2017-2018 Los Angeles County



CIVIL GRAND JURY FINAL REPORT



COUNTY OF LOS Angeles CIVIL GRAND JURY

CLARA SHORTRIDGE FOLTZ ÇRIMINAL JUSTICE CENTER
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February 4, 2019

Pursuant to California Penal Code sections 933 and 933.05, all agencies and elected officers are to respond to the recommendations documented in the 2017-2018 Los Angeles County Civil Grand Jury Final Report published on June 30, 2018.

The 2018-2019 Los Angeles County Civil Grand Jury compiled these responses and they are provided herein for review.

As of this posting, responses have not been received from the following agencies or elected officers:

- Underused Municipal Golf Courses
 Los Angeles City Council
- 19 Dogs, 57 Cats. Some Strategies Toward "Low Kill" in Los Angeles' Animal Shelters
 City of Los Angeles Board of Animal Services Commission

Alice B. Grigsby, Chairperson

Continuity Committee

2018-2019 Los Angeles County Civil Grand Jury

Nancy Coleman, Foreperson

2018-2019 Los Angeles County Civil Grand Jury

POLICING THE POLICE

The Citizen Complaint Process and Internal Affairs Function



J. Ronald Rich, Chair

Linda Cantley Valerie R. Castro John Schilling Gregory T. Shamlian 7100 Garfield Avenue • Bell Gardens, CA 90201 • 562-806-7700 • www.bellgardens.org

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

Response to Recommendation 2017-18 Los Angeles County Civil Grand Jury Report

"Policing the Police"

EXECUTIVE SUMMARY

On June 29, 2018, the Los Angeles County Civil Grand Jury publicly released a report titled, "Policing the Police." This report observed in the course of its investigation that effective community relations and public trust can be earned through an open and accessible complaint process. The California State Penal Code, 832.5(a)(1), mandates that each department or agency that employs peace officers establish a procedure to investigate complaints by members of the public against the personnel of these departments. Complaints can provide meaningful insight into how well services are provided and accepted by those served by municipal police departments; and how well police personnel are trained, managed and supervised.

RECOMMENDATIONS AND RESPONSE

lejandra (orten

On behalf of the Bell Gardens Police Department, I personally approve and affirm the attached document prepared by our Police Department in response to all Grand Jury recommendations contained in the report.

Because of the reasons described herein, I, Alejandra Cortez, City of Bell Gardens Mayor attest to the recommendations that were implemented and respectfully decline several of the recommendations posed by the Los Angeles County Civil Grand Jury Report relating to "Policing the Police."

Sincerely,

Alejandra Cortez

Mayor



7100 So. Garfield Avenuc Bell Gardens, California 90 201-3 293 Telephone (562) 806-7600

October 25, 2018

To Whom It May Concern,

California Penal Code Sections 933(c) and 933.05 require a written response to all Grand Jury recommendations contained in this report.

| RECOMMENDATION | RESPONSE |
|--|--|
| 1.1 Police departments should improve the availability of complaint forms to members of the public by having: a. Clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department. | Implemented in our Department Lobby. |
| b. Complaint forms freely available in the police station without the need to request the form from police personnel. | Implemented in our Department Lobby. |
| c. Complaint forms located in multiple public facilities including city hall, libraries and community centers. | Not Implemented. |
| e. Complaint forms on the police department website in multiple languages reflective of the community serviced by the police department. | PD has always had complaint forms available in Spanish for the public. |
| 1.2 Police departments should improve their citizen complaint process by Developing the ability of complaints to be made online. | The PD does not currently have a website. |
| 1.4 Police depa1tments should make a written description of the procedure used to investigate complaints available to the public as required by the California Penal Code 832.5(a)(l). | Implemented in our Department Lobby. |
| 1.7 Police departments not in compliance with the legal requirement Penal Code 832.7(e)(l) to provide written notification to the complaining party of the disposition of the complaint within 30 days, should take appropriate steps to come into compliance with this requirement. | PD already has a written response to complainant upon - conclusion of investigation. |
| 1.9 Police departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations. | Not implemented. |
| 1.13 Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process. | PD already instructs its personnel on the handling of Citizen Complaints. |
| 1.14 Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition. | Not implemented. |



7100 So. Garfield Avenue Bell Gardens, California 90201-3293 Telephone (562) 806-7600

October 25, 2018

To Whom It May Concern,

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Scott Fairfield - Chief of Police

Presiding Judge
Los Angeles County Superior Court
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, Eleventh Floor-Room 11-506
Los Angeles, CA 90012



BURBANK POLICE DEPARTMENT

Scott LaChasse, Chief of Police 200 North Third Street, Burbank, California 91502-1201 www.burbankpd.org

September 25, 2018

Honorable Judge Daniel J. Buckley Los Angeles County Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, Eleventh Floor – Room 11-506 Los Angeles, CA 90012

Honorable Judge Daniel J. Buckley:

Per California Penal Code sections 933(c) and 933.05, please find the responses from the Burbank Police Department (BPD) for the findings and recommendations made by the 2017-2018 Los Angeles County Civil Grand Jury's report entitled *Policing the Police – The Citizen Complaint Process and Internal Affairs Function*. Please find attached the Burbank Police Department's Policy on Citizen Complaints, which further details the Department's handling of such complaints.

Findings:

The 2017-2018 Civil Grand Jury made the following 10 findings in the "Policing the Police" report:

Finding 1: The availability of forms for making citizen complaints for some police departments could be improved.

Finding 2: The convenience of making citizen complaints could be improved for some police departments.

Finding 3: Some police departments include admonitions/warnings that may intimidate or discourage persons from making complaints on complaint forms or related materials.

Finding 4: The Bell Gardens and San Fernando police departments were not in compliance with the requirement that they make a written description of the procedure for investigating complaints available to the public.

Finding 5: The El Monte and South Gate police department complaint forms do not provide an opportunity for the complaining party to provide a statement or description of what occurred to generate the complaint.

Finding 6: The Culver City, El Monte, San Fernando and Torrance police departments were not in compliance with the requirement that each police department receiving a citizen complaint release to the complaining party a copy of their own statements at the time the complaint is filed.

Finding 7: Most police departments were not in compliance with the requirement to provide written notification to the complaining party of the disposition of the complaint within 30 days of the disposition.

Finding 8: Some police departments could improve the management of complaint investigations, including numbering and logging, as well as tracking and monitoring of key requirements and milestones.

Finding 9: Findings resulting from investigations of citizen complaints and the use of complaint information to identify potential problems could be improved for some police departments.

Finding 10: The San Fernando Police Department was not in compliance with the requirement that records related to citizen complaints be maintained by the police department for a period of five years.

Response:

The Department agrees with findings 1, 2, 3, 7, 8 and 9. The Department disagrees with Findings 4, 5, 6 and 10 because they are specifically addressed to other police departments and not to the Burbank Police Department.

Recommendations:

The 2017-2018 Civil Grand Jury proposed 14 recommendations based on their findings. Of the 14 recommendations, the Burbank Police Department was only requested to respond to four (4) which was the fewest of the 12 agencies reviewed.

Following are the Department's responses to the recommendations:

- 1.1 Police Departments should improve the availability of complaint forms to members of the public by having:
 - (a) Clear signs indicating the locations of the complaint forms in multiple languages reflective of the community served by the police department.

Response:

The recommendation was implemented. Although the complaint forms were available in English, Spanish and Armenian, BPD only had English signage for the complaint and commendation forms. The BPD has now added signage language in Spanish and Armenian to comply with this recommendation.

1.9 Police Departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations.

Response:

The recommendation will not be implemented because it is not warranted. BPD has a long-standing practice of logging formal, informal, and service complaints received by the department via social media platforms, postal mail, electronic mail, telephonically, etc. Informal and service complaints are memorialized on department logs (Watch Commander Log, Sergeant Log, Chief's Office Log, etc.). Formal complaints are all entered into the *IAPro* database which memorializes and archives the complaints. *IAPro* also assigns specific case numbers to all formal complaints for tracking purposes.

1.13 Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process.

Response:

The recommendation will not be implemented because it is not warranted. Internally, BPD sends all supervisors to a certified California Peace Officer Standards and Training (POST) sergeant or lieutenant school that includes Internal Affairs training. Moreover, supervisors may elect to attend additional POST approved Internal Affairs training seminars paid for by the Department. In addition, all personnel assigned to the Internal Affairs Bureau are required to complete 24 hours of POST approved Internal Affairs training. Thereafter, they attend an 8-hour POST approved Internal Affairs updated training session annually. Lastly, BPD policy (1020 – Personnel Complaint Procedures) provides guidelines for the reporting, investigation, and disposition of complaints alleging misconduct or improper job performance by any Department employee.

Externally, the Department's Community Outreach and Personnel Services Bureau (COPS) conducts Citizen Academies throughout the year. Since 2006, there have been over 1,700 participants in our Academy classes which are offered in English, Spanish, Armenian and for the hearing impaired. Part of the Academy course is a two-hour vignette on Internal Affairs presented by personnel from the Internal Affairs Bureau. Members of the community learn about the internal affairs and citizen complaint process (to include, where they can obtain complaint forms, how to file them online, etc.).

1.14 Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Response:

The recommendation will not be implemented because it is not warranted. Currently, every BPD Citizen Complaint Response letter [as required per California Penal Code section 832.7(e)(1)] includes the divisional Captain's name and telephone number in case a complainant would like to discuss anything related to

their complaint. The letter informs the complainant that pursuant to policy, "Any complaining party who is not satisfied with the findings of the Department concerning their complaint may contact the Chief of Police or designee to discuss the matter further" and the Captain signing the letter should be contacted for this purpose (Please see Section 1020.10, Notification to Complainant, of the attached policy). This practice affirms the Department's commitment to transparency and observes the confidentiality obligations mandated per California Penal Code 832.7. Moreover, the Department has an independent oversight and review performed by the Office of Independent Review (OIR). OIR conducts an annual review of the Department's internal affairs investigations including citizen complaints and provides input regarding the investigative process, to include how the Department communicates with complainants and its responsiveness to their concerns. Based on the foregoing, this recommendation will not be implemented because it is not warranted given the protections already in place.

Respectfully,

Ron Davis,

City Manager

Scott LaChasse Chief of Police

Emily Gabel-Luddy

Mayor

Attachment:

Policy 1020 - Personnel Complaint Procedures



Policy

Scott LaChasse, Chief of Police

Effective Date: December 5, 2013

Scott la Chasse Approved:

CHAPTER 10 - PERSONNEL

Personnel Complaint Procedures

1020.1 PURPOSE AND SCOPE

The Chief of Police has the responsibility to establish an investigative process that enables the Department to determine if an employee's conduct was appropriate for the circumstances, commendable, or if it failed to meet Department expectations. Fundamentally, this policy is intended to protect employees from unwarranted criticism when properly discharging their duties. The purpose of this policy is to provide guidelines for the reporting, investigation, and disposition of complaints alleging misconduct or improper job performance by any Department employee.

1020.2 POLICY [52.1.1]

It is the policy of the Burbank Police Department to thoroughly, fairly, and expeditiously investigate all complaints regarding the conduct of Department members and to provide a judicious disposition of the complaints.

1020.2.1 PERSONNEL COMPLAINTS DEFINED

A personnel complaint consists of any allegation of misconduct or improper job performance against any Department employee that, if true, would constitute a violation of Department policy or federal, state, or local law.

This policy shall not apply to any questioning, counseling, instruction, or other routine or unplanned contact of an employee in the normal course of duty by a supervisor or any other employee. Additionally, this policy shall not apply to any investigation involving strictly alleged criminal activity (Government Code 3303(i)).

Personnel Complaints shall be classified in one of the following categories:

Informal - A matter in which the complaining party is satisfied that appropriate action has been taken by a Department supervisor of a rank greater than the accused employee. Inquiries about employee conduct which, even if true, would not qualify as misconduct may be handled informally by Department supervisors and shall not be considered complaints. Informal complaints need not be documented on a personnel complaint form and the responsible supervisor shall have the discretion to handle the complaint in a manner consistent with this policy. Informal complaints should be summarized in the Watch Commander's Log.



Policy 1020

Scott LaChasse, Chief of Police

Formal – A matter in which the complaining party alleges misconduct and/or a Department supervisor determines that further action is warranted. Such complaints may be investigated by a Department supervisor of a rank greater than the accused employee or referred to the Internal Affairs Bureau depending on the seriousness and complexity of the investigation.

Complaints can be generated from an internal or external source:

Administrative Review – An inquiry into an incident or circumstance that on its face does not appear to involve misconduct. However, an administrative review may, as a result of the information gathered, result in a personnel investigation.

Citizen Complaint - An allegation of employee misconduct from any source outside the Department.

Judicial Complaint - A complaint involving the judicial process or prosecutorial agency.

Personnel Investigation – An allegation of employee misconduct from any source within the Department.

Service Complaint – A complaint involving the delivery of police services where employee misconduct is not alleged.

Type 1 Citizen Complaint – A complaint involving an allegation of misconduct that if true, would likely result in discipline involving a written reprimand or greater.

Type 2 Citizen Complaint – A complaint involving an allegation that if true, would result in a written counseling documentation on a Comment Card.

1020.2.2 INTERNAL AFFAIRS BUREAU [52.1.3; 52.2.1]

The Internal Affairs Bureau (IAB) is an administrative investigation unit, which operates directly under the authority of the Chief of Police. Complaints of a serious or more complex nature will be investigated by the Internal Affairs Bureau. Serious investigations may include, but are not limited to:

- Allegations of serious misconduct (e.g., excessive force, corruption, theft)
- Allegations involving criminal conduct
- · Other investigations as assigned by the Chief of Police

The IAB Lieutenant reports directly to the Deputy Chief and has the authority to report directly to the Chief of Police.

IAB has full authority to conduct investigations without interference from any member. Furthermore, IAB has the authority to require any member of the Department, regardless of rank, to make full, complete, and truthful statements during administrative investigations.



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1020.3 ACCEPTANCE OF COMPLAINTS [82.2.2]

Every employee receiving a complaint, whether verbal or written, should identify the complainant, obtain their contact information, and refer them to an on-duty supervisor. In any case, the employee shall provide a Citizen Complaint Form upon request or make one available in a timely manner, regardless if the complainant agrees to speak with a supervisor. Employees shall assist anyone requiring help in completing the form.

A complaint may be filed in person, in writing, or by telephoning the Department. Although not required, every effort should be made to have the complainant appear in person. The following should be considered before taking a complaint:

- (a) Complaints should not be prepared unless the alleged misconduct or job performance is of a nature which, if true, would normally result in disciplinary action (unless the complainant demands it).
- (b) When an uninvolved supervisor or the Watch Commander determines that the reporting person is satisfied that their informal complaint required nothing more than an explanation regarding the proper/improper implementation of Department policy or procedure, a complaint need not be taken.
- (c) When the complainant is intoxicated to the point where his/her credibility appears to be unreliable, identifying information should be obtained and the person should be provided with a Citizen Complaint Form.
- (d) Depending on the urgency and seriousness of the allegations involved, complaints from juveniles should generally be taken only with their parents or guardians present and after the parents or guardians have been informed of the circumstances prompting the complaint.

Any informal complaint addressed by a supervisor should be logged in the Sergeant's and/or Watch Commander's Log

1020.3.1 AVAILABILITY OF COMPLAINT FORMS [52.1.4]

Complaint forms shall be available at the following locations:

- Burbank Police Department Front Counter.
- Burbank Police Department lobby display rack, clearly visible.
- Online on the Police Department's website.
- The City Clerk's Office.
- The Community Assistance Coordinator's Office.
- Sworn supervisors (Patrol supervisors shall carry forms in the field).

The Department shall ensure that information is available to the public on procedures to be followed in registering complaints against Department employees. The information may be published on the Department's website or printed in a brochure.



Policy 1020

Scott LaChasse, Chief of Police

1020.3.2 SOURCES OF COMPLAINTS [52.1.1]

Complaints may be based on observation of alleged misconduct by a Department employee, receipt of a citizen complaint, or receipt of an anonymous complaint. All anonymous complaints, regardless of the form, shall be investigated to the extent possible based on the information provided.

All employees have a duty to immediately report to a supervisor any observed misconduct or when they become aware of alleged misconduct. Failure to report serious misconduct or criminal behavior of another employee may result in discipline up to and including termination.

1020.3.3 CLASSIFICATION OF COMPLAINTS

Upon receiving a complaint, the receiving supervisor shall determine the proper classification of the complaint as a Citizen Complaint, Service Complaint, or Judicial Complaint. If a determination cannot be made based on the initial information, the complaint and all available information shall be forwarded to the Division Captain for classification and assignment.

1020.3.4 COMPLAINT DOCUMENTATION [52.1.2; 52.2.4(a); 82.2.2(b)]

Formal Complaints (Both Type 1 and 2)

Formal complaints of alleged misconduct should be documented on a Citizen Complaint Form and shall be forwarded to the Office of the Chief of Police for logging and assignment. When the system is implemented, citizen complaints shall be entered into the BlueTeam System and related documents forwarded to the Office of the Chief of Police.

If a supervisor receives a formal complaint of alleged misconduct in any other form (e.g. verbal), the supervisor shall document the circumstances on a Citizen Complaint Form, ensuring that the form is completed to the extent possible and that the nature of the complaint is defined as clearly as possible.

When a Citizen Complaint Form is completed in person, the complainant should legibly write a detailed narrative of the complaint. If circumstances indicate that this is not feasible, the complaint may be dictated to the receiving supervisor. In an effort to ensure accuracy in any complaint, supervisors should obtain a recorded statement from the reporting party. A refusal by a party to be recorded shall not be grounds to refuse to accept a complaint. Whether handwritten or dictated, the complainant's signature should be obtained at the conclusion of the statement. The complainant shall be provided with a copy of his/her own original complaint per Penal Code §832.7, as verification of receipt that the complaint has been received.

If a complaining party refuses to sign a written complaint form or refuses to be recorded during an oral statement, the circumstances of such refusal shall be documented by the receiving supervisor or employee investigator. An investigation will still be conducted.

Informal Complaints

A supervisor should document an informal complaint as a Sergeant's and/or Watch Commander Log entry. Entries should include the name and contact information of the complainant and the nature of the complaint.



Policy 1020

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1020.4 SUPERVISOR RESPONSIBILITY [52.1.3; 52.2.1; 52.2.2; 82.2.2(b)]

Supervisors shall maintain their ability to engage in the questioning of an employee in the normal course of duty, counseling, instruction, or other routine or unplanned contact (<u>Government Code</u> 3303(i)). A supervisor who becomes aware of alleged misconduct shall take reasonable steps to prevent aggravation of the situation or further misconduct.

A supervisor receiving a complaint involving allegations of a potentially serious nature shall notify the appropriate Division Captain via the chain of command as soon as practicable. If required by the circumstances, a supervisor has the authority to report a complaint directly to the Chief of Police.

When the nature of a personnel complaint relates to sexual, racial, ethnic, or other forms of prohibited harassment or discrimination, the supervisor receiving the complaint shall promptly notify the appropriate Division Captain via the chain of command for direction regarding notification to Management Services and their role in investigating or addressing the complaint. The Division Captain shall be responsible for notifying the Chief of Police.

In general, the primary responsibility for the investigation of Type 2 or less complex personnel complaints should rest with the employee's immediate supervisor. The Chief of Police or authorized designee may, however, direct that another supervisor investigate the complaint.

Supervisors may investigate and close a formal complaint as a Type 2 complaint if the allegations involve minor violations unlikely to require extensive interviews or lengthy, complex investigations.

Regardless of the nature of the allegation, a complaint may not be classified as a Type 2 complaint if the subject employee or any one of the subject employees (if the allegation involves more than one employee) has had a past sustained investigation involving similar allegations or has been counseled regarding similar allegations on a comment card within the previous 24 calendar months.

Supervisors should be prepared to justify their decision to the Division Captain if a supervisor decides not to document a complaint.

1020.4.1 TYPE 2 COMPLAINT RESPONSIBILITIES

Before a formal complaint is handled as a Type 2 investigation, the supervisor shall:

- (a) Check the involved employee's comment cards for the previous 24 calendar months for any documentation involving a violation of the type alleged in the complaint.
- (b) Contact IAB to request a check of the employee's personnel and internal affairs files for past sustained complaints involving a violation of the type alleged in the complaint.
- (c) Obtain approval from the Division Captain (If the above two do not reveal any past sustained investigations or written counseling for violation of the type alleged in the complaint).



Policy 1020

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1020.5 ASSIGNMENT TO ADMINISTRATIVE LEAVE [52.2.7]

When a complaint of misconduct is of a serious nature or when circumstances dictate that an unreasonable risk exists to the Department, the employee, other employees, or the public, a Division Commander may place the accused employee on administrative leave pending completion of the investigation or the filing of administrative or criminal charges.

1020.5.1 ADMINISTRATIVE LEAVE [52.2.7]

An employee placed on administrative leave may be subject to the following guidelines:

- (a) Under such circumstances, an employee placed on administrative leave shall continue to receive regular pay and benefits pending the outcome of the investigation.
- (b) An employee placed on administrative leave may be required by a supervisor to relinquish the following:
 - 1. Badge(s).
 - 2. Employee identification card.
 - 3. Proximity card.
 - 4. Issued weapons.
 - 5. Police radio.
 - Access and equipment keys.
 - 7. City issued cell phone.
 - 8. Any other issued equipment.
- (c) An employee placed on administrative leave may be ordered to refrain from taking any action as a Department employee or in an official capacity. The employee shall be required to continue to comply with all policies and lawful orders of a supervisor.
- (d) An employee placed on administrative leave may be temporarily reassigned to a different shift (generally normal business hours) during the pendency of the investigation and the employee may be required to remain available for contact at all times during such shift and report as ordered.
- (e) At such time as any employee placed on administrative leave is returned to full and regular duty, the employee shall be returned to their regularly assigned shift with all badges, identification card, and other equipment returned.
- (f) An employee placed on administrative leave may not engage in any off-duty Department assignments, including, but not limited, to studio jobs.

1020.6 ALLEGATIONS OF CRIMINAL CONDUCT [52.2.1; 52.2.2]

Where an employee of this Department is accused of potential criminal conduct, a separate supervisor shall be assigned to investigate the criminal allegations apart from any administrative investigation. Any separate administrative investigation may parallel a criminal investigation.



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The Chief of Police shall be notified as soon as practicable when an employee is formally accused of criminal conduct. In the event of serious criminal allegations, the Chief of Police may request a criminal investigation by an outside law enforcement agency.

An employee accused of criminal conduct shall be provided with all rights and privileges afforded to a civilian and the employee shall not be administratively ordered to provide any information to a criminal investigator.

No information or evidence administratively acquired from an employee may be provided to a criminal investigator.

Any law enforcement agency is authorized to release information concerning the arrest or detention of a peace officer, which has not led to a conviction. No disciplinary action shall be taken against the accused peace officer based solely on an arrest or crime report (Labor Code §432.7(b)). An independent administrative investigation shall be conducted based upon the allegations in the report in accordance with Department policy.

1020.7 ADMINISTRATIVE INVESTIGATION OF TYPE 1 COMPLAINT [52.2.1; 52.2.5; 52.2.6(e)]

Whether conducted by a supervisor or an assigned member of the Internal Affairs Bureau, the following procedures shall be followed with regard to the accused employees:

- (a) Prior to any interview, the employee who is the subject of an investigation shall be served with a written notice with at least the following information:
 - 1. Summary of allegations.
 - 2. Date and time of interview.
 - 3. Identity of the investigator in charge.
 - 4. Employee's rights and responsibilities.
- (b) Interviews of accused employees shall be conducted during reasonable hours preferably at a time when employee is on duty or during the normal waking hours for the employee, unless the seriousness of the investigation requires otherwise. If the employee is off-duty, the employee shall be compensated in accordance with the current Memorandum of Understanding (Government Code §3303(a)).
- (c) No more than two interviewers may ask questions of an accused employee (Government Code §3303(b)).
- (d) Prior to any interview, an employee shall be informed of the nature of the investigation (Government Code §3303(c)).
- (e) All interviews shall be for a reasonable period and the employee's personal needs shall be accommodated (Government Code §3303(d)).
- (f) No employee shall be subjected to offensive or threatening language, nor shall any promises, rewards or other inducements be used to obtain answers. Any employee refusing to answer questions directly related to the investigation may be ordered to answer questions



Policy 1020

Scott LaChasse, Chief of Police

- administratively or be subject to discipline for insubordination. Nothing administratively ordered may be provided to a criminal investigator (Government Code §3303(e)).
- (g) Absent circumstances preventing it, the interviewer shall record all interviews of employees and witnesses. The employee may also record the interview. If the employee has been previously interviewed, a copy of that recorded interview shall be provided to the employee prior to any subsequent interview (Government Code §3303(g)). Audio recordings shall be retained with the administrative file upon closure of the investigation.
- (h) If the allegations involve potential criminal conduct, the employee shall be advised of his/her Constitutional rights pursuant to Lybarger (Lybarger v. City of Los Angeles (1985) 40 Cal.3d 822, 827). This admonishment shall be given administratively whether or not the employee was advised of these rights during any separate criminal investigation (Government Code §3303(h)).
- (i) All employees subjected to interviews that could result in punitive action shall have the right to have an uninvolved representative present during the interview. However, to maintain the integrity of each individual employee's statement, involved employees shall not consult or meet with a representative or attorney collectively or in groups prior to being interviewed (Government Code §3303(i)).
- (j) All employees shall provide complete and truthful responses to questions posed during interviews.
- (k) No employee may be compelled to submit to a polygraph examination, nor shall any refusal to submit to such examination be mentioned in any investigation (Government Code §3307).
- (I) No investigation shall be undertaken against any officer solely because the officer has been placed on a prosecutor's *Brady* list or the name of the officer may otherwise be subject to disclosure pursuant to *Brady v. Maryland*. However, an investigation may be based on the underlying acts or omissions for which the officer has been placed on a *Brady* list or may otherwise be subject to disclosure pursuant to *Brady v. Maryland* (Government Code §3305.5).

Witnesses

A witness employee is someone who is not the subject of an investigation and any statements provided by the employee are not likely to result in punitive action against the employee.

Witness employees are not entitled to representation. If during the interview of a witness employee the investigators develop a reasonable belief that the interview may focus on matters that are likely to result in punitive action against the witness employee, then the investigators shall end the witness interview and shall advise the employee that the he or she is entitled to representation before continuing the interview. The investigators may reschedule the interview to allow the employee a reasonable amount of time to consult with a representative. The representative shall not be a person subject to, or a witness in, the same investigation



Policy

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1020.7.1 ADMINISTRATIVE SEARCHES [52.2.6(b)(c)(d)]

Any employee may be compelled to disclose personal financial information pursuant to proper legal process if such information tends to indicate a conflict of interest with official duties, or, if the employee is assigned to or is being considered for a special assignment with a potential for bribes (Government Code §3308).

Employees may be required to be photographed or to participate in a line-up. Employees shall have no expectation of privacy when using telephones, computers, radios, or other communications devices provided by the Department.

Assigned lockers and storage spaces may only be administratively searched in the employee's presence, with the employee's consent, with a valid search warrant, or where the employee has been given reasonable notice that the search will take place (Government Code §3309).

All other departmentally assigned areas (e.g., desks, office space, and assigned vehicles) may be administratively searched by a supervisor, in the presence of an uninvolved witness, for noninvestigative purposes. (e.g., obtaining a needed report or radio). An investigative search of such areas shall only be conducted upon a reasonable suspicion that official misconduct is involved.

1020.7.2 TYPE 1 ADMINISTRATIVE INVESTIGATION REPORT FORMAT

Reports documenting personnel complaint investigations shall be detailed and complete. The reports should include the following information in a format established by the Department:

- Introduction To include the identity of the involved employees, the identity of the assigned investigator, and the date and the source of the complaint.
- Synopsis A very brief summary of facts giving rise to the investigation (more complex investigations should include an Executive Summary instead).
- Summary of Allegations Listing of allegations separately, including the applicable policy or misconduct reference.
- Evidence as to Each Allegation To include summaries of employee and witness statements and any other evidence related to each allegation.

Conclusion - A recommendation regarding further action or disposition with a brief factual support.

Exhibits – A separate list of attachments (recordings, photos, documents).

Administrative Reviews should be submitted using a memorandum format and should include the following sections:

- (a) Synopsis
- (b) Summary
- (c) Conclusion



Policy

Scott LaChasse, Chief of Police

1020.7.3 ADMINISTRATIVE INQUIRY OF TYPE 2 COMPLAINT

Type 2 complaints involve minor conduct issues with employees with no recent history of similar behavior. A Type 2 Administrative Inquiry is designed to efficiently and informally investigate the matter, determine a disposition as described in §1020.8, and when warranted, initiate a timely and appropriate corrective action that does not exceed a Comment Card entry.

Since Type 2 complaints are not likely to result in punitive action against an employee, supervisors may interview the subject employee in the normal course of duty without invoking the employee's right to representation per Government Code §3303(i). However, if at any time during the inquiry, information beyond the initial complaint is revealed indicating that disciplinary action may be warranted, the supervisor shall cease the employee interview and proceed under the Type 1 Complaint protocols.

1020.7.4 TYPE 2 ADMINISTRATIVE INQUIRY REPORT FORMAT

The report shall contain a summary of the statements of the employee and complainant and a disposition.

1020.8 DISPOSITION OF PERSONNEL COMPLAINTS [52.2.8]

Each allegation shall be classified with one of the following dispositions:

- Unfounded When the investigation discloses that the alleged act(s) did not occur or did not involve department personnel. Complaints that are determined to be frivolous will be classified as unfounded (Penal Code §832.5(c)).
- Exonerated When the investigation discloses that the alleged act occurred, but that the act was justified, lawful, or proper.
- Not Sustained When the investigation discloses that there is insufficient evidence to sustain the complaint or fully exonerate the employee.
- Sustained When the investigation discloses sufficient evidence to establish that the act occurred and that it constituted misconduct.

If an investigation discloses misconduct or improper job performance which was not alleged in the original complaint, the investigator shall take appropriate action with regard to any additional allegations.

1020.9 COMPLETION OF INVESTIGATIONS [52.2.3]

Every investigator or supervisor assigned to investigate a personnel complaint or other alleged misconduct shall proceed with due diligence in an effort to complete the investigation within one year from the date of discovery by an individual authorized to initiate an investigation. In the event that an investigation cannot be completed within one year of discovery, the assigned investigator or supervisor shall ensure that an extension or delay is warranted within the exceptions set forth in Government Code §3304(d) or §3508.1. If the nature of the allegations dictate that confidentiality is necessary to maintain the integrity of the investigation, the involved employees need not be notified of



Policy 1020

Scott LaChasse, Chief of Police

the pending investigation unless and until the employee is interviewed or formally charged within one year of discovery.

Upon completion, the report should be forwarded through the chain of command to the commanding officer of the involved employees.

Once received, the Chief of Police may accept or modify the classification and recommendation for disciplinary action contained in the report.

1020.9.1 CONFIDENTIALITY OF PERSONNEL FILES [26.1.8; 52.1.2]

All investigations of personnel complaints shall be considered confidential peace officer personnel files. The contents of such files shall not be revealed to other than the involved employee or authorized personnel, except pursuant to lawful process.

In the event that an accused employee (or the representative of such employee) knowingly makes false representations regarding any internal investigation and such false representations are communicated to any media source, the Department may disclose sufficient information from the employee's personnel file to refute such false representations (Penal Code §832.7).

1020.9.2 RECORD MAINTENANCE AND SECURITY [52.1.2]

A record of all complaints shall be maintained in the Department's electronic administrative case management system (IA Pro). Hard copies of all complaints are maintained in a designated secure file room in the Administration Division. Documentation of sustained allegations shall be included in the employee's personnel file. Documentation of allegations that are unfounded, exonerated, or not sustained shall be maintained apart from the employee's personnel file.

All formal personnel complaints shall be maintained for a period of no less than five years (<u>Penal Code</u> §832.5). Per <u>Government Code</u> §34090 (et seq.), all personnel investigations (those that originate internally) shall be maintained for no less than two years. This Department, however, will maintain personnel investigations indefinitely.

1020.10 NOTIFICATION TO COMPLAINANT [52.2.4(b)(c)]

The assigned investigator will make every effort to contact the complainant. The investigator will explain the investigation process and provide the complainant with periodic status reports of the case.

Within 30 days of the final review of the completed investigation by the Chief of Police, written notice of the findings shall be sent to the complaining party. This notice shall indicate the findings but shall not disclose the details of any imposed discipline (Penal Code §832.7).

Any complaining party who is not satisfied with the findings of the Department concerning their complaint may contact the Chief of Police or designee to discuss the matter further.



Policy 1020

Scott LaChasse, Chief of Police

1020.11 ANNUAL REPORTS [52.1.5]

IAB shall compile statistical summaries of internal affairs investigations completed during the last calendar year and prepare a report to provide to the Chief of Police no later than July 31 of each year.

The report should contain the following information:

- (a) Total number of administrative investigations.
- (b) Total number of citizen complaints and the number sustained.
- (c) Total number of personnel investigations and the number sustained.
- (d) Total number of employee traffic collisions or incidents and the number classified as preventable.
- (e) Total numbers for each of the following categories of administrative action:
 - 1. Written Reprimands.
 - 2. 1-5 Day Suspension.
 - 3. 6-10 Day Suspensions.
 - 4. 11-30 Day Suspensions.
 - 5. Terminations.

Copies of the annual report will be made available to the public and agency employees. The annual report will be posted on the Department's website.

1020.12 ADMINISTRATIVE REVIEWS

Administrative Reviews may be initiated by a rank of Captain or higher to initiate a review of circumstances that may be a concern to the Department. An Administrative Review may be the basis for a personnel investigation if such information is developed during the review or it may be a formal evaluation of information that may be a potential liability for the Department. All Administrative Reviews shall be reviewed and closed by the Deputy Chief. Closed Administrative Reviews shall be filed by the Executive Assistant and retained for at least five years. Administrative Reviews will also be stored in IA Pro.

1020,13 HANDLING OF SERVICE COMPLAINTS

Any complaint that upon review is determined to involve the delivery of services or the Department's policies or procedures governing the delivery of services shall be forward to the appropriate Division Commander. Upon receipt, the Division Commander shall review the complaint and contact the complainant to answer any questions about delivery of service that was the subject of the complaint. Following the interview with the complainant, the handling Division Commander will prepare a disposition memorandum addressed to the Deputy Chief, including any recommendations for policy or procedure changes.



Policy 1020

Scott LaChasse, Chief of Police

If during the interview the complainant alleges employee misconduct, then the Division Commander shall initiate a citizen complain per §1020.3.

Closed Service Complaints shall be filed by the Executive Assistant and retained for at least five years.

1020.14 HANDLING OF JUDICIAL COMPLAINTS

Any complaint that upon review is determined to involve the judicial process (court, judge) or a prosecutorial agency (District Attorney's Office or City Attorney's Office) shall be forwarded to the Investigation Division Commander. The Investigation Division Commander will determine if the complaint should be forwarded to the entity that is the subject of the complaint. If a complaint is forwarded to another entity, it should be closed by this Department as "Judicial Review." In either case, the Investigation Division Commander should contact and inform the complainant of the Department's disposition of the complaint.



CITY OF CULVER CITY

9770 CULVER BOULEVARD CULVER CITY, CALIFORNIA 90232-0507 CITY HALL Tel. (310) 253-6000 FAX (310) 253-6010 THOMAS AUJERO SMALL MAYOR

MEGHAN SAHLI-WELLS VICE MAYOR

COUNCIL MEMBERS GÖRAN ERIKSSON ALEX FISCH DANIEL LEE

October 22, 2018

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

Re: Response – Policing the Police

Honorable Presiding Judge Buckley:

We, the Mayor and Chief of Police of the City of Culver City have reviewed the findings and recommendations made by the recent Los Angeles County Civil Grand Jury's investigation regarding the Citizen's Complaint Process and Internal Affairs Functions of the Culver City Police Department. The Chief of Police has reviewed the report along with his Command Staff and Professional Standards Office. The responses from the Culver City Police Department and the Mayor of Culver City are below.

Item: 1.1.a: Police departments should improve the availability of complaint forms to members of the public by having clear signs indicating the location and complaint forms in multiple languages reflective of the community served by the police department.

Response: It is the policy of the Culver City Police Department to maintain complaint forms in a clearly visible location in the public area of the police station. Personnel complaint forms in languages other than English may also be provided, as determined necessary or practicable. Per the United States Census Bureau July 1, 2017 statistics, the two largest groups of residents in the City of Culver City are White 63.9% and Hispanic 23.4%, therefore the Culver City Police Department provides complaint forms in English and Spanish. https://www.census.gov/quickfacts/fact/table/culvercitycitycalifornia/PST045217

Item: 1.1.b: Police departments should improve the availability of complaint forms to members of the public by having complaint forms freely available in the police station without the need to request the form from police personnel.

Response: It is the policy of the Culver City Police Department to maintain complaint forms in a clearly visible location in the public area of the police facility. Occasionally the location of where the compliant forms are displayed becomes empty and does not always get replenished in a timely manner. The Culver City Police Department will be diligent in ensuring that the display of complaint forms is maintained and regularly replenished with readily available forms.

Judge Buckley October 22, 2018 Page 2

Item 1.1.c: Police departments should improve the availability of complaint forms to members of the public by having complaint forms located in multiple public facilities including city hall, libraries and community centers.

Response: It is the policy of the Culver City Police Department to maintain complaint forms in a clearly visible location in the public area of the police facility and be accessible through the department website. The Culver City Police Department will consider whether to make complaint forms available at other public facilities.

Item 1.1.e: Police departments should improve the availability of complaint forms to members of the public by having complaint forms on the police department website in multiple languages reflective of the community served by the police department.

Response: Since the Civil Grand Jury's investigation, the Culver City Police Department has posted complaint forms in English and Spanish on its website under the Administration Bureau section. www.culvercitypd.org/city-hall/city-government/city-departments/police/administration-investigations-bureau/complaint-reporting-procedure

Item 1.2.b: Police departments should improve their citizen complaint process by developing the ability for complaints to be made online.

Response: The Culver City Police Department considered this recommendation and has since posted complaint forms in English and Spanish on the Culver City Police Department website. Additionally, a person can make a complaint against a Police Department employee through the City's website through the Culver City Access link: http://user.govoutreach.com/culvercity/support.php?cmd=shell

Item 1.6: Police Departments should comply with the legal requirement that each police department receiving a citizen complaint, release to the complaining party a copy of their own statements at the time the complaint is filed as required by Penal Code 832.7(b).

Response: It is the policy of the Culver City Police Department that a complainant shall be provided with a copy of his/her statement at the time it is filed with the Department per Penal Code 832.7(b). The Culver City Police Department makes every effort ensure that every complaining party receives a copy of his/her statement upon making a personnel complaint.

Item: 1.7: Police departments not in compliance with the legal requirement of Penal Code 832.7(e) (1) to provide written notification to complaining party of the disposition of the

Judge Buckley October 22, 2018 Page 3

complaint within 30 days, should take appropriate steps to come into compliance with this requirement.

Response: It is the policy of the Culver City Police Department that the Chief of Police or the authorized designee shall ensure that the complainant is notified of the disposition (i.e., sustained, not sustained, exonerated, unfounded) of the complaint per Penal Code § 832.7(e)(1). The Culver City Police Department makes every effort to ensure the disposition of any complaint is released to the complaining party within 30 days of the final disposition.

Item: 1.9: Police departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations.

Response: It is the policy of the Culver City Police Department that all complaints be courteously accepted by any Department member and promptly given to the appropriate supervisor. Supervisors shall ensure that all formal and informal complaints are documented on a complaint form. The supervisor shall ensure that the nature of the complaint is defined as clearly as possible. All complaints and inquiries should also be documented in a log that records and tracks complaints. The log shall include the nature of the complaint and the actions taken to address the complaint.

Item: 1.10: Police departments that do not use a program or application for managing complaints and investigations should consider doing so.

Response: Since the Civil Grand Jury's investigation, the Culver City Police Department has purchased and implemented IAPRO as its complaint management solution.

Item: 1.11: Police departments that do not use findings resulting from investigations of citizen complaints to identify potential problems should do so.

Response: The Chief of Police and Command Staff carefully reviews all personnel investigation findings and takes preventative measures to correct and modify negative behavior. Additionally, they monitor any subsequent personnel complaints made against a specific officer to identify any patterns of negative behavior that could be corrected before it becomes a greater problem for the public and the department.

Judge Buckley October 22, 2018 Page 4

Item: 1.13: Police departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process.

Response: Culver City Police Department Supervisors continuously provide educational roll call briefings on the Department's complaint process as well as the importance of providing a citizen with a complaint form without delay. Additionally, the Department's complaint procedures are posted on the department's website under the Administration Bureau section. www.culvercitypd.org/city-hall/city-government/city-departments/police/administration-investigations-bureau/complaint-reporting-procedure

Item: 1.14: Police departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Response: Noted.

Sincerely,

Thomas Aujero Small

Mayor

City of Culver City

Scott Bixby

Chief of Police

Culver City Police Department

Scott Bifley



CITY OF EL MONTE THE OFFICE OF THE CITY COUNCIL

January 17, 2019

(E-mail: civilgrandjury@lacourt.org)
Ms. Alice B. Grigsby, Chairperson Continuity Committee
2018-19 Los Angeles County Civil Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 W. Temple Street, Room 11-506
Los Angeles, CA 90012

Dear Ms. Grigsby:

I am in receipt of your letter dated January 7, 2019, regarding the City of El Monte's response to the review of the 2017-18 Los Angeles County Civil Grand Jury Final Report published on June 30, 2018 ("Final Report").

It is my understanding the City's response required my signature. Please be informed that I have reviewed the City of El Monte's response to the Final Report and am in agreement with the response provided by our Police Chief David Reynoso.

If you need further approvals, please do not hesitate to contact me at (626) 580-2001. Thank you for your assistance in this matter.

Sincerely,

ANDRÉ QUINTERO Mayor, City of El Monte



CITY OF EL MONTE





POLICE DEPARTMENT



August 15, 2018

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, California 90012

> Re: Los Angeles County Civil Grand Jury Investigation Response to Recommendations – City of El Monte

Dear Presiding Judge Buckley:

Outlined below is the City of El Monte Police Department's response to the Los Angeles County Civil Grand Jury's recommendations relating to the handling of complaints submitted by the public.

RECOMMENDATION 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

a. Clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department.

RESPONSE:

We will comply by indicating the location of complaint forms in multiple languages.

RECOMMENDATION 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

 Complaint forms freely available in the police station without the need to request the form from police personnel.

RESPONSE:

We will comply by making the complaint forms freely available.

RECOMMENDATION 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

c. Complaint forms will be made available within the lobby of City Hall.

Presiding Judge Daniel J. Buckley August 15, 2018 Page 2

RESPONSE:

This is our current practice and we are in compliance.

RECOMMENDATION 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

e. Complaint forms on the police website in multiple languages reflective of the community serviced by the police department.

RESPONSE:

We will comply by placing the complaint forms on the police department website.

RECOMMENDATION 1.2: Developing the ability for complaints to be made online.

RESPONSE:

We will comply with the recommendation. Complaint forms will be made available on-line in PDF format. The complaint can be emailed to the Professional Standards Unit.

RECOMMENDATION 1.5: Police departments should revise their complaint forms to provide an opportunity for the complaining party to provide a statement or description of what occurred to generate the complaint.

RESPONSE:

This is our current practice and we are in compliance as the opportunity to provide a statement on complaint form is in place.

RECOMMENDATION 1.6: Police departments should comply with the legal requirement that each police department receiving a complaint, release to the complaining party a copy of their own statements at the time the complaint is filed as required by Penal Code 832.7(b).

RESPONSE:

This is our current practice and we are in compliance.

RECOMMENDATION 1.7: Police departments not in compliance with the legal requirement Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days should take appropriate steps to come into compliance with this requirement.

RESPONSE:

This is our current practice and we are in compliance.

Presiding Judge Daniel J. Buckley August 15, 2018 Page 3

RECOMMENDATION 1.9: Police departments should accept and log all citizen

complaints regardless of their initial assessment of the

seriousness of the allegation.

RESPONSE:

This is our current practice and we are in compliance.

RECOMMENDATION 1.10: Police departments that do not use a program or

application for managing complaints and investigations

should consider doing so.

RESPONSE:

We have purchased investigative software, IApro, to

manage complaints and investigations. We are currently in

the process of implementing its use.

RECOMMENDATION 1.11: Police departments that do not use findings resulting from

investigations of citizen complaints to identify potential

problems should do so.

RESPONSE:

This is our current practice and we are in compliance. This

is completed manually. However, once the IApro software

is implemented, the practice will be automated.

RECOMMENDATION 1.13: Police departments should promote detailed and ongoing

education and training in all aspects of their citizen

complaint process.

RESPONSE:

This is our current practice and we are in compliance.

RECOMMENDATION 1.14: Police departments should consider developing an appeal

process to be initiated when a complainant is dissatisfied

with the result of an investigation or disposition.

RESPONSE:

We will not consider this recommendation at this time.

Should you have any questions, please contact Sergeant Jason Chao at (626) 580-2118.

