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August 23, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

**2015-2016 LOS ANGELES CIVIL GRAND JURY FINAL REPORT**

Attached are responses to the 2015-2016 Civil Grand Jury Final Report. We are responding to specific recommendations dealing with the following sections:

- A Closer Look at Policing and the Mentally Ill;
- Alternatives to Squalor: the Need to House the Homeless;
- Capital Appreciation Bonds and Other School Bond Debt: Consequences of Poor Financial Practices;
- $ETO_2$Vote: Everybody Turn-Out to Vote;
- ICE in LA;
- Politics 101: Observations on Los Angeles County Governance;
- Ready or Not: Adulthood is Now; and
- Los Angeles County Probation Department and Technology

Attachment A represents the Chief Executive Officer's responses; Attachment B through L represents the department's responses; and Attachment M represents a matrix of the questions and responses from each department.

If you have any questions regarding our responses, please contact me, or your staff may contact Cheri Thomas, by phone at (213) 974-1326 or by email at cthomas@ceo.lacounty.gov.

SAH:JJ:FAD:CT:yjf

Attachments

# Attachment A

# Chief Executive Office

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

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

2015-2016 GRAND JURY RECOMMENDATIONS FOR
A CLOSER LOOK AT POLICING AND THE MENTALLY ILL

**RECOMMENDATION NO.3.1**
Los Angeles County and Department of Health Services should ensure that a minimum of three mental health clinicians per shift are working independently at Inmate Reception Center (IRC) giving initial mental health evaluations.

RESPONSE
Partially agree. See the Department of Health Services' response (Attachment G).

**RECOMMENDATION NO.3.2**
Los Angeles County, LASD and Department of Health Services should initiate a study to be completed within six months to determine staffing needs at JMHS to provide actual mental health care to inmates, as opposed to mere stabilization of inmates and make appropriate recommendations.

RESPONSE
Los Angeles County agrees with the findings and the recommendation has been implemented. The Los Angeles County has provided $4.1 million in funding associated with Phase 1 costs of the 30 Sheriff positions required to complement the $5 million in funding provided for the Phase I costs of the Integrated Correctional Health Services (ICHS) mental health staffing expansion (44 ICHS positions) in various custody facilities. It is anticipated that the Sheriff's Department and ICHS will be requesting additional funding in the next fiscal year for costs associated with the Phase 2 of the staffing model.

**RECOMMENDATION NO.3.3**
Los Angeles County and Department of Health Services should involve JMHS for input regarding the building of any jail treatment areas. Treatment areas should provide for adequate, private and quiet mental health care.

RESPONSE
Agree. See the Department of Health Services' response (Attachment G).

**RECOMMENDATION NO.3.7**
Los Angeles County and LASD should fund an increase in Mental Evaluation Team (MET) to provide five teams annually for the next three years.

RESPONSE
Los Angeles County agrees with the findings and the recommendation has been implemented. The Los Angeles County Office of Diversion and Re-entry has provided $1.44 million in funding for Phase 1 to cover the costs of 3 existing Mental Evaluation Teams (MET) which was previously being absorbed by the Sheriff's Department and one new MET. The Department now has a total of 9 MET. The Department will be requesting funding for 7 additional teams over the next two years, which will ultimately provide the Department a total of 23 MET by fiscal year 2018-19.

**RECOMMENDATION NO.3.10**
Los Angeles County and Department of Health Services should ensure that a study, to be completed within six months, be conducted by Department of Health Services (DHS) to determine if sufficient JMHS staff is employed to assist released inmates to receive and continue mental health care in Los Angeles County.

RESPONSE
Agree. See the Department of Health Services' response (Attachment G).

**RECOMMENDATION NO.3.11**
Los Angeles County and Department of Health Services should initiate a study, to be completed within six months, to be conducted to determine if more Urgent Care Centers are needed in Los Angeles County.

RESPONSE
Agree. The Department of Health Services has deferred to the Department of Mental Health for their response. See the Department of Health Services' response (Attachment G).

**RECOMMENDATION NO.3.12**
Los Angeles County and Department of Health Services should provide 350 or more residential board and care beds in Los Angeles County.

RESPONSE
Partially agree. See the Department of Health Services' response (Attachment G).

**RECOMMENDATION NO.3.13**
Los Angeles County and Department of Health Services should provide four facilities to handle integrated drug, alcohol and mental health care in Los Angeles County.

RESPONSE
Agree. See the Department of Health Services' response (Attachment G).

**RECOMMENDATION NO.3.14**
Los Angeles County and Department of Health Services should create and staff additional drop off locations to be used by law enforcement throughout Los Angeles County to make early diversion a reality.

RESPONSE
Agree. See the Department of Health Services' response (Attachment G).

COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE (OFFICE OF HOMELESSNESS)

2015-2016 GRAND JURY RECOMMENDATIONS FOR
ALTERNATIVES TO SQUALOR: THE NEED TO HOUSE THE HOMELESS

**RECOMMENDATION NO. 4.1**
Los Angeles County, the Los Angeles County Regional Planning Department, City of Los Angeles, and the City of Los Angeles Planning Department should plan and provide funds for permanent supportive housing developments based on the model of Star Apartments. These buildings must be placed in different locations of the county and in the City of Los Angeles, and SB 2 can be utilized in this regard.

RESPONSE
Agree. The recommendation has been implemented. On February 9, 2016, the Board of Supervisors approved 47 Homeless Initiative (HI) Strategies to combat homelessness. A subset of these strategies, as well as, several motions approved by the Board, support the development of permanent supportive housing for the chronically homeless. Efforts underway include the establishment of an Affordable Housing Budget, pilot project to encourage the use of pre-fabricated and/or shipping containers for development of permanent supportive housing (based on lessons learned from Star Apartments), and the promotion of regional SB 2 compliance and implementation to ensure zoning encourages and facilitates emergency shelters and limits the denial of emergency shelters and transitional and supportive housing under the Housing Accountability Act.

**RECOMMENDATION NO. 4.2**
Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles County Fire Department, the City of Los Angeles, Los Angeles City Fire Department, and City of Los Angeles Police Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017.

RESPONSE
Agree. The recommendation has been implemented. The County of Los Angeles currently funds and administers coordinated efforts, with involvement from community based organizations, such as the Coordinated Entry System (CES) and the Homeless Families Solutions System.

In addition, a sub-set of the HI Strategies approved by the Board on February 9, 2016, are aimed at creating programs that will enhance the County's coordinating efforts engaging, serving, and housing homeless individuals and families. Those strategies include, but are not limited to, the creation of the Countywide Outreach System, the Sheriff's First Responders Training and Decriminalization Policy, Strengthening the CES, and Enhancement of the Emergency Shelter System.

