Program if the potential problems had been recognized and attacked on a timely basis.

"We should make it crystal-clear, however, that all the various problem areas pointed up are not merely the result of procedural or administrative problems within DPSS. The basic sickness begins at the Federal and State levels, where the inconsistent, lengthy, inflexible, frequently inequitable, difficult-to-work with, often impossible-to-understand regulations are promulgated. We have made many recommendations in this and the preliminary report which, if all adopted, will go a long way toward curing the ills that we found. But to accomplish any long-range goals and to prevent similar ills from reoccurring in the future, the entire concept of the Program—its Presumptive Eligibility feature, its complicated and often inequitable method of computing family aid budgets, its make-work reporting and paperwork requirements imposed upon counties, its inconsistent and ridiculously clumsy method of reimbursing counties for funds spent, and the generally permissive nature of most of its eligibility requirements—must all be re-evaluated and revised by the Federal and State governments, who are basically responsible for the laws governing the Program's administration.

"We believe that these and other incongruities are, in total, comprehensive enough to stimulate a complete top-to-bottom overhauling of the program regulations, and a new approach to the Federal, State and County administration and financing of what has become an unbelievably complicated and almost unmanageable program."

COMMUNICATIONS DEPARTMENT

The Department provides its services in a competent manner but we recommend that it increase the use of the free and expert services of the telephone companies in updating switchboard traffic studies, concentrating first on the large boards, instead of hiring additional people. In addition, we believe that the money spent on the Department's Training Unit should be redirected to the making of traffic studies.

DEPARTMENT OF MUSEUM OF NATURAL HISTORY

Through the efforts of the Audit Committee during the year, \$388,000 suddenly earmarked for a new cafeteria in the Museum was postponed by the Board of Supervisors. It is our feeling that such a cafeteria is not needed and would be an expensive "white elephant". Thousands of dollars have already been wasted on plans.

Had the Museum charged nominal admission fees during the year 1966, it could have realized approximately \$275,000 to \$280,000 in net revenue. This would have recovered in the vicinity of one-fifth of its yearly operating budget paid for by County taxpayers.

We recommend that the Board of Supervisors issue an order authorizing that a study be made, pointed toward the adoption of admission charges and providing the funds necessary to administer the collection of such charges.

AUDITOR-CONTROLLER'S OFFICE

Tightening of controls over checks and signatures has resulted from our examination.

Problems in connection with stolen and forged warrants are being aggressively worked on by the Auditor-Controller and the District Attorney's Office.

Internal audit coverage of general County departments is being increased to some extent, but the frequency of such audits must be greatly accelerated to be effective.

An integrated "Personnel-Payroll System", with substantial potential annual cost savings, is now specifically on a cooperative drawing board of the Auditor-Controller, Department of Personnel, Chief Administrative Office, and the Treasurer.

The School Claims Division, in our opinion, is using outdated methods. Programs being run on an advanced computer are basically the same pro-

grams which were run on a slower, less powerful previous computer. Division people are now engaged in reprogramming with the goal of obtaining maximum use by spring of 1968. Progress should be reviewed by the Audit Committee of 1968.

The functions of the General Claims and Special Claims Divisions are sufficiently alike to explore the feasibility of consolidating the two, to eliminate some administrative costs, and to reduce the number of separate divisions reporting to the Auditor-Controller.

Now that the Accounting Division has a new computer installed and operative, all appropriation and expenditure accounting should be centralized there. Individual departments should discontinue the maintenance of their own, duplicate appropriation and expenditure records.

PROBATION DEPARTMENT

Of all County offices which we examined this year, Probation is most in need of attention and bolstering. Our reaction is mirrored in the following comments in the audit report —

“The department does not bill parents (who have the ability to pay) for full cost of juvenile placement and detention—as allowed by law. The potential annual billing exceeds \$5,000,000—only \$824,072 was billed in calendar 1966.


“Even without billing full cost, the County could have recouped over an additional \$319,000 spent on juvenile detention board and care during calendar year 1966. These funds could have been recovered from parents had the Deputy Probation Officers done a better job of supplying financial information to the Business Office.

“The Department has not done an adequate job of keeping unpaid juvenile reimbursement accounts current. \$326,000 in juvenile reimbursement accounts were written off as uncollectible during 1966—poor collection effort was a major cause.

“There is over \$1,000,000 in ‘suspended’ juvenile reimbursement accounts receivable that have had no follow-up work in recent years.

“Without our examination, the Department would have lost approximately \$10,000 in medical insurance reimbursement in 1966-67.

“Care of Juvenile Court Wards’ budget has been overspent \$2,302,675 during the last five years—the Department lacks control over this area.



“The Department is planning to add an unnecessary Staff Consultant at a salary of \$13,656.”

Our discussion with the Chief Probation Officer leads us to believe that prompt action must be taken to get the business aspects of this Department shaped up.

HARBOR GENERAL HOSPITAL

The administrators of the Hospital are doing a good job of managing a complex operation. We suggest that a procedure be installed under which appropriately selected patients be billed on the spot for services received, and that additional collection efforts be applied to accounts receivable. Hospital personnel are moving up on both these points.

More stringent methods of inventory control must be effected over both linen supplies and hospital stockroom supplies. Losses and discrepancies continue to appear in both of these departments.

AVIATION DIVISION OF THE DEPARTMENT OF COUNTY ENGINEER

There is critical need—not just at the County level—for a total Southern California area airport requirement plan. We strongly recommend a comprehensive, integrated regional airport plan to be completely dovetailed with the design efforts of other Southern California communities.

County General Fund expenditures for the four existing airports have been and are substantially in excess of revenues. Aviation Division records, without providing for depreciation and other non-cash cost factors, show a net operating deficit of \$1,875,000, or \$470 for each plane presently based at the County airports, for the five years ended June 1967.