Sincerely,

DAVID R. REYNOSO

Chief of Police

DRR:JC:pg



613 East Broadway, Suite 200 Glendale, California 91206-4391 Tel. 818 548-4844 Fax 818 547-6740 www.ci.glendale.ca.us

September 24, 2018

Presiding Judge Daniel J. Buckley LOS ANGELES COUNTY SUPERIOR COURT Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

RE: Response to 2017-2018 Los Angeles County Civil Grand Jury Report on Citizen Complaint Process and Internal Affairs Function

Dear Honorable Presiding Judge Daniel J. Buckley:

The following are the responses of the City of Glendale to the findings and recommendations contained in the report entitled, "The Citizen Complaint Process and Internal Affairs Function" contained in the 2017-2018 Los Angeles County Civil Grand Jury Final Report. The responses were approved by the Mayor and City Council on September 18, 2018, during a regularly scheduled meeting.

Recommendation 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

a. Clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department.

Response: The City of Glendale does not believe this recommendation is necessary for its Police Department. The Glendale Police Department has a rich tradition based in the community policing philosophy, engagement with our community, and exceptional customer service. Our department encourages open communication with members of the community and will invest the time to understand concerns, resolve issues, and address misconduct. The Department provides ample opportunity for someone who merely wishes to file a complaint form, but our experience has taught us that we are more effective addressing concerns brought to our attention through a high level of customer service and personal interaction. In any case, complaint forms are readily available to individuals who request them regardless of whether the request is made at the Police Department, City Attorney's Office, the City Manager's Office, or the City Clerk's Office. In addition, complaint forms in English, Spanish, and Armenian are available on the Police Department's website.



Recommendation 1.1:

b. Complaint forms freely available in the police station without the need to request the form from police personnel.

Response: The City of Glendale is committed to providing exceptional and professional customer service. Members of the public, who do not want to request a form from police personnel, may obtain complaint forms from the City Attorney's Office, the City Manager's Office, and the City Clerk's Office. In addition, downloadable complaint forms (PDF) are available in Armenian, Spanish, and English on the Police Department's website. Since the complaint forms are available without the need to request them from police personnel, this recommendation will not be implemented.

Recommendation 1.2: Police departments should improve their citizen complaint process by:

b. Developing the ability for complaints to be made online.

Response: The Glendale Police Department's website provides electronically fillable complaint forms allowing members of the public to complete the form, save it, and submit it to the Police Department. The Glendale Police Department has implemented this recommendation by adding an email address to its Complaint Page to facilitate the submission of complaints forms via email to the Police Department.

Recommendation 1.3: Police departments that include warnings that may intimidate or discourage persons from making a complaint on complaint forms or related materials should remove those warnings.

Response: The Glendale Police Department accepts complaints in a variety of manners, whether or not the complaint form is used, including telephonically and anonymously. The Glendale Police Department has never used its complaint form warning as a basis to prosecute any individual. However, the Glendale Police Department believes that an egregious and knowingly false complaint made with malice should not be overlooked. Although the Grand Jury's report did not provide any empirical evidence to support this recommendation, in the spirit of maintaining strong relationships with our community, the recommendation will be studied for an appropriate course of action. Because community input is an important part of this review, more time is necessary to identify a completion date.

Recommendation 1.9: Police departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations.

Response: This is, and has been, the practice of the Glendale Police Department, as such, this recommendation has already been implemented.

Recommendation 1.11: Police departments that do not use findings resulting from investigations of citizen complaints to identify potential problems should do so.

Response: The Glendale Police Department is a relatively small department with an expectation that its managers and supervisors be actively engaged with their personnel. The Glendale Police Department uses the results of investigations to determine appropriate action. The Glendale Police Department has purchased and is in the process of implementing a software program to expand its ability to identify recurring issues that may require attention.

Recommendation 1.13: Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process.

Response: The Glendale Police Department has a policy regarding personnel complaints. It is expected that department personnel be familiar with this policy. By the end of the year, the Glendale Police Department will add this policy to the curriculum for periodic and recurrent training to supervisors and managers.

Recommendation 1.14: Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Response: In the event a complainant is dissatisfied with the disposition in an investigation, requests may be (and have been) made to the Chief of Police for reconsideration. The Glendale Police Department will not be implementing this recommendation at this time due to budgetary and personnel constraints.

Sincerely,

Zareh Sinanyan

Mayor of Glendale



613 E. Broadway, Suite 200 Glendale, CA 91206-4308 Tel. (818) 548-4844 Fax (818) 547-6740 glendaleca.gov

September 24, 2018

Presiding Judge Daniel J. Buckley LOS ANGELES COUNTY SUPERIOR COURT Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

RE: Response to 2017-2018 Los Angeles County Civil Grand Jury Report on Citizen Complaint Process and Internal Affairs Function

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Recommendation 1.1:

b. Complaint forms freely available in the police station without the need to request the form from police personnel.

Response: The City of Glendale is committed to providing exceptional and professional customer service. Members of the public, who do not want to request a form from police personnel, may obtain complaint forms from the City Attorney's Office, the City Manager's Office, and the City Clerk's Office. In addition, downloadable complaint forms (PDF) are available in Armenian, Spanish, and English on the Police Department's website. Since the complaint forms are available without the need to request them from police personnel, this recommendation will not be implemented.

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Recommendation 1.11: Police departments that do not use findings resulting from investigations of citizen complaints to identify potential problems should do so.

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Recommendation 1.13: Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process.

Response: The Glendale Police Department has a policy regarding personnel complaints. It is expected that department personnel be familiar with this policy. By the end of the year, the Glendale Police Department will add this policy to the curriculum for periodic and recurrent training to supervisors and managers.

Recommendation 1.14: Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Response: In the event a complainant is dissatisfied with the disposition in an investigation, requests may be (and have been) made to the Chief of Police for reconsideration. The Glendale Police Department will not be implementing this recommendation at this time due to budgetary and personnel constraints.

Sincerely,

Yasmin K. Beers City Manager

Carl Povilaitis
Chief of Police



CITY OF INGLEWOOD

Office of the Mayor



James T. Butts, Jr. Mayor

September 18, 2018

Honorable Daniel J. Buckley, Presiding Judge Los Angeles Superior Court, 210 West Temple Street, Room 11-506 Los Angeles, CA 90012

Dear Judge Buckley:

The City of Inglewood has received the 2017-18 Grand Jury Report, *Policing the Police: The Citizen Complaint Process and Internal Affairs Function.* The City of Inglewood is named as one of the affected agencies and is required to respond. Pursuant to California Penal Code 933 and 933.05, we submit this response to the Grand Jury's Final Report published on June 29, 2018.

There were fourteen overall findings related to the cities listed in the survey and seven recommendations made for the City of Inglewood in the Grand Jury Report that require a response from the City.

Following is the response from Mayor James T. Butts Jr. and Police Chief Mark Fronterotta to the seven recommendations regarding the City of Inglewood:

Recommendation 1.1(a): "Police departments should improve the availability of complaint forms to members of the public by having clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department."

The City of Inglewood Police Department has implemented this recommendation. The Report noted that Inglewood was one of only three of the cities surveyed had clear signage indicating the location of complaint forms; however, none of the signs were in languages other than English. The Department has added signs in Spanish.

Recommendation 1.1(c): "Police departments should improve the availability of complaint forms to members of the public by having complaint forms located in multiple public facilities including city hall, libraries and community centers."

The City of Inglewood Police Department has implemented this recommendation.

Recommendation 1.2(b): "Police departments should improve their citizen complaint process by developing the ability for complaints to be made online."

The City of Inglewood Police Department has implemented this recommendation.

Letter to Grand Jury Re: Citizen Complaints September 18, 2018

Recommendation 1.7: "Police departments not in compliance with the legal requirement Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days, should take appropriate steps to come into compliance with this requirement."

The Inglewood Police Department agrees with this recommendation which has been implemented.

The Report noted that Inglewood was in 95% compliance with the written notification requirement. The 5% non-compliance was due to three investigations from 2015. In two instances complaining parties were notified telephonically of the disposition. In a single investigation from 2015 there is no record of a closing disposition letter. Internal Affairs staff understands this legal requirement and has been in 100% compliance from 2016-present.

Recommendation 1.9: "Police departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations."

This recommendation, which was given to all departments in the Report, has previously been implemented by the Inglewood Police Department. The Report noted in Exhibit 4 that the Inglewood Police Department was one of only two departments that does not "Attempt to resolve prior to log."

Recommendation 1.13: "Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process."

This recommendation, which was given to all departments in the Report, has previously been implemented by the Inglewood Police Department. Under Inglewood Police Department policy all employees are responsible for familiarizing themselves with all policies and procedures. Staff that is likely to come into contact with citizens are required to know the policy and procedure for providing citizens with complaint forms. If an employee does not immediately know the answer to a citizen's question, they are to research it or put the citizen in touch with someone who has the information requested.

As stated in the Department's Mission Statement, all employees are tasked with providing courtesy and objectivity towards all people, including citizens exercising their right to file a complaint.

Recommendation 1.14: "Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition."

The City disagrees with this recommendation.

The City of Inglewood is committed to allowing citizens to file complaints and having those complaints vigorously investigated to determine their validity. Once an investigation is concluded, the investigation is referred to an uninvolved Captain for review and disposition recommendation for the Chief of Police. If during the review and disposition process, a Captain or the Chief of

Letter to Grand Jury Re: Citizen Complaints September 18, 2018

Police determines that further investigation is warranted, then Internal Affairs conducts such warranted follow-up.

Additionally, if a citizen complainant has new information or evidence substantiating their complaint, the Inglewood Police Department shall investigate the matter further.

Furthermore, a potential appeals process may conflict with State law, specifically the Public Safety Officers Procedural Bill of Rights Act (Government Code Sections 3300-3312).

The above concludes the City's response to the Grand Jury's Report on *Policing the Police: The Citizen Complaint Process and Internal Affairs Function.* The City respectfully submits this response to the Grand Jury and thanks you for your efforts associated with this 2017-18 Grand Jury Report.

JAMES T. BUTTS, JR.

Inglewood Mayor

MARK FRONTEROTTA

Chief of Police



207 N. GARFIELD AVENUE PASADENA, CA 91101 (626) 744-4501

October 17, 2018

Daniel J. Buckley, Presiding Judge Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

Honorable Judge Buckley:

On June 29, 2018, the County of Los Angeles Grand Jury released a report entitled "Policing the Police." The Pasadena Police Department was one of 12 agencies to be randomly selected for the County Grand Jury investigation to review the citizen complaint process and internal affairs functions. The Pasadena Police Department was asked to respond to several recommendations. The following recommendations were made:

- **1.1** Police departments should improve the availability of complaint forms to members of the public by having:
 - **a.** Clear signs indicating the location of complaint forms in multiple languages reflecting the community served by the police department (All twelve police departments).

Response: The Pasadena Police Department agreed with this recommendation and has affixed clear signage in the public lobby of the Police Department, indicating the location of complaint forms in English and Spanish.

- 1.2 Police Departments should improve their citizen complaint process by:
 - **b.** Developing the ability for complaints to be made online.

Response: The Pasadena Police Department agrees with this recommendation and has the ability to file complaints online as of July 2, 2018.

1.3 Police Departments that include warnings that may intimidate or discourage persons from making a complaint on complaint forms should remove those warnings.

Response: The Pasadena Police Department agrees with this recommendation and is in the process of removing the language and printing new forms. This shall be completed by August 6, 2018.

Excellence · Innovation · Integrity

1.7 Police departments not in compliance with the legal requirement Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days.

Response: The Pasadena Police Department agrees with this recommendation and will track all written notification to complaints in a tracking software known as IA Pro. This commenced on July 2, 2018.

1.9 Police Departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations.

Response: The Pasadena Police Department agrees with this recommendations and will evaluate on how to proceed to properly record all public complaints received by the public. This effort will require more time to identify a completion date.

1.13 Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process.

Response: The Pasadena Police Department agrees with this recommendation and will provide education and training to the public and department employees about the complaint process.

1.14 Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Response: The Pasadena Police Department continues to allow individuals not in agreement with the outcome of a personnel complaint; or otherwise, dissatisfied with the outcome to meet with the Chief of Police or his/her designee to discuss the concerns. With consideration to the Grand Jury report conclusion in 1.14, the Pasadena Police Department continues to evaluate this recommendation and will make a determination no later than December 2018.

Sincerely,

Interim Chief of Police

JP:olb



Office of the Mayor

August 28, 2018

Daniel J. Buckley, Presiding Judge Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

Honorable Judge Buckley:

On June 29, 2018, the County of Los Angeles Grand Jury released a report entitled "Policing the Police." The Pasadena Police Department was one of 12 agencies to be randomly selected for the County Grand Jury investigation to review the citizen complaint process and internal affairs functions. The Pasadena Police Department was asked to respond to several recommendations. The following recommendations were made:

- 1.1 Police departments should improve the availability of complaint forms to members of the public by having:
 - a. Clear signs indicating the location of complaint forms in multiple languages reflecting the community served by the police department (All twelve police departments).

Response: The Pasadena Police Department agreed with this recommendation and has affixed clear signage in the public lobby of the Police Department, indicating the location of complaint forms in English and Spanish.

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 - **b.** Developing the ability for complaints to be made online.

Response: The Pasadena Police Department agrees with this recommendation and has the ability to file complaints online as of July 2, 2018.

1.3 Police Departments that include warnings that may intimidate or discourage persons from making a complaint on complaint forms should remove those warnings.

Response: The Pasadena Police Department agrees with this recommendation and is in the process of removing the language and printing new forms. This shall be completed by August 6, 2018.

Honorable Judge Buckley Los Angeles Superior Court August 28, 2018 Page 2 of 2

- 1.7 Police departments not in compliance with the legal requirement Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days.
 - **Response:** The Pasadena Police Department agrees with this recommendation and will track all written notification to complaints in a tracking software known as IA Pro. This commenced on July 2, 2018.
- 1.9 Police Departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations.
 - **Response:** The Pasadena Police Department agrees with this recommendations and will evaluate on how to proceed to properly record all public complaints received by the public. This effort will require more time to identify a completion date.
- **1.13** Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process.
 - **Response:** The Pasadena Police Department agrees with this recommendation and will provide education and training to the public and department employees about the complaint process.
- **1.14** Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.
 - Response: The Pasadena Police Department continues to allow individuals not in agreement with the outcome of a personnel complaint, or otherwise dissatisfied with the outcome, to meet with the Chief of Police or his/her designee to discuss the concerns. With consideration to the Grand Jury report conclusion in 1.14, the Pasadena Police Department continues to evaluate this recommendation and will make a determination no later than December 2018.

Sincerely.

TERRY TORNEK

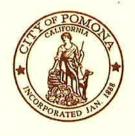
Mayor



Office of the Police Chief

August 3, 2018

Presiding Judge Daniel J. Buckley
Los Angeles County Superior Court
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, 11th Floor, Room 11-506
Los Angeles, California 90012



"Working Together Pomona's Future..."

Re:

Los Angeles County Civil Grand Jury Investigation Response to Recommendations – City of Pomona

Outlined below is the City of Pomona Mayor's, and Pomona Police Department's response to the Los Angeles County Civil Grand Jury's recommendations relating to the handling of complaints submitted to the public.

RECOMMENDATION 1.1:

Police departments should improve the availability of complaint forms to members of the public by having:

a. Clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department.

RESPONSE:

We will comply by indicating the location of complaint forms in multiple languages reflective of the community served.

RECOMMENDATION 1.1:

Police departments should improve the availability of complaint forms to members of the public by having:

b. Complaint forms freely available in the police station without the need to request the form from police personnel.

RESPONSE:

Complaint forms have been placed in the police department's lobby for free and open access without the need to request the form from police personnel.

RECOMMENDATION 1.1:

Police departments should improve the availability of complaint forms to members of the public by having:

d. Complaint forms in multiple languages reflective of the community served by the police department.

RESPONSE:

We will comply and we are in the process of creating complaint forms in languages reflective of the community served by the police department. RECOMMENDATION 1.1: Police departments should improve the availability of

complaint forms to members of the public by having:
e. Complaint forms on the police department website in
multiple languages reflective of the community serviced by

the police department.

RESPONSE: Currently our complaint form is available on the

Department's website. We will comply by making complaint forms in additional languages reflective of the community served by the police department available on the department

website.

RECOMMENDATION 1.2: Police departments should improve their citizen complaint

process by:

b. Developing the ability for complaints to be made online.

RESPONSE: We have made citizen complaint forms available online.

RECOMMENDATION 1.7: Police departments not in compliance with legal requirement

Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days, should take appropriate steps to come into

compliance with this requirement.

RESPONSE: Exhibit 4 in the Investigative Report indicated we were 51%

in compliance with this recommendation. In an attempt to achieve 100% compliance, we will send a letter to the complainant within 30 days of completion of the investigation

regarding the disposition of their complaint.

RECOMMENDATION 1.9: Police departments should accept and log all citizen

complaints regardless of their initial assessment of the

seriousness of the allegations.

RESPONSE: This is now our current practice and we are in compliance.

RECOMMENDATION 1.13: Police departments should promote detailed and

ongoing education and training in all aspects of their citizen

complaint process.

RESPONSE: We will provide training on the procedures and the

acceptance of obtaining citizen complaints to any, and all personnel who are subject to knowing the current practices.

RECOMMENDATION 1.14: Police departments should consider developing an

appeal process to be initiated when a complainant is

dissatisfied with the result of an investigation or disposition.

RESPONSE: Recommendation noted, and will be considered.



CITY COUNCIL

September 27, 2018

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court

Los Angeles, California 90012

Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506

MAYOR

SYLVIA BALLIN

VICE MAYOR ANTONIO LOPEZ

COUNCILMEMBER

ROBERT C. GONZALES

COUNCILMEMBER JOEL FAJARDO

Re: L.A. County Civil Grand Jury Investigation Response to Recommendations – City of San Fernando

COUNCILMEMBER JAIME SOTO

Outlined below is the City of San Fernando Police Department's response as required by California Penal Code Sections 933 (c), 933.05 (a), and 933.05 (b) to the L.A. County Civil Grand Jury's recommendations relating to the handling of complaints submitted by the public.

RECOMMENDATION 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

> a. Clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department.

RESPONSE:

The San Fernando Police Department will comply by indicating the location of complaint forms in multiple languages.

POLICE DEPARTMENT

910 First Street San Fernando California 91340

RECOMMENDATION 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

OFFICE OF THE POLICE CHIEF (818) 898-1250

DETECTIVE DIVISION (818) 898-1256

PATROL DIVISION (818) 898-1267

RECORDS DIVISION (818) 898-1281

SUPPORT SERVICES DIVISION (818) 898-1267

c. Complaint forms located in multiple public facilities including city hall, libraries and community centers.

RESPONSE:

Complaint forms and brochures are currently available in the lobby of the Police Department. The San Fernando Police Department will include the availability of the complaint forms and brochures in the lobby of City Hall.

www.sfcity.org

RECOMMENDATION 1.1: Police departments should improve the availability of complaint forms to members of the public by having:

e. Complaint forms on the police department website in multiple languages reflective of the community serviced by the police department.

RESPONSE:

The San Fernando Police Department is in compliance.

RECOMMENDATION 1.2: Police departments should improve their citizen complaint process by:

a. Allowing complaints to be made by telephone.

RESPONSE:

The San Fernando Police Department will comply by taking telephonic complaints.

RECOMMENDATION 1.2: Police departments should improve their citizen complaint process by:

b. Developing the ability for complaints to be made online.

RESPONSE:

The San Fernando Police Department is in the process of developing the ability to receive complaints online through our website, which should be operational within the next six months.

RECOMMENDATION 1.4: Police Departments should make a written description of the procedure used to investigate complaints available to the public as required by the California Penal Code 832.5(a)(1).

REPONSE: The San Fernando Police Department is in compliance.

RECOMMENDATION 1.6: Police departments should comply with the legal requirement that each police department receiving a

citizen complaint, release to the complaining party a copy of their own statements at the time the complaint is filed as required by Penal code 832.7(b).

RESPONSE: The San Fernando Police Department will comply

and mandate (by policy and procedure) that all those who receive a Personnel Complaint, provide a copy

of the complaint to the complaining party.

RECOMMENDATION 1.7: Police departments not in compliance with legal

requirement Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days, should take appropriate steps to come into compliance with

this requirement.

RESPONSE: The San Fernando Police Department will comply.

RECOMMENDATION 1.8: Police departments that do not number, log and track

complaints should develop a system for doing so.

RESPONSE: The San Fernando Police Department has

developed a system to log and track complaints.

RECOMMENDATION 1.9: Police departments should accept and log all citizen

complaints regardless of their initial assessment of

the seriousness of the allegations.

RESPONSE: The San Fernando Police Department has

developed a system to log and track complaints.

RECOMMENDATION 1.10 Police departments that do not use a program or

application for managing complaints and investigations should consider doing so.

RESPONSE: The San Fernando Police Department utilizes a

Microsoft Excel spreadsheet as a tracking program.

RECOMMENDATION 1.11 Police departments that do not use findings

resulting from investigations of citizen complaints

to identify potential problems should do so.

RESPONSE:

The San Fernando Police Department will comply

with this recommendation.

RECOMMENDATION 1.12 Police departments should establish procedures or

a system to ensure it adequately maintains records related to citizen complaints regarding police for a period of five years as required by the California

Penal Code 832.5(b).

RESPONSE:

The San Fernando Police Department will comply

with this recommendation.

RECOMMENDATION 1.13: Police departments should promote detailed and

ongoing education and training in all aspects of

their citizen complaint process.

RESPONSE:

The San Fernando Police Department will comply

with this recommendation.

RECOMMENDATION 1.14: Police departments should consider developing an

appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or

disposition.

RESPONSE:

The San Fernando Police Department will not

consider this recommendation at this time.

In the City of San Fernando, the police department has had a long history of providing high level of police services to the members of our community. I believe if residents, business owners, and visitors feel safe from violence and crime, a community will thrive. The San Fernando Police Department has been effective by working in partnership with residents, businesses, schools, religious organizations, neighborhoods, and other City services. We fully embrace the philosophy of Community Oriented Policing, in which the San Fernando Police Department and the community work together to solve problems regarding crime, fear of crime, and quality of life issues.

The San Fernando Police Department recognizes and values the diverse and unique contributions made by every member of our community and we will always have the highest commitment to provide the community with the most professional and dependable police services possible.

Presiding Judge Daniel J. Buckley

L.A. County Civil Grand Jury Investigation Response to Recommendations Page 5 of 5

Also, the San Fernando Police appreciates and recognizes the value of the County of Los Angeles Grand Jury report on "Policing the Police, The Citizen Complaint Process and Internal Affairs Function". This report identified a number of areas requiring improvement, clarity and requirements by law which the police department was out of compliance. The San Fernando Police Department is now in compliance and would like to thank the Grand Jury for their dedication and commitment to the communities of the County of Los Angeles.

Sincerely,

CC:

Anthony Vairo Chief of Police

Sylvia Ballin, Mayor

Alex Meyerhoff, City Manager



City of South Gate

8620 CALIFORNIA AVENUE + SOUTH GATE, CA 90280 + (323) 563-5400 FAX (323) 563-5488

October 2, 2018

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, California 90012

Re: L.A. County Civil Grand Jury Investigation Response to Recommendations – City of South Gate

Sir:

Outlined below is the City of South Gate Police Department's response to the L.A. County Civil Grand Jury's recommendations relating to the handling of complaints submitted by the public. The responses below outline the recommendations that pertain to the South Gate Police Department.

| RECOMENDATION 1 | Police Departments should improve the availability of | complaint forms to |
|-----------------|---|--------------------|
|-----------------|---|--------------------|

members of the public.

RESPONSE 1.1.a. The South Gate Police Department will comply by posting signage in the

front lobby of the police station that indicates a complaint form can be obtained at the font counter upon request. The department also has the form

available to the public online through the police department website.

RESPONSE 1.1.b The police department has the complaint forms available online in English

and Spanish and can be readily accessed by any citizen from any computer or at lobby of the police department. The South Gate Police Department will include language on signage that indicates that a form can be printed

upon request and how to access one online.

RESPONSE 1.1.c Complaint forms will be made available at the City Clerk's Office at South

Gate City Hall.

RECCOMENDATION 1.2: Police Departments should improve their citizen complaint process.

RESPONSE 1.2.b The South Gate Police Department receives complaints anonymously

through the City of South Gate website. Complaint forms are also available online and can be emailed. If a citizen calls to complain, they are encouraged to come in to be interviewed, but is not mandatory. An investigation will be conducted regardless of the identity of complaining

party.

RECOMMENDATION 1.3 Admonitions/Warnings on Citizen Complaints.

RESPONSE 1.3 The South Gate Police Department will remove all admonitions from the

complaint forms as recommended.

RECOMMNEDATION 1.5 Communication with Complainants/Revising Complaint forms.

RESPONSE 1.5 The current complaint form asks for the complainant to detail the incident.

It is the preference that the complainant have the opportunity to explain the nature of the complaint so that the department can focus its investigation appropriately. An additional form will be added to the complaint form for a

description of the complaint.

RECOMMENDATION 1.7 Police departments are required to comply with Penal Code 832.7(e)(1) to

provide written notification to the complaining party of the disposition of

the complaint within 30 days.

RESPONSE 1.7 The South Gate Police Department mails out a notification to the

complainant via United States Postal Service (USPS) in addition to certified mail within 30 days of the completion of the investigation. In other instances, a copy of the disposition is emailed as well. The South Gate Police Department will continue this practice with a focus on 100%

compliance.

RECOMMENDATION 1.9 Police departments should accept and log all citizen complaints regardless

of their initial assessment of the seriousness of the allegations.

RESPONSE 1.9 This is our current practice and we will continue this practice.

RECOMMENDATION 1.13 Police departments should promote detailed and ongoing education and

training in all aspects of their citizen complaint process.

RESPONSE 1.13 This is our current practice and we will continue through formal training.

RECOMMENDATION 1.14 Police departments should consider developing an appeal process to be

initiated when a complainant is dissatisfied with the results of an

investigation or disposition.

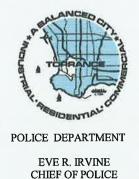
RESPONSE 1.14 We will not consider the recommendation for an appeal process at this time.

Sincerely,

Randall Davis Chief of Police

María Belén Bernal

Mayor



CITY OF TORRANCE

November 20, 2018

County of Los Angeles Civil Grand Jury 210 West Temple Street Eleventh Floor, Room 11-506 Los Angeles, CA 90012

To Civil Grand Jury:

This is to advise you that I concur with the attached document dated August 13, 2018, signed by LeRoy J. Jackson.

Should you require additional information, please do not hesitate to contact me.

Sincerely,

Eve R. Irvine Chief of Police



CITY TORRANCE

OFFICE OF THE CITY MANAGER

LeRoy J. Jackson City Manager

AMENDED RESPONSE

Supersedes letter dated August 10, 2018

August 13, 2018

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street Eleventh Floor – Room 11-506 Los Angeles, CA 90012

Honorable Presiding Judge Daniel J. Buckley:

This is the City of Torrance's response to the Civil Grand Jury Report regarding Policing the Police - The Citizen Complaint Process and Internal Affairs Function. Specifically, the 2017-2018 Civil Grand Jury recommended considerations for the City of Torrance Police Department.

Listed below are the recommendations along with the City's response:

Recommendation 1.1.a

Police Departments should improve the availability of complaint forms to members of the public by having:

a. Clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department.

Response:

The Torrance Police Department has installed signage in English and Spanish indicating the location of the complaint forms.

Recommendation 1.1.c

c. Complaint forms located in multiple public facilities including city hall, libraries and community centers.

Response:

The Torrance Police Department has complaint forms and brochures available in its lobby. Complaint forms and brochures will also be made available in the City Hall Lobby and City Clerk's Office. This will allow for availability and accessibility to complaint forms in multiple locations.

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court August 13, 2018 - Amended Response (Supersedes letter dated August 10, 2018) Page 2

Recommendation 1.3

Police Departments that include warnings that may intimidate or discourage persons from making a complaint on complaint forms or related materials should remove warnings.

Response:

The Torrance Police Department removed such warnings from its complaint forms and related materials.

Recommendation 1.6

Police Departments should comply with the legal requirement that each police department receiving a citizen complaint, release to the complaining party a copy of their own statements at the time the complaint is filed as required by Penal code 832.7(b).

Response:

The Torrance Police Department will comply with the mandate to provide the complaining party a copy of their own statements at the time the complaint is filed. This will be referenced in the policy and procedure.

Recommendation 1.7

Police Departments not in compliance with legal requirement Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days, should take appropriate steps to come into compliance with this requirement.

Response:

- Exhibit 4 Communication with Complainants on page 19 of the Civil Grand Jury Final Report, indicates the City of Torrance Police Department is at 95% compliance with notification to the complainant within 30 days of completion of the investigation.
- In an effort to achieve 100% compliance, the Police Department will continue to comply and mandate that a letter is sent to the complainant within 30 days of completion of the investigations regarding the disposition of the complaint. Through policy, procedure and training of staff, the goal of 100% compliance can be achieved.

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court August 13, 2018 - Amended Response (Supersedes letter dated August 10, 2018) Page 3

Recommendation 1.9

Police Departments should accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations.

Response:

The Torrance Police Department does accept and log all citizen complaints regardless of their initial assessment of the seriousness of the allegations.

Recommendation 1.13

Police Departments should promote detailed and on-going education and training in all aspects of their citizen complaint process.

Response:

The Torrance Police Department promotes and provides formal and informal education and training in all aspects of the citizen complaint process for employees at all levels within the organization and will continue to do so. This includes a 24-hour POST-certified course (Internal Affairs Seminar) on the Internal Affairs process for every newly-promoted sergeant, in-house training (annually) for all supervisors, and Briefing training. Additionally, the Torrance Police Department provides on-going education on the citizen complaint process to members of our community through our Citizens Academies (Partners in Policing, Teens and Police).

Recommendation 1:14

Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Response:

At this time, the Torrance Police Department will not consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court August 13, 2018 - Amended Response (Supersedes letter dated August 10, 2018) Page 4

Thank you for providing the City of Torrance with these recommendations and the opportunity to provide our responses regarding actions taken to implement changes in accordance with the recommendations in the Grand Jury Report.

If you have any questions, you may contact me at (310) 618-5880 or LJackson@TorranceCA.Gov.

Respectfully submitted,

/dle

cc Honorable Mayor Patrick J. Furey and Members of the Torrance City Council Police Chief Eve R. Irvine



August 28, 2018

Presiding Judge
Los Angeles County Superior Court
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street
Eleventh Floor-Room 11-506
Los Angeles, CA 90012

Re: Civil Grand Jury Responses - Policing the Police

Dear Presiding Judge of the Superior Court,

Pursuant to California Penal Code Section 933(c), the City of West Covina has reviewed the findings and recommendations made by the 2017-2018 Civil Grand Jury. Attached are the required responses as described in California Penal Code Section 933.05.

Respectfully,

Chris Freeland City Manager

Marc Taylor Police Chief

Lloyd Johnson Mayor

Enclosure: Responses

POLICING THE POLICE: THE CITIZEN COMPLAINT PROCESS AND INTERNAL AFFAIRS FUNCTION

RECOMMENDATIONS FROM THE CIVIL GRAND JURY (CGJ) TO THE MAYOR AND POLICE DEPARTMENT OF THE CITY OF WEST COVINA, HEREAFTER "CITY."

- 1.1 Police Departments should improve the availability of complaint forms to members of the public by having:
 - a. Clear signs indicating the location of complaint forms in multiple languages reflective of the community served by the police department.
 - Response: The City agrees with the finding; the recommendation will be implemented.
 - b. Complaint forms freely available in the police station without the need to request the form from police personnel.
 - Response: The City agrees with the finding; the recommendation has been implemented. Complaint forms are available in the Police Department lobby.
 - c. Complaint forms located in multiple public facilities including city hall, libraries and community centers.
 - Response: The City disagrees with the finding; the recommendation will not be implemented. As the Police Department accepts complaints by phone, email, and other forms, the City views placing forms in multiple public facilities as unnecessary and unwarranted. This recommendation compromises non-police employees as they are not trained or expected to understand police practices to the extent necessary to properly interact with a citizen wishing to complain about the Police Department.
 - d. Complaint forms in multiple languages reflective of the community served by the police department.
 - Response: The City partially agrees with the finding; the recommendation will be implemented from a reasonable standard. The Police Department intends to produce complaint forms in the most prominent languages known to be present in the community, but not every possible language that may exist in the community.
 - e. Complaint forms on the police department website in multiple languages reflective of the community serviced by the police department.
 - Response: The City partially agrees with the finding; the recommendation will be implemented, as the City does not accept complaints over the City or Police Websites.

Printable PDF complaint forms will be placed on the Police Department Website that complainants may complete and submit.

- 1.2 Police departments should improve their citizen complaint process by:
 - b. Developing the ability for complaints to be made online.

Response: The City disagrees with the finding; the recommendation will not be implemented. This practice permits anonymous complaints with no means of clarifying misunderstandings nor obtaining vital information from complainants. This recommendation is unwarranted and compromises the Police Department's ability to thoroughly investigate citizen complaints.

Police departments that include warnings that may intimidate or discourage persons from making a complaint on complaint forms or related materials should remove those warnings.

Response: The City agrees with the finding; the recommendation will be implemented.

1.7 Police departments not in compliance with the legal requirement Penal Code 832.7(e)(1) to provide written notification to the complaining party of the disposition of the complaint within 30 days, should take appropriate steps to come into compliance with this requirement.

Response: The City agrees with the finding; the recommendation will be implemented.

1.10 Police departments that do not use a program or application for managing complaints and investigations should consider doing so.

Response: The City agrees with the finding; the recommendation will be implemented.

1.11 Police departments that do not use findings resulting from investigations of citizen complaints to identify potential problems should do so.

Response: The City agrees with the finding; the recommendation will be implemented.

1.13 Police Departments should promote detailed and ongoing education and training in all aspects of their citizen complaint process.

Response: The City agrees with the finding; the recommendation will be implemented, to the extent possible within existing currently budgeted resources.

1.14 Police Departments should consider developing an appeal process to be initiated when a complainant is dissatisfied with the result of an investigation or disposition.

Response: The City disagrees with the finding; the recommendation will not be implemented. Currently, every complaint that is received and investigated is reviewed by three levels of management within the Police Department, to include the Chief of

Police. Extending the review process to include entities outside of the Police Department or City creates an undue burden on outside departments and unreasonable costs associated with the use of a potential third-party entities.

UNDERUSED MUNICIPAL GOLF COURSES

Expanding their recreational uses in a park poor county



Roger Stephenson, Chair

Charles Dolcey John S. London Joan L. Pylman

City of Alhambra

September 24, 2018

COPY



Gateway to the San Gabriel Valley

111 South First Street Alhambra California 91801 Presiding Judge

Los Angeles County Superior Court

Clara Shortridge Foltz Criminal Justice Center

210 W. Temple Street, Eleventh Floor, Room 11-506

Los Angeles, CA 90012

RE: UNDERUSED MUNICIPAL GOLF COURSES – EXPANDING THEIR RECREATIONAL USES IN A PARK POOR COUNTY – CITY OF ALHAMBRA

Dear Honorable Presiding Judge:

In response to the Los Angeles County Civil Grand Jury's report "UNDERUSED MUNICIPAL GOLF COURSES — EXPANDING THEIR RECREATIONAL USES IN A PARK POOR COUNTY", the City Council of the City of Alhambra has approved the following response to the seven findings and recommendation 2.3 that the CGJ has formulated.

The City of Alhambra's response to the seven findings are as follows:

 Finding 1: Many areas of Los Angeles County have unmet needs for park space and recreational amenities.

Response: The City of Alhambra does not dispute this fact, and understands that there is a significant lack of park space in many areas of Los Angeles County, including Alhambra. To that end, the City is excited for the litigation to be resolved that has tied up Measure A funding, so that we can begin using annual allocation and competitive grant funding to purchase vacant properties and add additional park space for the community.

 Finding 2: A significant percentage of local government park-land in Los Angeles County is devoted to golf.

Response: The City of Alhambra does not dispute this fact, the sport of golf requires large areas of land that other recreational and athletic opportunities like basketball, soccer, and baseball do not need. However, the City disagrees with the figures that are reported in Exhibit 23 on page

57. The exhibit shows total park acres as 60.1, but the City's own calculations show park acreage of 65.86.

Furthermore, in the report and Exhibit 23, the CGJ claims that Moor Field was incorrectly reported as park-land during the 2016 Los Angeles Countywide Comprehensive Parks & Recreation Needs Assessment, because it is an Alhambra Unified School District facility and not open to the public. That is actually not true.

The County was correct in including the 17.7 acres of Moor Field as public park-land because they are aware of a joint-use agreement between the City and School District that was required as a result of a grant from Los Angeles County Regional Parks and Open Space District that was awarded in 2002 for the City to perform improvements to Moor Field. As part of the agreement and contingent upon being granted the money by the County, the City needed to establish an agreement with the School District to make Moor Field accessible to the public, which it is. Therefore, the 17.7 acres of Moor Field can and should be classified as park-land.

Finding 3: Trends in golf participation show a declining demand for golf.

Response: The City of Alhambra agrees with this assessment, which was also corroborated by a recent report prepared for the City by Z. Gordon Davidson & Associates.

Finding 4: The Los Angeles County has golf courses in areas determined to have high or very high
need for additional park-land. The trends over the past ten years show a decline in demand for
golf at most of these golf courses.

Response: The City of Alhambra does not dispute this finding.

 Finding 5: The City of Los Angeles has golf courses in areas determined to have high or very high need for additional park-land. The trends over the past ten years show a decline in demand for golf at these golf courses.

Response: The City of Alhambra does not dispute this finding.

 Finding 6: Four municipalities within the County have golf courses in areas determined to have high or very high need for additional park-land. Only limited or no usage and financial information was made available from three of the municipalities. What information that was made available generally shows declining golf rounds, total revenues, and net revenues.

Response: The City of Alhambra does not dispute the finding that the Alhambra Golf Course exists in a community with a high need for additional park-land, or that rounds played, total revenues, and net revenues have declined over a 10 year period. However, despite the decline over the

past 10 years, recent data shows stabilization. From fiscal year 15/16 to fiscal year 16/17, there has been an increase in rounds played, cart rentals, driving range buckets, and golf lessons. During that same period, there has been increases in revenue from golf cart fees, driving range revenue, golf lessons, and merchandise sales. This information was provided to the CGJ. The City believes, and such was corroborated by consultant Z. Gordon Davidson, that this increase could be a result of the Alhambra Golf Course's ability to fill the void left by the closing of other golf courses. By attracting golfers that previously played elsewhere, the City believes it will continue to absorb the excess capacity and reverse trends.

 Finding 7: There is a high potential to expand the use or repurpose of seven golf courses, and moderate potential to expand the use or repurpose four of the 13 golf courses reviewed.

Response: The City of Alhambra does not dispute the finding that the Alhambra Golf Course has high potential to expand the use or repurpose. As part of the Request for Proposal process that City staff is currently undertaking to identify a new operator for the golf course following the retirement at the end of the year of the current operator, a golf course valuation and analysis has been performed. The analysis shows that despite national trends, the Alhambra Golf Course is poised to remain a successful operation based on geography and demographics, and should continue to operate as an 18-hole golf course. However, additional creative ideas, uses, and activities will be encouraged to take place at the golf course under the direction and in collaboration with a new golf course operator. The new operator will assume operations on January 1, 2019.

 Recommendation 2.3: The Mayors and City Council of the cities of Alhambra, Bell Gardens and Compton should direct their respective City Managers and Community Services or Parks and Recreation Departments to conduct detailed reviews and analyses of the potential for expanding the park and recreation use or repurposing of their City golf courses to park and recreational uses.

Response: At the direction of the City Council, the City of Alhambra has already initiated a golf course valuation report to analyze the operations of the course and the feasibility of maintaining the Alhambra Golf Course as an active 18-hole course. In fact, the timing of the CGJ report has coincidentally aligned with a significant change at the Alhambra Golf Course. Since 1982, the City of Alhambra has contracted with Golfwisz, Inc. to operate the golf course under a concessionaire agreement. The principal of Golfwisz, Inc. is Mr. Jerry Wisz, and he has informed the City in September of 2017 that he wishes to retire and be released from his contractual obligation at the end of 2018.

To prepare for this departure, the City hired a golf course valuation consultant to analyze the golf course and provide an analysis, pro forma, and recommendations for future operators. At the same time as the analysis was being performed, City staff began preparing a Request for Proposals (RFP) for the Operation of the Alhambra Golf Course. While the information presented in the analysis by Z. Gordon Davidson & Associates demonstrates that trends are on the decline for golf

nationwide, the report indicates that the Alhambra Golf Course can remain a successful operation due to the demographics and finances of the area, and by following some additional recommendations. These recommendations include establishing a social media marketing campaign, making improvements to the three-level driving range, developing a long-range improvement plan for course irrigation, conducting a survey of golfer satisfaction, and reducing operating expenses. This report and recommendations have been included in the RFP for proposers to review and consult with in preparing their proposal to operate the golf course.

Furthermore, when City staff wrote the RFP, they clearly stated that proposals that recommend expanded use of the course or additional activities will receive a more favorable evaluation. The verbiage is as follows: "Proposers should not feel obligated to propose operations similar to the existing operator. Proposals that offer a new, creative and unique structuring of the arrangements for golf course operations will receive more consideration during the evaluation process. Proposals can also include additional revenue generating ideas in addition to or as a compliment to golf, such as hosting special events, attracting new customers that are not golfers, cross promotions, and other ideas."

The RFP process is currently underway at the time of writing this letter, and proposals are due on October 10, 2018. The City is excited to see what a new operator can bring to the golf course and the community at large.

The City of Alhambra has proactively and independently taken action in advance of the CGJ report to study the use, valuation and level of activity at the Alhambra Golf Course. Upon review of the analysis report performed by Z. Gordon Davidson, the City Council has directed the City Manager and City staff to proceed with a Request for Proposals for a new golf course operator, and staff will strive to identify a proposal that best addresses the decline in revenue and levels of activity, showing the ability to reverse those trends, while also creating and fostering new activities and events that can take place at the golf course to provide more public access to the open space at the golf course.

Sincerely yours,

Jeffrey K. Maloney

Mayor

City of Alhambra

Jessica Binnquist

City Manager

City of Alhambra

Christopher Paulson

Director of Parks & Recreation

City of Alhambra

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

Response to Recommendation 2017-18 Los Angeles County Civil Grand Jury Report:

"Underused Municipal Golf Courses"

SUMMARY RESPONSE STATEMENT:

On June 29, 2018, the Los Angeles County Civil Grand Jury publicly released a report entitled, "Underused Municipal Golf Courses." This report expressly required a response from the City of Bell Gardens Mayor ("Mayor"), City of Bell Gardens City Manager ("City Manager"), and the City of Bell Gardens Recreation & Community Services Department ("Department") to solely one recommendation (and to no findings), which is included below. Please be advised that each the Mayor, City Manager, and Department provide the response below in conjunction and agreement with each other.

RECOMMENDATION AND RESPONSE:

Rec. 2.3: The Mayors and City Councils of the cities of Alhambra, Bell Gardens, and Compton should direct their respective City Managers and Community Services or Parks and Recreation Departments to conduct detailed reviews and analyses of the potential for expanding the park and recreation use or repurposing of their City golf courses to park and recreational uses.

Response: Pursuant to California Penal Code Section 933.05(b)(4), this recommendation will not be implemented because it is not warranted and is not reasonable. First, the City of Bell Gardens (the "City") spans less than 2.5 square miles. The City contains 9 parks: Bell Gardens Sports Center, John Anson Ford Park, Hannon Park, Julia Asmus Park, Bell Gardens Veterans Park, Neighborhood Youth Center, Marlow Park, Gallant Park, Darwell Park. The Bell Gardens Golf Course is already connected to the Bell Gardens Sports Center and John Anson Ford Park ("Ford Park"), which are essentially two large community parks adjacent to each other (see attachment hereto). The Bell Gardens Sports Center is 18.98 acres and regarded as one of the finest sports centers in the Los Angeles County area. It contains: two baseball fields, two children sized synthetic turf soccer fields, two full sized synthetic turf soccer fields, two natural turf soccer fields, a gymnasium for basketball and volleyball, sports office, concession stand with picnic areas, an

aquatics facility and an auditorium, all maintained to professional standards. Connected to the Bell Gardens Sports Center is John Anson Ford Park which is 16.86 acres. It offers passive recreation opportunities that include a pond for fishing, trails for walking, picnic shelters, two playgrounds, outdoor basketball, and a multitude of mature trees and open space of mowed grass for picnicking.

It is the City's belief that the Bell Gardens Golf Course compliments the activities offered at the Bell Gardens Sports Center. The Bell Gardens Golf Course offers golf to the local youth, at extremely affordable prices, so that the City's youth can be exposed to a wonderful game that they otherwise would not be exposed to due to financial or travel restrictions. The sport of golf is underserved in the City and provides a platform of diversity for the City's residents and surrounding communities.

Additionally, as reported in the 2016 Los Angeles Countywide Comprehensive Parks and Recreation Needs Assessment, 82% of City residents live within ½ mile of a park. The Los Angeles County average of 49% is well below the City's aforementioned average.