**RECOMMENDATION NO. 4.3**
Los Angeles County and the City of Los Angeles should, by October 1, 2016, increase the number of easily accessible areas where people can store their possessions during the daylight hours.

RESPONSE

Agree. The recommendation has been implemented for County-owned property. Currently, the County Department of Public Works (DPW) collaborates with the Sheriff Department, and outreach teams from various agencies to address the services and housing needs of homeless persons and families living in homeless encampments on County-owned property, mostly along river beds and washes throughout the County. As part of these efforts, DPW stores personal items at DPW properties that individuals/families cannot take with them when they leave an encampment on the day the property is cleaned. The items are tagged and stored for up to 90 days.

At this time, there is no funding in the County's HI to expand this practice beyond its current scope prior to, or by, October 1, 2016.

**RECOMMENDATION NO. 4.4**

Los Angeles County and the City of Los Angeles should avert a health crisis and restore dignity to the people living in the Skid Row area by immediately providing additional necessities such as drinking fountains, toilets, urinals, hand washing stations, trash containers, and soap.

RESPONSE

Agree in concept. The recommendation cannot be directly implemented by the County of Los Angeles because Skid Row is under the jurisdiction/boundaries of the City of Los Angeles; therefore, the County cannot develop capital projects such as installing drinking fountains, toilets, urinals, etc. However, if asked by the City of Los Angeles to support such efforts, the County could examine the possibility of assisting, since the County funds several service agencies in the Skid Row area that provide the "necessities" listed in the recommendation.

Additionally, the County disagrees with Civil Grand Jury finding 1, "At present the thrust of county and city work in Skid Row maintains the status quo and attempts to house the homeless in temporary or emergency shelters." The County and City of Los Angeles recently initiated an innovative program in Skid Row called City-County-Community (C3), which consists of a dedicated team of health and service providers who assist homeless individuals in the Skid Row area receive health, mental, and housing services. This innovative, effective approach, along with various strategies approved by the Board on February 9, 2016, is focused on assisting the homeless living on Skid Row to receive daily necessities and secure permanent housing.

**RECOMMENDATION NO. 4.5**

Los Angeles Unified School District and Los Angeles County should direct Department of Health Services, Department of Children and Family Services, and Department of Public Social Services to provide enhanced emotional, psychological, and educational services to families with minor children experiencing homelessness throughout the county, no later than October 1, 2016.

RESPONSE

Agree. This recommendation has been implemented. On February 9, 2016, the Board of Supervisors approved 47 HI Strategies to combat homelessness, which includes Strategy E3, "Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness." This Strategy directs the Department of Health Services to collaborate with the Departments of Children and Family Services and Public Social Services, and various other stakeholders to ensure that persons with complex health needs are linked to supportive field-based case management to increase the likelihood that they will proactively access needed health and mental health services. Additionally as part of this effort, a health literacy education program for homeless clients will be created.

COUNTY OF LOS ANGELES
Chief Executive Office for the Board of Supervisors

2015-2016 GRAND JURY RECOMMENDATIONS FOR
CAPITAL APPRECIATION BONDS AND OTHER SCHOOL BOND DEBT

**RECOMMENDATION NO. 6.9**
Los Angeles County should authorize the committee formed in Recommendation 6.8, to evaluate and make appropriate recommendations to the Los Angeles County Board of Supervisors and affected school districts about school bond indebtedness.

RESPONSE
Partially disagree. The Los Angeles County does not agree with the formation of a committee but does agree with the Auditor-Controller and Treasurer and Tax Collector's (TTC) recommendations in establishing an ongoing fiscal forum to educate, inform, and make recommendations to school district officials on school bond indebtedness. See Auditor-Controller's and TTC's response (Attachments C and L respectively).

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

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
EVERYBODY TURN-OUT TO VOTE

**RECOMMENDATION NO: 7.1**
Los Angeles County should give full financial support to the Registrar-Recorder/County Clerk's efforts to bring the new voting system to fruition.

RESPONSE:
Agree. This recommendation has been partially implemented. The Los Angeles County continues to provide sufficient funding for the project. This funding has served as a matching fund to access external funding available and also has allowed the Registrar Recorder/County Clerk to research and select a system design.

**RECOMMENDATION NO: 7.2**
Los Angeles County and the Registrar Recorder/County Clerk should make all reasonable efforts to develop and test the new BMD so that the new machines are able to be used county wide no later than the 2020 election.

RESPONSE:
Agree. See the Registrar Recorder/County Clerk Department's response (Attachment K).

**RECOMMENDATION NO: 7.3**
Los Angeles County and the Registrar Recorder/County Clerk should offer the new voting system, which is the most up-to-date technological method for secure voting, to other counties throughout the nation for a reasonable fee.

RESPONSE:
Agree. The Registrar Recorder/County Clerk has partially implemented this recommendation presenting on the system to other jurisdictions. Further analysis is required to be able to provide the system to other counties throughout the nation for a reasonable fee.

**RECOMMENDATION NO: 7.4**
Los Angeles County and the Registrar Recorder/County Clerk should provide a minimum of five additional, secure Early Voting sites in the county for the 2016 Presidential General Election and also allow VBM ballot drop off at each site.

RESPONSE:
Agree. The Los Angeles County agrees with this recommendation in concept. See the Registrar Recorder/County Clerk Department's response (Attachment K).

**RECOMMENDATION NO: 7.5**
Los Angeles County and the Registrar-Recorder/County Clerk should allocate funding to provide additional personnel to staff any additional, secure Early Voting or "will call" sites established for the 2016 Primary and Presidential General Elections.

RESPONSE:
Los Angeles County agrees with the finding in concept. The recommendation has been partially implemented. Los Angeles County continues to provide sufficient funding and support to ensure the RR/CC is able to successfully conduct elections which includes the Department's ability to secure Early Voting or "will call" sites for the 2016 Primary and Presidential General Elections.

**RECOMMENDATION NO: 7.7**
Los Angeles County and the Registrar Recorder/County Clerk should take advantage of free publicity on individual city websites and city cable channels to promote the upcoming changes in the voting system as each one is implemented.

RESPONSE:
Agree. See the Registrar Recorder/County Clerk Department's response (Attachment K).

**RECOMMENDATION NO: 7.13**
Los Angeles County and the Registrar Recorder/County Clerk should initiate a study and complete it by January 1, 2017, to determine methods to increase the use of VBM ballots, including government payment of return postage and voter outreach regarding the VBM procedures.

RESPONSE:
Agree. See the Registrar Recorder/County Clerk Department's response (Attachment K).