The County budget presentations do not fully set out the costs of the Aviation Division and the airports. We recommend that operating costs be pulled together and clearly set out on one sheet of paper. We suggest that airport financial statements include expenses of rent and taxes regardless of which County department pays them, and that they include factors for depreciation of facilities.

It is our opinion that the Aviation Division is doing a good job of controlling and accounting for revenues. It is monitoring current operating expenses and is striving to run the airports as efficiently as possible.



MEDICARE AND MEDI-CAL PROGRAMS

The administrative condition of the mammoth Medi-Cal Program pointedly demonstrates a lack of basic initial thinking, planning, implementation layout and communicative coordination among the agencies involved. The agency most responsible for the lack of direction is the State Department of Social Welfare. The County people working with the Program have had a troublesome time trying to deal with the many day-to-day problems for which the Program's directives are either contradictory, not clear, or non-existent. At this time—well over a year after the Medi-Cal Program started—many questions are still unanswered. The “base year” cost ratio between the County and State is still unsettled; billing and reimbursement ground rules are still not clarified; tighter internal controls and better accounting procedures are needed. As this goes to press, the extent of the Program coverage is still cloudy, and is the subject of a lawsuit.

REAL ESTATE MANAGEMENT

The County presently has no adequate centralized, comprehensive records to maintain control over its portfolio of real estate, or to provide meaningful information to realistically manage and future-plan the real property now owned. No continuing panoramic review of the present and projected utilization of County-owned real property is being conducted in Los Angeles County outside of individual departments who have the property “on their books”.

The Department of Real Estate Management should be given the responsibility and the authority for maintaining a complete and detailed listing of all real estate owned by the County. We suggest that the Board of Supervisors assign to REM the over-all coordinative responsibility for total management and use-planning of the County's real property. Over the years, these recommendations could save the County large sums of tax dollars through better utilization of real property.

Our review of the spread of bids on major leases of facilities for County use indicates a wide range in which rentals on leases can fall. It appears to us that the best interest of the County would be better protected if all major leases are awarded on a strict bid basis.

MARINA DEL REY

After a series of misfortunes and delays which plagued the earlier development of the Marina, we believe the administrative officials currently responsible have done a good job in arranging for the leasing and development of parcels. While some of the Marina's prior years' problems have caused setbacks to the

most rapid development of all the parcels, the over-all progress has been reasonable, and has resulted in what appears to us will be a high quality development for the County.

HEALTH DEPARTMENT

Based on estimates provided by Health Department and Purchasing and Stores Department personnel, the changes suggested by our Contract Auditor in supply handling, requisitioning and accounting functions would eliminate approximately five positions in the Health Department and would require the addition of not more than two in Purchasing and Stores. The result would be a net annual saving of approximately \$15,000.

Health Department costs involved in the public health licensing and regulatory function exceed related revenues by approximately \$880,000 annually. To that must be added the annual salary cost of \$140,000 required in the Tax Collector's License Division to bill and collect for public health licenses for the Health Department. A study is now in progress, by the Management Services Division of the CAO's office, to develop a public health license rate structure which will more fully recover costs.

This large gap between cost and revenue should be narrowed as quickly as possible.

CHIEF MEDICAL EXAMINER-CORONER

The Chief Medical Examiner-Coroner agreed with our Contract Auditor's suggestions with respect to the transcription of autopsy reports (\$30,000 to \$40,000 elimination), charges for embalming fees (\$17,500 additional annual revenue), trust fund disbursements, inventories of personal effects, and financial records and reports. All recommendations but one have been implemented during the year. The one exception will require legislative action, which may be submitted during 1968.

PUBLIC ADMINISTRATOR-PUBLIC GUARDIAN

This office for the past several years has been through an expensive, stormy and unsettled period. Based on our analysis, we believe the department is making some progress and is doing an improved job. The PA-PG has adopted the majority of the recommendations made by the last Grand Jury Contract Auditor who looked at the department—in 1965. However, there are three divisions in the department—Public Guardian, Estate Administration and Final Accounts—which should be looked at by the Chief Administrative Officer's Management Services Division. We found a need for better rental and note receivable collection procedures.

In addition, the Public Administrator's schedule of extraordinary fee charges should be adjusted upward (it was last revised in 1963), and legislation should be sought to enable him to charge fees to estates, where there are sufficient assets, on which the Department performs investigative work but for which the Public Administrator is not appointed as administrator.

BOARD OF SUPERVISORS

Based on the Contract Auditor's examination, we believe the Clerk of the Board of Supervisors operates the Departmental fiscal affairs in a business-like manner and is doing a competent job in the areas of Departmental revenues, expenditures and control over physical assets.

TREASURER AND TAX COLLECTOR

This Department is well-managed. The Tax Collector - Treasurer seems conscious of the need to reduce costs and increase efficiency, and has sponsored legislation and made changes within the Department to attain these goals. The Contract Auditor and the Audit Committee are impressed with his plans to further automate his department by switching many operations onto a new computer.

A study report by the Auditor-Controller's Audit Division dated April 17, 1967 indicates that the current annual cost of all county departments involved in the issuing, collecting and enforcing of business licenses is about \$510,000—exceeding the related revenue by about \$100,000.

This large gap between cost and revenue should be narrowed as quickly as possible.

COMMITTEES, COMMISSIONS AND BOARDS

The 88 various advisory, directive, operating and appeal groups existing within the county structure—902 people at a cost of approximately \$1,736,000 a year—should each be subjected to annual reviews—

- to determine the merits of continuing operations,
- to see if each group is doing what its charter specifies,
- to consider whether it needs any new faces,
- to determine whether it is duplicating the activities of other groups,
- to identify groups whose tasks are really carried out, or should be, by county or other governmental units,
- to re-evaluate the need-effectiveness-cost of the groups.