Because of the reasons described herein, the undersigned Mayor, City Manager, and Department each respectfully decline to implement the recommendation of the Los Angeles County Civil Grand Jury Report relating to "Underused Municipal Golf Courses".

THE CITY OF BELL GARDENS

Maria Pulido, Mayor

Philip Wagner, City Manager

Christopher Dasté, Director

of Recreation & Community Services

John Anson Ford Park and Bell Gardens Golf Course Acreage and Amenities



August 8, 2018

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street Eleventh Floor, Room 11-506 Los Angeles, CA 90012

RE: 2017-2018 Civil Grand Jury Recommendations Understanding Municipal Golf Course

Dear Presiding Judge,

Pursuant to your request and required by California Penal Code sections 933(c), 933.05(a), and 933.05(b), the City of Compton ("City" or "Compton") hereby provides a response to the 2017-2018 Civil Grand Jury report entitled "Underused Municipal Golf Courses — Expanding their recreational uses in a park poor county" ("Report"). Specifically, the Report requests that the City respond to Recommendation 2.3 which reads:

The Mayors and City Councils of the cities of Alhambra, Bell Gardens and Compton should direct their respective City Managers and Community Services or Parks and Recreation Departments to conduct detailed reviews and analyses of the potential for expanding the park and recreation use or repurposing of their City golf courses to park and recreational uses.

The City of Compton's Parks and Recreation Department ("Department") has reviewed the Report, and agrees that park space is needed in the City; however, believes it is not reasonable to repurpose Compton's golf course due to inaccessibility of location, proximity of open regional parks, limited funding, and goes against the Department's mission to provide diverse programs. Nor does the Department believes that repurposing the golf course is the most strategic and cost-effective approach to addressing the high need for parks in the City for the following reasons:

- 1. The golf course is located near four parks;
- 2. The location of the golf course is not easily accessible for residents to walk to;
- 3. The current facility does not have adequate parking for visitors;
- 4. Repurposing the golf course is not financially feasible; and
- 5. The golf course allows parks to fulfill the Department's mission of providing diverse programs to its residents.

Currently, all major parks are spread throughout the City. Figure A shows parks along with pocket parks (blue dots).

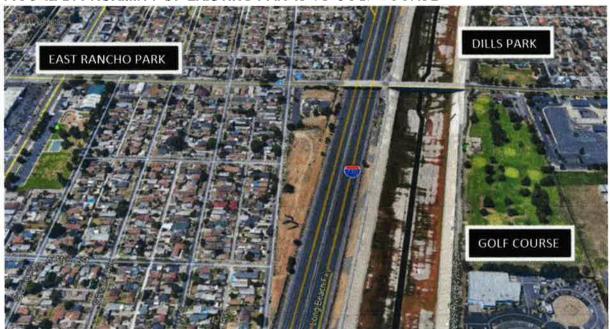
+ SIBRIE PARK w CESAR CHAVEZ PARK LUEDERS PARK WILSON PARK PAR 3 GOLF COURSE DOLLARHIDE TUCKER PARK KELLY PARK TRAGNIEW PARK RAYMOND PARK SOUTH PARK BURRELL-MACDONALD PARK ELLERMAN PARK GREENLEAF PARKS GREENLEAF PARKS OLYMPIC PARK

FIGURE A: CITY OF COMPTON PARK SITES

1) The Golf Course is Located Near Four Parks.

Repurposing Compton's golf course would not relieve the high need for new park space because the course is already located so close to other City parks. For example, Kelly Park and Lueders Park are the closest Compton parks to the golf course. In addition, East Rancho Park, owned by Los Angeles County, and Dills Park, owned by the City of Paramount are also close to the golf course with Dills Park being across the street from the golf course.

FIGURE B: PROXIMITY OF EXISTING PARKS TO GOLF COURSE



Dills Park

Dills Park is located directly across the street from the golf course. This park has two acres of play space, restrooms, recreation equipment, and is attached to a nature walking trail extending over 700 yards along the Los Angeles River. The trail provides a scenic route with native plants, a bike trail, the Los Angeles River Bikeway, walking and jogging paths, exercise equipment along the path, and grassy areas with benches or large rocks to sit on.

FIGURE C: DILLS PARK









East Rancho Park

East Rancho Park is roughly six football fields away, or 0.38 miles, from the golf course. This park offers Compton's residents five (5) acres of park land, several park amenities, and plenty of green space to recreate.

Based on the proximity of thriving parks to the golf course, repurposing Compton's golf course into another park is the least strategic way for the City to meet the County's need of increasing park space.

FIGURE D: EAST RANCHO PARK





2) The Golf Couse Is Not Easily Accessible For Residents Who Walk To Parks.

Additionally, Compton's golf course is not located in a strategic ideal site to be use as a park because it is not pedestrian friendly nor driver friendly. The location of the golf course makes it inadequate for high public access mainly because of current barriers preventing large amounts of people to walk and park to the site. Currently, Compton residents who chose to walk to the golf course must use a sidewalk that extends over the 710 Freeway and over the LA River. The picture below shows the narrow sidewalk leading to the course. The City may currently propose to use funds toward building a barrier between the street and the sidewalk.

FIGURE E: PEDESTRIAN SIDEWALK LEADING TO GOLF COURSE





3) The Current Golf Course Does Not Have Adequate Parking for Residents.

In that the golf course is not highly accessible for people to walk from their residence, the site must have adequate parking space to accommodate drivers. Currently, the site has only 47 parking spaces. To maximize usage of a potential park the site would need at least 150 spaces which would require the City to add roughly 100 spaces.

FIGURE F: 47 STALL PARKING LOT AT GOLF COURSE



4) Repurposing The Golf Course Is Not Financially Feasible.

Repurposing the golf course requires adding space for parking and the parking lot expansion project has been estimated to cost approximately \$500,000 dollars. The list below shows the scope of work and estimated cost for such a project.

| SCOPE OF WORK | WIDTH | LENGTH | DEPTH | UNIT | UNIT | UNIT COST | TOTAL |
|---|-------------|--------|-------------|-----------|----------------|-------------|--------------|
| MOBILIZATION | | | | 1 | LUMP SUMP | \$5,000.00 | \$5,000.00 |
| DEMO - CLEAR AND GRUBBING | 100 | 400 | | 40000 | SQUARE FEET | \$0.50 | \$20,000.00 |
| DEMO - REMOVE SOIL | 100 | 400 | 0.34 | 503.7037 | CUBIC YARD | \$100.00 | \$50,370.37 |
| DEMO - TREE REMOVAL | | | | 10 | EACH | \$2,000.00 | \$20,000.00 |
| GRADING | 100 | 400 | | 40000 | SQUARE FEET | \$0.50 | \$20,000.00 |
| PERIMETER CHAIN LINK FENCE | 100 | 400 | | 900 | FEET | \$45.00 | \$40,500.00 |
| CONCRETE CURB - PERIMETER AND MEDIAN | 100 | 400 | | 1700 | FEET | \$20.00 | \$34,000.00 |
| ASPHALT CONCRETE PAVING | 100 | 400 | 0.34 | 1020 | TONS | \$200.00 | \$204,000.00 |
| STRIPPING | Siv. Editor | | WEEKS N | 5.129 Jan | LUMP SUMP | \$10,000.00 | \$10,000.00 |
| WHEEL STOPS | | | 7 | 100 | EACH | \$100.00 | \$10,000.00 |
| LIGHTING | a war | | THE RESERVE | 10 | EACH | \$8,500.00 | \$85,000.00 |
| | | | | | | TOTAL | \$498,870.37 |

In addition to adding a parking lot, the cost of repurposing the golf course into park space would exceed the Department's existing budget. The Department's budget is focused on addressing much needed park improvement projects at existing sites. The Department operates and maintains a total of sixteen (16) parks (118 acres). Facilities include six community centers, seven neighborhood parks, two walking parks, two community competition size swimming pools, three regulation size gymnasiums, a skate park, Jackie Robinson Baseball Stadium, Par 3 Golf Course, and newly constructed Douglas F. Dollarhide Community Center. Most of these sites need major park improvement projects that require immediate attention.

Repurposing the golf course is also infeasible because it would divert resources from much needed improvement projects to existing parks. The majority of the City's parks need upgrades to outdoor green space, outdoor amenities, and indoor facilities such as, irrigation systems, playground equipment, restrooms, gyms, offices, and community rooms. Of the seventeen parks, five have received recent upgrades to outside amenities while no parks have received upgrades to indoor facilities in several years. The Department's goal is to complete three to five projects per year using existing funding. Additionally, the City must secure professional services to maintain aquatic centers and repair / upgrade technical machinery within existing aquatic centers such

as, filtration systems, chemical controllers, chemical pumps, pool playground features, pool heaters, etc.

Ultimately, repurposing the course would not be financially feasible for the Department due to the urgency of expending funds on existing parks, the cost of adding a parking lot, and the massive scope of work necessary to remodel the golf course. In order to repurpose the golf course, the Department estimated the following financial expenditures:

- 1. Roughly \$500,000 is required to extend parking lot;
- 2. Approximately \$2.5 million would be required to repurpose the golf course. The Department arrived at this figure based on several park improvement projects completed during FY 2016/17 and FY 2017/18. The scope of work for the completed projects entailed installing a walking trail, shade shelter with picnic furnishings, exercise equipment, athletic field, playground equipment, and outdoor restrooms.

Although the Department cannot implement the recommendation to repurpose the Golf Course at this time due to the current fiscal constraints, it recognizes the value expanding park space and will investigate other locations where park space can be created in the near future.

5) Golf Allows The Department to Fulfill Its Mission of Providing Diverse Programs.

Fulfilling the Department's mission of providing an array of programs is critical to the safety and positive development of youth. This is even more critical to the City of Compton because it has experienced unique safety concerns in the past due to a long-lasting youth gang culture. The Department understands how the gang element affects the way youth use parks. Many youth primarily patron parks within their immediate neighborhood and opt out of participating in park programs that extend outside of their neighborhood due to their understanding of gang territory. Until the community can eliminate this culture, the Department maintains focus on fulfilling its mission within this environment in two ways. One way is to provide a standardized approach that allows the same recreation programs to be conducted at major parks that span on every side of the City. Secondly, the Department provides transportation for youth from all parks to specific parks that facilitate unique amenities. For example, only two parks have swimming pools. So, the Department transports youth from all parks to the only two parks that have swimming pools.

Similarly, the Department transports youth from all parks to the golf course to fulfill its mission of providing a variety of programs to the community.

FIGURE G: 1998 AND 2018 PICTURES OF YOUTH GOLF PROGRAM





The youth golf program started years ago and continues to provide a great and positive outlet for youth in the City of Compton. The golf course also facilitates other programs that help to enhance the quality of life for City residents.

Conclusion

The Department believes it is unreasonable to repurpose the golf course due to inaccessibility of location, proximity of open regional parks, limited funding, and the impediment to fulfill the Department's mission to provide diverse programs to its residents, which inevitable includes golf. The golf course is located across the street from another park and has three other nearby parks which provide park space to Compton's residents. Second, the golf course's location is inaccessible for pedestrians coming from Compton. Third, the current parking structure with 47 stalls is too small to accommodate a large park, and the scope of work necessary to add more parking space in addition to remodeling the site is not financially feasible for the City of Compton.

Based on the foregoing reasons, the Department does not believe that repurposing the golf course is the most strategic and cost-effective approach to address the high need for parks in the City.



August 8, 2018

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street Eleventh Floor, Room 11-506 Los Angeles, CA 90012

RE: 2017-2018 Civil Grand Jury Recommendations Understanding Municipal Golf Course

Dear Presiding Judge,

On June 20, 2018, the 2017-2018 Civil Grand Jury made recommendations for expanding the park and recreation use or repurposing of City golf courses to park and recreational uses. I understand the need to provide additional green space in the City and I also recognize the value of extending opportunities for recreational space.

Presently, our ability to implement the recommendation of expanding park space or repurposing the Golf Course is hampered by dramatic cuts over the years in the City of Compton Parks and Recreation Department's budget, along with a significant reduction in our staffing. As a result, we are fiscally unable to consider implementing these recommendations currently absent a funding source.

Additionally, our golf course plays host to a youth golf program similar to, "The First Tee," golf organization. The Loss of this experience in a disadvantaged community would make it all but impossible for Compton youth to experience a sport often associated with communities of principle.

Sincerely

Mayor, City of Compton



City of Compton

OFFICE OF THE CITY MANAGER

Cecil W. Rhambo, Jr.
City Manager

Office: (310) 605-5585

Fax: (310) 761-1455

email: crhambo@comptoncity.org

August 8, 2018

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street Eleventh Floor, Room 11-506 Los Angeles, CA 90012

RE:

2017-2018 Civil Grand Jury Recommendations Understanding Municipal Golf

Course

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Additionally, our golf course plays host to a youth golf program similar to, "The First Tee," golf organization. The Loss of this experience in a disadvantaged community would make it all but impossible for Compton youth to experience a sport often associated with communities of privilege.

Sincerely,

Cegil W. Rhambo Jr.

empton, City Manager

COMPTON CITY HALL

205 South Willowbrook Avenue Compton, California 90220



City of Compton Department of Parks & Recreation Department

301 North Tamarind Avenue, Compton, CA 90221 Office: 310-605-5688 Fax: 310-605-1480

August 8, 2018

Presiding Judge Daniel J. Buckley
Los Angeles Superior Court
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street
Eleventh Floor, Room 11-506
Los Angeles, CA 90012

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Course

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Sincerely,

Marvin C. Hunt Jr.

City of Compton, Director of Parks and Recreation

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR UNDERUSED MUNICIPAL GOLF COURSES

RECOMMENDATION NO. 2.1

The County Board of Supervisors should direct the Los Angeles County Department of Parks and Recreation to conduct a detailed review and analysis of the potential for expanding the park and recreation use or repurposing County golf courses located in high or very high park need Study Areas (Alondra, Chester Washington, Los Amigos, Maggie Hathaway and Don Knabe) to park and recreational uses.

RESPONSE

Partially agree. This recommendation requires further analysis by Los Angeles County Department of Parks and Recreation (DPR). The analysis will include, but not be limited to, the loss of golf generated revenue and the additional on-going cost required to repurpose County golf courses. It will also be important to consider community feedback, especially the residential communities that are closest to the targeted golf courses. It is anticipated that the full analysis will be completed by DPR and submitted to the Board of Supervisors for consideration by June 30, 2019.

JOINT RESPONSES OF THE CITY OF LOS ANGELES DEPARTMENT OF RECREATION AND PARKS (RAP) AND THE LOS ANGELES MAYOR'S OFFICE TO THE CIVIL GRAND JURY FINAL REPORT

SUBJECT: 2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR

Underused Municipal Golf Courses

DEPARTMENT OF RECREATION AND PARKS, CITY OF LOS ANGELES

OFFICE OF THE MAYOR, CITY OF LOS ANGELES

RECOMMENDATION NO. 2.2 – The Mayor and City Council of Los Angeles should direct the Los Angeles Department of Recreation and Parks to conduct a detailed review and analysis of the potential for expanding the park and recreation use or repurposing City golf courses located in their high or very high park need Study Areas to park and recreational uses.

RESPONSE TO RECOMMENDATION NO. 2.2 Agree. This recommendation is being implemented.

The City of Los Angeles Department of Recreation and Parks (RAP) is the steward of over 16,000 acres of land, and offers extensive recreational, social, and cultural programs at 446 parks in every Los Angeles neighborhood. RAP maintains and operates 312 athletic fields, 423 playgrounds, 341 indoor and outdoor basketball courts, 321 tennis courts, 184 community and recreation centers, 72 fitness areas, 62 swimming pools and aquatic centers, 30 senior centers, 26 skate parks, 13 golf courses, 12 museums, 9 dog parks, 187 summer youth camps, and supports the Summer Night Lights Gang Reduction and Youth Development Program. In addition, RAP oversees Griffith Park, one of the largest urban parks in North America, and a number of iconic venues and landmarks such as the Griffith Observatory, the Greek Theatre, the Hollywood Sign and Venice Beach, which continue to attract millions of visitors from around the world.

According to a recent study by the Trust for Public Land, the combined economic benefits of parks in the City of Los Angeles exceed \$3 billion. Our parks and golf courses also serve as critical green infrastructure and community assets that provide storm water benefits, improve air quality, support increased physical health, and promote social cohesion.

RAP is proud to be one of the City's most comprehensive social service providers, offering an array of recreational, educational, and cultural programs that serve youth, adults, and seniors. Our ability to meet the growing need for these programs, and park access in general, will continue to depend upon the dedicated work of our 1,400 full-time and 6,000 part-time/seasonal employees, 25,000 registered volunteers, and our amazing park partners and community-based organizations.

RAP understands that park development and investment patterns in Los Angeles have created lasting disparities in access to quality open space, recreation programs, and facilities. We stand firm in our commitment to equity by specifically focusing our investments and strategy to eliminate disparities in park programs and park access.

In the past 7 years, RAP has opened over 40 new parks across the City. RAP has also completed a number of large park renovation and enhancement projects including, but not limited to, the renovation of multiple swimming pools and bathhouses, the construction of several new recreation and/or community centers, and the addition or replacement of dozens of children's play areas.

RAP's Strategic Plan highlights the critical work that needs to be accomplished over the next several years to ensure that the City has an accessible, equitable, and first class park system that serves the entire Los Angeles community, in addition to the millions who visit Southern California each year. Additionally, RAP has developed a comprehensive data-driven Park Condition Assessment Report that identifies needed capital improvement projects at the City's park and recreational facilities and will help guide future capital improvements at those facilities.

One of the City's top goals over the next 3 years is to continue to expand the number of residents that live within walking distance of a park or open space. Currently, approximately 56% of residents in the City of Los Angeles live within a 1/2 mile, or a 10 minute walk, from a public park or open space. RAP's goal is that, by 2025, 65% of Angelinos will live within a 10 minute walk of a public park or open space. RAP continues to employ a variety of strategies that are intended to increase park access and meet these park access goals. For example, in April of this year, RAP officially launched our Community School Parks Program (CSP) with Los Angeles Unified School District (LAUSD) at four elementary schools in park-deficient areas. The CSP Program will increase the amount of recreational space available to residents in high need communities.

RAP's Golf Division maintains and operates seven 18-hole golf courses, three 9-hole golf courses, two 9-hole 3-par golf courses, one 18-hole pony course, and a state-of-the-art junior training facility. The Mission of the Golf Division is to provide well-maintained, accessible, and affordable golf courses for the enjoyment of the game of golf for City of Los Angeles residents. An emphasis is placed on developing the game of golf for youth, as our courses currently host over 500 high school boys' and girls' golf matches annually.

The primary objectives of the Golf Division are:

- Maintain and operate quality golf courses, facilities, and programs on a financially selfsustaining basis;
- Provide affordable golf facilities and programs now and into the future;

- Ensure a safe and enjoyable outdoor recreational opportunity for community residents;
 and.
- Provide leadership as environmentally friendly stewards of the City's golf properties.

We can all agree that parks are a key contributor to the quality of life for residents and our golf courses are critical components of our outdoor programs. While only 4% of park users are older adults, despite the fact that older adults make up 14% of the population in Los Angeles, 35% of our golf rounds are played by seniors. Annually, our golf courses are utilized by over 22,000 loyal golfers who play over 850,000 rounds of golf, almost 300,000 of which are played by seniors. In the next 20 years, the number of people aged 60 and over is expected to increase by nearly 50% in Los Angeles. Under Mayor Eric Garcetti's Executive Directive No. 17 – Purposeful Aging in LA, the Department will work to prepare for this significant demographic shift by playing a key role in the City's multi-year age-friendly initiative and towards this effort, affordable access to golf courses is essential. Any reduction in golf course access may disproportionally impact our seniors.

While there is a significant amount of park land and open space within the boundaries of the City, RAP is aware that those parks are disproportionately distributed, as minority communities, higher density communities, and lower-income communities generally have lower amounts of parkland and open space per resident. RAP is committed to addressing gaps in park equity by prioritizing investments in communities with the greatest park need. To this end, RAP has created a Park Equity Working Group, comprised of community groups and park champions, to develop a system for prioritizing capital improvements with resource equity in mind. RAP is committed to working with the Park Equity Working Group, and other stakeholders, to ensure that projects that build, replace or reconstruct major facilities and amenities, help address, to the extent possible, the existing gaps in park equity.

We are committed to ensuring equitable park access to all the residents of Los Angeles and we are striving to make that a reality through the careful implementation of RAP's Strategic Plan. Maintaining affordable access to all of our golf courses is an integral component of that plan and any reduction in our portfolio of golf courses is an impediment to us achieving those goals.





COUNTY OF LOS ANGELES DEPARTMENT OF PARKS AND RECREATION

"Parks Make Life Better!"

John Wicker, Director

Norma E. Garcia, Chief Deputy Director

July 12, 2018

TO:

Sachi A. Hamai

Chief Executive Officer

ATTN:

Cheri Thomas

Chief Executive Office

FROM:

John Wicker

Director

SUBJECT:

RESPONSES TO THE 2017-2018 LOS ANGELES COUNTY CIVIL

GRAND JURY FINAL RESPONSE REPORT

As requested in your memo dated June 29, 2018, the Department of Parks and Recreation has responded to the Grand Jury recommendations pertaining to the Department. Attached is the completed Report Template – Attachment C.

If you have any questions, you may contact me at (626) 588-5373 or your staff may contact Malou Rubio, Administrative Deputy at (626) 588-5293.

JW:ee

Attachment

Attachment J

Parks and Recreation

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF PARKS AND RECREATION

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR UNDERUSED MUNICIPAL GOLF COURSES; EXPANDING THEIR RECREATIONAL USES IN A PARK POOR COUNTY

RECOMMENDATION NO. 2.1

The County Board of Supervisors should direct the Los Angeles County Department of Parks and Recreation to conduct a detailed review and analysis of the potential for expanding the park and recreation use or repurposing County golf courses located in the high or very high park need Study Areas (Alondra, Chester Washington, Los Amigos, Maggie Hathaway and Don Knabe) to park and recreation uses.

RESPONSE

Partially Agree. This recommendation requires further analysis.

The Los Angeles County Department of Parks and Recreation (DPR) would conduct a detailed review and analysis of the potential for expanding park and recreational use or repurposing of County golf courses, located in the high need and very high need park study areas, is warranted. DPR plans to complete the analysis by June 30, 2019. On September 26, 2017, the County Board of Supervisors approved a motion requiring DPR to work in conjunction with the Chief Executive Office to retain a consultant to examine best practices for golf course operations, and its contractual agreements with golf course operators. This report will also provide additional information that may be useful when evaluating expanded recreational use of the golf courses.

DPR partially agrees with the information provided in the Grand Jury Report. Repurposing municipal golf courses are complex and entail a case-by-case analysis. Additional items to be considered in repurposing of municipal golf courses are whether there is community support. As an example, in the extensive community engagement for the Park Needs Assessment there were no recommendations from the community to repurpose an existing golf course. Another consideration is the location, within a study area of the golf courses. For example, the report failed to mention that three (3) of the recommended golf courses with "potential for expanded use or repurposing into park and recreation facilities/amenities" are located adjacent to existing parks, such as Alondra, Maggie Hathaway and Chester Washington Golf Courses. Consideration of available funding to repurpose golf course(s), on-going revenue required for maintenance and operations and the loss of golf generated revenue that will impact services in programming in other park facilities should also be included in the analysis. County golf facilities contribute \$13.5M annually to DPR as revenue for parks and programs.

DPR would also like to highlight that while the report cites national golf trends as declining in popularity, it did not consider recent participation trends in Los Angeles County. Recent Los Angeles County golf participation shows that rounds are up by almost four percent (4%) at County 18-hole golf facilities (35,632).

rounds) from the prior year. Additionally, Los Angeles County golf facilities are among the highest use golf facilities in the municipal golf industry.

FUNDING FORMULA FAILS FOSTERS

The Impact of the Local Control Funding Formula (LCFF) on Foster Youth



Joan L. Pylman, Chair

Linda Cantley Valerie R. Castro Patricia Kennedy Teresa Montijo Roger Stephenson



Bridget L. Cook, Esq. General Counsel

44811 Sierra Highway, Lancaster, CA 93534 (661) 948-7655, Ext. 296 / (661) 948-5096 Fax bcook@avhsd.org

Megan M. Aceves, Legal Assistant Lynn R. Joshua, Legal Secretary

VIA ELECTRONIC MAIL TO: NRASCONOLACOURT.ORG AND CERTIFIED MAIL 9171 9690 0935 0200 2521 83

October 30, 2018

County of Los Angeles Civil Grand Jury Clara shortridge Foltz Criminal Justice Center 210 West Temple Street 11th Floor Room 11-506 Los Angeles CA 90012

Re: 2017-2018 Los Angeles County Civil Grand Jury Report

Subj: Response to Recommendations

Dear Chairperson and Foreperson:

Attached please find the response to the recommendations made in the 2017-2018 grand jury report.

Please contact me if there are questions or additional information is required.

Sincerely,

Bridget L. Cook



2017 - 2018 Civil Grand Jury

Response to Recommendations

3.1

The Antelope Valley Union High School District (AVUHSD) allocates significant funding to actions and programs principally directed at our unduplicated student groups (English Learners, Foster Youth and Low SES). The AVUHSD believes that the perception that relatively small amounts of funding allocated for Foster Youth is inaccurate, but understandable, given the mechanics of the Local Control and Accountability Plan (LCAP). For each Action in the LCAP, the LEA must select which student groups are to benefit from said Action. Gaps addressed in the Final Report, such as suspension rates, are addressed in several actions in our LCAP and are principally directed at servicing our Foster Youth.

For example, Action 2.2 allocates over \$7,000,000 to "Augment Guidance services to ensure that students have multiple opportunities for academic, collegiate, professional and personal growth (includes Certificated and Classified personnel). The increase in this action will empower each site to carry out a Multi-Tiered, Multi-Dimensional System of Support that is more proactive in meeting the Academic, College and Career and Social/Emotional needs of our unduplicated students."

This significant investment directly improves services for Foster Youth in providing proactive services through our School Counselors to help them make good decisions and find alternatives to addressing the social/emotional needs of Foster Youth. The mechanics of the LCAP may not make this obvious and the AVUHSD tried to show the nexus to this Action and how it directly benefits Foster Youth through the language of Action 1.9b "One counselor from each site will be designated as a Foster Youth counselor and will track academic progress and monitor conduct and attendance for all targeted students (also reflected in goal 2.2)".

Furthermore, in regards to College and Career preparedness the AVUHSD pays all students to take the PSAT (Action 1.2). Students not only take this exam, but through programs like Khan Academy, work on growing in their levels of proficiency in English and Math. This goal is also principally directed towards our unduplicated students – which include Foster Youth. By casting a broad net and offering it during the school day, we ensure that all of our Foster Youth benefit from this opportunity. The AVUHSD will continue to invest significant resources to increase and improve outcomes for our Foster Youth.



3.3

The AVUHSD will continue to monitor and track the academic progress of foster youth compared with other targeted student groups on an ongoing basis.

The AVUHSD has implemented a number of programs to address the unique needs of foster youth. These programs include the *Resilient Scholars Ambassador Program* with the California State University system, the *Antelope Valley College Bridge Program*, and a partnership with *FosterEd*, which is a non-profit organization of the *National Center for Youth Law*.

The Foster Ed partnership specifically provides ongoing support to foster youth on multiple AVUHSD campuses through Educational Liaisons who work with foster youth utilizing evidence-based interventions, connect foster youth to champions who advocate on their behalf, and assist with system bridging to ensure well-coordinated referral processes and services for foster youth and their educational rights holder.

Through these relationships the AVUHSD provides a variety of services to foster youth to promote post-secondary success and workforce development such as: academic supplies, financial aid advising, priority registration for college, dress for success clothing closet, food pantry, student health services, shower facilities, bus passes, help with books, campus and community referrals, job placement assistance, parenting assistance, peer mentoring and leadership development.

AVUHSD services for foster youth also include a designated Foster Youth Counselor at each site, targeted counseling services specifically for foster youth, college field trips and financial aid workshops targeted for foster youth. (See attachment)

3.4

The AVUHSD currently has a Memorandum of Understanding with LACOE and has been utilizing the Educational Passport System (EPS) since April 2016. The EPS provides the AVUHSD with timely access to information and the ability to receive and share information regarding foster youth between school districts. Professional development regarding the use of this system is provided to appropriate staff on an ongoing basis.



Foster Youth Programs and Services

Antelope Valley College (AVC) Bridge program

- Supports high school students enrolling in CTE programs on our campuses and links them to AVC to continue their education
- Lollaboration with AVC to provide Foster Youth experiences on the AVC campus
- Guardian Scholars- Game of Life event
- Foster Youth Orientation at AVC

Counseling Services

- Designated Foster Youth Counselor at each site
- ♣ Targeted social emotional and academic counseling services for Foster Youth
- Site counselors meet with foster youth on an individual and group basis quarterly, in addition to ongoing counseling services

College Field Trips Events

- College Visits
- Career exploration
- College Within Reach @ USC

Financial Aid Workshops

- ♣ FAFSA
- CHAFEE
- ♣ Celebration Scholarships two (2) specific for Foster Youth
- Support with Senior graduation expenses (Cap, gown, announcements, photos, necessities. up to \$700)



FosterEd Partnership

- Liaisons provided by Foster Ed embedded within multiple school sites (Palmdale High School, Highland High School, Eastside High School, Lancaster High School)
- Build additional supports for Foster Youth
- ♣ Build partnerships across the region in North Los Angeles County
- ♣ Build strong community coalitions to ensure well-coordinated referral processes and services

Independent City

- Independent City (IC) is a mock city where foster youth simulate emancipation and living on their own.
 - o Backpacks
 - o School Supplies
- Resource fair where professionals and members of the community engage foster youth with real-life challenges. Students learn about various resources and how to strategize and problem-solve with limited capital.

Resilient Scholars Ambassador program

- Foster Youth Ambassadors advocate for themselves and others to help promote and mentor our Resilient Scholars
- Identify specific supports and resources needed by students from the student's perspective
- Collaboration with the California State University System to admit, enroll and graduate more Foster Youth.



Compton Unified School District Superintendent, Darrin Brawley, E.d.D. 501 South Santa Fe Avenue Compton, California 90020

County of Los Angeles GRAND JURY C/O: Presiding Judge Daniel J Buckley 210 West Temple Street, Eleventh Floor, Room 11-506 Los Angeles, California 90012

Re: Response / Funding Formula Fails Fosters

Honorable, Presiding Judge Buckley:

Please find the required RESPONSES to the Recommendations provided by the Grand Jury as it relates directly to the Compton Unified School District Foster Youth population.

| Compton Unified School District | 3.1, 3.2, 3.3, and 3.4 |
|---------------------------------|------------------------|
|---------------------------------|------------------------|

Response One: Recommendation 3.1

3.1 "School Districts have allocated relatively small amounts of funding and unique needs of their foster youth to programs or actions specifically targeted to meet substantial and unique needs of their foster youth..."

After careful analysis and review of the GRAND JURY's Findings: CUSD has appropriated funding for the Foster Youth who attend schools within the boundaries of the Compton Unified School District based upon the results of the initial findings. **Please see below:**

| 2013-2014 | No LCAP Indicated | \$ 409,000 |
|-----------|---------------------|----------------|
| 2014-2015 | No LCAP Indicated | \$ 632, 126 |
| 2015-2016 | Foster and McKinney | \$ 1, 283, 538 |
| 2016-2017 | Foster and McKinney | \$ 1, 209,784 |
| 2017-2018 | Foster and McKinney | \$ 1, 101,746 |
| 2018-2019 | Foster and McKinney | \$ 1, 377, 939 |

Recommendation 3.1

Since the inception of the required LCAP: CUSD has identified and targeted specific needs of the Foster Youth population residing in the attendance area of the Compton Unified School District: and addressed the needs in the following manner:

| Compton Unified School District | 3.2 |
|---------------------------------|-----|
|---------------------------------|-----|

Response One: Recommendation 3.2

3.2 "LACOE, DCFS and Los Angeles County school districts should lobby the California Legislature to revise the method of distributing LCFF Funds statewide to provide specific funding to each school district to fund programs that meet the specific substantial and unique needs of students in foster care."

One of the Core beliefs of the Compton Unified School Districts Governing Board of Trustees and Superintendent Brawley is success for "all" students. As a result of this Core belief, Compton Unified School District has an active voice with the California Legislature, California Department of Education, Los Angeles County Office of Education and collaborates with the Department of Children and Family Services.

Superintendent Brawley is in constant communication with the State Legislature and the California Department of Education promoting ideas and concepts that further develop the necessary funding required for student success. Dr. Brawley has worked with local assembly members and state senators on various issues surrounding student success and additional funding allocations. Dr. Brawley is a member of FCMAT and has been on the forefront of educational issues relevant to the needs of all students especially the foster and homeless students. Using this platform: Superintendent Brawley is very instrumental in ensuring that districts and schools are making proper use of LCFF funds to address the academic needs of the unduplicated student group: particularly, the foster youth within the boundaries of the Compton Unified School District.

In addition, Superintendent Brawley is an active member of EDSource and the Strategic Counsel. As a member of the Strategic Counsel: Dr. Brawley has addressed issues surrounding provisions of specific funding to the Compton Unified School District and other school districts to fund programs that meet the specific, substantial and unique needs of students in foster care. Superintendent Brawley in conjunction with the Strategic Counsel has assembled a group of lobbyists working diligently on behalf of the district to influence the California Legislature to revise the method for distributing LCFF Funds and to increase funding allocations to CUSD and other school districts.

Dr. Brawley has advocated and voiced his concerns and recommendations on behalf of the youth attending schools within the CUSD attendance boundaries with an emphasis on At – Risk youth including foster and homeless youth.

| Compton Unified School District | 3.3 |
|---------------------------------|-----|

Response Two: Recommendation **3.3**

3.3 "School Districts should continue to track and monitor the significant achievement GAP of Foster Youth Compared with other targeted student groups and the general student population. Programs should be developed and implemented to address that achievement GAP."

Compton Unified School District under the direction of Superintendent Brawley has developed its own internal "Educational Dash Board", in order to create a greater academic awareness to the strengths and weaknesses of our students based upon the 8 LCAP indicators. This internal "Dash Board", provides administrators and teachers the opportunity to explore the real time results of our CUSD youth. The CUSD internal Dash Board can be found on our CUSD website: Ed Services: sub tab: Research and Evaluation.

2018 Academic Performance Indicator Projection Compton Unified CHANGE English Language Arts 510 199 2.410.0 70 to 5 1,888 2,465 3,429.0 2016 Statu 46.1 0 2 10884 rent State Sings 17.18 Mathematics 653(949) SiAri Distance 2530 10 1,596 2,428.6 2,452.5 95 to 25 1 2.483 2,528 65.0 2.466.6 35.4 2,586 6 19901 SOLE State 61.0 Current Status Change 17-18 2.4 CMSD Apministrative Retreat 2013 - \$-6/18 update

Sample of the CUSD Dash Board

The mission of the Department of Research, Evaluation & Pupil Records is to provide guidance to our schools as teachers strive to improve instruction and provide a quality education to the students of Compton. Our staff oversee the administration of all state and local assessments, analyze and disseminate results to the school community as well as maintain a longitudinal data collection for reporting to the California Department of Education and U.S. Department of Education

California Dept. of Education Dashboard: 2017 - 2018

SNAP SHOT

| Year 2017 | Achievement GAP | Increase | Decrease |
|-----------|---------------------|----------------|----------------|
| | | | |
| | Chronic Absenteeism | Not Applicable | Not Applicable |
| | Suspension Rate | 7.5 HIGH | DECLINED -1.6 |
| | English Learners | | |

| G | raduation | 66.7 VERY LOW | INCREASED 14.5 |
|----|----------------------|---------------|----------------|
| Co | ollege and Career | 4.8 VERY LOW | |
| E | nglish Language Arts | 82.9 VERY LOW | DECLINED -4.2 |
| M | athematics | 92.1 LOW | INCREASED 8.7 |

The assigned Foster Youth Administrator under the direct Supervision of the Assistant Superintendent of Pupil Services and Sr. Director of Child Welfare and Attendance has been directed by Superintendent Brawley to monitor the Academic achievements, successes as well as the significant gaps for our current Foster, Homeless and Probation youth. In addition, each school site received LCFF and additional district funding (allocations) to further address the needs of the unduplicated students which includes: Foster Youth, English Learners and Low Income students. School site administrators were directed to develop Single Plans for Student Achievement (SPSA) that included services and activities to address the Academic, Social and Emotional needs of this unique student population. These actions and services complement what is being offered at the district level to address all of the identified LCAP Priorities.

Response: **Graduation Rate:**

- Three times a year the Foster Youth Administrator identifies and Tracks: and Reports to ALL high school counselors, assistant principals and Principals those students who are eligible for AB 216.
- The Foster youth Administrator meets with and communicates regularly with school site personnel to ensure that the identified youth are on track to graduate.
- Notification of ALL Foster Youth who meet the requirements for the Minimum Graduation requirements (AB 216) are sent directly to School site administrators and counselors to ensure that our Foster Youth population is provided every opportunity for academic success.
- CUSD as previously mentioned: is in the process to allocate /utilize up to an additional \$100,000 for in home tutoring for Foster youth students who need additional academic support to increase and improve performance.

Response: Attendance Rate:

- The Foster Youth Administrator coordinates services with the current CUSD Attendance Administrator to Track student attendance and to address any barriers that lead to poor attendance rates to chronic absenteeism. As a result the Foster Youth Administrator:
 - a. Tracks Attendance on a Regular Basis
 - b. Follows up with school site (attendance personnel) and contact Foster Families, Group Home Faculty, Legal Guardians and DCFS Case Workers, CASA's and others directly involved attendance.
 - c. Participates: Site Attendance Review Team (SART)

- d. Participates: District Attendance Review Team (DART)
- e. Participates: School Attendance Review Team (SARB) District Level
- f. Provides Resources to those Foster Youth who have difficulty attending school on a regular basis:
 - 1. Academic, Social, Personal, Trauma Counseling
 - 2. Tokens, Tap Cards in the event that transportation is a barrier
 - 3. Tutoring (Academic Success / Esteem to motivate)

Response: Suspension Rate:

- The Foster Youth Administrator coordinates services with site personnel, school counselors, principals and assistant principals to Track student discipline and suspensions. In an effort to reduce Suspensions and Expulsions: the CUSD Foster Youth Administrator:
 - a. Consults with site personnel to ensure a Suspension / Expulsion is warranted. (Alternative Forms of Correction Recommended)
 - b. Professional Development surrounding Alternative Forms of Correction
 - c. Access to Pupil Personnel Services

If, school personnel and district personnel agree that the action(s) of the identified Foster Youth warrants suspension the following occurs:

- a. Notification of the Foster Youth Liaison
- b. Notification of the Ed Rights Holder
- c. Notification of CSW and Youth Atty. If required...

DGRC: District Guidance Review Committee) Informal Hearing

- a. Discussion surrounding offense(s)
- b. Youth Opportunity to Respond
- c. District supports to include:
 - 1. Counseling
 - 2. Referrals for Services (Drug, Alcohol, Anger Management) and more
 - 3. Follow Up- Follow Through.. No Suspension or Expulsion

DAHP: (District Administrative Hearing Panel) Formal Hearing

- a. Discussion surrounding offense(s)
- b. Youth Opportunity to Respond
- c. Panel Asks questions? Reviews Documentation/ Resources / Deliberates
- c. District supports and Recommends:
 - 1. Counseling
 - 2. Referrals for Services (Drug, Alcohol, Anger Management)
 - 3. Follow Up- Follow Through.. No Suspension or Expulsion
 - 4. CYS Restorative Justice -

- d. CUSD Hearing Panel makes the final decision to suspend or expel based upon current Education Code and requirements set forth by the California Department of Education.
- e. Referred to CUSD School Board Final Decision

Compton Unified School District not only tracks and addresses the Suspension and Expulsion Rates of all youth: CUSD also supports all youth including: Foster Youth and Homeless Youth with the following Resources:

- a. Counseling Referrals to:
 - 1. In House -School Social Workers, Counselors, Behavior Specialists and other Health Professionals.
 - 2. Outside Referrals to clinics, Social Workers, Medical and Mental Heath practitioners.
- b. Trauma Counselors -
- c. CUSD High School Wellness Centers
- d. CYS Restorative Justice: (CUSD District wide)

Centinela Youth Services (CYS) programs are client-centered to serve vulnerable youth and are nationally recognized, innovative and evidence-based. At the heart of all CYS services are more than one hundred (100) volunteer mediators that have completed over 40 hours of high quality training and certification.

CYS works in partnership with a variety of community and government agencies including South Bay One-Stop Business & Career Centers, three school districts, L.A. County Probation Department, L.A. County Juvenile Courts, four law enforcement agencies, the Department of Children and Family Services and numerous faith-based and community-based agencies to help create safe communities and safe schools that promote learning and positive youth development.

CYS Restorative Justice Centers (RJCs) serve youth and families through a **trauma-informed lens**. Trauma-informed care is a treatment framework that acknowledges the widespread impacts of trauma on the quality of life, experiences and behaviors of youth and families. Youth and families referred to CYS receive assessment for the signs of trauma followed by responsive services and programs that encourage resilience and build skills for active resistance to re-traumatize.

| Compton Unified School District | 3.4 |
|---------------------------------|-----|

Response Three: Recommendation 3.4

3.4 "LACOE should continue to enhance and expand its Educational Passport System to provide a common and consistent data repository for all district information on foster youth and encourage use of as a consistent base for monitoring, tracking and reporting on foster youth and performance in meeting their specific needs".

Response: <u>LACOE / DATA Systems:</u>

The Compton Unified School District has established a successful professional and collaborative working relationship with the Los Angeles County Office of Education (LACOE): as it relates to the LACOE Educational Passport System. The CUSD Foster Youth Administrator has assisted with and participated in the EPS development.

CUSD has entered into an MOU with LACOE to share data and upload necessary documentation to support the academic success of our CUSD Foster Youth. CUSD and LACOE FYS understand the needs of our Foster Youth and support the continued success of the EPS System. CUSD has uploaded many documents including the AB 216 Waivers and other documents with the assistance of a LACOE program manager.

Compton Unified School District has been chosen to participate in a pilot program to further the development of the EPS Pass Port System. In return, CUSD will provide necessary research and suggestions that make the system readily accessible for other district users.

In addition, CUSD has also entered into an MOU with the Department of Children and Family Services (DCFS) to have access to the DCFS Information Download Center. Having access to ALL available systems enables CUSD to have the most up to date information including and not limited to: the Educational Rights Holder / Contact information, Children's Social Worker / Contact information and other pertinent information that strengthens our ability to provide much needed support and resources to ensure Academic success.

The CUSD Foster Youth Administrator communicates regularly with other county Administrators who oversee Foster Youth and who also maintain differing Data Systems. Developing and communicating working relationships with different county agencies allows more information to be readily accessible.

Regards,

Darin Brawley, Ed.D. Superintendent

SNAP SHOT CUSD Foster Youth Services:

Compton USD has approximately between 267 – 450 foster Youth at any given time... Our Foster youth population spans pre – K – Thru High School...

Note: Our Largest population of foster youth that are: in /out of home placement spans the Elementary settings (K-6)

Compton Unified has developed its **policies** to provide services to Foster Youth and Probation Youth. He difference between foster youth and probation youth is:

- Foster Youth have had a crime committed on them
- Probation Youth have committed crimes against society in general

The following services are provide to Foster and Probation Youth:

Immediate School Enrollment - No documents required: however, there is immediate follow up:

- Records Request
- Partial Credits
- Immunizations
- Transcripts Review for Appropriate Placement (FAPE)

During the **Enrollment Process**: all Foster and Probation Youth receive:

- Back Pack with School Supplies
- Uniform Vouchers for youth in schools w Uniforms (ES and MS)
- Target Voucher for students that may require Hygiene and Basic Necessities for older youth in high school setting
- Bus tokens for older Foster and Probation Youth that are allowed to take Public Transportation
- Grades and Transcript Review: Eligibility for AB 216 (Minimum Requirements for Graduation) if eligible and credit
 deficient
- Individual Counseling is offered and discussed with the caregiver during enrollment
- School Stability is discussed and the Right to Remain in the youths School of Origin
- Education Rights Holder is researched and identified to ensure that the Parent / Guardian is aware of the youths academic progress.