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

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
ICE IN LA

**RECOMMENDATION NO.8.1**
Los Angeles County and Los Angeles county Sheriff's Department should maintain and increase their relationships with state and federal agencies.

RESPONSE
Agree. Los Angeles County agrees with the recommendation and it has been implemented. The Los Angeles County maintains a strong relationship with state and federal agencies and works with the Sheriff's Department to report on its internal policies, practices and procedures it develops in cooperation with these government agencies.

**RECOMMENDATION NO.8.2**
Los Angeles County and Los Angeles County Sheriff's Department should improve their outreach programs in immigrant communities to define current procedures and outline rights afforded under this program.

RESPONSE
Agree. Los Angeles County agrees with the recommendation and it has been implemented as described by the Sheriff's Department in their response.

**RECOMMENDATION NO.8.3**
Los Angeles County and Los Angeles County Sheriff's Department should request that monthly statistical reports provided by ICE include the number of inmates removed by ICE from county jail.

RESPONSE
Agree. Los Angeles County agrees with the recommendation and it has been implemented as described by the Sheriff's Department in their response.

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

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
POLITICS 101: OBSERVATIONS ON LOS ANGELES COUNTY GOVERNANCE

**RECOMMENDATION NO.11.1**
That Los Angeles County, within six months, create a structured communication system between the Board of Supervisors and all department heads, and across departments, between department heads, through a centralized clearing house, so that information is transmitted clearly and efficiently.

RESPONSE
Communication is essential to ensure effective governance between the Board of Supervisors (Board) and Department Heads. The new governance structure was designed, in part, to increase the speed and effectiveness of communication between the Board and Department Heads, and to increase collaboration among Departments when working to operationalize the Board's and other priorities. This was accomplished by embedding protocols into the governance structure that support direct communication with the Board and eliminating those protocols that did not. As such, the current governance structure retained the best components of the prior governance structure and eliminated those that impeded communication.

One example of incorporating a component of the former governance structure was to maintain the current operation of the former cluster system – a process for communication between Board Deputies and Department Heads to discuss various policy and operational issues. Under the new governance structure, cluster meetings (now called "policy meetings") continue to occur on a regular basis and serve as one forum where Department Heads can communicate with Board offices. The speed of communication however has increased, in part, because these meetings are no longer presided over by a Deputy Chief Executive Officer who, under former governance, served as the functional equivalent of an intermediary between the Department Heads and the Board. The additional layer of bureaucracy was found to hinder or slow communication between the Board and Department Heads.

Additional evidence of the enhanced communication between the Board and Department Heads is reflected in the implementation and early successes of the Board's four 2015 priority areas – Child Protection, Homelessness, Health Integration, and Sheriff Reform. The speed with which these priorities were transformed into operational realities was due, in large measure, to the enhanced communication between the Board and Departments.

More recent examples of enhanced communication are reflected in the Board's recent focus on the environmental and public health issues resulting from the Exide plant contamination, the Aliso Canyon gas leak, and the Maywood magnesium fire, and the Departments' speedy, effective, and collective response to serve those residing in the impacted areas.

Finally, in this era of enhanced and more frequent communication between the Board and Department Heads, the Chief Executive Office provided training to Department Heads on how to effectively present to the Board. This training was well received.

This recommendation has been implemented.

**RECOMMENDATION NO.11.2**
That Los Angeles County ensures that the Board of Supervisors tour each county department and meet management there, at least once per year.

RESPONSE
The Board of Supervisors tours County Departments and meets with management and/or staff on an as needed basis. It is worth noting that three of the five Board members have served the County for many years and, during that time period, have acquired an understanding of the work performed by County Departments. The two newer members of the Board have toured County Departments and met with management and/or staff. All Board members have and will continue to tour Departments and meet with the appropriate staff as necessary. This recommendation has been implemented.

**RECOMMENDATION NO.11.3**
That Los Angeles County, within six months, establishes a published County chain-of-command with clearly defined responsibilities.

RESPONSE
The County of Los Angeles has roles and responsibilities published in the *Los Angeles County Board of Supervisors Policy Manual* and in the County Code. Further, County Counsel provides legal guidance and direction to the Board of Supervisors (Board) and all departments in those matters that may have legal implications or pertains to County Code. In addition, the adoption of the governance structure last year, gave the Board direct oversight over all Department Heads to ensure effective governance while streamlining unnecessary levels of bureaucracy. Also, to ensure alignment with, and support of, the governance structure, the Chief Executive Officer (CEO) issued an organization report to delineate the CEO's roles and responsibilities. This recommendation has been implemented.

**RECOMMENDATION NO.11.4**
That Los Angeles County, within one year, develop and implement a long-term strategic plan for the County and for each County department.

RESPONSE
Over the last twelve months, The Chief Executive Office has been working to create a strategic plan. It is anticipated that the plan will be completed in late fall of 2016, and the Board will adopt the final plan by the end of this calendar year. This recommendation is in the process of being implemented.

**RECOMMENDATION NO.11.5**
That Los Angeles County, within one year, establish for each department, levels of service with measurable goals and outcomes, allowing for feedback, refinements, and updates by department management.

RESPONSE
The Chief Executive Office is currently working with departments to establish measurable goals and outcomes falling into one of four categories: Operational output measures of departments, outcomes measures for service recipients, quality of life measures for county residents, and early warning indicators to help monitor the work of County departments. These measures will support County efforts to track progress on the strategic plan and make mid-course implementation adjustments when necessary. This recommendation is in the process of being implemented.

**RECOMMENDATION NO.11.6**
That Los Angeles County approve and place before the electorate for the 2020 election an amendment to the County Charter that provides for a County Chief Executive, elected on a county-wide basis, with the powers and duties substantially similar to those provided in the May, 2007 county governance structure.

RESPONSE
The question of whether the County Chief Executive Officer is elected or appointed is a policy decision for the Board of Supervisors. After consideration and deliberation, the Board elected to maintain an appointed County Chief Executive Officer.

Reverting to the governance model where the Chief Executive Officer is vested with the powers and duties substantially similar to those provided in the 2007 County governance structure is also a policy decision for the Board of Supervisors. This decision should be informed by the best information available – including information based on experiences acquired over time. The governance structure adopted by the Board of Supervisors in 2007 had negative consequences, the main one being, it created distance between Department Heads and the Board of Supervisors, thereby impeding communication and the ability to address some of the County's most complex challenges.