It appears to us that some of the groups presently on the books can be

disbanded or consolidated without loss of value to the County, and at reduced expenditures.

SPECIAL DISTRICTS

Our Contract Auditor reviewed 42 Special Districts not under control of the Board of Supervisors. For the attention of all Districts in the County, two districts (Altadena Library, and Central and West Basin Water Replenishment) which were found to have surplus cash, recognized their excess positions and immediately reduced their 1967-68 tax rates to begin to use that cash.

The over-all audit report comment said:

"The Special Districts we reviewed appear to be well-managed and controlled."

DEPARTMENT OF ADOPTIONS — 1967 Follow-up

With the assistance of the Management Services Division of the CAO's office, the Department has made considerable headway in cleaning up its operations. Net expenditures for board and care charges and maternity care costs for this year dropped approximately \$302,000 from the prior year levels. A \$34,000 retroactive claim under the Maternity Care Program has been filed with the State Department of Social Welfare. The Department's accounts receivable have received attention, and collection procedures have been significantly improved during the past year.

FLOOD CONTROL DISTRICT — 1967 Follow-up

The District rejected the prior year's recommendation that its tax rate be cut to reduce its large cash balances and available surplus.

Clear-cut improvements and cost reductions have been accomplished in the record-keeping, counting and stocking of small tools, materials and supplies in the District's inventory.

FORESTER and FIRE WARDEN — 1967 Follow-up

County personnel again this year attempted to obtain adequate reimbursement from the State of California for providing fire protection in areas in which the State has an interest within the County.

We hope the 1968 Grand Jury will continue to support the County's efforts to obtain equitable reimbursement for the County tax money expended on behalf of the State.

GENERAL HOSPITAL — 1967 Follow up

At the time of our Contract Auditor's initial 1967 follow-up, the last physical inventory of linen supplies at General Hospital had been taken in January 1965. That inventory was not extended and compared to "book" because personnel felt they did not have enough control over accuracy to make the counts meaningful. Subsequently, on October 18, a physical inventory was taken. Now that the Hospital has a current inventory as a starting point, we suggest that physical linen counts be taken, priced, extended and reconciled at regular intervals.

The thousands of dollars in unaccounted-for linen shortages in prior years accentuates the necessity of keeping on top of this problem.

PARKS AND RECREATION—1967 Follow-up

Limited revision and revenue increases in clubhouse concession agreements and golf shop leases have been realized during the year. However, with respect to the two golf courses which have leases coming up for renewal in 1968 — Altadena and La Mirada—we suggest that steps be taken now to form guidelines, consistent with findings of rentals received by other public agencies, as a basis for future lease negotiations. The Department of Real Estate Management should:

- 1) Make its own survey of agreements with City courses.
- 2) Try to obtain financial information from concessionaires at County courses.
- 3) Carefully review and analyze lessee financial statements, to which the County is now entitled.
- 4) Obtain and review golf studies prepared by golf associations.

This committee also recommends that Parks and Recreation Department have initial planning and responsibility over the building of any future County golf courses.

SANITATION DISTRICTS — 1967 Follow-up

The District rejected the 1966 recommendation to lower tax rates to give effect to the cash surplus on hand.

The earning pattern of surplus cash invested by the Districts improved significantly this year.

A new contract for the sale of excess sludge gas is expected to increase revenues from that source from \$40,000 to approximately \$100,000 per year.

A ten-year contract for the sale of sewage solids expires in December 1967. The existing contract has recovered, over the past years, only about 9% of the cost of the facilities used by the Districts to perform under contract. We understand that bids are to be requested as the basis for the letting of a new contract. An evaluation of the specifications, bidding process, and the award should be closely scrutinized by the 1968 Grand Jury.

COMMITTEE TO CUT COSTS (CCC)

At the outset of this report we mentioned that one of the goals of this Committee was to evaluate the effective productiveness and need-cost relationship of County expenditures of money and people-time. To the best of our knowledge, there is now no single group within the County family which has the responsibility or authority to seek out and identify functions and practices in which additional cost recovery or reduced expenditures are attainable at day-to-day operating levels.

We recognize that the Division of Audits of the Auditor-Controller's office, the Management Services and Budget divisions of the CAO's office, the Citizens Economy and Efficiency Committee, and a limited number of personnel in some of the larger departments all have the end mission—directly or indirectly—to achieve effective organization structure, sound systems and procedures, and adequate controls over revenues, expenditures and property. However, as illustrated by many of the by-product findings of our Contract Auditor's examinations, what we are thinking of is more basic:

What we have in mind would involve an objective, introspective review of the Tax-dollar-budget impact of what the County departments are doing in their daily internal operations.

We are suggesting that a small group of alert, imaginative County personnel should be freed of all other duties and should be given the assignment to take a de novo, unfettered look at the financial implications of what is done, why it's done, and how it's done, and what it costs. The approach we are thinking of runs along the following lines:

With respect to all zero revenue or zero cost recovery operations

Should they be at zero levels?
If the answer is "No", can a reasonable revenue or cost recovery level be established?

With respect to County units which are producing revenue or recovering costs

Are they carrying themselves?
If not, why not? Should they be?
What can practicably be done to rectify the situation?

With respect to all County departments, what are they presently doing

Which another County group does, or has, or furnishes?
Which can be done at less cost?
Which can be done less frequently?
Which really is not essential?

We suggest—

- 1) that the group we are talking about be assigned on a trial basis for a two-year period.
- 2) that it be composed of one representative from each of the CAO's Management Services Division, his Budget Division, and the Auditor-Controller's office.
- 3) that it have the full support and responsive understanding of the Board of Supervisors.
- 4) that it report directly to the Citizens Economy and Efficiency Committee.
- 5) that its effectiveness be evaluated at the end of the trial period.