If the new student has an IEP, CUSD immediately:

- Refers to Special Education for immediate placement based upon the IEP
- Transportation is arranged: (if indicated in the IEP)
- · Records Request / IEP Request if out dated

Supports, Services and Collaborations currently in place to ensure a smooth transition to assist our Foster and Probation Youth:

- Tutoring Collaboration w LACOE ... In House Tutoring up to 20 hours / more can be negotiated
- Additional outside Counseling if required: outside agencies
- **School Site Visits** to follow up with the Youth
- Group Home Visits
- Constant **Communication** between the **CSW** (Children's Social Worker) and **DCFS** (Department of Children and Family Services) along with the Education Section
- John Burton Scholarship Compton's newest recipient L. Shamar \$500.00
- United Friends of the Children

United Friends of the Children Collaboration – Our Foster youth in 7th and 8th grade are identified and recommended to participate in this program that Provides:

- Mentor thru High School into College
- Tutoring thru 7th grade into High School
- College funding provide to those youth accepted into the Program

Transportation and School Stability for youth out of the Normal School boundaries

CUSD and LACOE work closely to ensure youth that may want to stay in their school of Origin

- Transportation is arranged by a contracted service to ensure that the youth arrives to school on time
- Front Door Pick up and Home drop Off

Academic and Social Field Trips are routinely provided to our Foster and Probation Youth:

- Discovery Cube
- Museum of Science
- Knott's Berry Farm

Compton Unified School District has applied and received several **LACOE Mini Grants** for our Foster and Probation Youth:

 $2017-2018 \quad \$5500.00 \text{ School Supplies and other Needs } \$25.00 \text{ Gift Cards} \\ 2017-2018 \quad \$7500.00 \text{ Secondary Youth Winter Celebration (all middle and identified high school youth) were given gift cards up to: $100.00 dollars each}$



Downey Unified School District

Gallegos Administration Center 11627 Brookshire Avenue, P.O. Box 7017, Downey, California 90241-7017 (562) 469-6500, FAX: (562) 469-6515

Board of Education

*President*Barbara R. Samperi

Vice President
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Members
Tod M. Corrin
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Martha E. Sodetani

Superintendent John A. Garcia, Jr., Ph.D. September 24, 2018

Presiding Judge
Los Angeles County Superior Court
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, Eleventh Floor-Room 11-506
Los Angeles, CA 90012

Subject: Responses to Foster Youth Civil Grand Jury Report

Downey Unified School District (DUSD) strives to provide every student with a 21st Century education. We regularly review our systems and programs, in order to ensure that our foster youth are receiving the appropriate supports and services necessary for them to achieve academic and socio-emotional success. DUSD welcomes the Grand Jury's partnership in advocating for our foster youth to continue to address and remove the myriad of obstacles and challenges this population faces.

DUSD has reviewed the Los Angeles Grand Jury report on the impact of the Local Control Funding Formula for Foster Youth. The Department of Student Services and the Foster Youth Program Specialists have prepared the following responses to reflect the Grand Jury's recommendations found in sections 3.2, 3.3, and 3.4.

As it relates to recommendations made on section 3.2

As of 2014-15 school year, DUSD has increased our budget expenditures to specifically target the needs of foster youth and programs available to them. For example, Exhibit 2 reflects that DUSD has increased their foster youth budget by an average of \$100,000 per year in a three-year span. Furthermore, all LCAP funding is available to our foster youth population for such programs as a-g college preparatory curriculum, counseling services, extracurricular activities, one on one intensive case management, post-secondary follow-up, etc.

As it relates to recommendation made on section 3.3:

- During the 2017-18 school year, DUSD provided direct and strategic interventions to approximately 200 foster youth.
- DUSD employs four master level Program Specialists who have developed a specific program model based on the mandates implemented as a result of Assembly Bill 490. These address both academic and social-emotional barriers to foster youth progress in the classroom.

- Due to a rigorous curriculum and dedicated school staff, foster youth in DUSD had an 88% graduation rate for the 2016-17 school year as reflected in the California Dashboard. However, our internal data dating back from 2015-16 to our current school year, reflects that all foster youth seniors, that have remained with DUSD through their senior year have graduated. Therefore, the data in the report is not indicative of DUSD's 100% foster youth graduation rate.
- Our Program Specialists have utilized both their clinical skills as well as their educational background to build a versatile program that embodies a vigorous relationship with our school administrative teams, our teachers, and our support staff.
- The program model utilized at DUSD focuses on four key components; (1) the Whole Child, which includes individual counseling, (2) parent engagement, (3) psychoeducation targeted for school administrators and school site staff, and (4) a collaborative partnership with community stakeholders.
- Our Program Specialists have created an intensive case management program that robustly targets post-secondary enrollment. Our team encourages our students to enroll in a-g courses, they facilitate meetings with our Cerritos Junior College on-campus liaison, assist with FAFSA and college application(s) and address post-secondary career and college pathways.
- DUSD Program Specialists work closely with DCFS staff and their partners to
 ensure that the foster youth needs are met through a Whole Child
 perspective. DUSD utilizes DCFS's Student Information Tracking System
 (SITS) to identify foster youth who are enrolled in our district. The Program
 Specialists participate in meetings that include, but are not limited to, DCFS
 Collaborative Meetings, Multidisciplinary Assessment Team (MAT) meetings
 with DCFS, home visits with Children's Social Workers (CSW), including
 Child and Family Team (CFT), Wraparound and Family Preservation
 meetings. This collaboration enables all parties involved to work together to
 meet the needs of the whole child collectively. This helps to decrease the
 possibility of our foster youth falling through the cracks.
- Foster and biological parent engagement are a key piece of ensuring that the needs of our foster youth are being met appropriately. Our Program Specialists routinely engage with foster and biological parents to ensure that they are aware of their student's academic progression and the plethora of interventions and support strategies that are available to them as needed.
- Our Program Specialists provide school administrators and school site staff psycho-education via group presentations and individual meetings to align and strengthen their knowledge about the state and federal mandates for foster youth.
- DUSD has developed key partnerships with community agencies to ensure that our foster youth have a variety of resources available to them, caretakers and biological parents.
- Our Program Specialists are members of the LACOE Foster Youth Services
 Executive Advisory Board, the Cerritos College Foster Youth Kinship
 Advisory Board, a collaborative task force with the city of Downey, DCFS and
 other community agencies to develop strategic interventions to improve foster
 youth academic and socio-emotional achievement, both at the K-12 and post secondary levels.

- Program Specialists applied for and were awarded with approximately \$10,000 in grant money from LACOE that provided for supplemental mental health supports.
- Program Specialists continue to attend numerous professional development workshops and conferences to expand their skill sets and address the unique trauma needs of our foster youth.

As it relates to recommendation made on section 3.4:

- DUSD has traditionally chosen to utilize a progressive approach to meet the needs of all of our students. Our district understands the complex needs of our foster youth and has maintained a multifaceted relationship with LACOE.
- In an effort to stay abreast of foster youth data accuracy and/or changes, we entered into a Memorandum of Understanding (MOU) with LACOE in January of 2016, resulting in access to the Education Program Passport System (EPS).
- All four Program Specialists have participated in the EPS training.
- In addition, our department collaborates with EPS, on a monthly basis, to ensure that our data matches theirs and assess any discrepancies as needed.

DUSD is respectfully not in accordance with:

 The number of foster youth reflected in Exhibit 9 differs due to the high mobility rate of foster youth. All of these systems are obtaining the number of foster youth at different points in time, thus the discrepancy in the numbers reported.

Respectfully,

John A. Garcia, Jr.//Ph.D.

Superintendent



Downey Unified School District

Gallegos Administration Center 11627 Brookshire Avenue, P.O. Box 7017, Downey, California 90241-7017 (562) 469-6500, FAX: (562) 469-6515

Board of Education

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Clerk

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Members
Tod M. Corrin
D. Mark Morris
Martha E. Sodetani

Superintendent John A. Garcia, Jr., Ph.D. Date: August 9, 2018

To: Presiding Judge

Los Angeles County Superior Court

Clara Shortridge Foltz Criminal Justice Center

RE: 2017-2018 L.A. COUNTY GRAND JURY FINAL REPORT

FUNDING FORMULA FAILS FOSTERS

3.1 School districts that have allocated relatively small amounts of funding to programs or actions specifically targeted to meet the substantial and unique needs of their foster youth students, or have not identified specific amounts of funding allocated in the LCAP, should allocate additional funding for such programs. (Antelope Valley, Downey, Long Beach, Paramount, Pomona)

Downey Unified School District allocates substantial funding to provide services for our foster youth. Through the LCAP, the district fully funds, four program specialists to meet the academic and socio- emotional needs of each and every foster youth student in the district. In addition, other services such as field trips, transportation, and other much needed resources are funded.

3.2 LACO, DCSF, and Los Angeles County school districts should lobby the California Legislature to revise the method for distributing LCFF funds statewide to provide specific funding to each school district to fund programs that meet the specific substantial and unique needs of students in foster care.

Downey Unified School District agrees more resources should be allocated specifically to target the substantial needs of foster youth and would be happy to participate in any lobbying effort to support this effort.

3.3 School districts should continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups and the general student population. Programs should be developed and implemented to address that achievement gap.

Yes, school districts should continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups and the general student population. Before we developed our program in Downey Unified School District, our team analyzed various data points where foster youth were behind their peer groups. We looked to the Alliance for Children's Rights and the Los Angeles County Office of Education for further guidance on how to implement appropriate mandates that would alleviate many of the barriers that our foster youth faced while trying to be successful in the educational setting. Foster youth face a multitude of both academic and emotional issues, and based on both quantitative and qualitative data, our program focused on four key components that we felt would provide these students with the best interventions to address the barriers they were facing in the educational setting. Our program focused on Direct One on One Counseling with the foster student, Parent Engagement (targets both foster and biological parents), Partnership with the Department of Children and Family Services (DCFS) and community agencies and providing education and support to our school staff district-wide.

Our approach towards not only our foster youth, but all our students, here in the Downey Unified School District has been to address the Whole Child. By looking at the student, and not just focusing on academic achievement, we are able to develop interventions that will seek improvements in all aspects of the student's life with the hope that it will reflect in positive academic achievement. This is where our one on one counseling sessions are pivotal to the student's academic achievement and socio-emotional welfare. Our program specialists met with these students to see what the students' presenting needs were and looked at appropriate supports to help address that particular need/issue. This ranged from, but was not limited to, academic support, linking mental health supports, addressing post-secondary college and career aspirations, and looking at transitional housing opportunities.

Secondly, we focused on Parent Engagement. We felt that by offering supports, psychoeducation, and resources to them, that we would increase the likelihood that these students would have positive outcomes in the classroom. Here we focused on providing parent workshops that ranged from learning how to navigate the educational setting, how to provide academic support to their children, information on useful resources locally, as well as other important topics that would be beneficial to them in their daily lives and in the future.

Next, we developed a strong relationship with the DCFS. Our program specialists reached out to the assigned county social worker on a regular basis to keep them abreast of how the student was progressing as well as to see what was going on from a legal standpoint. This partnership has been extremely crucial as we have seen the many benefits of having all team members abreast of what's going on in the student's life to ensure that we are addressing the many needs of the students we are working with.

Lastly, working with our school staff has been a focal point of our program. Working with school site administrators and teachers have been instrumental when addressing the needs of our foster youth. Our role has been to provide psychoeducation on the mandates that these students are protected by as well as to provide support and resources to teachers on how to best work with foster youth.

It is critical that we continue to monitor the achievement gap for these students, as the barriers continually change, and thus foster youth programs need to be constantly evolving to stay in tune with the issues that these students come across in the present and will come across in the future.

3.4 LACOE should continue to enhance and expand its Educational Passport System to provide a common and consistent data repository for all school district information on foster youth and encourage use of as a consistent base for monitoring, tracking and reporting on foster youth and performance in meeting their specific needs.

REQUIRED

As we know, foster youth face many obstacles while attempting to earn their high school diploma. Due to the high mobility of these students, it is not uncommon for them to attend anywhere between 5-10 schools during their academic career. Each time a foster youth changes schools, their records should be transferred in a timely manner. Unfortunately, for a multitude of reasons, this seldom occurs. On top of this, because of the multiple changes in school placements, school records are often lost or misplaced, resulting in lost credits, outdated special education documents, missing grades, as well as a variety of other valuable documentation. LACOE's Educational Passport System has been an instrumental tool in addressing missing credits, enrollment history, and a plethora of other school related issues that make academic success difficult for our foster youth. With the implementation of LACOE's Educational Passport System, schools now have the information they need to properly place these students as well as to implement appropriate intervention plans for those students who are having difficulties in school and life.



HACIENDA LA PUENTE UNIFIED SCHOOL DISTRICT

15959 East Gale Avenue • P.O. Box 60002 • City Of Industry, California 91716-0002 • (626) 933-3800

CYNTHIA PARULAN-COLFER, Superintendent

Members of the Board GINO KWOK, Esq., President PENNY FRAUMENI, Vice President MARTIN G. MEDRANO, Clerk ANTHONY DUARTE, Member JOSEPH K. CHANG, Ph.D., Member

September 28, 2018

County of Los Angeles-Civil Grand Jury
Presiding Judge
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street
Eleventh Floor Room 11-506
Los Angeles, CA 90012

Re: Response to 2017-2018 Los Angeles County Civil Grand Jury Report

Funding Formula Fails Fosters: The Impact of the Local Control Funding Formula (LCFF)

on Foster Youth Recommendations

Dear Presiding Judge,

The Hacienda La Puente Unified School District (District) appreciates the Grand Jury's diligence in investigating and reporting on the operations of local government agencies identified in the 2017-2018 Los Angeles County Grand Jury Report titled "Funding Formula Fails Fosters: The Impact of the Local Control Funding Formula (LCFF) on Foster Youth" (Report). As was reflected in the report, the District continues to be committed to the success of our foster youth students. As noted on page 76, the District is part of a group that has "developed significant programs to meet the specific needs of their foster youth student populations and allocated substantial amounts of funding to them."

Per the report, the District reviewed the Grand Jury's recommendations and has responded to the recommendations associated with the District, pursuant to Penal Code section 933.

Recommendation 3.3

School Districts should continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups and the general student population.

Programs should be developed and implemented to address that achievement gap.

District's Response to Recommendation 3.3

The recommendation has been implemented at Hacienda La Puente. The District's Equity and Access Department (E&A) oversees the implementation of systematic and frequent progress monitoring to determine appropriate instructional modification, support and/or intervention

Vision Statement:

for foster students. The foster care liaison supports the coordination of services at the school sites for foster youth to ensure and monitor the achievement gaps compared to other targeted student groups and the general population in each site. The District uses the following strategies and programs to monitor and support the progress of District's foster youth and programs:

Enrollment and Student Progress Monitoring Toward Student Achievement:

- assist with enrollment, checkout from school, and transfer of grades and credits
- ensure all laws for foster youth are followed
- provide responsive and appropriate services to foster students based on identified need, such as: academic counseling, tutoring and/or targeted academic intervention
- ensure appropriate educational placement: English Learner, Student with Disability, A-G courses, credit recovery, AB 216 initiated when student qualifies and all stakeholders agree on this high school graduation path

Resource and Enrichment Opportunities Implementation:

- mentoring, counseling, social/emotional and/or behavior intervention and mental health referrals as needed
- review and align Board Policies and Administrative Regulations with foster youth laws, including requirements for enrollment, graduation requirements, extra-curricular activities
- provide ongoing training for counselors, School Office Managers, registrars, administrators, and teachers on addressing the issues and needs of foster students.
- consult with the Department of Children Family Services (DCFS), mental health providers and Court Appointment Special Advocates
- provide workshops and forums for parents and guardians of foster youth

Recommendation 3.4

LACOE should continue to enhance and expand its Educational Passport System to provide a common and consistent data repository for all school district information on foster youth and encourage use of a consistent base for monitoring, tracking and reporting on foster youth and performance in meeting their specific needs.

District's Response to Recommendation 3.4

The recommendation has been implemented. The District has been active in ensuring that the EPS is utilized and accessed by support services personnel, including our school psychologist, student support teachers/counselors, office managers and foster liaison.

In response to the accountability in the LCFF to provide targeted services for students in foster care, the LACOE Foster Youth and Technology Services department integrated data information with the DCFS and built the Educational Passport System (EPS) as a shared educational data system. The District has had an active Memorandum of Understanding (MOU) with LACOE since December 4, 2015. The District has trained counselors, Teachers on Special Assignment (TOSA),

a psychologist, administrators and office managers on how to access the EPS. The District's foster care liaison is an active user of the EPS and uses it on a consistent, daily basis. The MOU is to support the data sharing efforts between the District and other districts participating in the EPS.

In the 2017-18 school year, the District piloted the upload of foster care student documents into the EPS with the coordination with our foster care liaison and a LACOE Foster Youth Services Coordinating Program Specialist. The District liaison and LACOE specialist reviewed foster youth cumulative records and uploaded the pertinent records into the EPS. On June 21, 2018, the District Board approved the MOU with the expanded EPS to support homeless and juvenile justice students. We are currently working with LACOE to train our student support personnel on the new and expanded EPS. Our foster care liaison and student support teachers were trained at the beginning of the 2018-19 school year.

Conclusion

We appreciate the comprehensive review regarding the needs of the County's foster youth students. We remain committed as a District to collaborating with the County and other agencies and organizations to continue to provide programs and resources that benefit our foster youth and the community.

Sincerely

Cynthia Parulan-Colfe

Superintendent

Hacienda La Puente Unified School District



INGLEWOOD UNIFIED SCHOOL DISTRICT

401 S. Inglewood, Avenue, Inglewood, California 90301 phone: 310/419-2700

July 19, 2018

STATE ADMINISTRATOR

Honorable Daniel J. Buckley.

Thelma Meléndez de Santa Ana Ph.D. Presiding Judge, Los Angeles Superior Court

Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506

Los Angeles, Ca. 90012

BOARD OF EDUCATION

Murgaret Turner-Evans, M.A. President, Sent #4

Re: Response to Civil Grand Jury Report re LCCAP and Foster Youth

D'Artagnan Scorza, Ph.D. Vice President Seat #5

Dear Judge Buckley:

Dionne Young Faulk, J.D. Member, Seut #1

The State Administrator and Board of Education of the Inglewood Unified School District are in receipt of the above referenced Civil Grand Jury report. The following response to the report is made in compliance with Penal Code sections 933 and 933.05.

Carliss R. McGhee, Ph.D. Member, Seut #2

RECOMMENDATION 3.1

Melody Ngaue-Tu'uholoaki Member, Seat #3

School districts that have allocated relatively small amounts of funding to programs or actions specifically targeted to meet the substantial and unique needs of their foster youth students, or have not identified specific amounts of funding allocated in the LCAP, should allocate additional funding for such programs. (Antelope Valley, Downey, Long Beach, Paramount, Pomona)

<u>ADMINISTRATION</u>

Carmen Beck, Ph.D. Chief Academic Officer

Response:

Nora Roque Executive Director Human Resources Services

> The recommendation will not be implemented as the recommendation is inapplicable to the Inglewood Unified School District

Eugenio D. Villa Chief Business Official

RECOMMENDATION 3.3

School districts should continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups and the general student population. Programs should be developed and implemented to address that achievement gap.

Mission Statement

The mission of the Inglewood Unified School District is to ensure that all our students are tought rigorous standards bosed curriculum supported by highly qualified stoff in an exemplary educational system characterized by high student achievement, social development, safe schools, and effective partnerships with all segments of the community.

Honorable Daniel J. Buckley July 19, 2018 Page 2

Response:

The District will continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups. The development of further programs to address that achievement gap will require study and analysis which will take place by December 29, 2018.

RECOMMENDATION 3.4

LACOE should continue to enhance and expand its Educational Passport System to provide a common and consistent data repository for all school district information on foster youth and encourage use of as a consistent base for monitoring, tracking and reporting on foster youth and performance in meeting their specific needs.

Response

The recommendation will not be implemented as the recommendation is inapplicable to the Inglewood Unified School District

Very truly yours,

Thelma Melendez de Sahta Ana, Ph.D.

State Administrator

cc: Board of Education

TM:im

Regular Board Meeting July 18, 2018 5:30 PM Dr. Ernest Shaw Board Room 401 S. Inglewood Avenue Inglewood, CA 90301

Agenda Item:

12.d.7. Approve Response to Civil Grand Jury Report re LCFF and Foster Youth

Speaker:

Dr. Carmen Beck, Chief Academic Officer

Recommended

Motion:

Administration recommends that the State Administrator approve of the proposed response to the Los Angeles County Civil Grand Jury report regarding the Local Control

Funding Formula and Foster Youth.

Rationale:

The District is required by law to respond no later than October 1, 2018 to the recommendations contained in Civil Grand Jury report. Noteworthy is the fact that the Grand Jury found that five of the ten school districts including IUSD "had substantial program and funding specifically to meet the unique needs of their students in foster

care."

Financial Impact:

No immediate impact. Possible financial impact if programs for Foster Youth are

expanded.

Attachments:

IUSD Grand Jury Response 7.19.2018

12.d.4. Ratification of Amendment No. 2 to the Consultant Agreement with Sunbelt Staffing, LLC to Provide Additional Support to Students for Occupational Therapy and ParaEducators for F/Y 2017-2018

Financial Impact:

The maximum amount of \$1,100,000 as stated in Amendment No.1 has been exhausted. The additional cost of \$20,000 will be paid with Special Education Funds.

Minutes:

Approved

12.d.5. Ratification of Resolution No. 01/2018-2019, for the Purpose of Providing Child Care and Development Services and to Authorize the Designated Personnel To Sign Contract No. CSPP-8202 with the California Department of Education to Continue to Operate the California State Preschool Program for Fiscal Year 2018-19

Financial Impact:

Funding will not exceed the maximum reimbursable amount of \$1,860,123.00 from California Department of Education Funds.

Minutes:

Approved

12.d.6. Ratification Resolution No. 02/2018-2019 for the Purpose of Providing Child Care and Development Services and to Authorize the Designated Personnel to Sign Contract No. CCTR-8092 with the California Department of Education to Continue to Operate the General Child Care and Development Program for Fiscal Year 2018-19

Financial Impact:

State funding will not exceed the maximum reimbursable amount of \$600,520 from California Department of Education funds.

Minutes:

Approved

12.d.7. Approve Response to Civil Grand Jury Report re LCFF and Foster Youth

Financial Impact:

No immediate impact. Possible financial impact if programs for Foster Youth are expanded.

Minutes:

Approved

LONG BEACH UNIFIED SCHOOL DISTRICT

SERVING LONG BEACH, LAKEWOOD, SIGNAL HILL AND AVALON

OFFICE OF THE SUPERINTENDENT 1515 HUGHES WAY, LONG BEACH, CALIFORNIA 90810-1839 (562) 997-8242 • FAX (562) 997-8280

September 25, 2018

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

Re: 2017-2018 Los Angeles County Civil Grand Jury Report

Dear Presiding Judge Buckley:

Thank you for sharing your "Funding Formula Fails Fosters" report with the Long Beach Unified School District (LBUSD). As our mission statement makes clear, we are determined "to support the personal and intellectual success of every student, every day," and this goal includes closing the achievement gap between foster youth and their peers. It is one of many reasons why, in April 2014, after the establishment of the Local Control Funding Formula (LCFF), our Board of Education unanimously approved a policy that ensures the rights of foster youth to have full access to the same academic resources, services, and extracurricular activities that are available to all students. In addition, the LBUSD Foster Youth Unit has partnered with the Los Angeles County Office of Education to provide private in-home tutoring to foster youth in our district. During the 2017-18 school year, over 300 students received such services.

LBUSD has seen steady improvement in academic performance across numerous subgroups, including foster youth. Most notably, as presented at the August 2018 Board of Education Workshop, the proportion of LBUSD's homeless / foster youth students who met or exceeded English Language Arts standards in the recent Smarter Balanced assessments grew by four percentage points. In Mathematics, the growth was six percentage points. Both gains were among the highest for any subgroup between the 2016-17 and 2017-18 school years. We still have a long way to go, but the results are encouraging and suggest that our Local Control and Accountability Plan (LCAP) is on the right track.

On this note, here are our responses to the four recommendations outlined on page 86 of your report:

Recommendation 3.1: "...[A]llocate additional funding for such programs" related to foster youth.

Based on the promising signs of improvement referenced above, LBUSD believes that the best course of action, for the time being, is to continue implementing its current three-year LCAP. That includes maintaining budgeted expenditures for foster youth services out of the district's supplemental and concentration grants.

It is important to note that LBUSD uses other funds beyond the specific totals described on page 75 of your report (e.g., other LCFF allocations, Title I, etc.) to enhance the educational experiences of foster youth. In some cases, these resources come in the form of districtwide programs that, through their objectives, principally benefit unduplicated pupils such as foster youth. LBUSD, for example, has numerous initiatives that aim to reduce financial barriers to college and career readiness. They include a program in which the district pays 95% of Advanced Placement exam fees so that students only bear a \$5 burden. They also include free PSAT exams for every eighth, ninth, and tenth grader, as well as free SAT exams for every eleventh grader and select twelfth graders. These and many other services have tangible benefits to foster youth even though they are made available to all student subgroups. Case in point: homeless / foster youth enrollment in Advanced Placement courses has risen from 12% to 33% between the 2014-15 and 2017-18 school years.

In addition to districtwide programs, LBUSD provides funds to schools, with the intent of augmenting support for struggling learners. In an urban district, student needs are sometimes concentrated in specific areas. Such cases warrant a schoolwide approach, which allows for targeted support while retaining some economies of scale and site flexibility. These resources further supplement the interventions that foster youth receive despite their availability to all student subgroups.

Altogether, LBUSD's use of both LCFF and non-LCFF funding sources – at both the district and site levels – enable it to address the needs of foster youth.

Recommendation 3.2: "... [L]obby the California Legislature to revise" the LCFF funding model and "provide specific funding" for foster youth programs.

LCFF replaced the state's outdated and confusing school finance system with a more streamlined one that gives schools greater flexibility to use funds based upon the unique needs of their students. Under this funding model, LBUSD has seen many positive developments, including among foster youth. It is important for our schools to be able to determine how their limited resources can be leveraged to address local issues, with appropriate measures of accountability.

Recommendation 3.3: "School districts should continue to track and monitor the significant achievement gap of foster youth..."

LBUSD is committed to closing the achievement gap between foster youth and their peers. Over the past several years, we have made progress in strengthening our data systems by, for example, adding a student intervention tracker, and we plan to continue building upon this technical framework.

In terms of programs, LBUSD has a Foster Youth Unit that focuses on three main actions: community outreach, advocacy, and direct service.

First, staff members network with local community agencies and partners that serve the unique needs of foster youth. These organizations include the Los Angeles County Department of Children and Family Services; Alliance for Children's Rights; Los Angeles

County Office of Education (Foster Youth Division); ChildNet; Long Beach Alliance for Children with Asthma; Long Beach Public Library; YMCA; Long Beach City College; and Kinship Care Education Program.

Second, advocacy work entails ongoing support to and collaboration with school counselors and the Foster Youth Unit. Staff members provide technical assistance on enrollment (in terms of school of origin, transportation needs, and transfer of records); compliance with AB216 and partial credits; and consultations with county social workers.

Third, direct services include school site referrals, which typically consist of basic individual student assessments, home visits, and ongoing intensive case management. Staff members also attend school or service-based meetings, and they often deliver targeted support to specific foster youth students who require assistance with attendance, graduation credits, etc.

Specifically, the Foster Youth Unit aims to:

- Work with local colleges to secure Masters of Social Work Interns and build capacity in outreach and caseload management;
- Provide professional development on trauma-informed practices, including human trafficking issues, to LBUSD elementary, middle, and high school counselors so that they understand the challenges that foster youth face;
- Provide professional development to site and district support staff on school of origin, custody, transportation, and enrollment procedures so that all foster youth are enrolled in a timely manner;
- Enhance professional development to school nurses (health-related issues and new records-sharing legislation) and new teachers (overview of foster youth legislation and services);
- Provide information on the new online reporting child abuse system to all LBUSD administrators;
- Collaborate with the Los Angeles County Office of Education to provide free inhome tutoring for all interested LBUSD foster youth;
- Collaborate with group homes, educational advocates, court-appointed attorneys, and foster family agencies in Long Beach to ensure that foster youth are enrolled back into their school of origin or their new school in a timely manner;
- Ensure that foster youth social workers attend Individualized Education Program meetings so that educational rights holders are present and significant issues are discussed;
- Collaborate with counselors and other staff to ensure that all foster youth high school seniors apply for financial aid to attend community colleges and universities;
- Assist high school counselors and other staff with completing the credit attainment form for eligible eleventh and twelfth grade foster youth who transfer after completing two years of high school and who would not reasonably be able to complete LBUSD's graduation requirements by the end of their senior year.

Collectively, these action items are intended to enhance LBUSD's capacity to deliver high-quality services to foster youth and close the achievement gap.

Recommendation 3.4: "LACOE should continue to enhance and expand its Educational Passport System. . . ."

Even though LBUSD uses LACOE's Educational Passport System, this recommendation does not apply to our district.

Overall, LBUSD upholds the guiding principle that educators, school personnel, social workers, probation officers, caregivers, advocates, and juvenile court officers must all work together to serve the educational needs of children in foster care. If you have any further questions, please do not hesitate to contact us.

Sincerely,

Christopher J. Steinbauser Superintendent of Schools



County of Los Angeles DEPARTMENT OF CHILDREN AND FAMILY SERVICES

Forbes | 2018 AMERICA'S BEST LARGE EMPLOYERS

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

HILDA L. SOLIS
First District
MARK RIDLEY-THOMAS
Second District
SHEILA KUEHL
Third District
JANICE HAHN
Fourth District

KATHRYN BARGER Fifth District

BRANDON T. NICHOLS Chief Deputy Director

July 13, 2018

To:

Supervisor Sheila Kuehl, Chair

Supervisor Hilda L. Solis

Supervisor Mark Ridley-Thomas

Supervisor Janice Hahn Supervisor Kathryn Barger

From:

Bobby D. Cagle, Director

Department of Children and Family Services

RESPONSE TO THE 2017-2018 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT RECOMMENDATIONS

Enclosed please find the Department of Children and Family Services' (DCFS) response to the Civil Grand Jury's recommendation for year 2017-2018. The response to the recommendation has been prepared for the following Civil Grand Jury report section topic: Funding Formula Fails Fosters Recommendation 3.3.

If you have any questions, please call me or your staff may call Aldo Marin, DCFS Board Liaison at (213) 351-5530.

Enclosures

BDC:BN:HB:af

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF CHILDREN AND FAMILY SERVICES

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR FUNDING FORMULA FAILS FOSTERS

RECOMMENDATION NO. 3.3

School districts should continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups and the general student population. Programs should be developed and implemented to address that achievement gap.

RESPONSE

We agree with the recommendation since it is in the process of being implemented, and what is being done to address the service gap is the following: There are at least five (5) local and state databases of foster student education data, as follows:

- 1. California Department of Education Student and School Data Files
- 2. California Longitudinal Pupil Achievement Data System (CalPADS)
- 3. California School Dashboard
- 4. DCFS Student Information Tracking System (SITS)
- 5. LACoE Education Passport System (EPS)

The reliability of the data in any one of the aforementioned databases is questionable, based on the following limitations:

- The California Department of Education Student and School Data files report the largest number of foster students in each school district, which suggests an aggregate student reporting methodology throughout the school year.
- CalPADS captures a moment-in time census. For 2017, the snapshot was taken on October 4, 2017. While
 CalPADS encourages additional data submissions throughout the school year, it isn't mandatory. As of midDecember, only 50% of school districts had updated their CalPADS information.
- The California School Dashboard, intended to report school district performance and success measures, is based upon the latest state data available. The Dashboard will be updated each Fall with the most recent available data, including enrollment numbers and demographic information.
- The DCFS Student Information Tracking System (SITS), developed in 2011, started first with LAUSD and then progressively added more school districts. SITS was LA County's first automated foster student academic data sharing system. To date, SITS includes data on only 50% of LA County's school districts.
- LACOE's Education Passport System (EPS) is LA County's second generation academic data sharing system between LACOE, DCFS and now 80 of our 80 school districts. LACOE developed EPS in collaboration with DCFS. While SITS is in the process of transitioning to EPS, right now, both systems are limited to data on children and youth under open court cases only.

To remedy the above, LA County is moving towards coordinating educational services, sharing information, responding to the needs of the juvenile court system and automating the transfer of education records, at no cost to participating school districts, through LACOE's EPS. A Memorandum of Understanding with all 80 school districts and 5 charter schools is now signed, increasing the ability to share data. Under future consideration for further EPS enhancements are data sharing with:

| | LA County's Early Education Student Population |
|----|--|
| [] | Charter Schools under Green Dot Public Schools |
| [] | LA County's Homeless Student Population |
| | Community Colleges |
| [] | CWS-CARES |

Attachment E

Fire Department



Los Angeles County Office of Education

Serving Students = Supporting Communities = Leading Educators

October 25, 2018

Debra Duardo, M.S.W., Ed.D. Superintendent

Los Angeles County Board of Education

Thomas A. Saenz President

James Cross Vice President

Candace Bond McKeever

Douglas R. Boyd

Alex Johnson

Gregory McGinity

Monte E. Perez

Presiding Judge Daniel J. Buckley
Los Angeles Superior Court

Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506

Los Angeles, CA 90012

Re: 2017-2018 Los Angeles County Civil Grand Jury

Dear Judge Buckley:

On behalf of the Los Angeles County Office of Education (LACOE), attached are the responses to the 2017-2018 Los Angeles County Civil Grand Jury report. The report, *Funding Formula Fails Fosters*, pages 67-90, requires a response from LACOE. The report references LACOE as the responding agency for the following recommendations: 3.2 and 3.4. Please note that the table on page 87 references recommendations 3.3 and 3.5. On October 16, 2018, LACOE contacted the Civil Grand Jury Office at 213-628-7914 to verify the recommendation numbers and was advised to respond to the recommendation numbers within the report, which are 3.2 and 3.4.

Sincerely,

Debra Duardo, M.S.W., Ed.D.

Superintendent

DD:ws

Presiding Judge Buckley October 25, 2018 Page 2 of 4

RECOMMENDATION NO. 3.2

LACOE, DCFS, and Los Angeles County school districts should lobby the California Legislature to revise the method for distributing LCFF funds statewide to provide specific funding to each school district to fund programs that meet the specific substantial and unique needs of students in foster care.

RESPONSE

LACOE agrees with the recommendation. The method of determining and distributing funds through the LCFF is based on a snapshot of data captured through the California Longitudinal Pupil Achievement Data System (CALPADS). We agree that snapshot data tends to underestimate the transient enrollment of students in foster care. Often, local educational agencies (LEAs) need to serve as many as twice the number of students captured on a snapshot of enrollment. Under the LCFF, all LEAs are required to develop a Local Control Accountability Plan (LCAP), which describes how they intend to meet annual goals for all pupils and the identified subgroups of English Learners, Low-Income, and Foster Youth pupils, with specific activities to address state and local priorities identified pursuant to California *Education Code (EC)* sections 52060(d), 52066(d), and 4760. We will continue to work with our local DCFS and school district partners to address, at the state level, the methods for distributing LCFF funds to ensure visibility and accountability for outcomes according to the unique needs of students in foster care.

Presiding Judge Buckley October 25, 2018 Page 3 of 4

RECOMMENDATION NO. 3.4

LACOE should continue to enhance and expand its Educational Passport System to provide a common and consistent data repository for all school district information on foster youth and encourage use of as a consistent base for monitoring, tracking, and reporting on foster youth and performance in meeting their needs.

RESPONSE

LACOE agrees with the recommendation. The recommendation is being implemented, as LACOE has continued to enhance and improve the Educational Passport System. Currently, all 80 school districts in LA County and a few charter schools have signed data sharing agreements and are using the system. Current plans are to expand the use to the Children's Court, LA Mission College, and other community colleges. LACOE is currently designing a mobile application for the Department of Children and Family Services (DCFS) social workers to use. This will allow social workers to review individual data in a real time fashion when they are meeting with students and their foster families at their homes or anywhere, without having to be in the office on their computer.

We have also assigned staff to review any data anomalies found between DCFS data, EPS, and other data systems. While initial review shows the majority of these are due to snapshots of data taken at different times and for different purposes, we continue to analyze, review, and correct any valid discrepancies found.

LACOE has also recently formed a Core Advisory Committee that will help guide the future of the Educational Passport System including future enhancements to better meet the needs of systems users. LACOE, DCFS, Probation, Office of Child Protection and school districts (Los Angeles Unified School District, Palmdale School District, Hacienda La Puente Unified School District, and Bonita Unified School District) are founding members of the committee. Current enhancements agreed to by the committee and underway include:

- ✓ Transportation/Emergency Transfer requirements from DCFS
- ✓ Document Library Pilot started
- ✓ Enhanced LACOE Foster Youth Case Management Functionality
- ✓ Online Tutoring Referral feature implemented
- ✓ DCFS Viewing permissions for Education Documents
- ✓ Supporting DCFS Transportation and Emergency Transfer functionality
- ✓ Onboarding of Community Colleges and Charter Schools
- ✓ Identifying requirements from Division of Student Programs (DSP) for Individual Learning Plan (ILP) updates
- ✓ Automating of data sharing APIs for Synergy and School Pathways
- ✓ Introducing the new Tutoring Service module

Presiding Judge Buckley October 25, 2018 Page 4 of 4

Future enhancements scheduled include:

- ✓ Data sharing of Foster Youth Early Education Student population
- ✓ Data sharing of Homeless Education Student population with LAUSD system
- ✓ Training and implementing the digital student cume feature
- ✓ Developing the new Mobile Application for the DCFS Child Social Worker (CSW)
- ✓ Expanding usage to the Edelman Children's Courts and other agencies
- ✓ Implementing ability to track sexual education for 8th & 10th grader (SB89)

Los Angeles Unified School District OFFICE OF THE GENERAL COUNSEL

333 S. Beaudry Avenue, 24th Floor, Los Angeles, CA 90017 TELEPHONE: (213) 241-6601; FACSIMILE (213) 241-8444

AUSTIN BEUTNER
Superintendent

DAVID HOLMQUISTGeneral Counsel

October 1, 2018

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, California 90012

Re: Response to Civil Grand Jury Report, "Funding Formula Fails Fosters"

Dear Judge Buckley:

The Los Angeles Unified School District is in receipt of the Civil Grand Jury's Report, "Funding Formula Fails Fosters" dated June 20, 2018. On behalf of the Los Angeles Unified School District's ("LAUSD" or "District"), I am happy to provide responses to the findings and recommendations made by the Civil Grand Jury.

Attached are the responses provided in accordance with California Penal Code sections 933 and 933.05. Please feel free to contact my staff if you need any clarification.

Sincerely,

David Holmquist General Counsel

Attachment

c: Austin Beutner

Pia Escudero Scott Price Pedro Salcido Presiding Judge Daniel J. Buckley

Re: Response to Civil Grand Jury Report, "Funding Formula Fails Fosters"

Page 2 of 5

FINDINGS

Page 72, Finding 1

FINDING: Each of the ten school districts received substantial funds through the supplemental and concentration grant funding to meet the needs of their target student populations.

RESPONSE: LAUSD agrees that the passage of the Local Control Funding Formula earmarked additional funds for target student populations, but despite the increases, the needs of foster students remain greater than the current allocations.

Page 73, Finding 2

FINDING: Foster youth face substantial unique challenges to achieving school success.

RESPONSE: LAUSD agrees with this finding.

Page 76, Finding 3

FINDING: Some school districts reviewed had developed and implemented minimal programs or actions specifically targeted to meet the substantial and unique needs of their foster students.

RESPONSE: LAUSD agrees with this finding as it regards LAUSD specifically; page 76 of the report notes that "Five of the school districts (Compton, Hacienda-La Puente, Inglewood, Los Angeles, and Pasadena) have developed significant programs to meet the specific needs of their foster youth student populations and allocated substantial amounts of funding to them."

Page 76, Finding 4

FINDING: The method for distributing LCFF funds Statewide underrepresents the needs of foster youth students and does not directly fund programs and services required to meet the needs of students in foster care.

RESPONSE: LAUSD agrees with this finding.

Page 77, Finding 5

FINDING: Foster Youth have a significant achievement gap when compared with other targeted student groups and the general student population.

RESPONSE: LAUSD agrees with this finding.

Page 81, Finding 6

FINDING: The reported graduation rate for foster youth students at some school districts shows some short-term positive trends.

Presiding Judge Daniel J. Buckley

Re: Response to Civil Grand Jury Report, "Funding Formula Fails Fosters"

Page 3 of 5

RESPONSE: LAUSD agrees with this finding, acknowledging the graduation rate is impacted by a variety of factors including the mobility of this student population, which often faces frequent changes in placement that result in changing school districts as well.

Page 84, Finding 7

FINDING: The quality and reliability of data and information reported by school districts to track and monitor foster youth enrollments, as well as success in meeting the needs of foster youth is inconsistent and of questionable quality.

RESPONSE: LAUSD agrees with this finding, noting that due to the mobility of students in foster care, it can be very difficult to maintain accurate data. LAUSD has a data matching agreement with LACDCFS, which allows for weekly data matching. While Education Code section 49085 also requires, at the state level, the California Department of Social Services to share data on a weekly basis with the California Department of Education for the purpose of identifying students in foster care, since this student population faces frequent changes in placement and data entry takes time, the resulting data, locally or from the state, does not reflect real time.

RECOMMENDATIONS

Recommendation 3.1: School districts that have allocated relatively small amounts of funding to programs or actions specifically targeted to meet the substantial and unique needs of their foster youth students, or have not identified specific amounts of funding allocated in the LCAP, should allocate funding for such programs (Antelope Valley, Downey, Long Beach, Paramount, Pomona).

ACTION: This recommendation does not apply to LAUSD, but LAUSD will continue to provide programs and actions designed to meet the needs of foster students.

SUMMARY OF ACTION(S): In addition to funding the Foster Youth Achievement Program to directly address the needs of foster students, the District uses a student equity- and need-based index that identifies the neediest schools to guide the state's allocation of new supplemental funds in an equitable manner. LAUSD's equity-based index identifies the share of English learners, low-income, and foster youth at each school using a "duplicated" count. In other words, if a student is both an English learner and low- income, they are counted twice. Using duplicated counts provides our neediest schools with the additional resources our students need and deserve. The District will continue to look at those multiple measures of a school's community to ensure we are appropriately prioritizing the schools that need additional resources. In addition, we will continue to review the outcome measures in our Local Control Accountability Plan (LCAP) each year to ensure that these additional resources are making the expected impact on student achievement.

Recommendation 3.2: LACOE, DCFS, and Los Angeles County school districts should lobby the California Legislature to revise the method for distributing LCFF funds statewide to provide specific funding to each school district to fund programs that meet the specific substantial and unique needs of students in foster care.

ACTION: LAUSD will continue to support legislation that provides for additional funding to help address the needs of students in foster care.

SUMMARY OF ACTION: LAUSD has consistently supported legislation that provides for additional funding to help address the needs of students in foster care, and is committed to continue. LAUSD has

Presiding Judge Daniel J. Buckley Re: Response to Civil Grand Jury Report, "Funding Formula Fails Fosters" Page 4 of 5

been a supporter of previous efforts of an LCFF formula that duplicates grants for Foster Youth. Since the inception of LCFF, LAUSD has acknowledged that the current formula shortchanges foster youth as the formula really only recognizes them as low-income students. Examples of legislation LAUSD has supported in the past several years include the following:

- AB 2808 (Muratsuchi) Education finance: funding level of K-12 public schools.
- SB 527 (Galgiani) Education finance: local control funding formula: home-to-school transportation: cost-of-living adjustment.
- SB 233 (Beall) Foster children: records access.
- SB 940 (Beall) Student financial aid: Cal Grant Program: foster youth.
- AB 224 (Jones-Sawyer) Pupils: educational liaison for foster children: notice of educational rights of foster children
- AB 1849 (Gipson) Foster youth: transition to independent living: health insurance coverage.

Recommendation 3.3: School districts should continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups and the general student population. Programs should be developed and implemented to address that achievement gap.

ACTION: LAUSD will continue to monitor progress of students in foster care and further develop and implement programs to support these students.

SUMMARY OF ACTION: LAUSD will continue to monitor progress and develop and implement programs and services for students in foster care. Examples of District programs and partnerships developed specifically to support students in foster care include:

- Implementation of an integrated policy and trainings for school and district personnel to address the educational rights of specific student populations, including foster youth,
- 80 dedicated school based counselors serving students by feeder patterns, who conduct
 comprehensive academic assessments and develop individual success plans for each student,
 provide ongoing educational case management, ensure equitable access to resources, advocate for
 and promote school stability, including School of Origin rights, Graduation Exemption rights
 (AB167/216), and partial credit rights,
- After school tutoring, at school sites and group homes,
- Co-located PSA counselors in juvenile halls to facilitate transitions for crossover youth,
- Partnerships with DCFS for data-matching to ensure timely identification of L.A. Unified students in foster care and cross-training to increase collaboration and coordination of services for students in the foster care system,
- District-established Foster Youth Leadership Council and Foster Youth Community Collaborative with foster youth, caregivers, and community-based organizations,
- Participation in Foster Youth Shadow Day, College Campus Tours, Foster Youth Leadership Council, Pathways to College Celebration, and the state Foster Youth Education Summit.

The Foster Youth Achievement program has collaborated with higher education counterparts to assist foster youth with completing college/financial aid applications and navigating higher education.

Presiding Judge Daniel J. Buckley

Re: Response to Civil Grand Jury Report, "Funding Formula Fails Fosters"

Page 5 of 5

Recommendation 3.4: LACOE should continue to enhance and expand its Educational Passport System to provide a common and consistent data repository for all school district information on foster youth and encourage use of as a consistent base for monitoring, tracking and reporting on foster youth and performance in meeting their specific needs.

ACTION: LAUSD has a Memorandum of Understanding with LACOE for participation in the Educational Passport System as one of the first school districts to enter the agreement.