The governance structure adopted last year has reduced bureaucracy, eliminated the distance between the Board and Department Heads, and has already shown signs of significant improvement in the effectiveness of communication between the Board and Department Heads. Specifically, the new governance structure facilitated the significant progress made by County Departments on the Board's highest priorities while not impeding momentum across other essential areas of public service. Significant accomplishments include:

- Developed the most comprehensive, coordinated effort involving numerous departments to combat homelessness with 47 high impact strategies, initial commitment of more than $100 million, and extensive exploration of ongoing revenue options for potential ballot measures;
- Unified the County's three health-related departments into a single agency providing coordinated services that promote healthy people living in healthy communities;
- Established and launched the Office of Child Protection, fulfilling a key recommendation of the Board-appointed Blue Ribbon Commission, and this office is in the process of finalizing a five-year strategic plan in collaboration with 16 County departments;
- Devotion of $54.6 million in new funding – and 400 new positions to assist the Department of Children and Family Services to reduce social worker caseloads;
- Established cross-departmental teams to quickly address emerging environmental and public health issues resulting from contamination threats including Exide, the Aliso Canyon gas leak, and the Maywood magnesium fire;

- Placed jail health care under the leadership of the Department of Health Services and created 44 new positions to expand mental health services in County jails;
- Created the Office of Diversion and Re-entry for offenders needing mental health treatment, not incarceration;
- Developed a sweeping Park and Recreation Needs Assessment, culminating in a November 8, 2016 ballot measure, to ensure ongoing long-term funding for the Department of Parks and Recreation;
- Created a pioneering unit within the Department of Consumer and Business Affairs to ensure the enforcement of the County's new minimum wage law throughout all unincorporated areas; and
- Adopted a balanced $28.7 billion budget for 2016-2017, with critical funding for a wide range of reforms and services.

This recommendation will not be implemented.

**RECOMMENDATION NO.11.7**

That Los Angeles County approve and place before the electorate for the 2020 election an amendment to the County Charter to provide six additional supervisory districts in Los Angeles County, created based on equal proportions of the county's population, within the current budget, as adjusted for inflation. Such amendment should include provision for adding supervisory districts as the populations grows.

RESPONSE

Senate Constitutional Amendment 8 (SCA 8), is a proposal currently pending in the California State Legislature. If adopted, SCA would place on the general ballot a measure to increase from five to seven, the number of supervisorial districts in certain counties, including Los Angeles County. If voter-approved, the change would become effective January 1, 2020. As such, there does not appear to be a need to place a separate measure before the electorate. However, even if there was a need, support for this proposal seems to be lacking both within the County and throughout the State given that similar proposals have been rejected (both in the County and Statewide) on at least 5 separate occasions. Finally, on June 16, 2015, the Board adopted a motion to oppose SCA. Notwithstanding the Board's position on this issue, great strides have been made to make governance more effective and progress has been made on major initiatives to respond to complex challenges facing the County. This issue has been addressed and this recommendation will not be implemented.

**RECOMMENDATION NO.11.8**

Los Angeles County should establish a Citizens' Ad Hoc Committee on government reform and report back to the Board of Supervisors no later than April 1, 2017, with appropriate language for the amendments recommended in 11.6 and 11.7.

RESPONSE

Based on the recommendation above, this committee would advise the Board on government reform by providing language to modify the governance structure to move to an elected CEO model and to expand the current five supervisorial districts to eleven. Given, the responses to 11.6 and 11.7 above, such a committee would be unnecessary. This recommendation will not be implemented.

**RECOMMENDATION NO.11.9**

Los Angeles County should, prior to the 2020 county-wide election, support, explain, and otherwise strongly back the amendments recommended in 11.6 and 11.7, emphasizing the benefits of each to county residents and to the careful furtherance of county government in the public interest.

RESPONSE

See responses to 11.6 and 11.7 respectively. The governance structure adopted by the Board of Supervisors last year has directly led to significant progress on the County's most challenging issues while maintaining momentum across other essential areas of public service as noted in our response to 11.6. This recommendation will not be implemented.

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

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
READY OR NOT: ADULTHOOD IS NOW

**RECOMMENDATION NO.12.1**
County of Los Angeles and the Department of Children and Family Services should establish more non-Department of Health Services Transitional Age Youth drop in centers which provide showers, meals, internet access, peer support groups, linkage to educational services, employment assistance, medical treatment information and transportation. This should be completed within 24 months.

RESPONSE
Partially disagree. The recommendation requires further analysis by the Department of Children and Family Services (DCFS). See DCFS's response (Attachment D).

**RECOMMENDATION NO.12.2**
Los Angeles County and the Department of Children and Family Services should create financially driven incentive programs which are tied to the academic performance of foster youth. For example, the Department of Children and Family Services should reward foster care providers whose wards graduate from each level including elementary, middle and high school with a "B" average or better. This should be accomplished within 12 months.

RESPONSE
Agree in concept but the recommendation requires further analysis. See Department of Children and Family Services' response (Attachment D).

**RECOMMENDATION NO.12.3**
Los Angeles County and the Department of Children and Family Services should create a mobile app which will allow Transitional Age Youth to access the multitude of services available to them. This should be completed within 12 months.

RESPONSE
Agree. See the Department of Children and Family Services' response (Attachment D).

**RECOMMENDATION NO.12.4**
Los Angeles County and the Department of Children and Family Services should immediately start to reanalyze and implement the recommendations made by the Civil Grand Jury of 2007-2008 pertaining to foster care youth. These recommendations are still valuable. Implementation of these recommendations will ensure greater success for Transitional Age Youth.

RESPONSE

Disagree. In 2014 the Board of Supervisors (Board) convened a Blue Ribbon Commission on Child Protection (BRCCP) to evaluate all past recommendations made to the Department by various commissions, agencies, and groups, including those made by the Los Angeles County Civil Grand Jury. The BRCCP then developed its own recommendations which were adopted by the Board. One of the recommendations adopted was to establish the Office of Child Protection to develop a joint strategic plan to improve child safety and benefit children throughout the County of Los Angeles.

The Office of Child Protection (OCP) was established and already began working to ensure greater success for Transitional Age Youth. In conjunction with partners, the OCP will continue this work through three main avenues.

The first avenue is through responding to a Board motion, Advancing Efforts to Support the Success of Emancipated Forster Youth, issued June 28, 2016. This motion directs the Executive Director for the OCP, in conjunction with all affected County Departments including Health Services Agency (including Mental Health, Public Health, and Health), Community and Senior Services (CSS), Office of Education, Public Social Services, Probation, and the Department of Children and Family Services (DCFS) to:

a) Revisit a previously developed integrated service delivery and implementation plan to serve Los Angeles County Young Adults and Transitional Aged Adult Populations and report back on outcomes to date.
b) Identify new goals to meet the unique needs of this population, starting engagement and service delivery at the age of 12 when possible.
c) Establish new FY 16-17 Management Appraisal and Performance Plan (MAPP) goals for each affected department that align with objectives to provide services and meet the needs of these targeted youth.