AUDIT COMMITTEE

George A. Carter, Chairman

Rita R. Barschak, Secretary

C. V. Goffinet

C. Drexall McCulley

William E. Parker

William Rasch, Jr.

Phyllis M. Sherwood

Edward C. Strandine

CRIMINAL COMPLAINTS COMMITTEE REPORT

The Criminal Complaints Committee established the following guidelines in evaluating cases to be presented to the entire Grand Jury.

(1) Misuse of public money, or possible criminal actions on the part of elected officials or Civil Service employees.

(2) Narcotics cases where secrecy was necessary to protect investigating officers.

(3) Cases involving multiple defendants where separate preliminary hearings would otherwise be necessary.

(4) Cases where the statute of limitations would run before a preliminary hearing could be effectuated.

(5) Cases in which the Grand Jury was asked to evaluate evidence brought out in a formal secret hearing involving a public official to preclude possible damage to a reputation by the usual procedure of arrest and publicity.

The following summary indicates the number and type of cases presented to the Jury this year for possible indictments. Most of these involved multiple defendants and counts.

Number of Cases	Type of Case	Indictments
6	Bribery	3
1	Burglary	1
1	Conflict of Interest	1
2	Corporate Securities Violation	2
1	Credit Card Violation	1
1	Extortion	1
1	False Evidence	1
3	Forgery	3
2	Gambling	2
14	Grand Theft	13
1	Kidnapping for Robbery	1
1	Lottery Violation	1
5	Murder	4
5	Narcotics	5
2	Perjury	2
1	Practicing Medicine Without a License	1
1	Presentation of False Claims	1
3	Receiving Stolen Property	3
2	Robbery	2
—		—
53	TOTALS	48

DISPOSITION OF CASES. The Grand Jury as a whole devoted 103 days to the hearing of criminal cases. A typical case took 2.2 days of Grand Jury time, during which period an average of 14 witnesses appeared.

HEARING AID ABUSES

The Jury returned indictments against three defendants on charges of Conspiracy, Attempted Grand Theft, Forgery and Practicing Medicine Without a License. These indictments arose from sales of unnecessary hearing aids to elderly and infirm persons who were pressured and threatened into signing contracts for these devices. As a result of these indictments and publicity incident thereto, other victims of the same unethical practice have been brought to the attention of the District Attorney's Office. California has no legislation requiring qualification for licensing to prescribe hearing aid devices. The Grand Jury believes that immediate remedial legislation is necessary to cope with this growing consumer fraud problem.

CITIZEN COMPLAINTS

In addition to hearing evidence presented by the District Attorney's Office, the Criminal Complaints Committee is also responsible for reviewing complaints submitted by citizens directly. For the year, a total of 130 letters and other communications were received. Many of the complaints did not fall within the jurisdiction of the Grand Jury. Those that did were referred to the Grand Jury Investigator for further study and appropriate action.

CRIMINAL COMPLAINTS COMMITTEE

Dana M. Smith, Chairman
Perle B. Smith, Secretary
Anita Chaikin
Harry Levinsky
Patrick J. Thompsett
Charles F. Van de Water
George J. Wellington
Arthur M. Werner

JAILS COMMITTEE REPORT

As required by Section 919 of the California Penal Code, the Jails Committee was appointed by Grand Jury Foreman Frantz, with C. D. McCulley as Chairman, with the responsibility of inspecting and filing a report on all detention facilities located within the County.

The entire Grand Jury accompanied the Jails Committee on visits to the following institutions.

California Institution for Men at Chino	Wayside Honor Rancho
California Rehabilitation Center at Norco	Los Angeles Police Department Administration Building and Crime Laboratory
County Jail in the Hall of Justice	
Sybil Brand Institute	

The Jails Committee was divided into two inspection teams, which between them visited the following jails:

SHERIFF'S SUBSTATIONS

Altadena	Malibu
Biscailuz Center	Mira Loma Facility
Antelope Valley	Montrose
East Los Angeles	Newhall
Firestone	Norwalk
Industry	San Dimas
Lakewood	Saugas Rehabilitation Center
Lennox	Temple
Los Angeles County Hospital Jail Ward	West Hollywood

CITY JAILS

Alhambra	El Monte
Arcadia	El Segundo
Azusa	Gardena
Bell	Glendale
Beverly Hills	Glendora
Burbank	Hawthorne
Claremont	Hermosa Beach
Compton	Huntington Park
Covina	Inglewood
Culver City	Irwindale
Downey	La Verne

Long Beach (both main Jail and Rancho Esperanza)	Manhattan Beach
Los Angeles:	Maywood
Central Division	Monrovia
Foothill Division	Montebello
Harbor Division	Monterey Park
Highland Park Division	Palos Verdes Estates
Hollenbeck Division	Pasadena
Hollywood Division	Pomona
Newton Division	Redondo Beach
North Hollywood Division	San Fernando
Rampart Division	San Gabriel
77th Street Division	Santa Monica
University Division	Sierra Madre
Van Nuys Division	Signal Hill
Venice Division	South Gate
West Los Angeles Division	South Pasadena
West Valley Division	Torrance
Wilshire Division	Vernon
Lynwood	West Covina
	Whittier

In general, most of the jails were clean and well-run. (Detailed reports were made on all jails and are available in Grand Jury files.) The City of Long Beach deserves special commendation for Rancho Esperanza, an honor-farm type of institution used primarily for housing those arrested for offenses involving the use of alcohol.

Special attention was paid to the Sierra Madre Jail, of which the 1966 Grand Jury had been especially critical. The committee found that some of the conditions complained about had been corrected, but many had not. The problem was brought to the attention of the Los Angeles County Health Department, which is following up to see that minimum standards are met.