SUMMARY OF ACTION: Since 2015, LAUSD has participated in LACOE's Educational Passport System. In addition, LAUSD representatives are part of the Educational Passport System Core Advisory Team which meets monthly to review and consider challenges and improvements. LAUSD will continue in these efforts.

Paramount Unified School District



15110 California Avenue, Paramount, California 90723-4378 (562) 602-6000 Fax (562) 602-8111

BOARD OF EDUCATION

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September 24, 2018

Presiding Judge Daniel J. Buckley Los Angeles Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

Paramount Unified School District is responded to the recommendations contained in the Grand Jury Report Titled: Funding Formula Fails Fosters.

The District is required to provide a response to recommendations 3.2, 3.3 and 3.4 no later than Monday, October 1, 2018.

Below are the District's responses:

3.2 LACO, DCSF and Los Angeles County school districts should lobby the California Legislature to revise the method for distributing LCFF funds statewide to provide specific funding to each school district to fund programs that meet the specific substantial and unique needs to students in foster care.

Paramount Unified School District retains the lobbying services of Capitol Advisors Group, LLC to advocate for all its students and will continue to use these efforts to be a voice for students were achievement gaps persists.

As the result of how schools in California are funded, through the distribution of Local Control Funding Formula (LCFF) funds, Paramount Unified School District is required to write a Local Control and Accountability (LCAP) Plan. The purpose of this plan is to outline how the district will use Local Control Funding Formula

(LCFF) funds to meet the needs of students. Each year the LCAP Committee and a Parent Committee reviews the purpose of the plan, analyzes progress and discusses how to address future needs. The Committee includes teachers, administrators, classified staff, parents, and a member of the Board of Education. School staffs, parents and students completed surveys on how these services have benefited students. Survey results, as well as other online data were used to develop and update the LCAP. The District met on several dates to develop the LCAP and those dates are listed below:

| Date | Time | Location |
|--------------------------|------------|-----------------------|
| Wednesday, Nov. 29, 2017 | 8:15-12:00 | Large Conference Room |
| Wednesday, Feb. 7, 2018 | 3:15-4:45 | Board Room |
| Wednesday, Feb. 28, 2018 | 3:15-4:45 | Board Room |
| Tuesday, March 13, 2018 | 3:15-4;45 | Board Room |
| Tuesday, March 27, 2018 | 3:15-4:45 | Board Room |
| Tuesday, April 17, 2018 | 3:15-4:45 | Board Room |
| Tuesday, May 2, 2018 | 3:15-4:45 | Board Room |

Paramount Unified School District targets the unique needs of its Foster Youth students offering programs and services written into the LCAP. The District has developed District-wide interventions and enrichment, also written into the LCAP, to address the needs of its English Learners, Low Income and Foster Youth. Foster Youth Case Carriers have been assigned to ensure that Foster Youth students are connected with all District services and program specifically designed to meet their needs.

3.3 School Districts should continue to track and monitor the significant achievement gap of Foster Youth compared with other targeted student groups and the general population. Program should be developed to address that achievement gap.

Paramount Unified School District continues to increase its efforts to track, monitor and eliminate the achievement gap of Foster Youth students. The District has developed a three-year comprehensive plan to ensure that Foster Youth students receive specialized services and programs designed to meet their unique needs and close any gap that exists. The three-year plan outlined in the District's LCAP, includes the following expanded services, and programs:

• Foster Youth Counselor who plans and coordinates support activities for Foster Youth students and families. These activities include: conducting study trips to colleges and universities, coordinating professional development, training and monitoring eight Foster Youth Case Carriers,

coordinating and planning parent workshops, providing guidance to District counseling staff funded to specifically support Foster Youth students, conducting informational fairs to distribute information, backpacks and school materials, supporting the transition of Foster Youth into or out of the LEA, providing guidance in the areas of school stability, enrollment, AB 216 requirements, partial credits, and other laws relating to Foster Youth students, attending Foster Youth workshops to ensure updating of District procedures, policies and practices.

- Partial funding of 3 K-5 counselors, 5 middle school counselors, and 3 high school counselors to provide greater focus and support to Foster Youth students in schools with greatest concentration of Foster Youth students.
- Eight Foster Youth Case Carriers to provide academic tutoring, mentoring, information on graduation and college admissions requirements, linking students and families to school and community resources, providing emotional support and establishing school connectedness. Each Foster Youth student is assigned a case carrier.
- Leadership and study trip experiences, which includes visits to college campuses to increase awareness of college. During and after school clubs and meetings that promote leadership and self-advocacy.
- Instructional materials and instructional technology to support learning and accessing of college grants and funding, and developing a greater awareness of college programs.
- Professional Development for all K-12 counselors, administrators and support staff on effective approaches for addressing trauma.

The services outlined above helps to ensure each Foster Youth student receives support through ongoing and personalized monitoring. Case Carriers assigned to each school are trained to offer both emotional support and academic counseling and help connect Foster Youth students to services and programs that promote and influence academic achievement. Foster Youth Case Carriers are trained in the Social Emotional Learning Competencies of:

- Self-Awareness
- Self-Management
- Social Awareness
- Relationship Skill
- Responsible Decision Making

SEL lessons are developed to support students in each area of Social Emotional Learning.

Each Foster Youth Case Carrier is trained in the Educational Passport System to better track and monitor Foster Youth students as they come in and leave the District. Through these and many other services and programs, Paramount

Unified School District is addressing the needs of Foster Youth Students to eliminate any gap in achievement.

3.4 LACOE should enhance and expand its Educational Passport System to provide a common and consistent data repository for all school district information on Foster Youth and encourage use of as a consistent base for monitoring, tracking and reporting on Foster Youth and performance in meeting their specific needs.

Paramount Unified School District entered into an initial Memorandum of Understanding with Los Angeles County Office of Education (LACOE) on May 25, 2016 to provide and receive information concerning Foster Youth students through the Educational Passport System (EPS). District staff utilizes EPS to help provide seamless comprehensive services to its Foster Youth and Homeless students. An addendum to the Memorandum was signed in January 2018 in order to benefit from expanded services provided through EPS.

Paramount Unified School District realizes the benefits of coordinating services through the transfer of records with other school Districts and county welfare agencies. Paramount Unified School District support staff, which currently includes six Foster Youth Case Carriers and a Foster Youth Coordinator have been trained, and utilize EPS. The EPS system is accessed to help provide critical information concerning Foster Youth Educational Rights Holders, Individualized Learning Plans, Multi-Disciplinary Team Reports, as well as student academic and behavioral progress. Staff has been trained to upload Foster Youth student information to help users track and monitor Foster Youth students, and provide needed support and resources.

The District's Foster Youth Counselor/Coordinator participates on LACOE's EPS Advisory committee to provide input to improve and expand EPS. As part of a collaboration of LACOE, Probation, and DCFS members, upgrades and additions have been added to the EPS Portal to include:

- Centralized Hub of applications including District Reports, Individualized Learning Plans and Multi-Disciplinary Team Reports. Each application contains a different facet of a student's profile allowing providers to best address student needs.
- Single Sign-on methods where users are able to access the system with their district/organization email address and password.
- A feature where users can request specific documents from participating districts to upload.

The District is an active member of EPS and will continue to participate in its EPS Advisory Committee to develop new ways to improve the system.



The Pasadena Unified School District

School Support Services Division

351 South Hudson Avenue Pasadena, CA 91109 (626) 396-3600, ext. 88230

September 4, 2018

TO:

Presiding Judge Daniel J. Buckley

Los Angeles Superior Court

Clara Shortridge Foltz Criminal Justice Center

210 West Temple Street, Eleventh Floor-Room 11-506

Los Angeles, CA 90012

FROM:

Eric Sahakian, Ed.D., Assistant Superintendent

SUBJECT:

Responses to Foster Youth Grand Jury Report

- Pasadena USD reviewed the Los Angeles County Grand Jury report on the impact of the Local Control Funding Formula for Foster Youth
- District staff responsible for FY achievement is prepared a response to the Grand Jury's recommendations- 3.3 and 3.4, as required.
- We appreciate the Grand Jury's advocacy and partnership in addressing funding for some of the most vulnerable students in our schools.
- With an average 350 foster youth in our schools every day, PUSD has developed substantial, multi-tiered programs that support the unique needs of students in foster care.
- Some of programs in 2017-2018 include:
 - Professional Development for staff on trauma endured by students in foster care, and strategies for educators to work with traumatized students. The 10-session series was offered to all administrators and counselors. Additional trainings scheduled in 2018-2019.
 - A dedicated district staff liaison works with students in foster care.
 - PUSD Foster Youth Consortium meetings held monthly to facilitate communication with stakeholders involved in the academic successes of our foster youth student population.
 - PUSD Mentors for LIFE program, now in its second year, establishes trusting relationships between middle school students and caring individuals who offer encouragement, guidance, and support. Students in foster care were identified for participation in the program.
 - PUSD Foster Youth Resource "STAR" Centers expanded to four schools this year. The collaboration of PUSD, Pasadena City College, and the All Saints Church Foster Care Project provides a place where students in foster care can get soft skills training, college resources for foster youth, team-building activities, financial literacy training, and more. Foster Youth STAR Centers operate at Eliot Middle School and John Muir High school; centers were added at Washington Middle and Rose City High School this year.

- Continued collaboration with community partners on Senator Anthony Portantino's Foster Youth
 Town Hall project. All PUSD foster students 16 years old and older are invited.
- A Triage Team consisting of the PUSD Foster Youth Liaison, outside service providers, DCFS, and, if applicable, PUSD's special education services, support foster youth enrolling in district schools. The Triage Team meets every week to identify academic needs and coordinate solutions before the student enroll, identify educational rights holders and obtain academic records. Through the Triage Team, the Educational Passport System (EPS) is reviewed for accuracy and entry of updated information. This responsibility is handled through the district's Foster Youth Liaison.
- To better meet the needs of its Foster Youth, the district is continuing to strengthen and align the supports provided to students, including social-emotional and academic interventions, and strategies to support positive student attendance. PUSD is partnering with the Los Angeles and Orange County Offices of Education to strengthen its Multi-Tiered System of Supports (MTSS) to ensure that a comprehensive system of supports is in place across the district to address varied academic, social/emotional and behavioral needs.
- PUSD has been awarded a three-year Learning Communities for School Success program grant from the California Department of Education to support practices and activities that improve attendance and academic outcomes for foster youth and those at risk of dropping out of school.

OFFICE OF THE SUPERINTENDENT OF SCHOOLS



Pomona Unified School District

800 South Garey Avenue, P.O. Box 2900, Pomona, California 91769

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September 28, 2018

Presiding Judge Daniel J. Buckley Los Angeles County Superior Court Clara Shortridge Foltz Criminal Justice Center 210 West Temple Street, 11th Floor, Room 11-506 Los Angeles, CA 90012

RE: Civil Grand Jury Report: Funding Formula Fails Fosters

This letter constitutes Pomona Unified School District's ("PUSD" or "District") response ("Response") to the 2017-2018 County of Los Angeles Civil Grand Jury Report entitled, "Funding Formula Fails Fosters" ("Report"). The Report requires a written response from PUSD to all findings and recommendations contained in the Report, in accordance with California Penal Code sections 933(c) and 933.05, on or before October 1, 2018.

Civil Grand Jury Findings

<u>Finding 1</u>: "Each of the ten school districts reviewed received substantial funds through the supplemental and concentration grant funding to meet the needs of their target student populations."

Response: PUSD agrees with the finding that "[e]ach of the ten school districts reviewed received substantial funds through the supplemental and concentration grant funding[.]" While the Report's finding indicates that the District's combine 2016-2017 supplemental and concentration grant ("S&C") funding was \$60,043,421, that amount was an anticipated 2020-2021 target only. In 2016-2017, the District actually received \$44,221,192 in S&C funds, or \$15,822,229 less than indicated in the Report.

<u>Finding 2</u>: "Foster youth face substantial unique challenges to achieving school success." Key, specific findings included,

• Foster youth were "classified with a disability at twice the rate of the comparison groups . . . [and] students in foster care were about five times more likely to be classified with an emotional disturbance than other students."

- Foster youth "experienced much higher rates of school mobility than other students[,]... [with] [o]nly about two thirds of students in foster care attend[ing] the same school for the full school year."
- "Students in foster care were also more likely than other students to be enrolled in nontraditional public schools . . . suggest[ing] that [such] students were unsuccessful at traditional schools and, thus, were transferred to other school types that were expected to better meet their needs."
- "Students in foster care were more likely than all comparison groups to drop out."
- "The graduation rate for all grade-12 students statewide was eighty-four percent (84%), but for students in foster care, it was just fifty-eight (58%)- the lowest rate among the at-risk student groups."

Response: PUSD agrees with the general and specific findings discussed in Finding 2 of the Report. Regarding the Civil Grand Jury's findings of reduced graduation rates for foster youth, PUSD is pleased with its significant 14.3% increase in foster youth graduations discussed in more detail in PUSD's response to Recommendation 3.3 herein below.

<u>Finding 3</u>: "Some school districts reviewed had developed and implemented minimal programs or actions specifically targeted to meet the substantial and unique needs of their foster students."

Response: PUSD agrees with this finding as it relates to funding and programs targeted solely to foster youth. Further, while PUSD concurs with the Civil Grand Jury's assessment that in the 2016-2017 school year the District designated \$500,000 for programs and services targeted solely to the needs of foster youth using S&C funds, PUSD has spent significant additional S&C funds specifically allocated to foster youth which may not have been considered in the Civil Grand Jury's assessment.

As stated in "Finding 4" on page 76 of the Report, "the method for distributing LCFF funds statewide underrepresents the needs of foster youth students and does not directly fund programs and services required to meet the needs of students in foster care. There are a significant number of students that are foster youth and low SES and English learners as well. The unduplicated count does not take this overlap in needs, and qualifications, into account." (Emphasis added.)

As the state method for distributing LCFF funds underrepresents the needs of foster youth students due to the significant overlap between foster youth, low SES, and English Learners, the state distribution method also obscures the amount of actual funds PUSD has invested, and will invest, to directly support its foster youth students.

Funding for services included in the 2017-2020 LCAP targeted to English learners, foster youth, and low SES students in the aggregate ("aggregate spending") includes, as a matter of course, a discernable portion of the targeted funding allocable to foster youth as a percentage of the aggregate spending. Given that (1) foster youth in PUSD constitute approximately 2% of the overall student population and (2) significant overlap exists between all three unduplicated student categories, approximately 2% of funding targeted to unduplicated students directly and specifically benefits PUSD's foster youth students.

When the 2% of actual S&C funds specifically and expressly supporting PUSD's foster youth (among its unduplicated students) is accounted for, foster youth spending far in excess of the \$500,000 identified in the Report is confirmed. Specifically, PUSD's 2017-2020 LCAP allocated approximately \$819,695 to its foster youth students (as a portion of the aggregate spending for unduplicated students) in addition to the \$500,000 identified in the report, revealing a total, actual sum of approximately \$1,319,696 allocated to support its foster youth students. Given the vulnerabilities and challenges faced by PUSD's foster youth students, the District will continue to designate and allocate increased spending to support its foster youth students going forward.

<u>Finding 4</u>: "The method for distributing LCFF funds statewide underrepresents the needs of foster youth students and does not directly fund programs and services required to meet the needs of students in foster care."

<u>Response</u>: PUSD agrees with this finding and supports statewide changes in how LCFF funds are distributed to more effectively represent the needs of foster youth students.

<u>Finding 5</u>: "Foster youth have a significant achievement gap when compared with other targeted student groups and the general student population" as demonstrated by the rates of chronic absenteeism, student suspension, and student college and career preparedness.

<u>Response</u>: PUSD agrees with this finding and continues to work toward, and has in relevant part improved, foster youth student achievement as discussed more fully in its response to Recommendation 3.3 below.

<u>Finding 6</u>: "The reported graduation rate for foster youth students at some school districts shows some short-term positive trends."

Response: PUSD agrees with this finding and is pleased that its efforts to improve the foster youth graduation rate have resulted in a marked increase in the number of its foster youth students who graduate. Specifically, while the graduation rate for foster youth in the 2014-2015 school year was 61.9%, the graduation rate for foster youth in the 2015-2016 school year increased to 76.2%. Significantly, the 14.3 % increase in the graduation rate for foster youth is approximately four times

higher than that of any other student group. PUSD will continue its effective approaches to establish the long term, positive trend of more PUSD foster youth graduating.

<u>Finding 7</u>: "The quality and reliability of data and information reported by school districts to track and monitor foster youth enrollments, as well as success in meeting the needs of foster youth is inconsistent and of questionable quality. There are at least five local and state databases of foster student education data. The reliability of the data in any one of the databases is questionable[.]"

Response: PUSD agrees with this finding as there is a significant disparity in how foster youth are accounted for between the disparate data sources available to PUSD. For example, the California Department of Education indicates PUSD serves 676 foster youth, while California Department of Child and Family Services records indicate that PUSD serves 180 foster youth. PUSD supports the Los Angeles County's Office of Education's ("LACOE's") efforts to coordinate educational services, share information, and automate the transfer of education records through its Educational Passport System ("EPS") to establish an accurate accounting of foster youth served.

Civil Grand Jury Recommendations

Page 87 of the Report includes a schedule indicating which of the Report's recommendations each responding entity is required to address. On page 86 of the Report, the Civil Grand Jury's four recommendations were numbered 3.1, 3.2, 3.3, and 3.4. According to the Report's recommendation schedule on page 87, while all other responding agencies were assigned to respond to recommendations 3.1 through 3.5 (no recommendation in the Report appears to be numbered, "3.5"), PUSD was assigned recommendations, "2, 3, 4." As no corresponding recommendation appears to be numbered 2, 3, or 4, PUSD will respond to all four Report recommendations herein below.

Recommendation 3.1: "School districts that have allocated relatively small amounts of funding to programs or actions specifically targeted to meet the substantial and unique needs of their foster youth students, or have not identified specific amounts of funding allocated in the LCAP should allocate additional funding for such programs. (Antelope Valley, Downey, Long Beach, Paramount, Pomona)"

Response: PUSD agrees with this recommendation and has allocated additional, specific funding for these programs in its 2017-2020 LCAP and has increased specific funding in its draft 2018-2019 LCAP.

As described in PUSD's response to Finding 3 above, since issuance of the Report, PUSD has updated its Draft 2018-2019 LCAP to designate additional, targeted spending for foster youth. Whereas PUSD's 2017-2020 LCAP designated \$500,000 in sole foster youth spending and approximately \$819,696 in aggregate spending on foster youth, PUSD's Draft 2018-2019 LCAP increases those sums to \$549,427 and approximately \$1,092,864 respectively, for total, new foster youth spending in the amount of \$1,642,291, or \$322,595 in excess of prior spending. In sum, PUSD has increased, and will continue to increase and enhance, its allocation of resources for its foster youth students in accordance with the Civil Grand Jury's recommendation.

Recommendation 3.2: "LACO[E], DCSF, and Los Angeles County school districts should lobby the California legislature to revise the method for distributing LCFF funds statewide to provide specific funding to each school district to fund programs that meet the specific substantial and unique needs of students in foster care."

Response: PUSD agrees with this recommendation and will identify, and act on, opportunities to participate in relevant lobbying efforts in the manner suggested by the Report within the current, 2018-2019 school year and going forward. In addition, as a committed advocate for foster youth, PUSD Superintendent Richard Martinez, actively participates as a member of the Board of Directors for The Alliance for Children's Rights, a nationally recognized charitable organization which provides, among other efforts, (1) advocacy for children in foster care and (2) support for legislative actions to provide enhanced resources to foster youth. PUSD's Board of Education, Mr. Martinez, and the PUSD community are in full support of legislative efforts to revise and enhance how statewide funds are allocated to foster youth and the District will continue to expend its best efforts to that end.

<u>Recommendation 3.3</u>: "School districts should continue to track and monitor the significant achievement gap of foster youth compared with other targeted student groups and the general student population. Programs should be developed and implemented to address that achievement gap."

<u>Response</u>: PUSD agrees with this recommendation and will continue to track and monitor the foster youth achievement gap and develop, implement, and enhance programs to address that gap in the 2018-2019 school year and in the future.

Further, PUSD commits to continue its ongoing efforts resulting in demonstrable increases in foster youth graduation rates, and English Language Arts and mathematics test scores. Specifically, as stated in PUSD's response to Finding 6, PUSD's efforts to improve the foster youth graduation rate have resulted in a significant increase in the number of graduating PUSD foster youth students with

a 2015-2016 graduation rate of 76.2% which is 14.3% higher than the prior year's rate and approximately four times higher than that of any other student group.

In addition, English Language Arts test scores for foster youth have increased by an average of 16.5 points, while mathematics test scores have shown a sharp increase by an average of 23.2 points. Moreover, and as noted in the Report at page 78, of the ten school districts reviewed by the Civil Grand Jury, the chronic absenteeism of PUSD's foster youth was the lowest, at 17.8%. While PUSD is very pleased with these significant improvements, the District will continue to create and implement new approaches and programs to reduce the achievement gap for foster youth.

In an effort to place additional immediate focus on overcoming the foster youth achievement gap, PUSD is currently working with local stakeholder groups to develop and implement new programs to be funded by the LCAP and/or LCAP carryover. These pending programs include, but are not limited to:

- Targeted, one-on-one after-school tutoring;
- Enhanced AVID training;
- Enhanced academies programing such as Project Lead the Way, NAF, and CTE;
- Increased implementation of Multiple Tier Support Systems (MTSS) for college and career readiness:
- The creation of "Parent Centers" to educate and support parents and students in the transition to college and career paths;
- Enhanced Career Technical Education; and
- Additional Nurses and Health Assistants to focus on foster youth and low income student health and to assist with chronic absenteeism issues.

Recommendation 3.4: "LACOE should continue to enhance and expand its Educational Passport System ("EPS") to provide a common and consistent data repository for all school district information on foster youth and encourage use of [it] as a consistent base for monitoring, tracking and reporting on foster youth and performance in meeting their specific needs."

<u>Response</u>: PUSD agrees with this recommendation and will continue to support LACOE in its efforts to enhance and expand its EPS. PUSD has a history of supporting and utilizing the EPS as the District was one of three initial school districts to adopt LACOE's EPS. PUSD commits to utilizing and supporting the EPS to monitor, track, and report on foster youth and District performance in meeting Foster youth's specific needs.

While the foregoing constitutes PUSD's responses to the Civil Grand Jury's Report in accordance with California Penal Code sections 933(c) and 933.05, PUSD looks forward to responding to any additional, follow-up questions the civil Grand Jury may have.

Richard Martinez

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FEMALE FIREFIGHTERS IN LOS ANGELES COUNTY



Diane Miles, Chair

Octavio "Toby" Chavez
Charles Dolcey
Patricia Kennedy
John S. London
Oscar Warren

JOINT RESPONSES OF THE CITY OF LOS ANGELES FIRE DEPARTMENT (LAFD) AND THE LOS ANGELES MAYOR'S OFFICE TO THE CIVIL GRAND JURY FINAL REPORT

SUBJECT: 2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR Female Firefighters in Los Angeles County

LOS ANGELES FIRE DEPARTMENT (LAFD), CITY OF LOS ANGELES

OFFICE OF THE MAYOR, CITY OF LOS ANGELES

RECOMMENDATION NO. 4.1 - LACFD, LAFD and LBFD should continue and expand their commitment to increasing the number and percentage of female firefighters within their departments including commitment by top leadership, monitoring and accountability, human resource management procedures embodying transparency, objectivity and performance-relatedness, activities changing individuals' behavior to control hostile acts and a sustained effort.

RESPONSE TO RECOMMENDATION NO. 4.1 Agree. This recommendation is being implemented.

The LAFD Professional Standards Division (PSD) has been put in place to investigate any claims of behavioral misconduct that may arise within the Department. After a thorough investigation, disciplinary and/or training tracks are negotiated with the violating member depending on the facts of the case.

Dr. Corrine Bendersky of the University of California, Los Angeles (UCLA) is in the process of delivering "Lead with Compassion" training to all of the LAFD's Captains. Earlier this year, Dr. Bendersky delivered the training to all Chief Officers. The goal of this training is to explore the negative prejudices and stereotypes that may exist with regard to specific groups of people. The training requires self-evaluation and is designed to include an opportunity for individuals to openly discuss personal experiences or perceptions that may be based on prejudices and stereotypes.

All LAFD member must go through a mandatory Equal Opportunity Employment (EEO) Training & City Personnel Supervisor Training for sexual harassment.

Chief Kristina Kepner has been with the LAFD for 18 years and is currently assigned as the Battalion Chief of the Firefighter Recruitment Section. She started as an LAFD Explorer at the age of 15 and was the youngest woman promoted to the ranks of both Captain II and Battalion Chief.

In the last year, the LAFD developed a recruitment campaign focusing specifically on women and underrepresented groups. This included public service announcements highlighting female LAFD firefighters and diversity, social media outreach partnerships,

community events focusing on diverse neighborhoods, groups, and women's athletics to publicize the upcoming application and hiring period. Partnerships include:

- Marketing/Outreach with ESPN and ESPNW, and the Los Angeles Sparks;
- Recruitment events with local junior colleges and universities, with a focus on women's athletics and athletic events (NCAA tournaments, Crossfit competitions, etc.);
- Recruitment-Focused Fire Service Days at community fire stations;
- Expansion of partnerships with stakeholder groups for recruitment efforts and mentoring; and
- Development of preparatory programs supporting non-traditional applicants.

RECOMMENDATION NO. 4.2 - LACFD, LAFD and LBFD should focus and expand efforts to change the perception that firefighting is a male only profession. These efforts should be targeted to very young boys and girls to best impact these perceptions. Women employed as firefighters should be involved in recruiting activities and present when the media is contacted to inform the public that their department is hiring firefighters.

RESPONSE TO RECOMMENDATION NO. 4.2

Agree. This recommendation is being implemented.

Since 2013, the LAFD has initiated a number of programs to increase recruitment of youth into the Department, with particular focus on increasing the representation of underrepresented groups. Programs include the LAFD Girls Fire Camp, Youth Fire Academy, Cadet Program, and High School Magnet Academies; the LAFD has set a minimum goal of 30% female participation in each youth program.

LAFD has also hired a Senior Project Coordinator, whom is tasked with expansion, redesigning, and professionalizing of LAFD youth programming to adapt a standardized curriculum focused on life skills.

The expansion of youth programs such as the LAFD Girls Camp, instill confidence, leadership, and courage in young women while providing awareness of a potential career in the fire service. The LAFD Girls Camp is a two-day weekend program that brings girls (ages 14-18) together with active duty LAFD female firefighters and Cadets for hands-on activities and a chance to experience being a firefighter. To date the LAFD has held 5 Girls Camps at various locations throughout the City of Los Angeles. 357 young women have benefited from this program.

In the last year, the LAFD developed a recruitment campaign focusing specifically on women and underrepresented groups. This included public service announcements highlighting female LAFD firefighters and diversity, social media outreach partnerships,

community events focusing on diverse neighborhoods, groups, and women's athletics to publicize the upcoming application and hiring period.

RECOMMENDATION NO. 4.4 - All fire stations in the LAFD are compliant with California State laws that require separate restrooms and showers, however, current laws do not require dormitories to be occupied by single sex occupants. The Civil Grand Jury recommends single sex dormitories or separate dormitories for all firefighters.

RESPONSE TO RECOMMENDATION NO. 4.4

Agree. This recommendation is being implemented (to the extent feasible, as described below).

Current laws do not require dormitories to be occupied by single sex occupants; however, considerations are being made for separate dormitories as the LAFD constructs new facilities - the size of the fire station is a contributing factor. Additionally, the LAFD is exploring possibilities for additional funding that would support retrofit of all 106 stations in the future.

RECOMMENDATION NO. 4.5 – The Los Angeles City Council and Los Angeles County Board of Supervisors should consider acquiring adequate funding by including bond measures during the next election cycles to acquire the funding necessary to improve fire stations. Receipt of additional funds would allow departments to provide separate bathrooms, showers and same-sex multiple bed dormitories or individual dormitories to ensure privacy for all of their firefighters.

RESPONSE TO RECOMMENDATION NO. 4.5

Agree. This recommendation is being implemented (to the extent feasible, as described below).

The LAFD is putting a proposal together to request funding through bond measures. These funds will be used to acquire the funding necessary to improve their fire stations.

RECOMMENDATION NO. 4.6 - Encourage/provide physical training venues for applicants at training academies, community colleges and parks to assist them in maintaining their physical fitness during the long recruitment period.

RESPONSE TO RECOMMENDATION NO. 4.6

Agree. This recommendation is being implemented.

Changes in the last few years have significantly improved the ability of women and all members to obtain desired physical and educational training. This includes a number of courses offered by or through the LAFD's In-Service Training Section designed to assist the upward mobility of all members.

In addition, the Training Division is exploring the creation of a Professional Development Center. This center will provide rank specific education programs, as well as assistance to members wishing to obtain formal education through agreements/contracts that the Department maintains with several universities and colleges. These teaching institutions will provide tailored course curriculum with an agreed upon decreased tuition cost, availability of credits/units for work related courses and training, as well as online delivery and live instruction at Department locations.

Among the most difficult challenges faced by firefighter recruits are the physical requirements of the Training Academy. To assist you in this area, the LAFD offers the free Candidate Advancement Program (CAP) to help candidates get physically fit and get accustomed to the rigorous training environment that a recruit will encounter in the training academy. The CAP also serves to familiarize candidates with certain aspects of firefighting and creates a framework for networking with others in the testing process. By attending CAP, candidates of all levels will be better prepared to succeed in the fire training academy by reducing injuries, improving overall fitness levels and increasing durability. The increased effectiveness of this program derives from its design to incorporate progressive, functional, and mixed modal training that translates directly to firefighter functions and fire ground activities in the field. Women and men who are at least 18-years-old are welcome.



CITY OF LONG BEACH

FIRE DEPARTMENT

3205 Lakewood Boulevard • Long Beach, CA 90808-1733 • Telephone (562) 570-2500 • FAX (562) 570-2506

MICHAEL DUREE FIRE CHIEF

September 25, 2018

Presiding Judge
Los Angeles County Superior Court
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, Eleventh Floor – Room 11 – 506
Los Angeles, CA 90012

Subject:

Response to Los Angeles County Civil Grand Jury Final Report - Female

Firefighters in Los Angeles County

In compliance with California Penal Code Sections 933(c) and 933.05, the Long Beach Fire Department (LBFD) respectfully submits this written response to the applicable recommendations contained in the Civil Grand Jury's report on Female Firefighters in Los Angeles County. I appreciate the Civil Grand Jury's work on this report and thank you for the opportunity to provide this written response.

As outlined on page 119 of the Final Report, the LBFD is required to respond to Recommendations 4.1, 4.2, and 4.6. Our responses to these three recommendations are below.

Recommendation 4.1 "LACFD, LAFD and LBFD should continue and expand their commitment to increasing the number and percentage of female firefighters within their departments including commitment by top leadership, monitoring and accountability, human resource management procedures embodying transparency, objectivity and performance-relatedness, activities changing individuals' behavior to control hostile acts and a sustained effort."

The LBFD agrees with this recommendation. The LBFD will continue to work closely with the City of Long Beach Civil Service Department and support their efforts to recruit, test, and establish eligible lists for Fire Recruit that more accurately reflect the diversity of the Long Beach community, with a continued focus on recruiting female candidates.

The LBFD will continue to communicate and strictly enforce the City's Policies and Procedures relating to illegal discrimination and harassment complaints. Additionally, the LBFD is contracting with a trainer to deliver "Career Survival Training" to all Fire staff. This training will focus on establishing and maintaining a culture of administrative responsibility by recognizing and avoiding behaviors in the fire service that lead to

Response to Los Angeles County Civil Grand Jury Final Report – Female Firefighters in Los Angeles County
Page 2

discrimination complaints and disciplinary action. Finally, the Department is providing implicit bias training, which will raise awareness of employees' unconscious biases, attitudes and stereotypes that affect their understanding, actions, and decisions.

Recommendation 4.2 "LACFD, LAFD and LBFD should focus and expand efforts to change the perception that firefighting is a male only profession. These efforts should be targeted to very young boys and girls to best impact these perceptions. Women employed as firefighters should be involved in recruiting activities and present when the media is contacted to inform the public that their department is hiring firefighters."

The LBFD is in agreement with this recommendation. Female firefighters will continue to participate in recruiting activities as resources are available. Additionally, in 2019, the LBFD will begin working on a strategic plan to improve diversity in the Department. This plan will be developed in collaboration with other City departments, the Long Beach Unified School District, Long Beach City College, and California State University Long Beach, and may include development of a fire service curriculum at the high school level and/or designing an LBFD Apprenticeship Program to train local students for careers with the LBFD.

Recommendation 4.6 "Encourage/provide physical training venues for applicants at training academies, community colleges and parks to assist them in maintaining their physical fitness during the long recruitment period."

The LBFD is in agreement with this recommendation. During recruitment periods, the Training Division will continue to refer candidates to Santa Ana College, recommending enrollment in the College's Fitness for Firefighters course. Additionally, the Training Center website contains links to resources to improve physical fitness. Finally, in an effort to improve performance on the Biddle Physical Ability Test, the LBFD will continue to offer all candidates the opportunity to attend a practice Biddle session, at which they can familiarize themselves with the test and identify areas in which improvement is needed.

Once again, thank you for the opportunity to review and respond to the Final Report.

If there are any questions regarding this response, please contact me at (562) 570-2517.

Sincerely,

David Honey

Manager - Administration

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR FEMALE FIREFIGHTERS IN LOS ANGELES COUNTY

RECOMMENDATION NO. 4.5

The Los Angeles City Council and Los Angeles County Board of Supervisors should consider acquiring adequate funding by including bond measures during the next election cycles to acquire the funding necessary to improve fire stations. Receipt of additional funds would allow departments to provide separate bathrooms, showers and same-sex multiple bed dormitories or individual dormitories to ensure privacy for all of their firefighters.

RESPONSE

Agree. This recommendation has been implemented. The Los Angeles County Board of Supervisors continues to support the development of fire stations that include separate and private facilities. Based on recent polling, the Fire Department will continue to highlight its successes in providing critical emergency services and intends to pursue a revenue measure in the 2020 election.

RECOMMENDATION NO. 4.6

Encourage/provide physical training venues for applicants at training academies, community colleges and parks to assist them in maintaining their physical fitness during the long recruitment period.

RESPONSE

Agree. This recommendation has been implemented. The Los Angeles County Board of Supervisors will continue to encourage training academy applicants to maintain high levels of physical fitness and will continue to make as many physical training venues available as possible.

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES FIRE DEPARTMENT

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR FEMALE FIREFIGHTERS IN LOS ANGELES COUNTY

RECOMMENDATION NO. 4.1

LACFD, LAFD and LBFD should continue and expand their commitment to increasing the number and percentage of female firefighters within their departments including commitment by top leadership, monitoring and accountability, human resource management procedures embodying transparency, objectivity and performance-relatedness, activities changing individuals' behavior to control hostile acts and a sustained effort.

RESPONSE:

The Los Angeles County Fire Department's (Department) agrees with this recommendation. The recommendation has been implemented. The Department will continue to grow its efforts in all areas and work diligently to increase women in fire service, throughout all ranks and levels of leadership. LACFD, in conjunction with the County's Department of Human Resources (DHR), is committed to ensuring fairness to all candidates throughout the examination and selection process of firefighters, including female candidates.

The goal is to grow a workforce that represents the communities we serve while promoting gender equity within our organization. The Department promotes inclusion and diversity and advises the importance on an ongoing basis through our strategic plan, ongoing training and Department notifications. To further maximize efforts of internal culture change, recruitment, community outreach, and increasing access to careers in fire service, we created the Community Outreach, Recruitment, Diversity and Inclusion Division (CORDI) in January 2018.

In addition to our current programs, the increased presence of women as LACFD firefighters will be dependent on recruitment engagement and a continued commitment to assess and identify opportunities within our current processes and County rules. It is important to ensure the County addresses this complex issue through a multi-faceted approach.

On behalf of LACFD, DHR conducted an analysis to model the effectiveness of its selection tools in ensuring that women are fairly represented in the candidate pool, throughout the examination process, on the eligibility list, and that adverse impact against females would not occur at any of these phases. Final analysis of the most recent firefighter examination showed that DHR's modeling was accurate: for each phase, adverse impact ratios were well-above the threshold of 80% indicated by the Federal Uniform Guidelines on Employee Selection Procedures to establish the existence of adverse impact.

We currently have several preparatory entry-level programs that bring real-life experience, training, and mentorship to girls and women interested in fire service: the annual Women's Fire Prep Academy (WFPA), Girls' Fire Camp, LA-EMT Program, and Explorer Program. Many dedicated Women and girls from all backgrounds and experiences participate and are eager to become Los Angeles County firefighters. Our 4th Annual Girls' Fire Camp will be held in Fall 2018 and the 4th Annual WFPA will be held in the Spring 2019.

- The WFPA is a six-day program, conducted in the Spring over six concurrent Saturdays for candidates over the age of 18, and is open to anyone. There is a physical fitness assessment on the first day where applicants participate in push-ups, pull-ups, sit-ups, planks, and the stamina beep test (certifications such as EMT and CPAT are also considered). The Department looks forward to expanding the WFPA and other programs which will continue to develop and attract the most qualified candidates and promote our community outreach efforts. In 2018, in order to meet the demand of sign-ups, we were able to increase our program capacity to almost double the number of women than the previous year.
- The Girls' Fire Camp is a one-day program, conducted in the Fall on a Saturday, for candidates between the ages of 14-19, and is open to anyone. Participants learn from our professional firefighters, dispatchers, lifeguards, and other professional staff about all Fire Department career opportunities, experience equipment demonstrations, tour our facilities, and enjoy a light workout.
- The LA-EMT Program is an eighteen-week program which is a partnership between Los Angeles County Fire Department, the Office of Supervisor Mark Ridley-Thomas, the Worker Education & Resource Center, Inc., and Los Angeles County Stentorians. This program includes mentorship of prospective candidates about the specific requirements and skills needed to become an Emergency Medical Technician (EMT), preparation for the EMT Certification process, physical training, and successful demonstration of all necessary competencies. The next program will be an all-female 25-person cohort and begins August 20, 2018.

The County will aggressively extend its recruitment net outside of the State. With female firefighter candidates low in the nation already, we will not limit ourselves to local populations and develop a strategy to revise/revamp recruitment outreach and engagement to attract out-of-state candidates and sources. Developing a consistent strategy to recruit to the most heavily attended schools specializing in Fire Science and Emergency Medical Service programs is imperative to continued success in increasing the number of women in fire service.

RECOMMENDATION NO. 4.2

LACFD, LAFD and LBFD should focus and expand efforts to change the perception that firefighting is a male-only profession. These efforts should be targeted to very young boys and girls to best impact these perceptions. Women employed as firefighters should be involved in recruiting activities and present when the media is contacted to inform the public that their department is hiring firefighters.

RESPONSE:

The Department agrees with this recommendation. The recommendation has been implemented. The Department will continue to grow our efforts in all areas and work diligently to increase women in fire service, throughout all ranks and levels of leadership.

As a Department and industry, we are committed to increasing the number of women working in fire service and understand that diversity plays an important, essential, and vital role in an organization. To further engage in an honest and healthy discussion about inclusion and true community representation, we will continue to work together throughout the year, utilizing a platform where we can openly discuss matters of importance and significance to those in the fire service. The Department also conducts mandatory implicit bias training for management to increase awareness and dialogue.

The Department's goal is to have a workforce representative of the communities we serve. To achieve this, we continue to focus on enhancing our community representation and outreach efforts. We are passionate about creating a welcoming and desirable place to work for all employees and developing new pathways for women in leadership positions, specifically within the Fire and Lifeguard series.

We have increased our marketing plan to target the specific female audience in a variety of ways. We almost doubled the capacity for our Women's Fire Prep Academy, have hosted multiple information seminars throughout each of the Supervisorial Districts, and created our webpage with a specific focus on the WFPA, Girls Camp and our Mentor Program. We have been working closely with our Women's Fire League to improve our access and programs and will also start doing movie and radio ads in late July and August, focused on women in fire service.

In addition, the Department created a one-of-kind educational and awareness conference called "The ARISE Summit" (A Reason to Include Everyone). This two-day event was a huge success and attended by fire agencies throughout California with a goal of bringing awareness to challenges and solutions to promote females in the firefighting industry. As a follow up to the event, the Department created regional subcommittees to improve issues that affect women in fire service by addressing five topics.

The topics are:

- 1. Accountability of mid-level management which will result in effective cultural change within our agencies.
- 2. Establishing internal networks and processes for mentoring and growth, resulting in increased leadership within our agencies.
- 3. Establishing a regional organization representing women in fire service, resulting in increased collaboration, support and communication.
- 4. Discuss ways to improve and create consistency within the hiring practice.
- 5. Create environments welcoming and conducive to parenting for all members.

RECOMMENDATION NO. 4.3

LACFD should establish specific targets and timelines for bringing their fire stations that are not compliant with building code requirements and provide adequate accommodations for both female and male firefighters up to appropriate standards.

RESPONSE:

The Department agrees with this recommendation. The recommendation has been partially implemented. An estimated \$80 million will be needed to complete renovations of remaining fire stations and is dependent on the availability of funding.

The Department has made significant strides toward gender equity and prioritized provided adequate accommodations for all our members. We continue our plans to become fully compliant, and have developed an internal committee which includes members from the Women's Fire League to work closely with our Privacy and Access Division to ensure all voices are heard and issues can be addressed in a proactive manner.

To expedite the progress, fire stations with minor and moderate modifications will be completed first. Fire stations requiring major modifications will then be reassessed to ensure that the easiest of the "more complex" projects are initiated. If the remaining projects have a similar level of complexity, the Department will analyze and use regional balance as the prioritization tool (e.g., ensuring the North, Central and East Regional Operation areas have an equal number of compliant facilities).

RECOMMENDATION NO. 4.5

The Los Angeles City Council and Los Angeles County Board of Supervisors should consider acquiring adequate funding by including bond measures during the next election cycles to acquire the funding necessary to improve fire stations. Receipt of additional funds would allow departments to provide separate bathrooms, showers and same-sex multiple bed dormitories or individual dormitories to ensure privacy for all their firefighters.

RESPONSE:

The Department agrees with this recommendation. The recommendation has been implemented. Based on recent polling, the Department will continue to highlight its successes in providing critical emergency services and intends to pursue a revenue measure in the 2020 election.

The Los Angeles County Fire Department recognizes the importance and necessity of fire station improvement, specifically within the area of privacy and access within our facilities.

RECOMMENDATION NO. 4.6

Encourage/provide physical training venues for applicants at training academies, community colleges and parks to assist them in maintaining their physical fitness during the long recruitment period.

RESPONSE:

This Department agrees with this recommendation. The program is under development and will be implemented in the coming year.

The Los Angeles County Fire Department is in the process of developing a physical fitness program that will allow interested candidates to learn more about physical requirements and exercises on an ongoing basis. It will provide individuals who are interested in a career in fire service the opportunity to participate in lectures and physical training to enhance their abilities specifically within the careers of Firefighter and Fire Suppression Aid.

The program is designed around three concepts: 1) Prepare interested candidates for the physical requirements of a career in fire service; 2) Introduce proper training habits and lifestyle changes needed to become a successful firefighter; and 3) Train and practice physical skills and exercises.

Attachment F

Health Services

19 DOGS, 57 CATS

Some Strategies Toward "Low Kill" in Los Angeles' Animal Shelters



Tina Witek, Chair

Robert Kawashima, Co-Chair John S. London, Co-Chair Charles Dolcey Carolyn L. Monroe Teresa Montijo Thomas C. Rasmussen

JOINT RESPONSES OF THE CITY OF LOS ANGELES DEPARTMENT OF ANIMAL SERVICES (DAS) AND THE LOS ANGELES MAYOR'S OFFICE TO THE CIVIL GRAND JURY FINAL REPORT

SUBJECT: 2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR

19 Dogs, 57 Cats

DEPARTMENT OF ANIMAL SERVICES (DAS), CITY OF LOS ANGELES

OFFICE OF THE MAYOR, CITY OF LOS ANGELES

RECOMMENDATION NO. 5.1 - LACDPH, DACC, and DAS should send letters to all veterinarians to confirm the mandate reporting of all rabies vaccinations with ownership information to the Animal Services jurisdiction to allow licensing and necessary follow-ups.

RESPONSE TO RECOMMENDATION NO. 5.1

Agree. This recommendation is being implemented.

DAS periodically sends letters to our local veterinarians reminding them of our Los Angeles City ordinances and pet laws. DAS will send a new letter out this fall to all veterinarians to confirm the mandated reporting of all rabies vaccinations with ownership information to the Animal Services jurisdiction to allow licensing and necessary follow-ups. In the past, veterinarians have resisted reporting their clients.

RECOMMENDATION NO. 5.3 - DACC and DAS should ensure an effective and comprehensive computerized case management system is in place. Enable online payments for all jurisdictions. Provide handheld devices to retrieve data for staff in the field.

RESPONSE TO RECOMMENDATION NO. 5.3

Agree. This recommendation is being implemented.