The Board further moved that the OCP, working in conjunction with the Director of the Center for Strategic Public-Private Partnerships, identify opportunities to engage the philanthropic community in the needs of young adults and transition aged youth. The report back to the Board on this motion is due by September 28, 2016.

The second avenue is though the implementation of the OCP's Countywide Child Protection Strategic Plan 2016-2020. One of the strategies in the plan focuses specifically on championing collaboration across major stakeholders to improve outcomes for transition age youth. The OCP will work with CSS, DCFS, Probation, community partners, philanthropy and others to develop a Countywide plan to expand job readiness and employment opportunities for eligible system-involved youth and improve self-sufficiency. The OCP will also work with DCFS, Probation, the Department of Mental Health (DMH), the Los Angeles Homeless Services Authority (LAHSA), philanthropy, and others to ensure transition-aged youth are connected to stable housing. The OCP, working with its partners, will also focus on issues such as the provision of early intervention, mentoring, and comprehensive information systems to improve outcomes for transition aged youth.

The third avenue OCP will work to ensure greater success for Transitional Age Youth is to work with the Los Angeles County Education Coordinating Council (ECC), currently under the OCP, on their newly passed ECC Strategic Plan 2016-2020. This plan has priority areas for system-involved transition aged youth including those related to improving access to jobs and college, the development of electronic information storage and exchange, coordinating care and communication between providers during school years, and creating a systematic process of evaluation to measure outcomes. The OCP and the ECC have committed to work collectively with partners to improve policies and resolve barriers that impact the ability of transition-aged youth to benefit from education and employment opportunities.

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

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
LOS ANGELES COUNTY PROBATION DEPARTMENT AND TECHNOLOGY

**RECOMMENDATION NO.15.1**
The Los Angeles County and Los Angeles County Probation Department should ensure that laptop computers or tablets are available to probation officers going into the field.

RESPONSE
Agree. See the Probation Department's response (Attachment H).

**RECOMMENDATION NO.15.2**
Los Angeles County and Los Angeles County Probation Department should ensure that probation officers dealing with California Public Safety Realignment Act of 2011 probationers not have to share an office computer with another officer.

RESPONSE
Agree. See the Probation Department's response (Attachment H).

**RECOMMENDATION NO.15.3**
Los Angeles County and Los Angeles County Probation Department should issue cell phones to probation officers should allow dialing 911 without a ten digit code being entered first.

RESPONSE
Agree. See the Probation Department's response (Attachment H).

**RECOMMENDATION NO.15.4**
Los Angeles County and Los Angeles County Probation Department should initiate a study to determine the cost and availability of software that is available or could be developed that would allow probation officers to access both juvenile and adult probationers as well as communicate with other county and state agencies.

RESPONSE
Agree. See the Probation Department's response (Attachment H).

# Attachment B

# Sheriff Department

# OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

JIM MCDONNELL, SHERIFF


July 27, 2016

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

Dear Members of the Civil Grand Jury:

**RESPONSE TO THE FINAL REPORT OF THE 2015-16 LOS ANGELES COUNTY CIVIL GRAND JURY**

Attached is the Los Angeles County (County) Sheriff's Department (Department) response to the 2015-16 Civil Grand Jury Report recommendations. The Civil Grand Jury's areas of interest specific to the Department included: accessibility of defibrillators, jail staffing levels, lack of jail cameras, policing and treatment of the mentally ill, alternatives to squalor, and the effectiveness of the ICE screening program.

Should you have questions regarding our response please contact Acting Division Director Conrad Meredith, Administrative Services Division, at (213) 229-3308.

Sincerely,

JIM McDONNELL
SHERIFF


211 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012



*A Tradition of Service*
*Since 1850*

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
SHERIFF DEPARTMENT

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
A CLOSER LOOK AT POLICING AND THE METALLY ILL

**RECOMMENDATION NO. 3.2**
Los Angeles County, Los Angeles Sheriff's Department (LASD) and Department of Health Services should initiate a study to be completed within six months to determine staffing needs at JMHS to provide actual mental health care to inmates, as opposed to mere stabilization of inmates and make appropriate recommendations.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's finding and concurs with their recommendations. A staffing analysis was undertaken on December 15, 2015, and January 16, 2016, to determine staffing needs to provide adequate treatment. This resulted in an identified need of 111.0 additional positions. The analysis also led to the development of a new care model that focuses on treatment, continuity of care, and release planning. The staffing model was presented to the CEO and Board of Supervisors Justice Deputies in the spring of 2016. The staffing needs identified are planned to be introduced over a 14 month period with three phases of positions being allocated.

**RECOMMENDATION NO. 3.5**
LASD should fast-track the implementation of Baseline and Intermediate Training programs to educate all LASD deputies in mental health training within three years.

RESPONSE
The Department agrees with the Civil Grand Jury's findings and concurs with the recommendation. The Department will meet the recommendation for Baseline Training as a new mandate. However, the Department is unable to fully meet the recommendation for Intermediate Training due to limited funding. The Department continues to work with the CEO to address this request and to build on reforms currently underway. Additional funding has been provided to the Department and other County Departments to improve conditions in the county jails, expand mental health services, develop an inmate diversion treatment program and improve health care delivery and patient care. As the County's financial situation continues to improve, funding for this effort will be considered as it has been deemed a priority, not only by our Department, but the Board as well.

California Peace Officers Standards and Training (POST) has recently increased the minimum requirements for baseline mental health training for recruits in the academy. All academy classes that begin after August 1, 2016, will include more than double the current mental health training provided to all recruits, to include scenario-based training exercises and role playing.

Intermediate training in mental health consists of a well-established 8-hour "in-service" training program for first responders. The courses are currently offered at least twice per month, as administered through the Regional Community Policing Institute. At current funding levels, the Department goal for every patrol deputy to attend the class will take more than three years to achieve due to the high volume of personnel, attrition, and turnover of staff on patrol.

The Department is currently in the final development stages of a new 8-hour, POST approved, intermediate level crisis intervention behavioral health training course with emphasis on all field training officers (FTO's). This is considered a vital step to provide a "train the trainer" course since field training officers help shape the future trainees on patrol. Attendance is mandated, as set forth in California § SB29. Training for FTO's will commence in September, 2016, and should be completed within six months of that date.

**RECOMMENDATION NO. 3.6**

LASD should train all patrol deputies in the full 40-hour Crisis Intervention Team (CIT) training within the next three years.