Five of the Sheriff's stations visited, Lennox, Malibu, Montrose, Newhall, and Norwalk, are overcrowded and completely inadequate for present conditions. The Malibu Station is particularly bad. The committee recommends that these stations be replaced as soon as possible.

Since the County's lease on the Saugus Rehabilitation Center has expired, there is not enough capacity available elsewhere to carry on the worthwhile

alcoholic rehabilitation program which was being conducted there. We recommend that the minimum-security unit at the Wayside Honor Rancho be expanded to house these prisoners.

The committee inspected the Lincoln Heights Jail and made a study of the problems connected with converting it to County use. In this we had the assistance of the Assistant Chief Administrative Officer, the Sheriff, and the Chief of the Corrections Division. We found that the cost of conversion would be excessive, that parking is inadequate, and that transportation of prisoners to courts would be a problem. The Committee believes that it would be preferable to use the money to expand the Central Jail.

At least two members of the Jails Committee accompanied the Juvenile Committee on visits made to all Juvenile Halls and Juvenile Detention Camps.

The members of the Jails Committee would like to express our appreciation to the members of the Sheriff's Department and the City Police Departments for their courtesy, cooperation, time and explanations, without which we could not have accomplished the work.

JAILS COMMITTEE

C. Drexall McCulley, Chairman
C. P. Hebenstreit, Captain
Charles F. Van de Water, Secretary
L. G. Ericksen
Harry Levinsky
Pearl Taylor
Patrick J. Thompsett
George J. Wellington
Arthur M. Werner

JUVENILE COMMITTEE REPORT

The Committee as a whole, and usually in conjunction with the Schools Committee, visited all Juvenile Courts, including those presided over by Referees, the three Juvenile Halls, Las Palmas School for Girls, the California Youth Authority at Chino, all Probation Camps, both Junior and Senior, and city schools for the maladjusted. Sub-committees of two or more members visited a number of contract group homes, institutions and foster homes.

In addition, representatives from various County departments involved with juveniles met and discussed their procedures, aims and problems with the Committee.

WE RECOMMEND:

1. . . . that MacLaren Hall be continued in operation until the first unit of the cottage plan under the Department of Public Services has been completed and in use for a sufficient time to evaluate its effectiveness.

2. . . . that no probation camps be closed. There have been occasions when, if all boys assigned by the courts had been placed, there would have been a shortage in the camps of up to 300 beds. Boys and girls are detained too long in Juvenile Hall before final disposition of their cases.

3. . . . a further examination and careful follow-up of the Community Day Center Program which was begun, experimentally, in March, 1966. Because the boys and girls are returned to their homes each night, the great expense of a 24-hour facility is avoided. Also the Probation Officer, through family counseling, has an opportunity to rehabilitate the juvenile, without separating him from family and home. Future Day Centers should be community centered to avoid the long bus rides. A parallel experiment which should be continued is the Rodeo Program of rehabilitation of the juvenile within the community.

4. . . . greater effort be made to collect compensation from parents of boys in all Junior Juvenile Camps and those Senior Camps where there is no Forestry Program. (See Audit Report, Probation Department, page 12.) We feel it is a moral, as well as a legal obligation, that parents have financial participation rather than relegating this responsibility to the County. A further benefit would be the greater involvement of the parent in the rehabilitation of the delinquent.

5. . . . implementation of the experimental program at three camps, as outlined by the Probation Department. The aim is to reduce the time the boys

are kept in custody. Under this plan, the boys are kept four months, then sent home under close supervision, with one Probation Officer assigned to each 20 boys, thus maintaining close continuous contact. Despite the increased number of personnel needed (13 in all), some of the increased expense would be offset by shorter institutional residence, with, hopefully, a better chance to make potentially good citizens out of today's problems.

6. . . . that construction of Camp Kersey be implemented as soon as possible. Its provision for individual rooms for the 20 cases most in need of isolation for health or disciplinary purposes should be incorporated in plans for all new camps.

7. . . . that potential foster parents be required to attend study classes to orient them to the proper performance of their responsibilities. It is recommended that foster parents continue their study under guidance.

We recommend also that non-delinquent children not be placed in homes with the delinquent.

8. . . . that an accelerated effort be made to assemble in a central location a continuing record of juveniles who enter the Probation Camps and institutions. Such detailed records are essential for a final evaluation of the success of the Probation program.

9. . . . that there be an investigation and evaluation of the correlation between fees paid by the County and services rendered to juveniles assigned to Contract Homes.

JUVENILE COMMITTEE

William E. Parker, Chairman
Lorna Amy Wright, Secretary
C.V. Goffinet
William Rasch, Jr.
Katharine J. Richman
Ruth Ellen Stransky

SCHOOLS COMMITTEE REPORT

This Committee, usually in conjunction with the Juvenile Committee, visited all educational facilities within the three Juvenile Halls, California Youth Authority, Las Palmas School for Girls, Los Angeles City Adjustment High Schools, and all Juvenile Camps. On tours to penal institutions with the entire Grand Jury, special note has been made of the academic and vocational training offered to the inmates.

WE RECOMMEND:

1. . . . that teachers at Juvenile Camps receive compensation commensurate with that received by teachers in Los Angeles City and County Schools. At the present time, teachers in Juvenile Camps receive the same pay for 12 months' service that Los Angeles County and City School teachers receive for 10 months.

2. . . . that every effort be made to continue and increase the number of remedial reading and remedial mathematics classes.

3. . . . that more vocational training be available to Senior High School and Senior Camp students.

4. . . . enlargement of the Community Day Center Program for boys and the establishment of similar facilities for girls.

5. . . . that the tutorial services of volunteer college students be used whenever possible, since they have proven so successful at San Fernando Juvenile Hall and East Los Angeles Center for the Delinquent Girls.