DAS has equipped its Animal Control Officers and License Canvassers with handheld devices to retrieve data in the field and to accept electronic payments. During the last fiscal year, DAS enabled an online payment option for all pet owners in its jurisdiction.

RECOMMENDATION NO. 5.4 - DACC and DAS should consider launching more aggressive media campaigns to notify pet owners of licensing programs, the requirements of responsible pet ownership, and penalties for delinquency. Mail notices to all animal owners requiring licensing be completed in 30 days. Implement a 100% penalty if license fees are not received after 30 days, requiring a field investigation. Offer refunds to pet owners who spay/neuter animals within 30 days of paying fees.

RESPONSE TO RECOMMENDATION 5.4

Agree. This recommendation is being implemented (to the extent feasible, as described below).

DAS does mail notices 30-60 days before licenses expire to renew all known dog and horse owners. As license fees are established by the Los Angeles Administrative Code (LAAC), any reductions and refunds would need to be presented to and approved by City Council. We tried an amnesty program in the past and it did not result in an increase in licensing. If an owner does not renew the license, we can give them an Administrative Citation that has an increasing fine if they do not comply within 30 days. The fine increases every 30 days (\$100, \$250, \$500 and \$1,000). These fines are collected by the City Attorney's Office and pet owners are not excused from purchasing the license.

During the past fiscal year, DAS has increased its media presence substantially. The media outreach includes information regarding responsible pet ownership, licensing, microchipping, spay/neuter, leash requirement when walking dogs in public, cleaning up after your pet, and preventing dog bites.

RECOMMENDATION NO. 5.5 - DACC should pass an ordinance to authorize veterinarians in the County's jurisdictions to issue licenses and forward to Animal Care and Control. DAS to follow up on the authorization of City ordinance allowing veterinarians to issue licenses.

RESPONSE TO RECOMMENDATION NO. 5.5

Agree. This response is being implemented.

The Los Angeles Municipal Code currently allows licensed California veterinarians to issue licenses, which is described in full below:

SEC. 53.15.4. VETERINARIANS AND OTHERS AUTHORIZED TO DISTRIBUTE DOG LICENSE APPLICATIONS OR SELL DOG LICENSES. (Title and Section Amended by Ord. No. 181,882, Eff. 10/30/11.)

- (a) The Department may authorize a duly licensed California veterinarian, pet hospital, pet store, licensed kennel or any duly licensed person engaged in the business of breeding, selling or otherwise transferring the ownership of dogs, to distribute dog license applications or puppy certificate applications to persons residing in the City of Los Angeles, and be paid for such services a sum not to exceed \$2.00 or such other amount as determined by the Board of Animal Services Commissioners and approved by the City Council, for each application processed and license issued by the Department.
- (b) The Department may also authorize a duly licensed California veterinarian, pet hospital, pet store, licensed kennel or any duly licensed person engaged in the business of breeding, selling or otherwise transferring the ownership of dogs, to sell dog licenses or puppy certificates to persons residing in the City of Los Angeles and be paid for such services by entering into an agreement with the Department establishing the conditions

of such sale. The amount to be paid for such services shall not exceed \$2.00 or such other amount as determined by the Board of Animal Services Commissioners and approved by the City Council.

DAS has not found this to be an opportunity that private practice veterinarians want to assist with. Best Friends Animal Society and the Lucy Pet Foundation sell dog licenses for DAS.

RECOMMENDATION NO. 5.7 - DAS should resolve the TNR Injunction over feral and community cats; address this impact on public and animal health, and the environment. LACDPH assist in addressing public health issues. Find a way to return community cats to a supervised caretaker. Consider licensing of cats throughout Los Angeles County to help reduce feral populations and cat euthanasia.

RESPONSE TO RECOMMENDATION NO. 5.7

DAS is working with the Department of Public Works, Bureau of Engineering, a consulting firm, and the City Attorney's office to resolve the injunction against the City. The resolution of this injunction is a complex and unpredictable process. All parties are working collaboratively to explore ways of modifying the injunction preventing DAS from providing spay/neuter services for community cats and support for caregivers who feed these cats.

RECOMMENDATION NO. 5.8 - DACC and DAS needs to fill all budgeted positions. Expedite the hiring process to fill vacancies after 30 days.

RESPONSE TO RECOMMENDATION NO. 5.8

Agree. This recommendation is being implemented (to the extent feasible, as described below).

Hiring for DAS involves the City of Los Angeles Personnel Department that manages the process, approval from the City Administrative Officer (CAO), and compliance with the Civil Service rules--all of which add to the time it takes to hire.

RECOMMENDATION NO. 5.9 - DACC and DAS should address providing a more welcoming environment and animal-friendly shelter environment through the use of music, better photos, less confining spaces, etc.

RESPONSE TO RECOMMENDATION NO. 5.9 -

Agree. This recommendation is being implemented.

DAS is working toward meeting these goals. For example, DAS is currently partnering with other organizations to produce better photos for our website and flyers.

RECOMMENDATION NO 5.10 - DACC and DAS staff and volunteers should increase the adoptability of animals by creating better play, proximity, and welcoming cage behaviors.

RESPONSE TO RECOMMENDATION NO. 5.10 -

Agree. This recommendation is being implemented.

DAS is working towards meeting this goal. DAS is currently partnering with various organizations to increase enrichment for our animals. Additionally, DAS staff and volunteers are receiving training to promote further enrichment for our animals.

RECOMMENDATION NO. 5.11 - DACC and DAS should consider eliminating breed identification from shelters and replace with "mixed breed" to increase adoptions for *all* animals. Shelter personnel cannot be expected to accurately "guess" breeds without DNA evidence.

RESPONSE TO RECOMMENDATION NO. 5.11

Agree. This recommendation is being implemented.

The Board of Animal Services Commissioners approved this change. DAS has begun educating its staff and discussions with its IT staff who will make the change in our data management system both online and on the kennel cards. For many in the industry, eliminating breed identification is a culture shift. Therefore, this shift does not occur instantaneously; however, DHS is working toward that end and expects to have breed labels removed and replaced with "mixed breed" or "shelter dog" or some similar non-specific breed name before the end of this calendar year.

RECOMMENDATION NO. 5.12 - DACC and DAS should consider eliminating the term "No Kill" when describing shelters and replace with statistics of euthanasia and live release.

RESPONSE TO RECOMMENDATION NO. 5.12

Agree. This recommendation is being implemented (to the extent feasible, as described below).

DAS provides statistics on our website monthly that show intake, euthanasia, live release and more. The term No Kill was adopted by the City Council. A clear definition of "what No Kill means for Los Angeles City" is on the homepage of our website.

RECOMMENDATION NO. 5.13 - LACDPH, DACC, and DAS should expand media efforts from current "adoption only" focus, to include elements of overall responsible pet ownership. Prepare and distribute public health and animal care modules to schools and follow up by presentations of animal services staff.

RESPONSE TO RECOMMENDATION NO. 5.13

Agree. This response is being implemented.

DAS hired a new Public Information Officer five months ago who has been expanding media efforts for adoptions, volunteerism, animal laws, including licensing and spay/neuter and more. DHS is partnering with other groups to deliver humane

education. DHS's staff does make some school presentations and also has visiting groups of students regularly. DHS is also expanding its volunteer program for students from 12 to 16 years.

RECOMMENDATION NO. 5.14 - DAS and DACC should implement an internship programs for volunteers. Provide community service credit for schools or as ordered by the Court.

RESPONSE TO RECOMMENDATION NO. 5.14

Agree. This recommendation is being implemented.

DAS currently has a volunteer program for Court referrals. DHS is also implementing a youth volunteer program that will allow students to earn community service hours. For many years, DAS, in collaboration with LAUSD, has been holding ROP (Regional Occupational Program) classes at three of our shelters for students who are interested in learning more about animals and careers with animals.

RECOMMENDATION NO. 5.15 - DACC and DAS should increase partnerships to provide more low-cost spay and neuter clinics. Establish a procedure to utilize coalition partners for distribution of shelter animals to pet stores in 2019.

RESPONSE TO RECOMMENDATION NO. 5.15

Agree. This recommendation is being implemented.

DAS has partnerships with clinics attached to 5 of the 6 Animal Care Centers we operate to do low-cost and free spay/neuter services. DHS also has contracts with three mobile spay/neuter vans and DHS has recently contracted to reopen our Jefferson Park Shelter and that includes a spay/neuter clinic. DAS has also made it possible to obtain spay/neuter vouchers by applying online. In May, DHS offered free spay neuter for pet cats (3 per household) in the City of Los Angeles that was very successful and will likely be repeated.

RECOMMENDATION NO. 5.16 - DACC and DAS should include notification of the need for updating micro-chip information with licensing renewals.

RESPONSE TO RECOMMENDATION NO. 5.16

Agree. This recommendation is being implemented.

DAS believes this is a good idea. Currently, DHS has that reminder on other printed materials and DHS will consider adding it to the licensing material.

RECOMMENDATION NO. 5.17 - DACC and DAS must ensure all contact information provided for public use is current and correct, e.g., 1-888-SPAY4LA (1-800-SPAY4LA).

RESPONSE TO RECOMMENDATION NO. 5.17

Agree. This recommendation is being implemented.

DAS agrees that contact information for public use must be current. DAS makes every effort to update all information as quickly as possible. In the event that an item is missed, DAS makes the correction immediately upon notification.



RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR 19 DOGS, 57 CATS: SOME STRATEGIES TOWARD "LOW KILL" IN LOS ANGELES ANIMAL SHELTERS

RECOMMENDATION NO. 5.1

LACDPH, DACC, and DAS should send letters to all veterinarians to confirm the mandate reporting of all rabies vaccinations with ownership information to the Animal Services jurisdiction to allow licensing and necessary follow-ups.

RESPONSE

Partially agree. The recommendation to send letters to veterinarians will be implemented in Fiscal Year 2018-19. LACDPH will provide a letter to all veterinary practices in Los Angeles County to confirm the mandated reporting of all rabies vaccinations to cities that require it.

The implications of implementing this recommendation requires further analysis by DACC, to be completed by December 29, 2018. The DACC is evaluating the potential workload impact on both data input areas and license enforcement operations. Recommendations for additional resources to address impact of workload will be made within the context of the overall budget and numerous funding priorities and requests.

RECOMMENDATION NO. 5.2

Director of DACC and LACDPH should recommend to all contract cities within the County who do not have mandatory rabies immunization notifications by veterinarians to pass ordinances requiring veterinarians to notify City or County of rabies immunizations and establish penalties for any non-compliance.

RESPONSE

Partially agree. The recommendation will be partially implemented in Fiscal Year 2018-19. LACDPH will assist DACC in providing a letter to all contract cities recommending a local ordinance be passed to notify County of rabies immunizations. DACC also plans to include language in all city contract renewals to require cities to adopt Los Angeles County Code Title 10 that requires mandatory reporting of rabies vaccinations by veterinarians.

The feasibility to implement a penalty for veterinarians that do not comply with the mandate to report all rabies vaccinations with ownership information to the appropriate Animal Services jurisdiction requires further analysis by DACC, to be completed by December 29, 2018.

The implications of implementing this recommendation requires further analysis by DACC, to be completed by December 29, 2018. The DACC is evaluating the potential workload impact on both data input areas and license enforcement operations. Recommendations for additional resources to address impact of workload will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 5.3

DACC and DAS should ensure an effective and comprehensive computerized case management system is in place. Enable online payments for all jurisdictions. Provide handheld devices to retrieve data for staff in the field.

RESPONSE

<u>Computerized Case Management System & Handheld Devices</u>: Partially agree. This recommendation requires further analysis. DACC is working with CEO to complete a business process review and evaluate system needs, requirements and cost. Evaluation is targeted to be complete in Fiscal Year 2018-19. Case management system implementation would be a multi-year effort requiring the resource needs to be evaluated within the context of the overall budget and numerous funding priorities and requests.

On-line Payments: Partially agree. This recommendation has been partially implemented with the capability to make online payments to renew pet licenses.

The ability for first-time licensees to make on-line payments requires further analysis, to be completed by DACC by December 29, 2018. Los Angeles County Code Section 10.20.060 prohibits the issuance of a license tag and license until proof of rabies vaccination is received; however, this code section also allows DACC to accept payment without proof of rabies, and to hold the license in abeyance until proof is given within five days. Analysis is required to assess feasibility of system capability and programming to ensure online processes are compliant with County code. Recommendations resulting in a need for additional resources will be made within the context of the overall budget and numerous funding priorities and requests.

RECOMMENDATION NO. 5.4

DACC and DAS should consider launching more aggressive media campaigns to notify pet owners of licensing programs, the requirements of responsible pet ownership, and penalties for delinquency. Mail notices to all animal owners requiring licensing be completed within 30 days. Implement a 100% penalty if license fees are not received after 30 days, requiring a field investigation. Offer refunds to pet owners who spay/neuter animals within 30 days of paying fees.

RESPONSE

Partially agree. This recommendation has been partially implemented. The Board of Supervisors defers to DACC's response for details for the portion of the recommendation that has been implemented.

The feasibility of offering refunds to pet owners who spay/neuter animals within 30 days of paying fees requires further analysis, to be completed by DACC by December 29, 2018. Recommendations resulting in a need for additional resources will be made within the context of the overall budget and numerous funding priorities and requests.

RECOMMENDATION NO. 5.5

DACC should pass an ordinance to authorize veterinarians in the County's jurisdictions to issue licenses and forward to Animal Care and Control. DAS to follow up on the authorization of City ordinance allowing veterinarians to issue licenses.

RESPONSE

Disagree. This recommendation will not be implemented. The Board of Supervisors defers to DACC response for an explanation detailing the complexities and barriers to implementing this recommendation.

RECOMMENDATION NO. 5.6

DACC should ensure cost allocations for Contract Cities be fully reimbursed.

RESPONSE

Agree. This recommendation is in the process of being implemented. Effective July 1, 2018, the billing rates have been updated to include cost of providing veterinary care that was previously not included. However, the July 1, 2018, billing rates continue to cap the billing days per sheltered cat and dog at 50 percent of the average time these pets are sheltered. To address this unreimbursed cost, DACC has developed a six-year step-up plan (proposed to begin Fiscal Year 2019-20) to fully recover these costs and will work with the Board and contract cities to implement.

RECOMMENDATION NO. 5.7

DAS should resolve the TNR Injunction over feral and community cats; address this impact on public and animal health, and the environment. LACDPH assist in addressing public health issues. Find a way to return community cats to a supervised caretaker. Consider licensing of cats throughout Los Angeles County to help reduce feral populations and cat euthanasia.

RESPONSE

Disagree. This recommendation will not be implemented. The Board of Supervisors defers to LACDPH response for an explanation detailing the complexities, concerns, and barriers to implementing this recommendation. The Board of Supervisors further concurs with the LACDPH recommendation that TNR should only be conducted in a more regulated manner and modified to reduce public health risks and is supportive of LACDPH's willingness to work with DAS to help draft requirements needed to mitigate public health risks and liabilities.

RECOMMENDATION NO. 5.8

DACC and DAS needs to fill all budgeted positions. Expedite the hiring process to fill vacancies after 30 days.

RESPONSE

Partially agree. This recommendation has been partially implemented. DACC's ability to fill budgeted positions is restricted to approved appropriation and a balanced budget performance. In addition, the hiring process is governed by civil service rules and the promulgation of eligibility lists for which the process extends past a 30-day time-period. Note that funded vacancies may be filled within 30 days given a promulgated, active eligibility list from which the DACC may hire. The DACC will continue to work with the Department of Human Resources to fill approved budgeted positions.

RECOMMENDATION NO. 5.9

DACC and DAS should address providing a more welcoming environment and animal friendly shelter environment through the use of music, better photos, less confining spaces, etc...

RESPONSE

Agree. This recommendation is partially implemented. DACC has implemented a number of facility improvement projects over the past two years to create a more welcoming and animal friendly environment that includes the use of music, better photos and less confining spaces. The Board of Supervisors defers to DACC's response for a detailed list of facility improvement projects. Additional facility improvement projects will be considered within the context of the overall budget and numerous funding priorities and requests.

RECOMMENDATION NO. 5.10

DACC and DAS staff and volunteers should increase the adoptability of animals by creating better play, proximity, and welcoming cage behaviors.

RESPONSE

Agree. This recommendation has been implemented. The Board of Supervisors defers to DACC response for details of program implementation.

RECOMMENDATION NO. 5.11

DACC and DAS should consider eliminating breed identification from shelters and replace with "mixed breed" to increase adoptions for *all* animals. Shelter personnel cannot be expected to accurately "guess" breeds without DNA evidence.

RESPONSE

Disagree. This recommendation will not be implemented. The Board of Supervisors defers to DACC's response for an explanation detailing the concerns, barriers and liabilities associated with implementing this recommendation.

RECOMMENDATION NO. 5.12

DACC and DAS should consider eliminating the term "No Kill" when describing shelters and replace with statistics of euthanasia and live release.

RESPONSE

Agree. This recommendation has been implemented. DACC does not utilize the term "No Kill" and will continue to utilize more accurate measurements with statistics of euthanasia and live release.

RECOMMENDATION NO. 5.13

LACDPH, DACC, and DAS should expand media efforts from current "adoption only" focus, to include elements of overall responsible pet ownership. Prepare and distribute public health and animal care modules to schools and follow up by presentations of animal services staff.

RESPONSE

Partially agree. This recommendation has been partially implemented and efforts will continue through Fiscal Year 2018-19. The Board of Supervisors defers to DACC and LACDPH responses for program

implementation details regarding expanding media efforts to include elements of overall responsible pet ownership.

LACDPH and DACC do not have resources to be able to deliver presentations in schools. However, both departments will continue to partner with Healthy Pets Healthy Families (HPHF) coalition to seek out other resources such as libraries and volunteers to further distribute related messaging and materials.

RECOMMENDATION NO. 5.14

DAS and DACC should implement internship programs for volunteers. Provide community service credit for schools or as ordered by the Court.

RESPONSE

Agree. This recommendation has been implemented. The Board of Supervisors defers to DACC's response for program implementation details.

RECOMMENDATION NO. 5.15

DACC and DAS should increase partnerships to provide more low-cost spay and neuter clinics. Establish a procedure to utilize coalition partners for distribution of shelter animals to pet stores in 2019.

RESPONSE

Partially agree. This recommendation has been partially implemented. DACC has partnered with SPAY4LA, the ASPCA, and the Lucy Pet Foundation, the Amanda Foundation, and other nonprofit spay/neuter services providers to the extent possible with resources.

DACC will not be able to establish procedures to utilize coalition partners for distribution of shelter animals to pet stores in 2019. This portion of the recommendation will not be implemented. The Board of Supervisors defers to DACC's response for an explanation detailing the complexities and barriers for DACC to implement procedures for distribution of shelter animals to pet stores.

RECOMMENDATION NO. 5.16

DACC and DAS should include notification of the need for updating micro-chip information with licensing renewals.

RESPONSE

Agree. This recommendation will be implemented by DACC by December 29, 2018.

RECOMMENDATION NO. 5.17

DACC and DAS must ensure all contact information provided for public use is current and correct, e.g., 1-888-SPAY4LA (1-800-SPAY4LA).

RESPONSE

Disagree. This recommendation will not be implemented. DACC does not have authority over private nonprofit organizations to direct how contact information is provided for public use. However, DACC will continue to work with private organizations to advise them of any identified concerns regarding messaging and information. DACC will also continue to maintain an accurate list of resources for the public at its two Communication Centers and will post the resources on the DACC website by October 2018.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES - DEPARTMENT OF ANIMAL CARE AND CONTROL

SUBJECT: 2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR

19 DOGS, 57 CATS Some Strategies Toward "Low Kill" in Los Angeles'

Animal Shelters

RECOMMENDATION NO. 5.1

LACDPH, DACC, AND DAS should send letters to all veterinarians to confirm the mandate reporting of all rabies vaccinations with ownership information to the Animal Services jurisdiction to allow licensing and necessary follow-ups.

RESPONSE

Partially agree. This recommendation requires further analysis to determine the impact on DACC operations based on the expected increased reporting of rabies vaccinations. These reports to DACC will require additional staffing in both the data input areas as well as field license enforcement officers. DACC will begin an analysis on these potential impacts and costs to the Department and complete it by December 29, 2018.

LACDPH will provide a letter to all veterinary practices in Los Angeles County in Fiscal Year 2018-2019 to confirm the mandate that veterinarians report rabies vaccination certificate copies to cities that require it. A listing of all cities in Los Angeles County requiring mandatory reporting of rabies vaccination certificates by veterinarians will be included as an attachment with the letter for reference. From LACDPH's investigation, there are 63 cities in Los Angeles County that require veterinarians to report a copy of the rabies vaccination certificate to that city.

RECOMMENDATION NO. 5.2

Director of DACC and LACDPH should recommend to all contract cities within the County who do not have mandatory rabies immunization notifications by veterinarians to pass ordinances requiring veterinarians to notify City or County of rabies immunizations and establish penalties for any non-compliance.

RESPONSE

Partially Agree. This recommendation requires further analysis. Los Angeles County Code §10.20.250 requires that a veterinarian in DACC's jurisdiction who vaccinates a dog or cat against rabies must issue a duplicate certificate of the rabies vaccination certificate to the Director. However, there is no penalty for noncompliance. A change to Los Angeles County Code would be required to implement a penalty.

Further, veterinarians in DACC's jurisdiction may vaccinate dogs and cats whose owners do not live in DACC's jurisdiction, and the veterinarian's issuance of the duplicate rabies certificate would be inapplicable for DACC to enforce regarding licensing. Additionally, veterinarians outside of DACC's jurisdiction would not be required to comply with the existing language, creating disparate treatment of veterinary

hospitals. Another item for consideration is that due to the complexity of multiple jurisdictions and animal licensing agencies, it would be overly burdensome and prone for error to expect veterinarians to know which of the 88 cities in Los Angeles County is regulated by which animal licensing authority, and to whom they would be required to provide duplicate rabies certificates.

This recommendation would also require community outreach efforts with Los Angeles County veterinarians, particularly since a proposed penalty for noncompliance is recommended.

DACC requires further analysis to determine the impact on its operations based on the expected increased reporting of rabies vaccinations. These reports to DACC will require additional staffing in both the data input areas as well as field license enforcement officers. DACC will begin an analysis on these potential impacts and costs to the Department and complete it by December 29, 2018.

DACC is in the process of updating its master contract for services for its contract cities; the majority of city contracts expire in 2019. As part of this contract update, DACC will require that Los Angeles County Code Title 10 be enforced in the contract cities. The contract cities will also be required to adopt Title 10 through the action of their city council. Because Title 10 requires the mandatory reporting of rabies vaccinations by veterinarians, these actions will bring DACC's contract cities into compliance with this recommendation that veterinarians provide duplicate rabies certificates. These contracts are expected to be completed prior to the end of FY 2018-2019.

In the meantime, DACC will work with LACDPH on the feasibility of providing a letter to all contract cities that are served by DACC and do not currently have mandatory rabies immunization notifications by veterinarians, recommending they pass an ordinance to require veterinarians to notify the County of rabies immunizations and establish penalties for any non-compliance. This will be accomplished in FY 2018-19, timed to best coordinate with the issues described above.

RECOMMENDATION NO. 5.3

DACC and DAS should ensure an effective and comprehensive computerized case management system is in place. Enable online payments for all jurisdictions. Provide handheld devices to retrieve data for staff in the field.

RESPONSE

Computerized case management system: Agree. This recommendation requires further analysis. DACC is working with CEO, Office of CIO to complete a business process review and evaluate system needs, requirements and costs. Evaluation is targeted to be complete in Fiscal Year 2018-19. Case management system implementation would be a multi-year effort requiring the resource needs to be evaluated within the context of the overall budget and numerous funding priorities and requests.

Enable online payments for all jurisdictions: Partially Agree. Pet owners have been allowed for years to renew their pet licenses online, and submit payment for those licenses for all jurisdictions served by DACC. The only exception has been for first-time licensees, as Los Angeles County Code §10.20.060 prohibits the issuance of a license tag and license until proof of rabies vaccination is received. These applications are submitted by mail due to the need for the proof of rabies vaccination. However, renewals from that point forward can be made on-line, assuming the owner has submitted proof of vaccination renewals in advance.

DACC will study the feasibility of collecting the first-time fees and holding the license and receipt in abeyance until proof of rabies is provided. This is permitted under Los Angeles County Code §10.20.060. DACC requires further analysis to determine the impact on its operations based on the expected increased request for first time licenses, and tracking to ensure proof of rabies is provided within the required five-day period. These efforts will require additional staffing. DACC will begin an analysis on these potential impacts and costs to the Department and complete it by December 29, 2018.

<u>Provide handheld devices to retrieve data for staff in the field</u>: Agree. This recommendation has been implemented for animal control officers responding to calls for service, who use tough book lap tops mounted in their vehicles to access and record information. Additional technological solutions will be considered as part of the business process review.

RECOMMENDATION NO. 5.4

DACC and DAS should consider launching more aggressive media campaigns to notify pet owners of licensing programs, the requirements of responsible pet ownership, and penalties for delinquency. Mail notices to all animal owners requiring licensing be completed within 30 days. Implement a 100% penalty if license fees are not received after 30 days, requiring a field investigation. Offer refunds to pet owners who spay/neuter animals within 30 days of paying fees.

RESPONSE

More aggressive media campaigns: Agree. This recommendation has been implemented. DACC regularly advises pet owners of licensing programs and the penalties for delinquency through license renewal forms that are mailed 45 days in advance of the license due date, and issues press releases in advance that alert pet owners that licensing field enforcement officers will be in their jurisdiction to enforce licensing laws.

Mail notices to animal owners requiring licensing be completed within 30 days: Agree. This recommendation has already been implemented.

Implement a 100% penalty if license fees are not received after 30 days: Agree. This recommendation has been implemented and is required under Los Angeles County Code § 10.20.120 and §10.90.01.I.A.5.

Offer refunds to pet owners who spay/neuter animals within 30 days of paying fees: Partially agree. This recommendation requires further analysis. DACC does not currently provide refunds to pet owners who spay/neuter animals within 30 days of paying fees. This recommendation requires further analysis to determine the anticipated volume of refunds, research County regulations regarding the issuance of refunds, the financial impact of processing the refunds, obtaining contract city agreement to offer refunds from their licensing revenue, and determining the staffing needs to process such requests. It is estimated this analysis will be completed by December 29, 2018.

RECOMMENDATION NO. 5.5

DACC should pass an ordinance to authorize veterinarians in the County's jurisdiction to issue licenses and forward to Animal Care and Control. DAS to follow up on the authorization of City ordinance allowing veterinarians to issue licenses.

RESPONSE

Disagree. This recommendation will not be implemented because it is not reasonable. Due to the complexity of multiple jurisdictions and animal licensing agencies, it would be overly burdensome and prone for error to expect veterinarians to know which of the 88 cities in Los Angeles County is regulated by which animal licensing authority. Further, license fees vary by jurisdiction, adding another layer of complexity for veterinarians.

This additional workload on private practices would likely be opposed by the veterinarians, as they would be required to keep track of multiple jurisdictions (pet owners often see veterinarians in adjacent cities or counties) and correctly identify the licensing agency, collect the correct fees, and transmit them to the proper licensing agency. In areas where this is done, veterinarians often charge the licensing agency for performing this service, thereby reducing the amount of revenue received by the agency and its contract cities.

Veterinary issuance of licenses would likely cause many errors that would have to be corrected by DACC staff, and would require additional staffing to implement. Further, there is concern that pet owners may choose not to vaccinate a pet because their veterinarian is acting in a license enforcement capacity. Pet owners with residency status issues could fear vaccinating their pets because they will be reported to the government. This could result in lower rabies vaccination compliance and a greater risk to public health. Further, this could generate a Prop A conflict since DACC currently has the staffing to sufficiently perform this service.

RECOMMENDATION NO. 5.6

DACC should ensure cost allocations for Contract Cities be fully reimbursed.

RESPONSE

Agree. This recommendation has been partially implemented. DACC retained a consultant to identify an equitable cost recovery from its contract cities. This study has been completed, and the contract cities advised of the new cost allocation. Two step-up

plans were implemented relative to the allocation of costs associated with sheltering of pets. The first was the discovery that the cost of providing veterinary care to sheltered pets had not been allocated. That was rectified under a step up plan that began in FY 2015-16 with full recovery of these costs being accomplished in FY 2018-19. The second discovery was that a cap on billing days per sheltered cat and dog represented only 50% of the average time these pets are sheltered. A six-year step up plan to begin to recover these costs and other methodology changes will begin in FY 2019-20.

RECOMMENDATION NO. 5.8

DACC and DAS needs to fill all budgeted positions. Expedite the hiring process to fill vacancies after 30 days.

RESPONSE

Partially agree. This recommendation has been partially implemented. The Department's Human Resources Division has been proactive in working with the Department of Human Resources Talent Management Unit to conduct large scale Civil Service Exams for the promulgation of eligible lists for DACC to fill vacant positions. However, there are timing obstacles with the Civil Service Exam process, as these examinations are typically conducted once a year, as the promulgated eligibility list is valid for a period of one year. Therefore, a new Civil Service Exam cannot commence until the one year eligible list expires. The waiting for the eligibility list to expire is a continuous challenge for DACC.

RECOMMENDATION NO. 5.9

DACC and DAS should address providing a more welcoming environment and animal-friendly shelter environment through the use of music, better photos, less confining spaces, etc. . . .

RESPONSE

More welcoming environment and less confining spaces: Agree. These recommendations have been partially implemented. DACC is working closely with the Chief Executive Office to produce a facilities master plan for the department.

In the past two years, DACC has implemented the following facility improvements:

Portals were added to cat cages to double the space available for each cat and to allow for more natural behaviors. Calming scents such as Feliway for cats have been installed in many of the cat holding areas.

DACC has also completed a number of facility improvements, including:

 Baldwin Park ACC: painting buildings and installed new caging, automatic dog waterers, and epoxy floor and wall covering in three dog kennel buildings, completed multi-million dollar comprehensive new drainage and parking lot, renovated lobby, renovated cat isolation room, improved intervention services facilities;

- Downey ACC: replaced interiors and installed automatic dog waterers in three dog kennel buildings, repurposed old caging for additional dog play yards, improved intervention services facilities;
- Agoura ACC: replaced the kennel and administrative building roofs, repaired damaged support poles in dog kennel building, installed epoxy in dog kennel building, repayed damaged parking lot, installed new HVAC for cats;
- Carson/Gardena ACC: built new euthanasia room, renovated lobby, replaced asphalt with concrete throughout facility;
- Lancaster ACC: renovated cat isolation room, installed improved livestock pens;
 Castaic ACC: installed dog play yards.
- All ACCs: Entered into a partnership with *Portraits of Hope* to bring vibrant art to the animal care centers, making them more inviting for the public to visit.

Other improvements scheduled for FY 2018-2019 include: installing new rabbit and cat cages at the Agoura ACC; new rabbit cages at the Carson/Gardena ACC; purchase and install two new industrial clothes washers and dryers, and automatic industrial dishwashing machines, for the Carson/Gardena and Downey ACCs; install a new disinfection system for the Agoura ACC; and build a permanent dog play yard at the Carson/Gardena ACC.

<u>Use of music</u>: Agree. This recommendation has been implemented. Music systems have been installed at every care center, which now play soothing music for the cats and dogs.

Better photographs: Agree. This recommendation has been partially implemented. A photograph of each animal is taken when they are brought into the care center, usually by an animal control officer or other animal care staff member. These photos are taken for identification purposes and are automatically uploaded to the DACC website to allow a pet owner to identify and retrieve their pet as soon as possible. DACC recognizes that there is a need to improve the quality of these photographs. A two-tiered solution is in place: first, to provide training to staff on photography and lighting and, second, DACC will work with volunteer photographers to take new photographs of the animals after a few days of settling into their new environment. Those photos will have a bright backdrop, be well lit and will highlight the unique characteristics of each animal. The new photos will replace the original intake photos. This process will be implemented by December 29, 2018.

RECOMMENDATION NO. 5.10

DACC and DAS staff and volunteers should increase the adoptability of animals by creating better play, proximity, and welcoming cage behaviors.

RESPONSE

Agree. This recommendation has been implemented. Through a generous grant from the ASPCA, Petco Foundation and Animal Care Foundation, DACC received training from the nonprofit organization Dogs Playing for Life. The organization trains care center staff and volunteers to conduct play groups for dogs as part of their daily

socialization and care. The playgroups offer enrichment, socialization and valuable behavior information used to inform adoption and placement decisions. Additionally, play groups are fun for dogs and reduce stress, which in turn keeps them healthier. The training was conducted at all seven Animal Care Centers; the program is conducted by dedicated staff members and volunteers.

A behavior consultant provided animal behavior and handling training to animal control officers and animal care attendants in FY 2017-18. Topics included dog and cat behavior, objective assessments, safe handling and in-kennel enrichment. The in-kennel enrichment focused on rewarding dogs for welcoming behavior such as sitting at the front of the kennel and being quiet. The goal of the training was to provide a calmer, more relaxed environment for the animals and to increase adoptions.

RECOMMENDATION NO. 5.11

DACC and DAS should consider eliminating breed identification from shelters and replace with "mixed breed" to increase adoptions for all animals. Shelter personnel cannot be expected to accurately "quess" breeds without DNA evidence.

RESPONSE

Disagree. This recommendation will not be implemented because it is not reasonable. Animal care center personnel, including experienced staff, veterinarians, and registered veterinary technicians are able to make reasonable identifications of dog breeds. While this is not an exact science (in fact, the existing DNA databases for dog breed identification are estimated at being only approximately 60% reliable), staff is able to provide relatively accurate identifications of dogs by breed.

Further, it is extremely important to most adopters to know what type of breed or mix thereof they are considering. Certain factors such as animal behavior, allergies, exercise and training needs, and susceptibility to medical issues are all considerations new pet owners are concerned about. Additionally, DACC animal care centers regularly receive obviously "purebred" dogs, and listing them as "mixed breed" would be disingenuous. And, importantly, breed-specific rescue groups rely on breed identification to alert them as to when a breed of dog they rescue is in ACC care. This is an important consideration, as 36% of dogs are placed with dog rescue organizations.

The current fad of not providing breed identification is often used to hide the likely breed or mix thereof which is not as desirable by the public, such as pit-bull type dogs. This is done to increase live release statistics at agencies, purely to achieve a higher adoption statistic for public approval. However, by not being honest with staff's best effort at breed identification, DACC would mislead adopters and create customer dissatisfaction.

Additionally, the agency adopting a dog has potential liability if it does not disclose all known information about dogs it adopts out, including the apparent breed (which has a propensity to exhibit behaviors characteristic of the breed(s). Lawsuits have been filed based on non-disclosed information. (https://www.insideedition.com/investigative/12041-after-dog-bites-12-year-old-girl-

family-accuses-shelter-of-deceiving-them,

http://www.sandiegouniontribune.com/news/politics/sdut-lawsuit-filed-after-dog-bites-off-mans-nose-2015dec10-story.html, https://www.citywatchla.com/index.php/los-angeles/12961-adopted-pit-bull-attacks-toddler-animal-shelter-sued-for-product-liability)

People often seek dogs based on anticipated behaviors that are attendant with certain breeds. Or, they eliminate certain breeds from selection for the same reasons.

Lack of breed identification sets adopters up for failure (and probable return of the dog) if the dog is of an apparent breed that is restricted by landlords or insurance companies. Rental/lease agreements and insurance policies often have breed restrictions.

Further, state law requires that a breed be listed on the rabies vaccination certificate, which is required of all dogs over four months of age (CA Code of Regulations Title 17, Section 2606.4).

RECOMMENDATION NO. 5.12

DACC and DAS should consider eliminating the term "No Kill" when describing shelters and replace with statistics of euthanasia and live release.

RESPONSE

Agree. This recommendation has been implemented. DACC has never used the term "No Kill". It is a term that is poorly defined, not an accurate measurement of overall animal welfare, and has led to many unintended and dangerous consequences for both the animals and the public. There has been no established, industry-wide definition of the term "No Kill". The lack of a standard, universally accepted definition of "No Kill" misleads the public and makes objective review of data problematic.

RECOMMENDATION NO. 5.13

LACDPH, DACC, and DAS should expand media efforts from current "adoption only" focus, to include elements of overall responsible pet ownership. Prepare and distribute public health and animal care modules to schools and follow up by presentations of animal services staff.

RESPONSE

<u>Expand media efforts</u>: Agree. This recommendation has been implemented. In addition to promoting adoption, DACC issues press releases and is active on social media regarding responsible pet ownership. Topics include pet safety, emergency preparedness, benefits of spay/neuter, seasonal tips, and other animal welfare related topics.

<u>Prepare and distribute materials to schools:</u> Agree. The majority of this recommendation will be implemented in Fiscal Year 2018-2019. LACDPH Healthy Pets Health Families (HPHF) coalition will work with coalition members to draft and finalize presentations and educational materials focused on responsible pet ownership and public health that can be distributed and used by schools. Many of these presentations

are already in draft form as developed by the HPHF coalition. LACDPH HPHF coalition will continue to seek out other resources such as libraries and volunteers to further distribute related messaging and materials.

<u>Follow up presentations by animal services staff</u>: Disagree. This recommendation will not be implemented because it is not reasonable. DACC does not have the staffing to provide regular school presentations. Instead, DACC will continue to partner with HPHF to develop content and identify other distribution sources such as libraries and volunteers.

RECOMMENDATION NO. 5.14

DAS and DACC should implement internship programs for volunteers. Provide community service credit for schools or as ordered by the Court.

RESPONSE

Agree. This recommendation has been implemented. DACC partners with other County departments regarding internship and community service programs. Interns and temporary workers assist with the daily care of animals, cleaning and sanitation, and customer service. DACC regularly provides volunteer credits for students, and uses Court referrals in its operations. In addition, DACC is participating in the County's Youth Bridges Program, designed to recruit youth ages 16-24 for departmental internships. The goal is to have a minimum of twenty youth participate in the program in Fiscal Year 2018-2019.

RECOMMENDATION NO. 5.15

DACC and DAS should increase partnerships to provide more low-cost spay and neuter clinics. Establish a procedure to utilize coalition partners for distribution of shelter animals to pet stores in 2019.

RESPONSE

Increase partnerships to provide more low-cost spay and neuter clinics: Agree. This recommendation has been implemented to the fullest extent possible with existing resources. DACC has partnered with SPAY4LA, the ASPCA, the Lucy Pet Foundation, the Amanda Foundation, and other nonprofit spay/neuter service providers to the extent that resources allow.

Establish a procedure to utilize coalition partners for distribution of shelter animals to pet stores in 2019: Disagree. This recommendation will not be implemented because it is not reasonable. DACC partners with more than 250 nonprofit rescue groups and shelters to place animals for adoption. Once the animal is in the partners' custody, DACC cannot oversee the distribution of their animals to pet stores, if that partner chooses to do so. Because each coalition partner becomes the legal owner of the animal once it is adopted from DACC, DACC cannot control the distribution of the animals to pet stores after the adoption from DACC occurs.

Nevertheless, DACC works directly with many outlets to transfer animals directly to these sources, such as Adopt and Shop, Annenberg PetSpace, Wags and Walks, the Pasadena Humane Society and SPCA, the San Diego Humane Society, the Irvine Animal Care Center, and through transports to other animal welfare agencies across the country.

RECOMMENDATION NO. 5.16

DACC and DAS should include notification of the need for updating micro-chip information with licensing renewals.

RESPONSE

Agree. This recommendation will be implemented by December 29, 2018.

RECOMMENDATION NO. 5.17

DACC and DAS must ensure all contact information provided for public use is current and correct, e.g. 1-888-SPAY4LA (1-800-SPAY4LA).

RESPONSE

Disagree. This recommendation will not be implemented because it is not reasonable. The telephone numbers listed above are operated by a private nonprofit organization over which DACC has no authority. However, DACC has advised the organization of the problems with their messaging system on several occasions, and some improvements were made but further improvements are needed. DACC continues to remind them of the need to correct this information. Nevertheless, DACC maintains an accurate list of resources for the public in its two Communication Centers and will post the resources on its website by October 2018.

ADDITIONAL INFORMATION

Some findings in the Grand Jury report relied on outdated audit reports, whose findings have been addressed. Page 135 refers back to a 2016 audit, page 136 refers back to a 2003 audit, and page 141 refers back to a 2014 audit. All the identified items have been addressed and were not outstanding during the time of the Grand Jury's review.

Attachment D

Children and Family Services

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC HEALTH

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR 19 DOGS, 57 CATS: SOME STRATEGIES TOWARDS "LOW KILL" IN LOS ANGELES' ANIMAL SHELTERS

RECOMMENDATION NO. 5.1

LACDPH, DACC, and DAS should send letters to all veterinarians to confirm the mandate reporting of all rabies vaccinations with ownership information to the Animal Services jurisdiction to allow licensing and necessary follow-ups.

RESPONSE

Agree. This recommendation will be implemented in Fiscal Year 2018-2019. LACDPH will provide a letter to all veterinary practices in Los Angeles County to confirm the mandate that veterinarians report rabies vaccination certificate copies to cities that require it. A listing of all cities in Los Angeles County requiring mandatory reporting of rabies vaccination certificates by veterinarians will be included as an attachment with the letter for reference.

From LACDPH's investigation, there are 63 cities (see Appendix 5.1.1) in Los Angeles County that require veterinarians to report a copy of the rabies vaccination certificate to that city.

RECOMMENDATION NO. 5.2

Director of DACC and LACDPH should recommend to all contract cities within the County who do not have mandatory rabies immunization notifications by veterinarians to pass ordinances requiring veterinarians to notify City or County of rabies immunizations and establish penalties for any non-compliance.

RESPONSE

Agree. This recommendation will be implemented in Fiscal Year 2018-2019. LACDPH will assist DACC in providing a letter to all contract cities that are under DACC and do not currently have mandatory rabies immunization notifications by veterinarians recommending they pass an ordinance to require veterinarians to notify the City or County of rabies immunizations and establish penalties for any non-compliance.

RECOMMENDATION NO. 5.7

DAS should resolve the TNR Injunction over feral and community cats; address this impact on public and animal health, and the environment. LACDPH assist in addressing public health issues. Find a way to return community cats to a supervised caretaker. Consider licensing of cats throughout Los Angeles County to help reduce feral populations and cat euthanasia.

RESPONSE

Disagree. This recommendation will not be implemented. This recommendation requires that TNR groups acknowledge there are direct public health implications associated with "community cats", which historically

has been denied by many TNR groups. The issues surrounding TNR are multifaceted and challenging to approach. Currently there is no oversight of cat colonies, including no registries, licensing requirements or monitoring by animal control agencies. Preventive medicine is limited to time of capture, leaving many cats not fully vaccinated, lacking in internal/external parasite control and unsocialized (unable to be caught for routine care). Feeding of community cats is also not controlled, with the side effect of attracting wildlife to congregate in urban and peri-urban areas. This can pose a threat to the public health in communities, affecting neighbors and local businesses, creating liabilities for safety (bites) and disease transmission (e.g. typhus, rabies, etc.). See attachment 5.7.1 for a summary of the public health concerns associated with TNR.

LACDPH expressed concern about the City of Los Angeles proposal to endorse the TNR process, both in writing and in person. Information about potential public health concerns and failure to address this in the TNR proposal were shared with DAS and the project managers at the public scoping meeting held at the Chesterfield Square Shelter on October 17, 2017, and through a summary letter submitted on November 6, 2017 (see Appendix 5.7.2). Similar concerns were shared with DAS in a letter sent on January 13, 2011.

LACDPH and DACC developed two policies on community cats addressing public health risks, including fleas and feces (see Appendices 5.7.3 and 5.7.4). LACDPH recommends that TNR should only be conducted in a more regulated manner and modified to reduce public health risks. LACDPH is willing to work together with DAS to help draft requirements needed to mitigate public health risks and liability.

RECOMMENDATION NO. 5.13

LACDPH, DACC, and DAS should expand media efforts from current "adoption only" focus, to include elements of overall responsible pet ownership. Prepare and distribute public health and animal care modules to schools and follow up by presentations of animal services staff.

RESPONSE

Partially agree. The majority of this recommendation will be implemented in Fiscal Year 2018-2019. LACDPH Healthy Pets Health Families (HPHF) coalition will work with coalitions members to draft and finalize presentations and educational materials focused on responsible pet ownership and public health that can be distributed and used by schools. Many of these presentations are already in draft form as developed by the HPHF coalition. LACDPH does not have the staff resources to be able to deliver the presentations in schools. In addition, LACDPH will continue to post information on responsible and healthy pet ownership through social media. LACDPH HPHF coalition will continue to seek out other resources such as libraries and volunteers to further distribute related messaging and materials.

Veterinarian requirement to submit Rabies Vaccination Certificates To Local Animal Control

Background

Although California State Law does not require veterinarians to submit copies of rabies certificates they have issued to animal control authorities, many cities have laws that require this to be done. Veterinarians that vaccinate animals against rabies in cities/areas where submission of certificates is required, must submit copies in a timely fashion to the appropriate local animal control agency. A summary of which cities/areas require this is listed below.