RESPONSE

The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation. However, the Department is unable to meet this recommendation due to limited funding, given the sheer magnitude of logistics and backfill coverage necessary to provide a full week of training to thousands of personnel.

The Office of Diversion and Re-Entry and the Department are seeking to develop a fiscally sustainable CIT implementation plan to provide patrol deputies with this valuable training. The Department submitted a six year implementation plan to provide a one-time 32 hour CIT curriculum to 5,355 patrol deputies and subsequent bi-annual refresher courses. Discussions are continuing to determine options to reduce the timeframe and costs, including, but not limited to, adjusting the curriculum length, utilizing contract CIT instructors, and other alternatives as well as working with the Department to explore additional funding options beyond the limited diversion funds currently allocated by the Board. As the County's financial situation improves, funding for this effort will be considered as it has been deemed a priority, not only by our Department, but the Board as well. Using the awarded $1.4M for Critical Incident Training (CIT), the Department is currently developing a new 32 hour CIT program, which will be provided to field operations personnel, including field supervisors, from the four patrol divisions, Transit Policing Division and Countywide Services Division. The new CIT curriculum will include table top scenarios, role playing and simulator exercises. Participants must provably demonstrate their proficiency in de-escalation techniques in order to pass the course.

Training should commence between November, 2016 and January, 2017. At the current level of funding, it will take well beyond the recommended three years for all Department first responders to attend CIT.

**RECOMMENDATION NO. 3.7**

Los Angeles County and LASD should fund an increase in Mental Evaluation Teams (MET) to provide five teams annually for the next three years.

RESPONSE
The Department agrees with the Civil Grand Jury's findings and concurs with the recommendation. The Office of Diversion approved funding for four MET teams. Three existing "loaned-in" teams became funded and one (1) new team was added during the current fiscal year, for a current total of 9 MET teams. LASD committed to provide one additional team (total of ten teams) within the Department's budget.

In order to provide sufficient coverage and service to the Department's vast geographical area and population, a phased MET expansion plan is being proposed by the Department and Office of Diversion and Re-Entry. Phase I of the MET expansion will be to go from the currently five funded teams to ten. The Officer of Diversion and Re-Entry has allocated funding to the Department and Department of Mental Health (DMH) to fund the Phase I expansion as described above. During the expansion in FY 2016-17, the Department, DMH and the Office of Diversion and Re-Entry will work together to evaluate the impact of the first phase expansion and determine whether changes are needed for the planned expansion in the future years.

**RECOMMENDATION NO. 3.9**
The Los Angeles County Sheriff should invite all city police departments in the county to attend bi-annual meetings relating to new and innovative ways and techniques to deal with the mentally ill encountered by patrol officers.

RESPONSE
The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation to have all city police departments in the county attend bi-annual meetings relating to new and innovative ways and techniques to deal with the mentally ill encountered by patrol officers. However, the bi-annual networking mechanisms already exist.

College Hospital hosts an annual conference attended by countywide law enforcement agencies and the Department of Mental Health. Pacific Clinics hosts its annual "MILES" conference every Fall. The last conference, held on October 22, 2015, was focused on "Mental Health 101 for First Responders."

Both conferences are well-attended by hundreds of first responders countywide. These annual conferences serve as learning and networking opportunities for the Department of Mental Health, the Sheriff's Department, and all municipal police agencies in Southern California. Attendees come together and discuss new and innovative ways and techniques to deal with the mentally ill encountered by patrol officers at virtually every meeting.

Additional conferences are periodically scheduled via existing trade associations, such as the San Gabriel Valley Police Chief's Association and the Peace Officers Association of Los Angeles County (POALAC), which feature keynote presentations by the Sheriff on important topics such as mental health.

COUNTY OF LOS ANGELES
SHERIFF

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
ALTERNATIVES TO SQUALOR: THE NEED TO HOUSE THE HOMELESS

**RECOMMENDATION NO. 4.2**
Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles County Fire Department, City of Los Angeles, Los Angeles City Fire Department, and City of Los Angeles Police Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017.

RESPONSE
The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation.

It is important to note the Skid Row area lies within the City of Los Angeles, and is therefore primarily handled by the City of Los Angeles Police and Fire Departments. Both the Los Angeles Police and Fire Departments have procedures for assisting homeless people needing immediate lifesaving care. As a result of this Civil Grand Jury's recommendation, the Sheriff's Department is collaborating with both agencies, as well as Los Angeles County Fire and Department of Health Services, to ensure consistency in procedures when assisting a homeless person needing immediate lifesaving care, regardless of whether the emergency occurs within the City or County of Los Angeles. This collaboration will be reflected in consistent policies to be implemented by January 1, 2017.

**RECOMMENDATION NO. 4.6**
The City of Los Angeles Police Department and Los Angeles County Sheriff's Department should confer and meet specifically with Santa Monica Police Department to discuss the procedures used by the Santa Monica Police Department in dealing with the homeless in the Skid Row area in accord with the Santa Monica Police Department model.

RESPONSE
The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation. It is important to note the Skid Row area lies within the City of Los Angeles, and is therefore primarily handled by the City of Los Angeles Police Department.

Notwithstanding, the Sheriff's Department has already conferred and met with Santa Monica Police Department to discuss their procedures for dealing with homeless individuals. This information has been important in the development of new Sheriff's Department policies, referred in the County Homeless Initiative as "Homeless Decriminalization." These policies are centered on providing assistance to homeless individuals through referrals and/or service providers for alternative housing, rather than law enforcement action such as arrest or citation.

The Sheriff's Department will also include "Homeless Training" into the Crisis Intervention Training (CIT) for first responders. Training curriculum for deputies will center on three key areas: recognizing homelessness, responding to the concern (taking action) and resources. Deputies will be trained on how to

connect the homeless population with appropriate public and/or private organizations to help address each individual's underlying issues, from education and employment needs to mental and medical health care providers.

Currently, the Sheriff's Department is redeveloping the curriculum of training provided to all academy recruits. The amount of time allocated to training on mental health and homelessness issues will more than double for academy recruits beginning in early 2017.

A major focus during the first half of 2017 will be implementation of new training for all field training officers; each will receive 32 hours of mental health and homelessness training to include tabletop exercises involving the homeless, video vignettes, evaluated decision making during simulator exercises and practical applications during "live" role playing exercises.

The October 1, 2016, deadline listed in Recommendation 4.6 does not provide adequate time to thoroughly consult subject matter experts and receive public input in handling mentally ill and/or homeless individuals. The Sheriff's Department would recommend the implementation date be extended to January 1, 2017.