The County Schools have continued to work with the retarded or delinquent youth of our community. Classes have been kept small with a student-teacher ratio of 1 to 15-20. The curriculum has been adapted to individual need rather than by grade placement. Remedial reading has been stressed. We found that some Juvenile Camp Schools must offer reading at 2nd or 3rd grade level to those of high school age. Also offered is training in a variety of non-academic subjects which include wood shop, arts and crafts, automotive and mechanical skills, grounds and building maintenance, tree and plant nurseries, highway landscaping, as well as forestry and fire fighting.

In the Juvenile Halls, we saw the same efforts made to help the young people adjust to the demands of school work. There, too, remedial reading is

stressed and an effort made to bring the indifferent student up to his normal grade level. Because of the wide difference in age and length of time in these detention facilities, constant adjustment must be made by the teaching staff in working with the students. In many cases, the boys and girls do respond favorably to this special attention.

The girls' facilities visited were Las Palmas School, Sylmar Girls School, Garden Gate, and Ramona Adjustment High School. We found that along with regular academic and remedial reading classes, vocational training is emphasized. The girls receive instruction in homemaking, dressmaking, arts and crafts, secretarial and office procedures, as well as some PBX training. A real effort is made to help the non-college oriented student be self-supporting when she returns to the community.

The boys in the Los Angeles City Adjustment High Schools have their academic classes supplemented by vocational training whenever practical. Most of the non-academic courses duplicate those available at the camps, but classes in upholstery, shoe repair, and printing are also offered.

The Los Angeles Trade-Technical College, open to students over 18 years of age (with or without a high school diploma), has more than 90 different classes in its curriculum. Equipment valued in excess of \$300,000 has been donated by private industry. Operating income is derived from Local (76%), State (20%) and Federal (4%) funds. Numerous scholarships are available and any young man or woman graduated is assured a job.

At the newly completed Widney High School, a program of audio-visual education for shut-ins is proving very successful in keeping the child abreast of class work while temporarily absent from regular school. Broadcasting of lessons by telephone is done from specially constructed soundproofed rooms.

The Community Day Center Program for boys living at home who are bussed to Camp Scudder each week day morning has proven successful. School and camp facilities are adequate and the boys' regular attendance has vastly improved their ability level. The program appears to offer great possibilities.

We have been tremendously impressed by the dedication of those involved in work with delinquent young people.

SCHOOLS COMMITTEE

Katharine J. Richman, Chairman
Ruth Ellen Stransky, Secretary
C.P. Hebenstreit
William E. Parker
Pearl Taylor
Lorna Amy Wright

SOCIAL SERVICES REPORT

Although the Social Services Committee could justifiably concern itself with many aspects of County Government, it was limited in the hope of effectuating accomplishments in the following areas:

1. Proposed merger of the Human Relations Commission and Community Services Department.
2. Follow-up of the City and County Health Departments' merger.
3. Department 95, Superior Court.
4. Licensing of facilities providing Board and Care to persons between the ages of 16 to 65 years.

MERGER OF HUMAN RELATIONS COMMISSION AND COMMUNITY SERVICES DEPARTMENT

This Committee recommends the merging of the Community Services Department into the Human Relations Commission, the administration of the merged departments to reside with the Human Relations Commission.

Following a number of meetings with the principals involved in the proposed merger, this committee feels a merger would effect a lessening of services duplication, a duplication which has proved costly and confusing. Although some savings would be effected, the principal benefit to be derived from this consolidation would be a higher level of service.

FOLLOW-UP MERGER CITY AND COUNTY HEALTH DEPARTMENTS

Meetings were held with the County Health Officer and several District Health Centers were visited. This merger appears to be accomplishing what had been hoped for by its formation. Problems incident to the merger have now been largely overcome. Advantages resulting have been mainly in the adoption of the best programs of each into the merged operation. There has been little reduction in staff—some has been achieved in the administrative function.

MENTAL HEALTH DEPARTMENT (Court 95 of the Superior Court)

This Court handles juvenile drug addicts, alcoholics, mentally retarded juveniles, the senile and mentally disturbed adults. After a review of the operation of the Court, consultation with psychiatrists, judges and attorneys, this Committee recommended to the Presiding Judge of the Superior Court

that a Committee of Judges be appointed with a view toward standardizing the procedures of Court 95 to make possible continuity from year to year.

In November, the Presiding Judge informed the Grand Jury such a committee would be appointed early in 1968.

SHELTER CARE FACILITIES

Visits to approximately 20% of Sheltered Care Facilities for General Relief (GR) and Aid to Totally Disabled (ATD) recipients (selected at random from a list furnished by Central Registry) revealed unbelievably bad conditions, with very few exceptions, from the standpoint of facilities, cleanliness, food, safety and care. The exceptions, which were extremely well run, indicate that reasonably decent accommodations can be furnished at the support level provided by the County. However, for the most part, GR and ATD recipients are living in conditions which are intolerable.

According to the Department of Public Social Services, as of June, 1967, there were 75 homes in Los Angeles County listed with Central Registry serving persons between the ages of 16 and 65. In these homes, 406 GR and 300 ATD recipients receive an average grant of \$102.70 per month, representing a total County expenditure of \$870,000 per year. Granted this represents a small portion of the total County budget, the fact remains that these individuals are not receiving even reasonable value for the County's expenditure, and this makes it important.

We have strong convictions that the Board of Supervisors should review the intolerable conditions in which these people live, and establish a licensing or permit procedure for these homes, making inspection mandatory on a periodic basis. If a home cannot meet the inspection standards, it should be eliminated from County use.

SOCIAL SERVICES COMMITTEE

Rita R. Barschak, Chairman
Ruth Ellen Stransky, Secretary
Anita Gene Chaikin
Lesley G. Ericksen
Perle B. Smith
Edward C. Strandine
Lorna Amy Wright

SPECIAL REPORT

Expenditures for public assistance in Los Angeles County during the last eight years have jumped from \$178 million dollars to \$382 million dollars annually, an increase of 115%.