Cities/Areas in Los Angeles County that <u>require</u> veterinarians to submit copies of the rabies certificates to the animal control agency:

Agoura Hills, Alhambra, Artesia, Azusa, Baldwin Park, Bell, Beverly Hills, Bradbury, Burbank, Calabasas, Carson, Cerritos, Claremont, Compton, Covina, Cudahy, Culver City, Diamond Bar, El Monte, El Segundo, Gardena, Glendale, Glendora, Hawaiian Gardens, Hawthorne, Hermosa Beach, Hidden Hills, Industry, Inglewood, Irwindale, La Cañada Flintridge, La Habra Heights, La Mirada, La Puente, La Verne, Lancaster, Lawndale, Lomita, Long Beach, Los Angeles (City of), Lynwood, Malibu, Maywood, Monterey Park, Palmdale, Palos Verdes Estates, Pomona, Rancho Palos Verdes, Redondo Beach, Rolling Hills, Rolling Hills Estates, San Fernando, Santa Clarita, Sierra Madre, Signal Hill, South El Monte, Temple City, Torrance, Walnut, West Covina, West Hollywood, Westlake Village, Whittier, Unincorporated areas of Los Angeles County

Cities/Areas in Los Angeles County that <u>do NOT require</u> veterinarians to submit copies of the rabies certificates to the animal control agency:

Arcadia, Avalon, Bell Gardens, Bellflower, Commerce, Downey, Duarte, Huntington Park, Lakewood, Manhattan Beach, Monrovia, Montebello, Norwalk, Paramount, Pasadena, Pico Rivera, Rosemead, San Dimas, San Gabriel, San Marino, Santa Fe Springs, Santa Monica, South Gate, South Pasadena, Vernon

Summary of Public Health Concerns Surrounding Trap Neuter Release

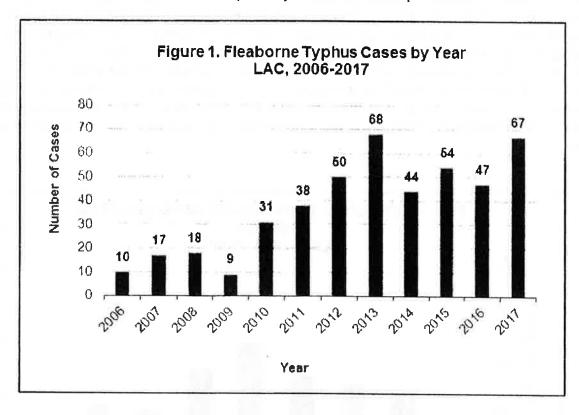
Fecal Accumulation: Practical experience has shown Trap Neuter Release (TNR) programs do not address the problem of fecal accumulation, neither where the cat colony resides, nor on neighboring properties within the roaming range of the colony. Cat feces may pose a public health threat through harmful parasites shed in their feces:

- Toxoplasma gondii is an intestinal parasite whose only definitive hosts are members of the cat family. Cats shed environmentally resistant *T. gondii* oocysts in their feces for approximately 10 to 14 days after they become infected. These oocysts become infectious in 1 to 5 days after the cat defecates, and may remain infectious up to 18 months in moist soil and sand.
- Toxocara cati is a parasite of cats that resides in their small intestine. Infected
 cats may pass eggs in their feces. The eggs become infectious after several
 weeks, and may survive in the environment for years.
- Both *T. gondii* and *Tx. cati* can be spread to people, especially children, through accidental ingestion. This may occur if someone eats or touches their mouth inadvertently after their hands encounter contaminated soil during work or play. Studies have shown that soil in public parks and private backyards where cats regularly defecate can be contaminated with one or both organisms. However, the parasites do not necessarily remain where the animal defecated. Recent studies have shown that precipitation and development can lead to parasites flowing to the ocean, negatively impacting aquatic environments and infecting marine mammals.

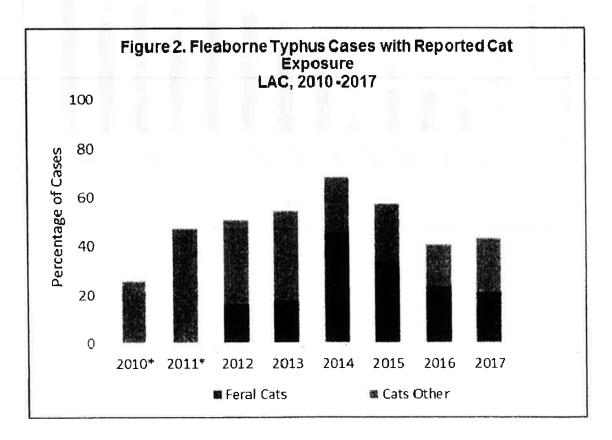
Flea Infestation: Residents may have difficulty eliminating fleas in their yards due to the repeated presence of community cats from neighboring properties. Aside from limiting the ability of residents and their children to enjoy outdoor time in their yards, flea infestations increase the risk of human and pet exposure to fleaborne typhus in areas where cats congregate. Fleaborne typhus is a febrile illness that can be severe enough to require hospitalization and cause organ damage. In the United States, this disease is only known to exist in a few places – southern Texas, Hawaii, and southern California. Therefore, many physicians, veterinarians, patients and pet owners many be unfamiliar with the disease.

The disease is caused by two types of bacteria called *Rickettsia felis* and *R. typhi*. These bacteria are transmitted by fleas, primarily fleas associated with rats and cats. The cat flea (*Ctenocephalitis felis*) is of special concern, because it is the most common type of flea on pets, and will readily bite other species, including humans. Cat fleas defecate while biting, and people become infected when the flea feces contaminate the flea bite wound.

Prior to 2010, fewer than 20 cases of fleaborne typhus were reported annually in Los Angeles County (Fig.1). The number of cases has dramatically increased, with 47 reported cases in 2016, 38% of whom were residents of the City of Los Angeles. In 2017, the number of cases rose to 67. Moreover, the disease has been spreading geographically. Before 2005, most cases were in an area north of Downtown LA, including Eagle Rock, Pasadena, and nearby areas. Beginning in 2006, cases began to appear across the county. The geographic spread is thought to be associated with the relocation of flea-infested animals, especially feral cats and opossums.



Many human cases of fleaborne typhus in Los Angeles County have had cat exposure (Fig 2). LACDPH began collecting data in 2012 specifically on feral cat exposures. In 2014, 68% of human cases of typhus had some type of cat exposure, including 45% of cases with specific feral cat exposure. Nearly all cases reported required hospitalization. Fleaborne typhus, however, can often cause mild or moderate illness which will likely go undetected and unreported as physicians are more likely to test only severely ill individuals who are hospitalized. Therefore, the number of reported cases are an underestimate of the true burden of flea-borne typhus. It has been estimated that for every documented case, three or more cases are either misdiagnosed or are not tested. During a 2015 investigation of an outbreak of flea-borne typhus in a Los Angeles County mobile home community, fleas were ubiquitous in common areas due to presence of flea-infested opossums and overabundant community cats. Blood samples from six of thirteen feral cats had antibodies against typhus group rickettsiae and 18.8% of fleas were positive for R. felis-specific DNA. Repeated flea control and removal of animals was necessary to significantly reduce the flea population and control disease risk.



In some parts of southern California, 37% of cat fleas are infected with Rickettsia bacteria. The primary hosts for the cat flea are opossums, dogs, and cats. The most successful means of preventing contact with potentially infected cat fleas is to avoid exposure to fleas, to effectively treat pets with topical or oral flea control products, and to assure that wild or feral animals and their fleas do not congregate near homes. Flea eggs are found in the highest concentration in areas where flea-infested animals

Attachment C, Appendix 5.7.1 Los Angeles County Department of Public Health

frequently sleep or nest. Large numbers of flea-infested animals gathering in one area can lead to very large populations of fleas.

Flea infestations that result from community cats are rarely, if ever, successfully managed. To eliminate fleas effectively, it is vital to routinely address both the infested animals and their environment. Although topical flea control medications kill fleas within hours of application, they cannot be administered to feral or semi-feral cats due to the inability to safely handle the animals. Feed-through products available for cats that disrupt the reproductive cycle of fleas (but do not kill the adult fleas) are effective, but it is not possible to administer the prescribed oral dose (135 mg) every 30 days as required to each cat during typical mass-feeding operations. Although yard treatments of pesticides can be immediately effective, flea-infested cats that return to the area continually introduce new infestations.

Wildlife/Feeding: Free-feeding of feral cats frequently attracts wildlife, bringing them into close contact with humans and their pets, and creating opportunities for diseases to spread.

- Fleaborne Typhus: Opossums are of special concern as they can amplify
 fleaborne typhus one opossum can easily host thousands of cat fleas and are
 involved in the spread of the disease. Those fleas can be spread to pets,
 increasing the risk of human cases of fleaborne typhus.
- Raccoon roundworm: Raccoons are also a concern. Raccoon roundworm (Baylisascaris procyonis) is a ubiquitous infection of raccoons that is increasingly being recognized as a cause of severe human and animal disease. Since 1993, eight documented cases of human Baylisascaris encephalitis have been reported in California. Researchers in Santa Barbara County found seven percent of people tested had antibodies to the parasite. When raccoon densities are high, substantial deposits of feces accumulate in areas of habitual defecation known as "latrines". These sites become long-term sources of infection for humans and other animals. Humans become infected accidentally by encountering active or abandoned latrine sites and inadvertently ingesting eggs containing B. procyonis larvae. Young children are especially at risk for infection because of their propensity to handle objects and put them in the mouth. Pets can also become infected by exposure to raccoon feces or contaminated soil.
- Rabies: Raccoons and skunks are established reservoirs for rabies in many parts of the United States. The presence of these two wild animals in neighborhoods and public areas presents a greater risk of exposure to humans and their pets. In 2016, 1,403 rabid raccoons, and 1,031 rabid skunks, were detected nationwide. In the same year, 32 rabid skunks were detected in California. In response to the risk of exposure to the rabies virus, case investigations of people who are bitten by raccoons or skunks in Los Angeles County are routinely processed for rabies post-exposure prophylaxis. Pet cats or dogs that are bitten by raccoons or skunks must be held in quarantine unless the biting wild animal is euthanized and subsequently tests negative for rabies. In

Attachment C, Appendix 5.7.1 Los Angeles County Department of Public Health

most instances this does not happen and the pet is quarantined. By State law, pets that are up to date on their vaccination at the time of the bite are quarantined for 30 days. Pets not current on their rabies vaccinations at the time of the bite must be either euthanized or quarantined for 180 days.

Leptospirosis: Raccoons and skunks are also reservoirs for leptospirosis, which
can cause serious kidney and liver infections in dogs and humans. Since 2005,
there have been 42 cases of canine leptospirosis reported in Los Angeles
County. Eight of the dogs died as a result. In the United States, most cases of
human leptospirosis result from recreational activities involving water. Infection
resulting from contact with an infected pet is much less common, but it is
possible. Types of contacts that are high risk include direct or indirect contact
with urine, blood, and tissues of the pet during its infection.



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www.publichealth.lacounty.gov

November 6, 2017

Dr. Jan Green Rebstock City of Los Angeles, Public Works Bureau of Engineering, EMG 1149 S. Broadway, 6th floor, MS939 Los Angeles, CA 90015

Dear Dr. Jan Green Rebstock:

This letter is written to express the Department of Public Health's (DPH) concerns about the City of Los Angeles' proposal to endorse the Trap-Neuter-Vaccinate-Return (TNR) process. The current proposal does not fully address the sanitation issues and potential for disease transmission presented by having large numbers of free-roaming cats in residential neighborhoods, commercial sectors, or adjacent to school campuses, parks, beaches, or public lands. We request that during the environmental review process, the City of Los Angeles Bureau of Engineering review the potential public health risks associated with the proposed Citywide Cat Program and identify how they may be mitigated. Some of the more serious public health risks are highlighted in the paragraphs that follows.

The presence of free roaming cats alone is not a violation of the County Health Code, but DPH becomes involved with them when there are public complaints about excessive cat feces or fleas, or during disease investigations. DPH then is required to take action to protect the community.

Cat feces may carry a variety of parasites or bacteria that may infect people or other animals. However, practical experience has shown TNR programs frequently do not address the problem of fecal accumulation, neither where the eat colony resides, nor on neighboring properties and residences within the roaming range of the colony. This lack of sanitation could potentially affect as much as 15 standard-sized residential properties within the immediate vicinity of the colony's feeding location.

Our Department also regularly receives complaints from frustrated residents who are unable to eliminate fleas in their yards due to the repeated presence of free-roaming cats from neighboring properties. Aside from limiting the ability of residents and their children to enjoy outdoor time in their yards, flea infestations increase the risk of human and pet exposure to flea-borne typhus in areas where cats congregate.

A third area of public health concern is that the free-feeding of feral cats frequently attracts wildlife. The mixing of cats and opossums increases local flea-borne typhus risk. In addition, other animals such as raccoons, coyotes, skunks and rodents may be attracted to the feeding stations, increasing opportunities for the spread of diseases not only- to the cats, but also to people and pets in the neighborhood.



BOARD OF SUPERVISORS

Hilda L. Solis First District Mark Ridley-Thomas Second District Shelia Kuahl Third District Janice Hahn Fourth District Kathryn Barger Fifth District Dr. Jan Green Rebstock November 6, 2017 Page 2

Additional information about potential public health risks and recommendations is available in the attached documents. We urge you to carefully consider these public health issues while conducting the environmental review process, and ensure that steps are taken to protect residents from fleas, flea-borne typhus and other potential zoonotic diseases if the program is implemented. We ask the city include education of both TNR volunteers and the public about associated public health risks and steps that should be taken to mitigate them. We also ask the city to consider strategies to prohibit feeding of wildlife that present a threat to public safety including the free-feeding of feral cats. Finally, we advise the city to consider strategies to prohibit all feeding of feral cats at facilities where vulnerable human populations are located.

If you need additional information, please feel free to contact Dr. Karen Ehnert, Director of our Veterinary Public Health Program at (213) 989-7060.

Sincerely,

Barbara Ferrer, Ph.D., M.P.H., M.Ed.

Director

BF:JDG:ke



Recommendations for Addressing Flea Infestations and Fecal Accumulation Related to Free-Roaming Cats





COUNTY OF LOS ANGELES DEPARTMENTS OF PUBLIC HEALTH AND ANIMAL CARE AND CONTROL

The presence of free-roaming cats can occasionally result in flea infestations and fecal accumulation in the areas where the cats congregate. The following recommendations are presented to assist property owners, land managers, and other responsible parties in addressing these issues.

Addressing Flea Infestations

Fleas are important public health pests and all efforts should be made to prevent pets and yards from becoming infested. The cat flea, *Ctenocephalides felis* (Bouche), is the most common flea infesting dogs, cats, and opossums in Los Angeles County. Besides being the intermediate host of the common tapeworm of dogs and cats, it will also readily feed on the blood of humans, producing irritation and allergic dermatitis. Most significantly it can transmit the organism that causes flea-borne typhus.

In almost all instances, successful flea control includes not only the treatment of infested pets, but also the thorough treatment of all areas where flea breeding is occurring. Any areas where the pet spends a considerable amount of time will produce "hot spots" of infestation that require special attention. For additional information on the biology and behavior of fleas please refer to our bulletin *Controlling Fleas of Dogs and Cats*.

When pets become infested with fleas, various treatments such as flea-dips, sprays and other applications, and feed-through control in the form of an additive to their food can be effective in eliminating and preventing infestations. It can be difficult to effectively manage flea infestations that result from the continued presence of free-roaming cats because it may be difficult or impossible to include the cats as part of the control program. Under such conditions, all attempts should be made to routinely treat the areas where the cats spend the greatest portion of their time.

Removal and Cleanup of Accumulated Fecal Material

Cat feces may be infected with roundworms or an organism that causes the disease known as toxoplasmosis. Cats become infected by eating infected hosts such as rodents and birds, or directly by exposure to the feces of infected cats. The parasites can then be passed in the cats' feces. Appropriate disposal of fecal material is important. Once an environment is contaminated with either of these organisms, it can remain infective for long periods of time under the right conditions.

It is important to take precautions when removing cat feces from the yard. Wear gloves during cleanup or when gardening and during any contact with soil or sand because it might be contaminated with cat feces that contain the infective organisms. Also, keep outdoor sandboxes covered.

Do not flush cat feces or permit feces to be washed into roadside gutters/storm drains by hosing down driveways or yards. The Monterey Bay Aquarium and others in California have expressed concern about the organism that causes toxoplasmosis. These concerns lead to an amendment to the California Fish and Game Code that declares several types of pollution caused by urban runoff are harmful to sea otters. Scientific studies point to links between cat feces, the pathogen that causes toxoplasmosis, and sea otter mortality. All efforts should be made to prevent contamination of ocean waters by protecting the water quality in the sea otters' natural habitat. Always dispose of fecal material by placing it in an eco-friendly bag, tying it tightly, and putting it in the garbage can where it can be safely contained within a landfill.

Recommendations to Discourage Free-Roaming Cats

You have the right to enjoy your yard and to protect your health and that of your pets. However, it is your responsibility to use only humane methods to solve the problem. The following are recommendations that may discourage free-roaming cats from entering your yard.

Determine why the cats may be attracted to your yard and eliminate those conditions. Bird feeders not only attract birds, but cats as well. Make sure trash cans are securely covered and quickly remove any food your outdoor pets do not immediately consume.

Observe the areas where the cats congregate and take simple steps to discourage the use of those areas. Trim beneath vegetation, repair/replace ventilation vents to prevent cats from hiding in crawl spaces beneath structures, and keep doors to out buildings secure.

Check with pet supply stores, garden centers, or the internet for commercial cat repellents. Other suggestions include attaching a rigid thin wire to the top of a fence or barrier wall where cats enter the yard, or plant herbs such as coleus or blue rue that have odors that are reported to repel cats.

For areas where cats want to dig, ornamental pebbles may be an effective deterrent. Avoid those that are very round or smooth, as they make a great cat bed. Small-gauge chicken wire can also be buried under a light layer of dirt or mulch to prevent digging. Landscape sprinklers set on a staggered schedule may also act as a deterrent.

For more information, please visit the websites of the Department of Public Health and the Department of Animal Care and Control:

http://publichealth.lacounty.gov

http://animalcare.lacounty.gov



County Policies Relating to Free-Roaming Cats





COUNTY OF LOS ANGELES DEPARTMENTS OF PUBLIC HEALTH AND ANIMAL CARE AND CONTROL

There are two County agencies involved in responding to public complaints about free-roaming cats and the frequently associated problems of accumulated fecal material and flea infestations: the Department of Public Health (DPH), and the Department of Animal Care and Control (DACC). DPH responds to residents' complaints and determines whether site conditions represent a public health risk or public nuisance. DACC receives free-roaming cats in its six shelters. Both DPH and DACC address cat-related problems only in response to complaints from the public, and neither of these departments engage in the routine trapping and removal of free-roaming cats.

Potential Public Health Risks

Fleas have been associated worldwide with emerging human infections including flea-borne typhus caused by the bacterium *Rickettsia felis*. Cat fleas, *Ctenocephalides felis*, regularly infest dogs, cats and opossums in Southern California. Since 2006, Los Angeles and Orange Counties have had 176 reported human cases of this disease; all but one of the cases has been linked to the cat flea. While flea-borne typhus is treatable and rarely fatal, it is debilitating; most reported cases within Los Angeles County have required hospitalization.

The accumulation of fecal material also poses a potential risk of disease. Infectious agents in animal feces may be acquired as a result of direct contact with the animal, its feces or contaminated surfaces, or ingestion of food, dirt or sand contaminated with feces. The parasitic diseases include toxoplasmosis, cryptosporidiosis, giardiasis, roundworm, and hookworm. With many of these diseases, certain groups are at higher risk of serious disease or complications; these include the very young and the elderly, and persons with immune system weakness caused by medications, cancer treatment, HIV, and pregnancy.

Toxoplasmosis is caused by *Toxoplasma gondii*, an infectious organism found in cat feces. In the United States, research documented in the National Health and Nutrition Examination Study (1999-2004) estimates that 11% of humans 12 years and older have been infected with this organism. Although infection usually does not cause symptoms, individuals infected with HIV or transplant recipients on immunesuppressive therapy can develop a deadly form of encephalitis. If infection occurs for the first time during pregnancy, the parasite can cross the placenta, possibly leading to severe consequences including miscarriage or death of the fetus. Up to 2% of humans infected with this organism after birth develop eye disease. Another disease, toxocariasis, is caused by accidental ingestion of cat roundworm eggs which are shed in cat feces. The parasite may migrate through tissue, causing damage to the various organs including the eyes. The cat hookworm larva may penetrate human skin and cause irritation as it migrates: however, it does not mature to adulthood in the human host. Giardiasis and cryptosporidiosis are diarrheal diseases easily transmitted from animal feces. Cryptosporidiosis is particularly dangerous and can be life-threatening in immunocompromised persons; there is no effective treatment for this disease.

County Policies Relating to Free-Roaming Cats

Several harmful bacteria can be transmitted in animal feces or fecally contaminated objects, surfaces, food, and water. The most common fecal pathogens are salmonella and campylobacter. These cause diarrhea, fever and abdominal pain; illness can be severe and rarely even fatal in some individuals.

Department of Public Health Response to Complaints

The presence of free-roaming cats, by itself, is not a violation of the County Health Code. However, when DPH finds, in response to a complaint from the public, a flea infestation or accumulation of feces, a Notice of Violation is issued to the property owner/responsible party to abate these conditions. In response to a Notice of Violation, the responsible party may elect to trap the cats themselves or with the assistance of a licensed pest control company and surrender the cats to a local shelter. Alternatively the responsible party may choose to chemically control the fleas on the cats and in the yard and regularly dispose of fecal material where there is a risk of human infection. In either case, DPH considers the Notice of Violation to be complied with as long as the conditions which presented the potential health risk or public nuisance have been abated. DPH does not trap cats from public or private property, nor does DPH require the responsible party to trap and eliminate cats from affected properties.

Department of Animal Care and Control's Jurisdiction and Policies

The Department of Animal Care and Control's jurisdiction over animals in Los Angeles County is limited geographically to the unincorporated areas of

the County and to the 50 cities it contracts with to provide animal care and control services. Other animal care and control agencies within the County may respond to challenges raised by free-roaming cats differently.

DACC does not usually trap cats unless they are sick, injured, or have bitten a member of the public. The majority of cats in County shelters are cats that have been surrendered to DACC by private owners who can no longer care for their cats, or by property owners who remove cats causing a nuisance on their property. All cats brought to County shelters are examined, treated, and are held for the period required by law. With some exceptions, cats are required to be held for six days, pending retrieval by their owners or adoption by the public or rescue organization, but many healthy, adoptable cats are held much longer. In the event a cat required to be held at a shelter is not retrieved by its owner or adopted, the County will, as a last resort, euthanize the cat.

DACC may order a property owner to reduce the number of animals to the legally allowed number of animals. In the unincorporated areas of Los Angeles County and in many of the contract cities, a property owner may legally keep three cats, or up to five cats if all cats are spayed and neutered and live primarily indoors. Citations may be issued for failure to comply with this order.

The County of Los Angeles encourages all pet owners to act responsibly and have their cats vaccinated, microchipped, treated regularly for fleas, spayed or neutered, and confined to the owner's property. All persons interested in adopting a cat from a Los Angeles County shelter are warmly encouraged to do so.

For more information, please visit the websites of the Department of Public Health and the Department of Animal Care and Control:

http://publichealth.lacounty.gov

http://animalcare.lacounty.gov

04/06/11

OPPORTUNITY TO RESOLVE HOMELESS ISSUES



Bill Thomas, Chair

Patricia Kennedy Teresa Montijo Oscar Warren

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE – HOMELESS INITIATIVE

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR OPPORTUNITY TO RESOLVE HOMELESS ISSUES

RECOMMENDATION NO. 6.1

LAHSA should work with the County of Los Angeles Chief Executive Office, Homeless Initiative to evaluate the feasibility of providing more flexibility in funding strategies within individual SPAs. The goal would be to allow lead and other agencies within a SPA to submit formal requests to tailor allocated funding to strategies that meet the particular needs of the individual SPA.

RESPONSE

Agree. This recommendation has been implemented. On May 15, 2018, the CEO requested and was granted authority by the Board of Supervisors to implement a mechanism to allow service providers receiving funding for two or more Homeless Initiative strategies administered by the Los Angeles Homeless Services Authority (LAHSA), to shift a maximum of up to 10 percent of the contract sum for a given strategy to one or more other strategies for which the provider receives funding, if such shift is justified to address service needs, subject to approval by LAHSA and the CEO.

The newly-granted flexibility will allow service providers to address unanticipated changes in service needs during the fiscal year by moving a limited amount of funding from one strategy (or strategy component) to another strategy (or component), depending on service needs within that particular contracted agency or SPA. Additionally, this flexibility will promote client-centered service delivery, by reducing silos among Measure H-funded strategies.

This flexibility mechanism is applicable to the following strategies administered in whole or in part by LAHSA:

- ➤ A1: Homeless Prevention Program for Families
- A5: Homeless Prevention Program for Individuals
- B3: Expand Rapid Re-Housing
- > B7: Interim/Bridge Housing for those Exiting Institutions
- > E6: Countywide Outreach System
- > E7: Strengthen the Coordinated Entry System
- > E8: Enhance the Emergency Shelter System
- ➤ E14: Enhanced Services for Transition Age Youth

RECOMMENDATION NO. 6.3

Los Angeles County Measure H Homeless Initiative Authority should extend their survey to the incorporated cities within LA County that have not yet provided a plan to participate in assisting in the homelessness solution in their city as has been requested in the "Everyone In" coalition by LAHSA and United Way of Greater Los Angeles.

RESPONSE

Agree. This recommendation is currently being implemented. In May 2018, County Chief Executive Officer sent official letters to all 88 cities within the County, requesting cities to adopt resolutions joining the United Way's "Everyone In" campaign. The letter also reiterated the County's commitment to partnership with cities in the effort to prevent and combat homelessness.

In Fiscal Year (FY) 2017-18, the County's CEO-HI, in collaboration with the United Way Funders Collaborative, issued a Request for Proposals for Cities Homelessness Planning Grants. CEO-HI solicited 85 cities within the County, excluding the three cities that are Continuums of Care (Long Beach, Pasadena, and Glendale). From the 85 cities solicited, 47 cities applied for the grants to develop or enhance and expand an individualized homelessness plan that aims to prevent and combat homelessness. Out of 47 cities that were awarded grants, 41 cities submitted draft or final homelessness plans as of the end of June 2018. The CEO-HI is also engaging cities without homelessness plans to partner with the County on efforts around homelessness.

CEO-HI will submit to the Board of Supervisors in mid-August 2018 a recommended funding approach to support cities, with homelessness plans, to implement strategies to combat and prevent homelessness.

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR OPPORTUNITY TO RESOLVE HOMELESS ISSUES

RECOMMENDATION NO. 6.4

Los Angeles County Board of Supervisors should request City Mayors within the County to identify locations within their city limits where low cost permanent supported housing may be constructed.

RESPONSE

Agree. This recommendation has been implemented. In an effort to build partnerships between the County and cities, the Board of Supervisors (Board) directed the Chief Executive Office (CEO)-Homeless Initiative (HI) to engage cities and their mayors to support the County's efforts to combat and prevent homelessness. So far, the County has engaged cities and their mayors in the following efforts to increase homeless housing, including Permanent Supportive Housing (PSH):

- On September 27, 2017, the CEO-HI hosted the second Cities Homelessness Summit in the City
 of Carson where mayors, council members, and staff from all 88 cities were invited to attend. As
 part of the summit, the County presented on HI Strategy F6, Using Public Land for Homeless
 Housing, and emphasized the importance of identifying locations in cities to build homeless
 housing, including PSH.
- This year, CEO-HI implemented a Cities Homelessness Planning Grant effort that invited cities to develop or enhance/expand Homelessness Plans. Cities' plans were required to include components that align with specific HI strategies, with one of those being Strategy F6, Using Public Land for Homeless Housing. Cities were asked to identify both City-owned and privately-owned properties, where homeless housing, including PSH, could be constructed.

A key aspect of partnership between the County and cities is the definition of role and jurisdiction related to the construction of affordable housing, including PSH. While the County is primarily responsible for providing residents with health and social services, cities have ultimate jurisdiction over land use matters and housing development.

One of the County's on-going efforts is to assist cities with educating their constituents who may be opposed to PSH in their community. The CEO-HI hired a consultant to assist with the development of public messaging to address community concerns about the development of PSH. In May 2018, with the input and direction from the CEO-HI and the United Way, the consultant completed a toolkit and fact sheets to be shared with cities and the general public about PSH. This public messaging effort, along with identifying locations, is essential to successfully siting PSH in the County.

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES LOS ANGELES HOMELESS SERVICES AUTHORITY

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR OPPORTUNITY TO RESOLVE HOMELESS ISSUES

RECOMMENDATION NO. 6.1

LAHSA should work with the County of Los Angeles Chief Executive Office, Homeless Initiative to evaluate the feasibility of providing more flexibility in funding strategies within individual SPAs. The goal would be to allow lead and other agencies within a SPA to submit formal requests to tailor allocated funding to strategies that meet the needs of the individual SPA.

RESPONSE

Agree. Modified implementation completed as of July 1, 2018. The Los Angeles County Board of Supervisors holds the authority to make funding decisions for Measure H, including allocations to and between strategies. Recognizing the need for flexibility at the local level, the County Board of Supervisors on May 15, 2018 authorized the Chief Executive Office Homeless Initiative (CEO HI) and LAHSA to allow up to 10% flexibility between strategies by agencies for the Fiscal Year 2018-19 budget year. As of July 1, 2018, LAHSA and the CEO HI now have the authority to provide agencies the ability to shift funds between strategies, up to the 10% maximum.

RECOMMENDATION NO. 6.2

LAHSA should review its performance and contract management function to determine if Performance Management staff should serve as the primary day-to-day contact for service providers, including the initial review of budget modifications requested by the agencies

RESPONSE

Agree. Implementation in progress, full evaluation by October 1, 2018. LAHSA agrees to review the potential for Performance Management (PM) staff taking a lead role in overseeing the performance and contract management of partner agencies, as this is one element of several process considerations that we have been evaluating. Within our current structure, PM staff could conduct an initial review of agency's budget modifications, prior to Program Finance final review and approval. LAHSA will explore this further as well as any attendant operating procedures, processes, and staff training needed for implementation.

RECOMMENDATION NO. 6.5

LAHSA should prepare material for use by officials of each incorporated city to inform individuals at local business association meetings and home owner's association meetings to make them aware of the new support programs now available for homeless and ask city officials to participate in the information process.

RESPONSE

Partially Agree. Implementation in progress, to be completed by November 1, 2018. LAHSA is aligned with the Grand Jury's observation – keeping communities engaged and informed is critical to the countywide efforts to address homelessness. LAHSA's Community Engagement Unit is accountable for

maintaining a presence and to provide a direct point of contact in each of the County's 88 incorporated cities. Each of the County's eight Service Planning Areas (SPA) has at least one Community Engagement Coordinator responsible for updating city managers, elected officials, and other community-based organizations and associations with the latest information on policy changes and new programs. Additionally, LAHSA works in coordination with the United Way of Greater Los Angeles' "Everyone In" campaign, focused on delivering timely and useful information and advocacy opportunities to communities located across the County of Los Angeles.

In terms of material, LAHSA has the ability to develop and distribute this information. In order to implement this recommendation, LAHSA will collaborate with LA County Homeless Initiative and/or Office of Public Information to ensure any materials do not duplicate their efforts.

RECOMMENDATION NO. 6.6

LAHSA should have an approved procedure so each Lead CES Agency in each of the 8 SPAs has authority to subcontract out to nonprofit organizations within their SPA with specific needed service capability.

RESPONSE

Agree. This recommendation has been implemented. As specified in the LAHSA contracts, LAHSA already allows nonprofit organizations the option to subcontract within their SPA. This option has been written into our contracts prior to the implementation of Measure H and will continue to be an option for nonprofit organizations. LAHSA does require pre-approval of sub-contractors to ensure that all work is performed by qualified organizations.

RECOMMENDATION NO. 6.7

LAHSA should provide information for cities to distribute to residents and business associations explaining why and how all community members can assist in the goals of the Measure H program.

RESPONSE

Agree. Implementation in Progress, to be completed by November 1, 2018. LAHSA along with the County of Los Angeles Chief Executive Office, recognized the need to strengthen partnerships with all cities across the County. Identifying this need, LAHSA and County have been engaging communities through the Cities Homelessness Plan, an approach aimed at getting local municipalities to collaborate regionally with their neighboring cities and residents. Our Community Engagement Coordinators, as detailed earlier, are charged with establishing networks with local-interest associations in all the incorporated cities in Los Angeles County to provide useful information to local city officials and residents. In order to implement the Grand Jury recommendation to provide information for cities for distribution, LAHSA will collaborate with Measure H funding partners to ensure information is available for public distribution.

Attachment I Medical Examiner-Coroner

ACCREDITATION IS A GOOD THING FOR YOUR LOS ANGELES COUNTY CORONER



Theodore "Ted" Smith, Chair

Charles Dolcey
Patricia Kennedy
Thomas C. Rasmussen
J. Ronald Rich

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR ACCREDITATION IS A GOOD THING FOR YOUR LOS ANGELES COUNTY CORONER

RECOMMENDATION NO. 7.1

Eliminate the critical issues that are presently preventing achievement of Full Accreditation Level by NAME.

- a) Failure to meet the NAME accreditation standard of having 90% of final autopsy reports completed in 90 days or less.
- b) Failure to meet the NAME accreditation standard of having 90% of external examinations and autopsies performed within 72 hours from the time:
 - 1) The medical examiner's jurisdiction is accepted;
 - 2) The coroner's authorization is granted;
 - 3) Or the receipt of an externally referred decedent.

RESPONSE

Agree. This recommendation is in the process of being implemented. The Chief Executive Office (CEO) agrees with the information provided above for the Board of Supervisors for this recommendation.

RECOMMENDATION NO. 7.2

Address the need for more Forensic Pathologists. Increase the starting salaries to be comparable to those in private practice. Consider providing subsidized housing.

RESPONSE

Partially agree. The recommendation regarding starting salaries has been implemented. The portion of the recommendation to consider providing subsidized housing will not be implemented. The CEO agrees with the information provided above for the Board of Supervisors for this recommendation.

RECOMMENDATION NO. 7.4

The CEO and DHR should work with DME-C to explore:

- 1) Easing of Banding selections beyond "V" and Band 1 to help recruiting and hiring of Coroner Investigator Trainees.
- 2) Helping fill lower level support staff positions.
- 3) Filling technical positions as a priority.
- 4) Working with DHS Human Resources to accelerate the application process necessary to fill vacant positions.
- 5) Creating a strong relationship with local colleges and universities for greater exposure to job opportunities.

RESPONSE

Agree. This recommendation has been implemented. The Department of Human Resources (DHR) works with the respective department to implement alternative banding when appropriate to ensure adherence to County hiring practices and procedures and assists departments in running exams to fill vacant positions. In April 2018, DHR completed a "special study" for the Coroner Investigator Trainee (CIT) exam in accordance with Civil Service Rule 11.01(d) that resulted in statistical support for alternate banding for CIT. At this time, the DME-C has been able to make sufficient job offers on the traditionally banded list and may choose to implement alternate banding on a future CIT exam. Further, the CEO is not involved in the hiring of DME-C staff and would not implement alternative banding for the DME-C to fill budgeted positions. Also, DHS Human Resource staff are only involved in the application process for DME-C relief physicians. DME-C will continue to work with DHR to actively recruit and fill remaining vacancies.

The CEO supports the DME-C in strengthening their relationship with local colleges and universities. In September 2017, the CEO and DME-C partnered with the University of Southern California to pilot an Master's in Social Work Intern Pilot Program at the DME-C. The interns work with the DME-C staff to provide as needed social work services to clients experiencing challenges while interning their loved ones. Services may include individual counseling and referral for additional services. The pilot is preparing for its second year of operation. The CEO will continue to support the DME-C in partnering with local colleges and universities to increase exposure for potential job opportunities.

RECOMMENDATION NO. 7.6

Replace the existing outdoors Office of Decedent Affairs (ODA) Crypt containers with an in-house storage Crypt for all un-claimed and unidentified decedents. The ODA Refrigerant Units need to be upgraded or replaced with more modern and technically advanced units.

RESPONSE

Agree. This recommendation requires further analysis. The CEO agrees with the information provided above for the Board of Supervisors for this recommendation.

RECOMMENDATION NO. 7.7

Provide a stable modernized efficient version of CME (case management enterprise) to replace the current inadequate and outdated version. Provide a modernized efficient Case Management System (CMS). Provide additional personnel for project management, implementation and maintenance of the new case management system.

RESPONSE

Agree. This recommendation is in the process of being implemented. The CEO agrees with the information provided above for the Board of Supervisors for this recommendation.

RECOMMENDATION NO. 7.8

CEO should consider outsourcing a cohort of cases to private forensic laboratories. This cohort could consist of the victims of automobile collisions, suspected drug overdoses, auto versus pedestrian deaths and other overt causes.

RESPONSE

Disagree. This recommendation will not be implemented. The CEO does not oversee the DME-C Forensic Science Laboratory. The CEO will defer to the DME-C response for this recommendation.

RECOMMENDATION NO. 7.9

The B.O.S. and CEO should study the need for a capital project regarding replacing or remodeling the Coroner's current facility. This new facility would consolidate all operations under one roof. It could be funded as was the new Los Angeles Hertzberg Davis Forensic Laboratory with a State Bond Issue and perhaps additional funding from USC, Los Angeles County and the Keck Foundation.

RESPONSE

Disagree. This recommendation will not be implemented. The CEO agrees with the information provided above for the Board of Supervisors for this recommendation.

RECOMMENDATION NO. 7.10

Equip all field investigators with media devices for rapid data field entry and data collection.

RESPONSE

Disagree. This recommendation will not be implemented. The decision to equip all field investigators with media devices for rapid data field entry and data collection is under the purview of the DME-C. The CEO will defer to the DME-C response for this recommendation.

RECOMMENDATION NO. 7.11

Pursue the development of an additional facility for Coroner Investigators located in the southern portion of Los Angeles County. The decentralization of the DME-C investigators would improve response time and the efficiency of field investigations.

RESPONSE

Partially agree. The DMEC has implemented this recommendation. The CEO agrees with the information provided above for the Board of Supervisors for this recommendation.



COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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<u>AMENDED</u>

July 24, 2018

To:

Sachi A. Hamai

Chief Executive Office

From:

Lisa M. Garrett

Director of Personnel

Subject:

AMENDED - DEPARTMENT OF HUMAN RESOURCES' RESPONSE TO

THE 2017-2018 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL

REPORT

The Department of Human Resources (DHR) is pleased to submit our response to the 2017-2018 Civil Grand Jury Final Report. Attached you will find DHR's response to the following sections:

• Accreditation Is A Good Thing For Your Los Angeles County Coroner, Recommendations 7.1, 7.2, 7.4, 7.7, 7.10

Should you have any questions, please contact me or if you require additional information, please contact Lauren Franklin, Executive Assistant, at (213) 974-2406.

LMG:EP:LF

Attachment

EXEC/ DHR RESPONSE TO THE 2017-2018 LAC CIVIL GRAND JURY FINAL REPORT

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR ACCREDITATION IS A GOOD THING FOR YOUR LOS ANGELES COUNTY CORONER

RECOMMENDATION NO. 7.1:

Eliminate the critical issues that are presently preventing achievement of Full Accreditation Level by NAME. a) Failure to meet the NAME accreditation standard of having 90% of final autopsy reports completed in 90 days or less b) Failure to meet the NAME accreditation standard of having 90% of external examinations and autopsies performed within 72 hours from the time: 1) the medical examiner's jurisdiction is accepted 2) the coroner's authorization is granted 3) or the receipt of an externally referred decedent.

RESPONSE

Partially agree. This recommendation will not be implemented by the Department of Human Resources (DHR), as the jurisdiction for the recommendation falls under the Department of Medical Examiner-Coroner (DMEC). DHR defers this recommendation to DMEC.

RECOMMENDATION NO. 7.2:

Address the need for more Forensic Pathologists. Increase the starting salaries to be comparable to those in private practice. Consider providing subsidized housing.

RESPONSE

Partially agree. This recommendation will not be implemented by DHR, as the jurisdiction for salary falls under the Chief Executive Office. DHR will defer this recommendation to CEO and DMEC.

RECOMMENDATION NO. 7.4 – 1:

The CEO and DHR should work with DME-C to explore: 1) Easing of Banding selections beyond "V" and Band 1 to help recruiting and hiring of Coroner Investigator Trainees (CIT).

RESPONSE

Agree. This recommendation has been implemented. The Department of Human Resources implements alternate banding working with the respective departments. The DME-C works with DHR to ensure adherence to County hiring practices and procedures. In April 2018, DHR completed a "special study" for the CIT exam in accordance with Civil Service Rule 11.01(d) that resulted in statistical support for alternate banding for CIT. At this time, the DME-C has been able to make sufficient job offers on the traditionally banded list and may choose to implement alternate banding on a future CIT exam.

A total of 36 job offers have been made to CIT candidates since July 2016, yielding 13 hires. An additional 7 candidates are pending a release date or medical/psychological evaluation. Of the 20 hired or pending

hire candidates, 16 were in Band 1 or V. The number of CIT vacancies has been reduced from 10 in July 2016 to 7 in July 2018.

RECOMMENDATION NO. 7.4 – 2:

The CEO and DHR should work with DME-C to explore: 2) Helping fill lower-level support staff positions.

RESPONSE

Agree. This recommendation has been implemented. DHR continuously adds candidates to lower-level clerical positions. DHR will continue to work closely with the DMEC to implement recruitment strategies and fill vacancies.

RECOMMENDATION NO. 7.4 – 3:

The CEO and DHR should work with DME-C to explore: 3) filling technical positions as a priority.

RESPONSE

Agree. This recommendation has been implemented. DHR and the DME-C have successfully filled positions in several highly technical classifications such as:

- Radiologic Technologist
- Criminalist
- Senior Criminalist
- Supervising Criminalist I
- Chief-Coroner Investigations
- Chief- Forensic Laboratories
- Forensic Attendants
- Information Technology Manager I
- Public Information Officer II
- Supervising Coroner's Investigator I
- Criminalistics Laboratory Technician

DHR will continue to work closely with DME-C to fill all technical positions as per our recent successful collaboration.

RECOMMENDATION NO. 7.4 – 4:

The CEO and DHR should work with DME-C to explore: 4) working with DHS Human Resources to accelerate the application process necessary to fill vacant positions.

RESPONSE

Agree. This recommendation has been implemented. DHS Human Resources will continue to support hiring for DHS. DHR will continue to also work directly with DME-C Human Resources to on-going expedited attention to the hiring process.

RECOMMENDATION NO. 7.4 – 5:

The CEO and DHR should work with DME-C to explore: 5) creating a strong relationship with local colleges and universities for greater exposure to job opportunities.

RESPONSE

Agree. This recommendation has been implemented. The DME-C has established relationships with local universities to build a recruitment pipeline. DHR will continue to support the DME-C by expediting the hiring process through job fairs, on-campus recruitment, on-site application screening, and un-proctored testing of for individuals.

RECOMMENDATION NO. 7.7:

Provide a stable modernized efficient version of CME (case management enterprise) to replace the current inadequate and outdated version. Provide a modernized efficient Case Management System (CMS). Provide additional personnel for project management, implementation and maintenance of the new case management system.

RESPONSE

Disagree. This recommendation will not be implemented by DHR, as the jurisdiction for the recommendation falls under the Department of Medical Examiner-Coroner. DHR defers this recommendation to DMEC.

RECOMMENDATION NO. 7.10:

Equip all field investigators with media devices for rapid data field entry and data collection.

RESPONSE

Disagree. This recommendation will not be implemented by DHR, as the jurisdiction for the recommendation falls under the Department of Medical Examiner-Coroner. DHR defers this recommendation to DMEC.

Attachment H

Los Angeles Homeless Services Authority

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR ACCREDITATION IS A GOOD THING FOR YOUR LOS ANGELES COUNTY CORONER

RECOMMENDATION NO. 7.1

Eliminate the critical issues that are presently preventing achievement of Full Accreditation Level by NAME.

- a) Failure to meet the NAME accreditation standard of having 90% of final autopsy reports completed in 90 days or less.
- b) Failure to meet the NAME accreditation standard of having 90% of external examinations and autopsies performed within 72 hours from the time:
 - 1) The medical examiner's jurisdiction is accepted;
 - 2) The coroner's authorization is granted;
 - 3) Or the receipt of an externally referred decedent.

RESPONSE

Agree. This recommendation is in the process of being implemented. The Board of Supervisors (Board) and Chief Executive Office (CEO) support the Department of Medical Examiner-Coroner (DME-C) in their efforts to address their identified NAME deficiencies. An additional 24 positions were allocated to the DME-C in the 2016-2017 budget cycles. The DME-C is still working to fill these positions. Once the vacancies are filled, DME-C needs will be reassessed to determine how best to support the department in addressing the NAME deficiencies.

RECOMMENDATION NO. 7.2

Address the need for more Forensic Pathologists. Increase the starting salaries to be comparable to those in private practice. Consider providing subsidized housing.