COUNTY OF LOS ANGELES
SHERIFF

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
ICE IN LA

**RECOMMENDATION NO. 8.1**
Los Angeles County and Los Angeles County Sheriff's Department should maintain and increase their relationships with state and federal agencies.

RESPONSE
The Los Angeles County Sheriff's Department agrees with this recommendation and the recommendation has been implemented.

Sheriff McDonnell specifically addresses this within his report back letter to the Los Angeles County Board of Supervisors dated September 22, 2015. Sheriff McDonnell stated "I should note that the fundamental starting point of mutual cooperation, to the extent appropriate and feasible, is not simply the framework for the Department's interaction with ICE, but also defines the relationships we seek to establish and maintain with other justice system partners at the local, state, and federal level as we work together to promote public safety".

These interactions, relationships, and partnerships with local, state, and federal agencies are imbedded within our daily operations, such as allowing other law enforcement agencies, not just ICE, the ability to enter the jails to interview inmates.

**RECOMMENDATION NO. 8.2**
Los Angeles County and Los Angeles County Sheriff's Department should improve their outreach programs in immigrant communities to define current procedures and outline rights afforded under this program.

RESPONSE
The Los Angeles County Sheriff's Department agrees with this recommendation and the recommendation has been implemented.

Prior to the development of current immigration policies, the Sheriff's Department reached out and had meetings with key advocates within the community and also individual community members to seek their input. Some of these community advocates include the American Civil Liberties Union (ACLU), ICE of LA, the National Immigration Law Center, the Coalition of Human Immigrant Rights of Los Angeles, and the Youth Justice Coalition. These lines of communication remain open and we continue to have meaningful conversations and the sharing of information.

**RECOMMENDATION NO. 8.3**
Los Angeles County and Los Angeles County Sheriff's Department should request that monthly statistical reports provided by ICE include the number of inmates removed by ICE from county jail.

RESPONSE
The Los Angeles County Sheriff's Department agrees with this recommendation and the recommendation has been implemented.

This issue was also addressed within Sheriff McDonnell's report back letter to the Los Angeles County Board of Supervisors dated September 22, 2015. In that letter he stated "the department will request monthly statistical reports from ICE and ask that they are posted on a website to inform not only the Board, but the public of relevant transfer information".

Beginning in December 2015 and every month since, the statistics for the prior month have been provided by ICE and are posted on the public LASD website. Within these statistics are the amount of males and females screened, the amount which fell into a specific PEP priority (1, 2 or 3) and the total number of persons taken into ICE custody. This information can be found on the LASD website (LASD.org) by clicking on the heading of "Public Data Sharing" and scrolling down to the bottom right hand side of the page under the caption of "Custody Reports" or by using the below hyperlink:

http://www.la-sheriff.org/s2/page_render.aspx?pagename=info_main

COUNTY OF LOS ANGELES
SHERIFF

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
DETENTION CENTER COMMITTEE

**RECOMMENDATION NO. 21.1**
The Los Angeles County Sheriff's Department (LASD) should install defibrillators and train personnel to use them in all of the Sheriff's Station jails.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with each of the recommendations.

With regard to the issue of installing defibrillators at the Sheriff's Station jails, the Sheriff's Department recently purchased 20 defibrillators made by HeartSine Technologies LLC model Samaritan PAD SAM 350P. These defibrillators were delivered to the 20 Sheriff's Station jails on the following dates:

| Station Jail | Date Received | Quantity |
|---|---|---|
| Avalon Station | 5/26/2016 | 1 |
| Crescenta Valley Station | 5/31/2016 | 1 |
| Santa Clarita Station | 5/31/2016 | 1 |
| Lancaster Station | 5/31/2016 | 1 |
| Palmdale Station | 5/31/2016 | 1 |
| Industry Station | 6/02/2016 | 1 |
| Walnut Station | 6/02/2016 | 1 |
| San Dimas Station | 6/02/2016 | 1 |
| Temple Station | 6/07/2016 | 1 |
| Pico Rivera Station | 6/07/2016 | 1 |
| East LA Station | 6/07/2016 | 1 |
| West Hollywood Station | 6/09/2016 | 1 |
| Lost Hills Station | 6/09/2016 | 1 |
| Lakewood Station | 6/16/2016 | 1 |
| Marina Del Rey Station | 6/28/2016 | 1 |
| Lomita Station | 6/28/2016 | 1 |
| South LA Station | 6/28/2016 | 1 |
| Carson Station | 6/28/2016 | 1 |
| Norwalk Station | 6/30/2016 | 1 |
| Cerritos Station | 6/30/2016 | 1 |

Detailed written instruction on setup, maintenance, and operation of the defibrillators is included with the machines. Also, at no additional cost, on-line training videos on setup, maintenance, and operation can be found on the company's website. The links to these training videos were provided to each station. Each station is responsible for providing training to their personnel. The AED placement, operation, and employee training will be reviewed as part of their annual Command Inspection.

**RECOMMENDATION NO. 21.6**
Construct enclosure for new firing range at Biscailuz Sheriff's Regional Training Center.

RESPONSE
The recommendation has not yet been implemented, but is currently being studied. One option is a fully contained modular shooting system. This option is being sent out as a "Request for Proposal" seeking input from range companies. Another option is a "baffled" outdoor shooting range. A consultant was on-site July 21, 2016, to provide a preliminary cost estimate.

**RECOMMENDATION NO. 21.7**
Install new track on sound footing at the Biscailuz Sheriff's Regional Training Center.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. The Sheriff's Department's Facilities Services Bureau and Los Angeles County's Internal Services Division are finalizing plans to install a new track. Construction is scheduled to begin in February 2017.

**RECOMMENDATION NO. 21.8**
Install basketball hoops in the gymnasium at the Biscailuz Sheriff's Regional Training Center

RESPONSE
The Sheriff's Department disagrees with the Civil Grand Jury's findings and recommendation. The referenced building is not a basketball gymnasium. It is a multipurpose facility used to train recruits in defensive tactics and is also used for hosting graduation ceremonies.

**RECOMMENDATION NO. 21.15**
Create private area for officers.

RESPONSE
Disagree. The Central Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.16**
Improve airflow at entrance.

RESPONSE
Disagree. The Central Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.17**
Install sally port in holding cells to safely extract detainees from cells.

RESPONSE
Disagree. The Central Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.19**
Los Angeles County Sheriff's Department (LASD), Century Regional Detention Facility (CRDF) has no way to preserve the breast milk that the detained women want used to feed their children. It is recommended a freezer be provided so detained women can preserve their breast milk to feed their children.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A freezer to preserve female inmate's breast milk has been purchased and is currently placed in the CRDF Main Clinic. After the female inmate has pumped her breast milk, Medical Services Bureau personnel tag it with the inmate's name and booking number, write the date on it, and store it up to one week. During this time, the inmate's family members may come to the facility and obtain the breast milk.