This Grand Jury has extensively examined the Medicare and Medi-Cal programs, and the Aid to Families with Dependent Children Program. Based on our exposure to these segments of the medical aid and welfare system, and our discussions with public assistance officials, it is clear that these programs specifically, and the welfare network generally, require an immediate overhaul of rules, regulations, financial controls and administration at all levels.

Despite the existence of many studies and the formulation of numerous welfare recommendations by responsible groups during the past few years, there has been little tangible action to halt the rising costs or to equalize the responsibility for program determinations with the responsibility for program costs. Our study of the AFDC Program, for example, led us to the following concerns and reactions:

IT IS INCREDIBLE . . .

. . . that the County could administer — and the State oversee — the Presumptive Eligibility Program (\$12,000,000 per year) for more than three years with virtually no controls to insure the reporting of PE payments on Federal reimbursement claims. Presumptive eligibility payments are grants paid to a family apparently in need prior to an actual determination of their eligibility for county money. The Federal Government does not share in the payment of funds under this aspect of the program unless those receiving the aid are determined to be eligible within two months after the first payment is made.

. . . that the Federal Government has required a program to allow payments to applicants who are “apparently eligible” and “in immediate need”, and yet has made its cost-sharing regulations so restrictive as to effectively negate Federal participation for about 1/3 of PE aid payments.

. . . that under present permissive eligibility requirements, the County is making approximately \$1,350,000 of aid payments each year to “presumptively eligible” recipients who, in fact, are ineligible for AFDC.

... that although the eligibility requirements for AFDC are generally few and permissive (a property search is not even required) — the County has been unable to accomplish an eligibility confirmation within two months after the month of first payment for cases receiving 23% of all PE payments.

IT IS INCONCEIVABLE ...

... that departmental oversights and errors during the past year alone prevented the County and State from reporting for Federal cost reimbursement approximately \$948,000 of aid payments.

... that many of the prior errors will never be found because of the County's procedure of destroying Presumptive Eligibility cards not reported for Federal reimbursement.

... that the County has made duplicate payments to AFDC recipients at the rate of almost a quarter of a million dollars per year.

... that Federal regulations forbid the County to recover duplicate payments from recipients unless the error is found within two months.

IT IS UNREASONABLE ...

... for the State to require the County to appoint a caretaker for the family of an incompetent mother, require the County to include the incompetent mother in the aid budget, and then refuse to share in the cost of the incompetent mother's budget.

... that Federal and State laws require emergency aid payments, but the Federal and State governments refuse to participate in a major portion of the costs.

... that emergency aid — when deducted from a subsequent month's aid check — is not reimbursable by Federal and State funds. The same total amount is issued in either case, presumably for the same purposes; yet amounts issued by the County through its emergency sources become 100% County cost.

IT IS ILLOGICAL ...

... for the County to be saddled with carrying out the State's dogmatic and inflexible rules when the State does not participate in the approxi-

mately \$33,000,000 of annual administrative costs incurred by the County.

... for the County to rely upon the State to audit reimbursement claims when many of the errors found are costing the County money because the State is finding them too late.

... that the State has been as much as four to six months behind in trying to find all the reporting errors included in the County's claims for reimbursement.

... to have regulations covering reporting and record keeping requirements for the preparation of Federal reimbursement claims that are so complicated and massive that County Public Social Services people spend a great share of their administrative, social worker and clerical effort just attempting to accumulate the information for the claims.

As this goes to press, the State Administration and the Legislature are struggling with the Medi-Cal Program and the multitude of problems — social, financial, and control — which have mushroomed since its inception 22 months ago. This Grand Jury calls on the administration and the State Legislature to:

1. impose an immediate moratorium on any additional welfare liberalization,
2. stop holding meaningless hearings,
3. discontinue lawsuits,
4. reduce the number of committees and groups which have program jurisdiction,
5. assign responsibility for straightening out the programs to a limited number of knowledgeable, competent, practical public welfare administrators, with outside professional help, if necessary, and
6. give dollar-conscious legislative support to whatever measures are necessary to immediately reform the programs and to frame them into sensible, financible long-range plans.

RESOLUTIONS

JUDGES

The Grand Jury endorsed an increase by 14 the number of Los Angeles County Superior Court Judges. The Resolution was presented to the Board of Supervisors. The Board initiated action at the State level and the Legislature, prior to adjournment, approved the increase.

BUILDING PURCHASE

Grand Jury opposition to the County's acquisition of a department store building for the Museum of Natural History resulted in the Board of Supervisors subsequently abandoning plans for the purchase.

MARSHAL-SHERIFF MERGER

After reviewing past Grand Jury recommendations, the County Citizens Economy and Efficiency Committee Report, and its own independent analysis, the Grand Jury approved a Resolution urging the merger of the Marshal's Office into the Sheriff's Department.

INSPECTION AND INFORMATION TRIPS

The entire Grand Jury made inspection and information trips to the County facilities listed. The trips aided in a more effective approach to both the criminal and committee work of the Jury.