RESPONSE

Partially agree. The recommendation regarding starting salaries has been implemented. The starting salary for Forensic Pathologist was increased in 2016 by 38 percent. In addition, Board certified Forensic Pathologist also receive a 5.5 percent bonus in addition to their base salary. This places the starting salary for Forensic Pathologist in Los Angeles County at the top of the salary range in comparison to other large jurisdictions in the nation, including New York City and Cook County. In addition, a 20 percent Manpower Shortage Range was authorized for the Physician Post Graduates, 7th year fellows. Also, in March 2017, the Board approved up to \$10,000 in relocation expenses for Forensic Pathologists. The recommendation to consider providing subsidized housing will not be implemented. The Board will continue to support the DME-C in their Forensic Pathologist recruitment efforts.

RECOMMENDATION NO. 7.6

Replace the existing outdoors Office of Decedent Affairs (ODA) Crypt containers with an in-house storage Crypt for all un-claimed and unidentified decedents. The ODA Refrigerant Units need to be upgraded or replaced with more modern and technically advanced units.

RESPONSE

Agree. This recommendation requires further analysis. Additional information for the Department of Health Services (DHS) and ODA is required to fully analyze the need for replacing the crematory retorts and decedent refrigeration units. The additional information shall include an analysis of capital needs and costs. This analysis, including a cost-benefit review, and associated recommendations will be conducted and reported by December 29, 2018.

RECOMMENDATION NO. 7.7

Provide a stable modernized efficient version of CME (case management enterprise) to replace the current inadequate and outdated version. Provide a modernized efficient Case Management System (CMS). Provide additional personnel for project management, implementation and maintenance of the new case management system.

RESPONSE

Agree. This recommendation is in the process of being implemented. The DME-C will first be conducting a Business Process Review (BPR) to identify efficiencies in their current case management processes. This review will include an analysis of their current case management system and gap analysis to identify additional information technology needs to efficiently manage their cases. The DME-C, with the assistance of the Chief Information Office (CIO), recently released a solicitation to seek the services of an experienced consulting firm to conduct the BPR. The work of the BPR will begin during the summer of 2018. Upon completion of the BPR, the department will develop the plan to modernize their case management system.

RECOMMENDATION NO. 7.9

The B.O.S. and CEO should study the need for a capital project regarding replacing or remodeling the Coroner's current facility. This new facility would consolidate all operations under one roof. It could be funded as was the new Los Angeles Hertzberg Davis Forensic Laboratory with a State Bond Issue and perhaps additional funding from USC, Los Angeles County and the Keck Foundation.

RESPONSE

Disagree. This recommendation will not be implemented. The DME-C's current facility located at 1102-1104 North Mission Road in Los Angeles underwent a significant renovation beginning in 2006, concluding in approximately 2012. The scope of the renovation included upgrades to the mechanical, electrical, and plumbing systems, new roofing, new flooring, and a new crypt building to address decedent storage issues. Additionally, the CEO continues to address extraordinary and/or deferred maintenance issues at the DME-C facility as the needs arise, including upgrades and/or maintenance to the existing service area flooring, crypt doors, elevators, electrical systems, and heating, ventilation, and air conditioning (HVAC) systems.

RECOMMENDATION NO. 7.10

Equip all field investigators with media devices for rapid data field entry and data collection.

RESPONSE

Disagree. This recommendation will not be implemented. The decision to equip all field investigators with media devices for rapid data field entry and data collection is under the purview of the DME-C. The Board will defer to the DME-C for this recommendation.

RECOMMENDATION NO. 7.11

Pursue the development of an additional facility for Coroner Investigators located in the southern portion of Los Angeles County. The decentralization of the DME-C investigators would improve response time and the efficiency of field investigations.

RESPONSE

Partially agree. The DMEC has implemented this recommendation. The DMEC has a small office in the South Bay in Lomita which will be utilized now that their Investigator staffing levels are more complete. Also, in 2016, the CEO hired a consultant, Strategica, to conduct an analysis of workload and the possible need for an additional facility. The analysis of investigation timelines examined the relationship between distance (the zip code where the case originated) and processing timeliness. The analysis showed that zip codes distant from the DME-C were associated with longer timelines but that there were already field offices in these areas. The data did not support the need for any additional field offices or additional facilities. The CEO will continue to monitor the DME-C as they fill their vacancies and their ability to manage the workload.



COUNTY OF LOS ANGELES

DEPARTMENT OF MEDICAL EXAMINER-CORONER



1104 N. MISSION RD, LOS ANGELES, CALIFORNIA 90033

Jonathan R. Lucas, M.D. Chief Medical Examiner-Coroner

July 13, 2018

Sachi A. Hamai Chief Executive Officer 713 Kenneth Hahn Hall of Administration 500 W. Temple Street Los Angeles, CA 90012

Dear Ms. Hamai:

RESPONSES TO THE 2017-2018 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

Attached please find the responses from the Department of Medical Examiner-Coroner to the Civil Grand Jury's final report. Our department had only one audit section, titled "Accreditation is a Good Thing for Your Los Angeles County Coroner."

Please contact me with any questions or clarifications.

Sincerely,

Jønathan R. Lucas, M.D.

Chief Medical Examiner-Coroner

JRL:ic

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF MEDICAL EXAMINER-CORONER

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR ACCREDITATION IS A GOOD THING FOR YOUR LOS ANGELES COUNTY CORONER

RECOMMENDATION NO. 7.1 a)

Eliminate the critical issues that are presently preventing achievement of Full Accreditation Level by NAME: Failure to meet the NAME accreditation standard of having 90% of final completed in 90 days or less autopsy reports.

RESPONSE:

Agree. The recommendation is in the process of being implemented. Since 2016, the department, in conjunction with the Board of Supervisors, Chief Executive Office (CEO), Department of Human Resources (DHR), and other county departments has been addressing the issues impacting NAME accreditation. Progress has been made, and the percent of cases completed within 90 days of autopsy has gradually been improving. It is expected to exceed 90% by 8-24-2020. A targeted work group has recently been formed to focus more on this item. This work group will identify and implement various strategies to reduce the turnaround time of autopsy and other examination reports. These include, but are not limited to enhancing recruitment by engaging with medical schools and training programs, utilizing contracted physicians, and improving workflows and finding efficiencies in the way we handle cases.

RECOMMENDATION NO. 7.1 b)

Eliminate the critical issues that are presently preventing achievement of Full Accreditation Level by NAME: Failure to meet the NAME accreditation standard of having 90% of external examinations and autopsies performed within 72 hours from the time:

- 1) the medical examiner's jurisdiction is accepted
- 2) the coroner's authorization is granted
- 3) or the receipt of an externally referred decedent.

RESPONSE:

Agree. The recommendation is in the process of being implemented. Since 2016, the department, in conjunction with the CEO, DHR, and other county departments has been addressing the issues impacting NAME accreditation. Currently, the Operations Bureau and Medical Division are carrying out several projects designed to reduce the time between when a case is reported and when it is ready for release. We expect to have 90% of cases ready for release within 72 hours by 8-24-2020. A targeted work group has recently been formed to focus more on this item. This work group will identify and implement various strategies to reduce the time between the report of a death and the postmortem examination.

RECOMMENDATION NO. 7.2

Address the need for more Forensic Pathologists. Increase the starting salaries to be comparable to those in private practice. Consider providing subsidized housing.

RESPONSE:

Agree. The recommendation has been implemented. The Department of Medical Examiner-Coroner's fellowship program is filled for the current year and two years into the future. For the next two academic years (2019-20 and 2020-21), the department was able to use a vacant full-time physician staff item to hire an additional fellow (physician, post graduate 7th year), increasing the number of fellows each year from two to three. This will assist with filling physician staff vacancies, since many of the fellows stay on as permanent staff.

The Department of Human Resources (DHR) Executive Recruitment Team created a marketing/recruitment brochure for the Physician Specialist, Forensic Pathology item. The Chief Executive Office (CEO) staff has taken several actions to support the recruitment efforts for forensic pathologists. Effective August 24, 2016, the CEO Benefits and Compensation Division approved the Department's request to increase the Manpower Shortage Recruitment Rate for Physician Specialists from Step 9, which was approved in January 2015, to Step 12, representing a 38 percent increase. The recruitment rate, which was also approved for Relief Physician, Forensic Pathology, was extended through June 30, 2018. An extension through June 30, 2019 is pending approval. The CEO Benefits and Compensation Division also implemented a physician salary pre-screen process to facilitate the negotiation process with physician candidates which has proven to be an effective bargaining tool. Since this pre-screen process was implemented, three of four physician candidates accepted the offers, were successful in the hiring process, and are now working for the Department.

Finally, on March 14, 2017, the Department of Medical Examiner-Coroner received approval from the Board of Supervisors to reimburse up to \$10,000 per position for costs to relocate the family and personal residence, and to reimburse temporary housing rental costs of newly hired full-time Physician Specialist, (Forensic Pathology) staff.

RECOMMENDATION NO. 7.3

Address the deficiency caused by the delay in the release of decedents from the hospital, once the physician calls the time of death, and the release of the decedent from the hospital to the coroner.

RESPONSE:

Partially agree. The Department will work to implement this recommendation where possible. The recommendation is predicated on the notion that a delay in the release of decedents from the hospital directly affects NAME accreditation. However, this is not entirely accurate. The NAME accreditation calculation of time between the report of death and the body examination allows for the exclusion of factors beyond the jurisdiction or control of the DMEC such as the delay in release from hospitals (such as hospitals that by policy or staffing perform no weekend or overnight releases of bodies) or the time involved in organ and/or tissue procurement. Despite this and the fact that DMEC does not have jurisdiction over hospitals, the DMEC agrees with the recommendation in concept and will continue to work with DHS and other regional health providers to find ways to make bodies available to the DMEC as soon as possible.

RECOMMENDATION NO. 7.4

The CEO and DHR should work with DME-C to explore: 1) Easing of banding selections beyond "V" and Band 1 to help recruiting and hiring of Coroner Investigator Trainees, 2) helping fill lower level support staff positions, 3) filling technical positions as a priority, 4) working with DHS Human Resources to accelerate the application process necessary to fill vacant positions, 5) creating a strong relationship with local colleges and universities for greater exposure to job opportunities.

RESPONSE:

Agree. The recommendation has been implemented.

- 1) Based on the results from a study conducted by the Department of Human Resources (DHR) for the Coroner Investigator Trainee (CIT) exam, the Department of Human Resources has approved the use of alternate banding to be used in the next examination process to help in the recruitment and hiring of CIT's.
- 2) The Department of Human Resources (DHR) continues to provide DMEC Human Resources with the eligible lists upon meeting list requirements (turnaround of three days from the time a list request is submitted, candidates from the band released to the department must be dispositioned before the release of a new band to the department, etc.). The lists are distributed to the requesting hiring manager to fill support staff positions (i.e. Intermediate Clerk, Intermediate Typist Clerk, Senior Clerk, and Senior Typist Clerk). Additionally, in 2017, DHR was instrumental in screening the Veteran Intern Administrative Support list for candidates who met the minimum requirements for a CIT. This resulted in the successful hiring of two candidates who are currently assigned to the Investigations Reporting Desk.
- 3) The DMEC, with assistance from DHR, has successfully filled positions in several highly technical classifications such as Criminalistics Laboratory Technician, Criminalist, Senior Criminalist, Supervising Criminalist I, Chief-Coroner Investigations, Chief- Forensic Laboratories, Forensic Attendant, Information Technology Manager I, Public Information Officer II, Supervising Coroner's Investigator I, Radiologic Technologist, and Senior Physician. DHR has been extremely responsive to the priority exam requests from DMEC and continues to work closely with DMEC to fill all technical positions.
- 4) Relief Physician candidates offered employment with the DMEC will continue to be required to submit their application through the Department of Health Services (DHS). However, the DMEC Human Resources will work with DHS Human Resources to ensure the timely processing of the application and promulgation of the candidate.
- 5) The Chief Executive Office and Department of Medical Examiner-Coroner (DMEC) have partnered with the University of Southern California to pilot a Master's in Social Work Intern Program at the DMEC. The pilot was launched in September 2017. The interns work with the DMEC staff to provide as needed social work services to clients experiencing challenges while interning their loved ones. Services may include individual counseling and referral for additional services. The pilot is preparing for its second year of operation. In December 2017, the Chief of Investigations met with the Director for the Center for Criminal Justice Research and Training at California State University Long Beach regarding a partnership with the Department. The goal of this partnership is to provide students participating in the Criminal Justice programs greater exposure to some of the job opportunities available within the Department of Medical Examiner-Coroner. It was anticipated that the internship opportunities would start during the summer.

RECOMMENDATION NO. 7.7

Provide a stable modernized efficient version of CME (case management enterprise) to replace the current inadequate and outdated version. Provide a modernized efficient Case Management System (CMS). Provide additional personnel for project management, implementation and maintenance of the new case management system.

RESPONSE:

Agree in concept. This recommendation requires further analysis. The department has a long-term strategy to address the case management system, which is composed of two separate but synchronized systems called CME (Coroner Medical Examiner) and ECFS (Electronic Case File System). First, before addressing the technology component, we will be reviewing our existing business process workflows in order to improve the flow of case information within the department. This aspect has already begun in the form of a solicitation for vendors skilled in this type of process. After this phase, with newly developed requirements, we will revisit our case management system, salvaging much of the work that has already been done and looking to improve or replace those areas which are not meeting our needs. Additional personnel for project management and implementation will be part of the vendor requirements when addressing the case management system. Ongoing maintenance and support will be addressed through ISD, our department's FDIS unit, and the case management system vendor.

RECOMMENDATION NO. 7.8

CEO should consider outsourcing a cohort of cases to private forensic laboratories. This cohort could consist of the victims of automobile collisions, suspected drug overdoses, auto versus pedestrian deaths and other overt causes.

RESPONSE:

Partially disagree. This recommendation is partially implemented. We agree that we should regularly consider whether outsourcing certain activities is advantageous to the delivery of quality, timely service. In the case of forensic toxicology, outsourcing has been considered in the context of a large backlog. This backlog no longer exists and has not existed for some time.

The laboratory is operating within NAME requirements for turnaround time. However, the laboratory continues to utilize outsourcing strategically. The majority of testing can be performed in the DMEC Toxicology Laboratory. Certain testing is not cost effective to perform "in house" due to low volume (numbers of tests per year) or special requirements of testing. These types of tests are sent to a reference laboratory routinely. Other tests that are sent to a reference laboratory are those confirmatory tests where methodologies have not validated in house. Finally, when instrumentation or staffing issues arise, the management team thoroughly reviews what cases need to be sent for outside testing to ensure there is no negative impact on laboratory case load.

Having laboratory testing in house for as much testing as possible is advantageous both for the laboratory and for the forensic pathologists involved in the cases. Sending samples to a reference laboratory costs a significant amount of money and utilizes a higher volume of sample, a problem when sample volume is limited. Testing and the strategies related to getting the best, most useful results when limitations exist (such as sample volume, sample type, time of collection, and other factors) are best managed when those involved in the decision making are working together. Frequent communications between the laboratory staff and the medical staff keep the laboratory staff involved in the details of each individual case and allow them to make better decisions. It also assists the medical staff in being part of the triaging and decision making during the testing process in order to get the best results alongside the rest of the facts of the case. Furthermore, realistic goals have been set in place to utilize current technology and methodologies to ensure the laboratory can meet the needs of the department's analytical toxicology case load into the future. Ultimately, having a full-service Toxicology laboratory provides the highest quality service to the County.

RECOMMENDATION NO. 7.9

The B.O.S. and CEO should study the need for a capital project regarding replacing or remodeling the Coroner's current facility. This new facility would consolidate all operations under one roof. It could be funded as was the new Los Angeles Hertzberg Davis Forensic Laboratory with a State Bond Issue and perhaps additional funding from USC, Los Angeles County and the Keck Foundation.

RESPONSE:

Partially agree. This recommendation requires further analysis. The department will continue to work with CEO Capital Projects to continually monitor the facility needs of the department and the condition of the facilities. Continued close collaboration with CEO Capital Projects will ensure that deferred maintenance issues will be addressed as needs arise, and will determine when it is appropriate to conduct a study regarding a larger capital project.

RECOMMENDATION NO. 7.10

Equip all field investigators with media devices for rapid data field entry and data collection.

RESPONSE:

The Department agrees with the finding in concept. However, further analysis is required. The Department is currently in a multiphase process of reviewing IT needs to include evaluation of the best steps moving forward to improve the existing case management system. This evaluation includes conducting a business process review of our workflow to identify inefficiencies and best practices moving forward. This will drive the Department's decision making process in determining how to best utilize the Electronic Case File System (ECFS) along with any other case management software. When these software solutions are in place, the Department's IT staff can work with investigative staff to best define the business need and determine the appropriate platform for remote data entry.

RECOMMENDATION NO. 7.11

Pursue the development of an additional facility for Coroner Investigators located in the southern portion of Los Angeles County. The decentralization of the DME-C investigators would improve response time and the efficiency of field investigations.

RESPONSE:

The Department agrees with the finding. The Department has implemented this recommendation. The DME-C has had a small office in the South Bay in Lomita, but previous staffing levels in Investigations have prevented the use of that office from being practical. Now that staffing in Investigations is more complete, we have begun preparations to use the office space. This regional office will house investigative staff allowing them to respond to the field, hospitals and area mortuaries in a timely manner.



July 13, 2018

Los Angeles County Board of Supervisors

> Hilda L. Solis First District

TO: Sachi A. Hamai

Chief Executive Officer

Mark Ridley-Thomas Second District

FROM:

Christina R. Ghaly, M.D.

Acting Director

Sheila Kuehl Third District

Janice Hahn Fourth District

Kathryn Barger Fifth District SUBJECT:

THE DEPARTMENT OF HEALTH SERVICES' (DHS)

Please find attached DHS' responses to the Civil Grand Jury's 2017-2018

Please note that DHS has deferred to the Department of the Medical

Examiner – Coroner (DME-C) regarding recommendation number 7.4; and deferred to the Board of Supervisors, the Chief Executive Office and DME-C

If you have any questions or require additional information, please let me know, or your staff may contact Edgar Soto or Loretta Range of my staff at

Final Report. Specifically, recommendation numbers 7.3, 7.5, and 7.6.

RESPONSE TO THE 2017-2018 LOS ANGELES COUNTY

CIVIL GRAND JURY FINAL REPORT

Christina R. Ghaly, M.D. Acting Director

Half.Yee, Jr., M.D., Ph.D. Chief Medical Officer

313 N. Figuena Street, Suite 912 LosAngeles, CA 90012

> Tel: (213) 288-7901 Fax: (213) 481-8460

www.dhs.lacounty.gov

CRG:lr

Attachment

(213) 288-7901.

unty C:

Cheri Thomas Hal F. Yee, Jr., M.D., PhD. Jorge Orozco

regarding recommendation number 7.9.

Cecil Clark

To ensure access to high-quality, patient-centered, cost-effective health care tolos Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



www.dhs.lacounty.gov

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES-INCLUDING LAC+USC MEDICAL CENTER, A DHS FACILITY

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR ACCREDITATION IS A GOOD THING FOR YOUR LOS ANGELES COUNTY CORONER

RECOMMENDATION NO. 7.3

Address the deficiency caused by the delay in the release of decedents from the hospital, once the physician calls the time of death, and the release of the decedent from the hospital to the coroner.

RESPONSE

DHS disagrees with this recommendation. This recommendation will not be implemented.

DHS is not currently aware of any major delay issues. LAC+USC Medical Center's Office of Decedent Affairs (ODA) works closely with the Department of Medical Examiner – Coroner (DME-C) to process requests for decedent pick-up. Once Coroner requests are called in, decedents are usually picked up the following business day.

RECOMMENDATION NO. 7.4

The CEO and DHR should work with DME-C to explore: 1) easing of banding selections beyond "V" and Band 1 to help recruiting and hiring of Coroner Investigator Trainees, 2) helping fill lower-level support staff positions, 3) filling technical positions as a priority, 4) working with DHS Human Resources to accelerate the application process necessary to fill vacant positions, 5) creating a strong relationship with local colleges and universities for greater exposures to job opportunities.

RESPONSE

Disagree. DHS will not implement this recommendation as jurisdiction for this recommendation falls under the DMEC.

RECOMMENDATION NO. 7.5

DHS should provide hospital administrators enough staffing for the Office of Decedent Affairs (ODA) Unit regarding mortuary attendants, mortuary aids and crematory operators. Provide three new Morgue vans and staffing for transportation and pick-up of decedents. DHS should provide adequate, clearly marked, parking spaces at the loading dock for the ODA to address delivery and pick-up of decedents. Provide three new crematory retorts to replace the end-of-life retorts now in use.

RESPONSE

DHS agrees that the ODA currently has inadequate staffing and equipment to ensure efficient operations. This recommendation will be implemented as follows: DHS will request the positions and equipment identified below, which will be funded with DHS' existing resources subject to approval by the BOS and CEO.

a) Staffing:

The ODA will submit for consideration by the CEO and BOS a budget proposal request by January 7, 2019, to add the following items:

- 1 Senior Mortuary Aid
- 1 Mortuary Aid
- 3 Mortuary Attendants
- 1 Crematory Operator

The ODA will also recommend deletion of the Cemetery Caretaker item and outsourcing of this function.

b) Morgue Vans:

The ODA currently operates three 2007 Ford vans to transport decedents. These vans should be replaced with two new vans that are equipped with the necessary equipment to properly store and transport several decedents at the same time. A budget request will be submitted to the CEO and BOS for consideration by January 7, 2019.

c) Designated Morgue Van Parking Spaces:

DHS agrees with this recommendation; the ODA will work with LAC+USC MC Administration to designate four clearly marked parking spaces for the ODA, private mortuary, and DME-C vehicles by September 5, 2018.

d) Crematory Retort Replacement:

The ODA will investigate and develop a proposal to replace crematory retorts that are beyond "End of Life" with retorts of greater efficiency to ensure occupancy numbers remain as low as possible.

RECOMMENDATION NO. 7.6

Replace the existing outdoors Office of Decedent Affairs (ODA) Crypt containers with an in-house storage crypt for all unclaimed and unidentified decedents. The ODA refrigerant units need to be upgraded or replaced with more modern and technically advanced units.

RESPONSE

DHS agrees that the current crypt containers require upgrading. This recommendation requires further analysis which the Department will work to complete during the fiscal year. LAC+USC will perform a cost analysis related to the replacement of the crematory retorts & refrigerated units for decedent storage (at their existing location due to space constraints) and will initiate work with DHS Capital Projects to retain a contractor to complete an analysis for a consolidated (storage crypt and crematory) in-house facility on LAC+USC's campus or at DME-C, if mutually agreed to by relevant parties.

RECOMMENDATION NO. 7.9

The BOS and CEO should study the need for a capital project regarding replacing or remodeling the Coroner's current facility. This new facility would consolidate all operations under one roof. It could be funded as was the new Los Angeles Hertzberg Davis Forensic Laboratory with a State Bond Issue and perhaps additional funding from USC, Los Angeles County and Keck Foundation.

RESPONSE

Disagree. DHS will not implement this recommendation as jurisdiction for this recommendation falls under the BOS and CEO.

ON THE STREET

"Potholes"



Oscar Warren, Chair

Charles Dolcey
John S. London
Thomas C. Rasmussen



CITY OF LONG BEACH

DEPARTMENT OF PUBLIC WORKS

333 WEST OCEAN BOULEVARD • LONG BEACH, CA 90802 • (562) 570-6383 • FAX (562) 570-6012

November 13, 2018

Alice Grigsby, Chairperson, Continuity Committee 2018-19 Los Angeles County Civil Grand Jury 210 W Temple Street Eleventh Floor, Room 11-506 Los Angeles, CA 90012

RE: RESPONSE TO POTHOLE REPORT

Dear Ms. Grigsby:

This letter serves as the City of Long Beach Response to the 2017-2018 Los Angeles County Civil Grand Jury Final Report, specifically regarding the On the Street "Potholes" Section on page 203-212.

On October 15, 2018, the Los Angeles Civil Grand Jury (CGJ) sent a letter requesting a response to the recommendations made within the report. The report discussed the history of pothole repairs within Los Angeles County, data collection methodology, and findings. The CGJ examined Los Angeles County Department of Public Works (LACDPW), the City of LA Department of Public Works (LAPW), and the City of Long Beach Public Work Department (LBPW). At the end of the section, the report includes ten (10) recommendations for best management practices and notes that responses are required within ninety (90) days after the CGJ publishes its report.

The response for each recommendation within the report is provided below:

8.1 Every public works department should address improving the repair process for potholes within their jurisdiction.

The City of Long has a process that is efficient at handling pothole repairs within the City of Long Beach. The current operating procedures make best use of the resources available for the pothole repairs.

8.2 Public Works Managers must consider the application of new materials which are more durable than asphalt.

The City of Long Beach is open to considering new materials for pothole repair, but traditional asphalt is a reliable, time-tested material. Approximately, 89% of the Long Beach street network is asphalt. Alternate materials must be compatible with the existing street network and must not compromise the potential for future

recycled-asphalt paving, which is a sustainable pavement rehabilitation method that helps the environment and generates cost savings for our stakeholders.

Using alternate materials could compromise our ability to recycle our asphalt in the future. In addition, any new materials and methods require additional training and equipment that the City does not have. Use of new materials will require additional resources to implement, which may not be as cost-effective as traditional asphalt methods. Any new material for consideration needs to be properly piloted, analyzed, and approved before it can be used within the City.

8.3 Each department should share information regarding new developments and methods in pothole repair.

Concur. We will share any new developments that are made.

8.4 Establish joint cooperative efforts to address issues that arise at jurisdictional lines.

The City of Long Beach currently has outstanding working relationships with neighboring cities, the Port of Long Beach, and the County of Los Angeles. Jurisdictional issues rarely arise because each agencies' jurisdiction is clearly identified on existing maps. Any unclear jurisdictional issues are typically handled at the staff level.

8.5 Each public works department should develop a five-year strategic plan for pothole and street repair and maintenance.

The City of Long Beach has a Pavement Management Plan (PMP), which is a strategic plan for the City's street network maintenance. The plan considers surface distresses and the structural strength of the street to determine the pavement condition index (PCI) for each segment and includes a five-year strategic plan for pavement rehabilitation.

8.6 Each public works department should increase their workforce.

Concur. We request additional full time employees (FTEs) during the budget approval process in years where service needs call for additional resources. Any FTE requests require approval from City Council.

8.7 Each public works department should shorten the length of time from the notice of needed repair until repair completion.

Pothole repair times are resource driven and are dependent upon the funding, staffing, and, equipment available. To shorten the delivery time, more resources will be needed. This depends on sufficient revenue and City Council approval.

8.8 In places where the asphalt is completely torn out for construction projects, the permanent replacement should be concrete where there is serious potential damage to a street from continuous heavy use. The replacement should be concrete if possible.

Disagree. Street rehabilitation is performed based on the recommendations of our PMP, which typically recommend replacement in-kind. Any replacement of asphalt with concrete will be on a case-by-case basis.

8.9 Each public works department should address pothole repairs in both residential and commercial areas regardless of zip code.

Concur. Our Public Works Department handles all pothole repairs within the jurisdiction the City of Long Beach, regardless of zoning or zip code.

8.10 Each public works department should publish a schedule of planned repairs on their website, to reduce the frustration of their constituencies.

The City of Long Beach already has a mobile application called "Go Long Beach" which shows a rough estimated schedule of repair. It should be noted that pothole repairs are planned based on priority, area, severity, etc. These repairs are dynamically scheduled, with schedule times determined by available resources and proximity to other projects and services provided.

Please call me at (562) 570-6771 if you have any questions. Thank you.

Respectfully submitted.

Craig Beck

Director of Public Works

CC: Craig Beck, Director of Public Works

Art Cox, Public Services Bureau Manager Alvin Papa, City Engineer

BOARD OF PUBLIC WORKS

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CALIFORNIA



ERIC GARCETTI MAYOR

January 25, 2019

DEPARTMENT OF PUBLIC WORKS BUREAU OF STREET SERVICES

> ADEL H. HAGEKHALIL EXECUTIVE DIRECTOR AND GENERAL MANAGER

STEPHANIE CLEMENTS
FRED MOUSAVIPOUR
KEITH MOZEE
GREG SPOTTS
ASSISTANT DIRECTORS

1149 SOUTH BROADWAY, STE 400 LOS ANGELES, CA 90015

REQUEST FOR SERVICE TEL: (800) 996-CITY OR 3-1-1 FAX: (213) 847-3300 BSS.BOSS@LACITY.ORG BSS.LACITY.ORG

Presiding Judge
Los Angeles County Superior Court
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, Eleventh Floor – Room 11-506
Los Angeles, California, 90012

Attention:

Ms. Alice Grisby, Chairperson, Continuity Committee

2018-2019 Los Angeles County Civil Grand Jury

Dear Honorable Sir or Madam Judge:

BUREAU OF STREET SERVICES RESPONSE TO RECOMMENDATIONS MADE BY THE 2017-2018 LOS ANGELES COUNTY CIVIL GRAND JURY ON THE STREET "POTHOLES" REPORT

Below please find the Bureau of Street Services responses to the recommendations for the Grand Jury report entitled On the Street "Potholes."

REPORT RECOMMENDATIONS:

8.1 Every Public works department should address improving the repair process for potholes within their jurisdiction.

BUREAU RESPONSE SUPPORT:

Due to the high cost of vehicle repairs as a result of potholes, the method used for repairs should be considered in the highest priority.

8.2 Public Works Managers must consider the application of new materials which are more durable than asphalt.

BUREAU RESPONSE:

SUPPORT

Los Angeles Bureau of Street Services continues to explore the use of new products but, so far, hot mix asphalt continues to perform the best.

8.3 Each department should share information regarding new developments and methods in pothole repair.

BUREAU RESPONSE:

SUPPORT

The Los Angeles Bureau of Street Services support sharing information, with the understanding that different methods and repair techniques may work well for different jurisdictions/scenarios.

8.4 Establish joint cooperative efforts to address issues that arise at jurisdictional lines.

BUREAU RESPONSE:

SUPPORT

Joint cooperative efforts can be established using work trade agreements via Memorandum of Understanding [MOU] as currently being used between our department and various other agencies.

8.5 Each public works department should develop a five year strategic plan for pothole and street repair and maintenance.

BUREAU RESPONSE:

SUPPORT

The Los Angeles Bureau of Street Services is commencing a strategic planning process to develop its own five-year street renewal plan.

8.6 Each public works department should increase their workforce.

BUREAU RESPONSE:

SUPPORT

To effectively serve a city the size of Los Angeles, staffing has been and continue to be a challenge due to attrition. However, the department has made great stride to back fill its vacancies.

8.7 Each public works department should shorten the length of time from the notice needed repair until repair completion.

BUREAU RESPONSE:

SUPPORT

After analyzing the old method of response to completion times, the department implemented a Methods and Standards Division to examine ways to decrease this time frame. Currently from the time of the request, there is a 24 hour inspection window and a three working day turn around for completion of the work.

8.8 In places where the asphalt is completely torn out for construction projects, the permanent replacement should be concrete where there is serious potential damage to a street from continuous heavy use. The replacement should be concrete if possible.

BUREAU RESPONSE:

DO NOT SUPPORT

Concrete is not amenable for use in areas where there are extensive subsurface facilities requiring quick access. Asphalt allows for quicker access and the road can be returned to service more rapidly than a concrete pavement.

8.9 Each public works department should address pothole repairs in both residential and commercial areas regardless of the zip code.

BUREAU RESPONSE:

SUPPORT

This is routine for this department and should be encouraged throughout all departments.

8.10 Each public works department should publish a schedule of planned repairs on their website, to reduce the frustration of their constituencies.

BUREAU RESPONSE:

SUPPORT

This method is used daily by our department and has proven to be very successful. Our call volume has been tremendously decreased by making sure all our constituents are well notified in advanced of any work being done.

Presiding Judge January 25, 2019 Page 4 of 4

If you require additional information, please contact Sherman Torres, Division Manager, Street Maintenance Division, at (213) 847-2970.

Sincerely,

ADEL H. HAGEKHALIL, P.E. Executive Director and General Manager Bureau of Street Services

AHH/ST:mks

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC WORKS

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR ON THE STREET "POTHOLES"

RECOMMENDATION NO. 8.1

Every Public Works department should address improving the repair process for potholes within their jurisdiction.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

This is already a current practice; Los Angeles County Public Works routinely reviews the road maintenance programs and processes, including pothole patching under the Pavement Patching Program. When new approaches or materials are identified, they are investigated, piloted if appropriate, and implemented/used if determined to be an improvement on the current process/material.

RECOMMENDATION NO. 8.2

Public Works' Managers must consider the application of new materials which are more durable than asphalt.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

We already have a current practice of reviewing new materials. Public Works routinely reviews the road maintenance programs and processes, including pothole patching under the Pavement Patching Program. When new approaches or materials are identified, they are investigated, piloted if appropriate, and implemented/used if determined to be an improvement on the current process/material.

RECOMMENDATION NO. 8.3

Each department should share information regarding new developments and methods in pothole repair.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

This is already current practice. Currently Los Angeles County Public Works meets with other Public Works agencies, such as the City of Los Angeles Bureau of Street Services as-needed to discuss boundary issues, approaches to common issues, best management practices, and cooperative work opportunities. We also share information through the California State Association of Counties, California Contract Cities Association and an annual forum with Counties in Southern California on pavement issues.

RECOMMENDATION NO. 8.4

Establish joint cooperative efforts to address issues that arise at jurisdictional lines.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

This is already current practice. Public Works coordinates projects and work activities with adjacent jurisdictions.

RECOMMENDATION NO. 8.5

Each Public Works department should develop a 5-year strategic plan for pothole and street repair and maintenance.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

Potholes: Public Works currently responds to reports of potholes within 24 to 48 hours, which is an appropriate response time.

Street Repair and Maintenance: Public Works currently creates a 5-year plan for pavement reconstruct, rehabilitation, resurfacing, and preservation work. The plan is reviewed and updated each year. Pavement preparation and Americans with Disabilities Act upgrades are included in these projects. Concrete repairs are also included, if funding is available. This 5-year plan is heavily dependent on actual funding received, such as from Senate Bill 1 mentioned in the report. A repeal of Senate Bill 1 would severely hinder executing the 5-year plan as it currently stands.

RECOMMENDATION NO. 8.6

Each Public Works department should increase their workforce.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

Public Works routinely reviews the road maintenance programs, including the Pavement Patching Program. Additional resources/labor, equipment, or materials are requested when needed. Each program is ultimately based on available funding, priorities, and needs across all programs. Currently there is adequate funding to meet the desired goals of patching any potholes with 24 to 48 hours.

RECOMMENDATION NO. 8.7

Each Public Works department should shorten the length of time from the notice of needed repair, until repair completion.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

Public Works currently responds to reports of potholes within 24 to 48 hours which is an appropriate response time. We believe this time frame to be very responsive.

RECOMMENDATION NO. 8.8

In places where the asphalt is completely torn out for construction projects, the permanent replacement should be concrete where there is serious potential damage to a street from continuous heavy use. The replacement should be concrete, if possible.

RESPONSE

We disagree with this recommendation. This recommendation will not be implemented.

We already have a practice to identify the best possible pavement options. Each reconstruction project is evaluated to determine the appropriate pavement, whether asphalt or concrete, based on numerous accepted engineering factors including construction cost, maintenance cost, Traffic Index, and Street Classification. In short, the selection of material is site-specific.

RECOMMENDATION NO. 8.9

Each Public Works department should address pothole repairs in both residential and commercial areas regardless of the zip code.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

This is already current practice. Los Angeles County Public Works responds to and addresses potholes in both residential and commercial areas regardless of zip code.

RECOMMENDATION NO. 8.10

Each Public Works department should publish a schedule of planned repairs on their website to reduce the frustration of their constituencies.

RESPONSE

We agree with this recommendation. This recommendation has been implemented.

This is already current practice. Public Works currently publishes reconstruction, rehabilitation, resurfacing, and preservation projects at http://dpw.lacounty.gov/pdd/roadrehab/.

Attachment M

Matrix Civil Grand Jury Final Report Responses

DETENTION COMMITTEE



Gregory T. Shamlian, Chair

John S. London, Co-Chair Robert Kawashima, Co-Chair

Linda Cantley
Charles Dolcey
Carolyn L. Monroe
Thomas C. Rasmussen
Theodore "Ted" Smith
Oscar Warren

Valerie R. Castro Patricia Kennedy Teresa Montijo J. Ronald Rich Roger Stephenson Octavio "Toby" Chavez
Diane Miles
Joan L. Pylman
John Schilling
Bill Thomas
Tina Witek

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR DETENTION COMMITTEE

RECOMMENDATION NO. 12.1

This CGJ recommends that the Los Angeles County Board of Supervisors and CEO appoint a multi-talented task force with the assistance of its legal counsel and the Sheriff's Department; to review the County's previously negotiated transfer agreements of the judicial courthouse facilities with the State of California. This review should identify a moving-forward strategy between the county and the state to rectify both maintenance-reporting and maintenance-resolution concerns in courthouse facilities that are situated within the jurisdiction of Los Angeles County. The CGJ feels that the present situation is tenuous and is compromising the safety and welfare of Los Angeles Sheriff Deputies, custody assistants, inmates and the general public.

RESPONSE

Disagree. This recommendation will not be implemented. The responsibility for maintaining the holding cells at the listed courthouses rests with the Judicial Council of California (JCC). The CEO agrees with the information provided above for the Board of Supervisors for this recommendation.

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR DETENTION COMMITTEE

RECOMMENDATION NO. 12.1

This CGJ recommends that the Los Angeles County Board of Supervisors and CEO appoint a multi-talented task force with the assistance of its legal counsel and the Sheriff's Department; to review the County's previously negotiated transfer agreements of the judicial courthouse facilities with the State of California. This review should identify a moving-forward strategy between the county and the state to rectify both maintenance-reporting and maintenance-resolution concerns in courthouse facilities that are situated within the jurisdiction of Los Angeles County. The CGJ feels that the present situation is tenuous and is compromising the safety and welfare of Los Angeles Sheriff Deputies, custody assistants, inmates and the general public.

RESPONSE

Disagree. This recommendation will not be implemented. The responsibility for maintaining the holding cells at the listed courthouses rests with the Judicial Council of California (JCC).

As stated in the Civil Grand Jury (CGJ) report, the responsibility of facilities maintenance in most courthouses belongs to the State. In addition, per the Joint Occupancy Agreement (JOA) between the County and the State, "each party is responsible for the operation of its Exclusive-Use Area at its sole cost and expense." Not only is the JCC the managing party of each of the four facilities listed in the CGJ report, the holding cells at these locations are in the Court Exclusive-Use Areas.

| Courthouses | Managing Party | Courthouse Holding Cells |
|-------------------------|--------------------------------|--------------------------|
| Criminal Justice Center | Judicial Council of California | Court Exclusive-Use Area |
| Glendale | Judicial Council of California | Court Exclusive-Use Area |
| Van Nuys West | Judicial Council of California | Court Exclusive-Use Area |
| San Fernando | Judicial Council of California | Court Exclusive-Use Area |

CEO Real Estate Division will inform JCC of the CGJ's recommendations pertaining to courthouse facilities and continue working closely with JCC to address the CGJ's concerns.

OFFICE OF THE SHERIFF



COUNTY OF LOS ANGELES HATELOF/JUSTICE)



JIM McDonnell, Sheriff

July 13, 2018

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

Dear Supervisors:

RESPONSE TO THE FINAL REPORT OF THE 2017-18 LOS ANGELES COUNTY CIVIL GRAND JURY

Attached is the Los Angeles County (County) Sheriff's Department (Department) response to the 2017-18 Civil Grand Jury Report recommendations. The Civil Grand Jury's areas of interest specific to the Department included: Clara Shortridge-Foltz Criminal Justice Center, Glendale Courthouse, Van Nuys Courthouse West, and San Fernando Courthouse.

Should you have questions regarding our response, please contact Division Director Conrad Meredith, Administrative Services Division, at (213) 229-3310.

Sincerely,

JM McDONNELL

SHERIFF

Attachment B

Sheriff's Department

RESPONSE TO THE 2017-2018 CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES SHERIFF

2017-2018 CIVIL GRAND JURY RECOMMENDATIONS FOR DETENTION COMMITTEE

RECOMMENDATION NO. 12.2 (a)

Deferred maintenance issues observed (painting, plumbing, electrical). Cells need painting or power washing at a minimum.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised all lockup areas are cleaned daily after court closes by professional cleaning staff members. A request to paint or pressure wash various areas of lockup was submitted to the Judicial Council of California by ABM Industries and continues to be under their review.

RECOMMENDATION NO. 12.2 (b)

HVAC vents located above the general work and detention areas are filthy causing potential respiratory concerns.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised the HVAC filters continue to be cleaned and/or replaced every six months according to the guidelines set by the Judicial Council of California.

RECOMMENDATION NO. 12.2 (c)

Some cell doors do not lock or malfunction, yielding compromised security that requires work-arounds from staff.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.2 (d)

Cracked windows observed in some detention areas.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.2 (e)

Potential mold observed on ceiling tiles from past water damage.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.2 (f)

Cockroaches observed in detention areas and deputies' work areas.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as exterminator services are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.2 (g)

Evidence of broken plaster in walls exposing metal lath that detainees can utilize in fabricating weapons.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.2 (h)

Observed inoperable ceiling light fixtures throughout facility.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.2 (i)

Damaged temperature control box on 8th floor.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.2 (j)

Poor working conditions in the lower level courthouse security control booth, observed unsatisfactory light conditions, poor ventilation (and as previously noted) filthy ceiling vents.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised the security control booth areas are cleaned daily after court closes by professional cleaning staff members. A request to improve the lighting conditions was submitted to the Judicial Council of California by ABM Industries and continues to be under their review.

RECOMMENDATION NO. 12.3 (a)

Observed problems associated with transporting handicapped prisoners through the courthouse facility. Inmate access into the detention area is through a stairwell, not ADA compliant, and offers no ramp access. Handicapped inmates enter the courthouse facility through the public lobby and subsequently through the court's administrative office area, causing compromised security.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as renovating Glendale court to ADA standards is the responsibility of Los Angeles Superior court. The Court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.3 (b)

Makeshift sally port offers easy escape potential with limited surveillance cameras.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as request for additional cameras on the east side of the courthouse are the responsibility of Los Angeles Superior Court. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.3 (c)

Electrical hazards observed, general maintenance ignored after numerous requests to repair.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.3 (d)

Some bolts affixed to cells can easily be removed and used as weapons.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.3 (e)

Potential mold observed on ceiling tiles from past water damage.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.3 (f)

Observed cells with lack of visibility for Sheriff Staff with no camera surveillance of cell interior provided.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. The recommendation is being implemented. The Department is in the process of installing cameras in all court lockup cells.

RECOMMENDATION NO. 12.4 (a)

Deferred maintenance issues observed (painting, plumbing, electrical). Cells need painting or power washing at a minimum.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.4 (b)

Potential mold in ceiling tiles observed from prior water leaks.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.4 (c)

Damaged glass observed in work areas.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.4 (d)

Exhaust extraction vents in sally port area are reported inoperable.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.4 (e)

Some cell doors do not lock or malfunction, yielding compromised security that requires work-arounds from staff.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. Repairs to locks have been made, but cell locks continue to fail intermittently.

RECOMMENDATION NO. 12.4 (f)

Duct tape placed over drains to prevent odors from seeping through.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.4 (g)

Damaged floor tiles in detainee elevators. Portions of broken tile could be used as a potential weapon.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. The court has been notified of the Grand Jury's finding.

RECOMMENDATION NO. 12.5 (a)

Deferred maintenance issues observed (painting, plumbing, electrical). Cells need painting or power washing at a minimum.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised all lockup areas are cleaned daily after court closes by professional cleaning staff members. A request to paint various areas of lockup was submitted to the Judicial Council of California by ABM Industries and continues to be under their review.

RECOMMENDATION NO. 12.5 (b)

Detention area has a sewage smell that despite repeated attempts has failed to be remedied.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised several corroded pipe seals on the main sewage line were replaced over the past six months and the sewage line is flushed on a regular basis.

RECOMMENDATION NO. 12.5 (c)

Some cell doors do not lock or malfunction, yielding compromised security that requires work-arounds from staff.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised all cell doors were checked and preventative maintenance performed.

RECOMMENDATION NO. 12.5 (d)

HVAC temperature is constantly cold in cells despite repeated requests to remedy the matter along with dirty HVAC vents.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries stated the thermostat would be checked and adjusted.

RECOMMENDATION NO. 12.5 (e)

No back-up emergency lighting at exit points observed.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised a back-up emergency light would be ordered and installed.

RECOMMENDATION NO. 12.5 (f)

Inoperable security camera damaged from prior water leak in the ceiling.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. A request to install a new security camera was submitted to the Judicial Council of California by ABM Industries and continues to be under their review.

RECOMMENDATION NO. 12.5 (g)

Observed inoperable sinks and toilets in cells.

RESPONSE

The Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. This recommendation will not be implemented as maintenance and repairs are the responsibility of the Los Angeles Superior Court through ABM Industries. ABM Industries advised all sinks and toilets were checked and maintenance performed.

Attachment C Animal Care and Control