Date	Place
1/11/67	Sybil Brand Institute for Women
1/18/67	Rancho Los Amigos Hospital
1/24/67	Hall of Justice Jail
1/25/67	MacLaren Hall
2/1/67	Wayside Honor Rancho
2/15/67	California Institution for Men (Chino)
3/1/67	California Rehabilitation Center (Corona)
3/21, 22, 23	Poverty Areas: (Committees of Grand Jury) East Los Angeles South Central Los Angeles Pacoima & City of San Fernando
4/11/67	Preliminary Courts
4/12/67	General Hospital
4/15/67	Los Angeles Police Facility
5/17/67	Descanso Gardens
8/10/67	Marina Del Rey
9/26/67	Music Center

1967
LOS ANGELES COUNTY GRAND JURY

Jurors

LYNNE A. FRANTZ, Foreman
RITA R. BARSCHAK, Secretary
GEORGE A. CARTER
ANITA GENE CHAIKIN
LESLEY G. ERICKSEN
CLARENCE V. GOFFINET
C. P. HEBENSTREIT
HARRY LEVINSKY
C. DREXALL McCULLEY
WILLIAM E. PARKER
WILLIAM RASCH, Jr.
KATHARINE J. RICHMAN
PHYLLIS M. SHERWOOD
DANA M. SMITH
PERLE BRATTON SMITH
EDWARD C. STRANDINE
RUTH ELLEN STRANSKY
PEARL TAYLOR
PATRICK J. THOMPSETT
CHARLES F. VAN de WATER
GEORGE J. WELLINGTON
ARTHUR M. WERNER
LORNA AMY WRIGHT

Nominating Judge

JUDGE ALLEN MILLER
JUDGE ROBERT FEINERMAN
JUDGE ARTHUR K. MARSHALL
JUDGE RICHARD SCHAUER
JUDGE JOE RAYCRAFT
JUDGE JOHN PRESTON
JUDGE BERNARD LAWLER
JUDGE EUGENE E. SAX
JUDGE BERNARD LAWLER
JUDGE JOSEPH A. SPRANKLE
JUDGE GEORGE A. DOCKWEILER
JUDGE LLOYD S. NIX
JUDGE LAURENCE J. RITTENBAND
JUDGE CLARKE E. STEPHENS
JUDGE NEWELL BARRETT
JUDGE JOHN F. AISO
JUDGE BAYARD RHONE
JUDGE DAVID W. WILLIAMS
JUDGE CHARLES A. LORING
JUDGE CHARLES C. STRATTON
JUDGE WILLIAM H. ROSENTHAL
JUDGE GOSCOE O. FARLEY
JUDGE ALLEN MILLER

ACKNOWLEDGMENTS

The Grand Jury would like to express its appreciation to:

- Presiding Judges Lloyd S. Nix and Donald R. Wright
- Criminal Court Master Calendar Judge Robert Feinerman
- District Attorney Evelle J. Younger and his staff
- Albert Harris, Assistant Attorney General
- Chief Administrative Officer Lindon Hollinger and his staff
- Sheriff Peter J. Pitchess and staff
- Los Angeles Police Department Chief Thomas Reddin and staff
- County Counsel John Maharg and staff
- Contract Auditor Walter H. Lohman of Arthur Young and Company, whose efforts are reflected in the Audit Committee Reports
- Los Angeles County Citizens Economy & Efficiency Committee

Special thanks to the Grand Jury Staff:

- Legal Advisor, Deputy District Attorney John Howard, whose advice and judgment were of particular importance throughout the year
- Lawrence Worch, Investigator
- Johanna Friederich, Secretary
- Marge Cashdollar, Secretary to the Grand Jury
- George Weber, Court Reporter

The Grand Jury would also like to acknowledge:

- Ron Einstoss, Los Angeles Times
- Leonard Scratch, Los Angeles Herald-Examiner
- Yvonne Patton, City News Service
- The Los Angeles Times for its efforts toward correcting governmental improprieties and for making its information available to the Grand Jury. Our specific thanks to George Reasons, Gene Blake, Art Berman, and Metropolitan Editor William Thomas.

GENERAL INDEX

	Page
Audit Committee Report	7
Adoptions, Department of	17
Aid-to-Families-With-Dependent-Children	9
Auditor-Controller's Office	11
Aviation Division, Department of County Engineer	13
Board of Supervisors	16
Chief Medical Examiner-Coroner	15
Committees, Commissions and Boards	16
Committee to Cut Costs	19
Communications Department	11
Flood Control	17
Forester and Fire Warden	17
General Hospital	18
Harbor General Hospital	13
Health Department	15
Marina Del Rey	14
Medicare and Medi-Cal Programs	14
Museum of Natural History, Department of	11
Music Center	8
Parks & Recreation	18
Probation Department	12
Public Administrator-Public Guardian	15
Real Estate Management	14
Sanitation Districts	18
Special Districts	17
Treasurer and Tax Collector	16
Camp Kersey	28
Camp Scudder	30
Committees, List of	5
Community Day Center Program	27, 29, 30
Community Services Department	31
Contract Homes	28

GENERAL INDEX

	Page
Criminal Complaints Committee Report	21
Foreman's Report	3
Foster Parents	28
Garden Gate School	30
Health Department, City & County	31
Hearing Aid Abuses	22
Human Relations Commission	31
Indictments	21
Inspection and Information Trips	39
Jails Committee Report	23
Jurors, List of	1
Jurors and Nominating Judges List	41
Juvenile Camps	27, 29
Juvenile Committee Report	27
Las Palmas School	30
Lennox Sheriff's Station	24
Lincoln Heights Jail	25
Los Angeles City Adjustment High Schools	30
Los Angeles Trade-Technical College	30
MacLaren Hall	27
Malibu Sheriff's Station	24
Mental Health Department	31
Montrose Sheriff's Station	24
Newhall Sheriff's Station	24
Norwalk Sheriff's Station	24
Probation Camps	27, 28
Ramona Adjustment High School	30
Rancho Esperanza	24
Resolutions:	
Building Purchase	37
Judges	37
Marshal-Sheriff Merger	37

GENERAL INDEX

	Page
Rodeo Program	27
Schools Committee Report	29
Shelter Care Facilities	32
Sierra Madre Jail	24
Social Services Report	31
Special Report	33
Sylmar Girls School	30
Wayside Honor Rancho	25
Widney High School	30