**RECOMMENDATION NO. 21.20**
Request the construction of a wall or opaque partition that will extend the hallway to the security checkpoint at the south entrance to the building. This wall or partition should stop at the door of the first office on the east side of the corridor.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Superior Court Administrator Eddie De La Cruz was notified of the Grand Jury's recommendation on July 11, 2016, by Lieutenant Cruz Solis. The court believes their planned redesign of the first floor will address this recommendation. The redesign is expected to be completed by December 2016.

**RECOMMENDATION NO. 21.21**
Replace and clean HVAC filters on a regular basis at Compton Court House.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Superior Court Administrator Richard Murase and ABM Lead Engineer Carlos Rojas were notified of the Grand Jury's recommendation on July 12, 2016, by Lieutenant Juan-Carlos Ybarra. Mr. Rojas advised that per the Judicial Counsel of California guidelines, HVAC filters are cleaned and/or replaced every six months.

**RECOMMENDATION NO. 21.22**
Clean and paint walls in downstairs lockup at Compton courthouse/jail.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Superior Court Administrator Richard Murase and ABM Lead Engineer Carlos Rojas were notified of the Grand Jury's recommendation on July 12, 2016, by Lieutenant Juan-Carlos Ybarra. Mr. Rojas advised the lockup is cleaned by a professional cleaning staff every day after court closes. A request to paint various areas of lockup has been submitted to the Judicial Counsel of California and is pending their review.

**RECOMMENDATION NO. 21.23**
Provide full-time nurse at Compton courthouse/jail.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Current budget limitations do not allow for the hiring of a full-time nurse. Paramedics are summoned for inmates when acute medical issues occur with staff accompanying inmates to local hospitals when needed. Protocols are in place for sick or injured inmates to remain at their jail housing facility when they are too ill to appear in court.

**RECOMMENDATION NO. 21.24**
Repair drainage area and eliminate standing water at Compton Sheriff's Station

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendation. The drain has been repaired and the standing water has been eliminated, under emergency work order #4811698.

**RECOMMENDATION NO. 21.25**
Repair banister at Compton Sheriff's Station.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendation. The banister has been replaced.

**RECOMMENDATION NO. 21.26**
Re-open this facility.

RESPONSE
Disagree. The Devonshire Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.27**
Paint all walls in public areas.

RESPONSE
Disagree. The East L.A. Jail is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.28**
Install shade cloths in front of showers to provide privacy at East Los Angeles Station.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations as far as the need for a certain level of privacy when showering. The LASD will seek assistance from LASD Facilities Services Bureau (FSB) and Custody Support Services Bureau (CSSB) in finding a resolution to this issue that will ensure security needs are met while privacy concerns are respected.

**RECOMMENDATION NO. 21.29**
Install closed circuit cameras in each cell at East L.A. Station to increase monitoring capability.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations as far as the need for increased monitoring capability. The LASD will seek assistance from LASD Facilities Services Bureau (FSB) and Data Systems Bureau (DSB) to examine the cost and feasibility of increasing the amount of closed circuit cameras.

**RECOMMENDATION NO. 21.35**
Provide defibrillators and train personnel to use them.

RESPONSE
Disagree. The Harbor Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.36**
Provide more working computers for staff.

RESPONSE
Disagree. The Hollenbeck Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.37**
Provide more vehicles.

RESPONSE
Disagree. The Hollenbeck Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.38**
Install fire sprinklers in ceiling.

RESPONSE
Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.39**
Repair plumbing to provide hot water in detainee showers.

RESPONSE
Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.40**
Add additional lighting in kitchen.

RESPONSE
Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.41**
Repair thermostat.

RESPONSE
Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.47**
Video cameras and equipment are outdated.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A request for an upgraded camera system has been completed and routed through North Patrol Division Headquarters.

**RECOMMENDATION NO. 21.48**
Men's Central Jail (MCJ) should repair malfunctioning elevator.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A work order for the elevator was requested. The elevator was repaired and is now fully functional.

**RECOMMENDATION NO. 21.49**
Los Angeles County Sheriff's Department (LASD), Men's Central Jail (MCJ) should provide additional deputies when necessary to escort detainees from Inmate Reception Center (IRC) to the holding cells.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. MCJ Movement teams have been instructed to request additional personnel for security during escorts of larger transfer lines from IRC to MCJ holding cells.

**RECOMMENDATION NO. 21.50**
Assign more staff to Metropolitan Courthouse/Jail

RESPONSE
The Sheriff's Department disagrees with the Civil Grand Jury's findings. Budget limitations associated with Trial Court Funding requires the constant examination and re-examination of limited staffing resources in comparison with shifting workloads. Adjustments are made when warranted. The current resource deployment for Inglewood Juvenile Courthouse has been deemed sufficient for their current workload in comparison with the thirty-seven other courthouses in the Division.

**RECOMMENDATION NO. 21.51**
Open the Devonshire facility which is nearby.

RESPONSE
Disagree. The Mission Hills Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.55**
Expedite the delivery and installation of cameras in this facility.

RESPONSE
Disagree. The Newton Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.56**
North County Correctional Facility (NCCF) should install cameras in the cell blocks.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Installation of a Closed Circuit Television system has begun. To date, approximately 40% of the facility has cameras installed. It is expected to be completely finished by February 2017.

**RECOMMENDATION NO 21.57**
North County Correctional Facility (NCCF) should provide more canines for drug searches.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Due to an increase in incidents involving jail made alcohol, canine involved searches have steadily increased from January 2016 through June 2016. Briefings have been conducted with facility supervisors as well as line personnel to encourage more K-9 involved searches in order to easier detect narcotics and jail made alcohol.

**RECOMMENDATION NO 21.58**
North County Correctional Facility (NCCF) should develop vocational education articulation programs with Los Angeles Trade-Technical College and Mission College.

RESPONSE
The Sheriff's Department would agree with the Civil Grand Jury's recommendations, however, College of the Canyons maintains jurisdiction as the community college for NCCF. Vocational education, on a community college level, is provided by College of the Canyons at NCCF. Los Angeles Trade-Technical College will no longer provide services after the end of the current semester and NCCF will no longer have a relationship for service with them. The Education Based Incarceration (EBI) unit at NCCF will continue to expand college level classes as an ongoing basis.

**RECOMMENDATION NO. 21.59**
There are no cameras in cells and elevators at Norwalk Sheriff's Station.

RESPONSE
The Sheriff's Department disagrees with the Civil Grand Jury's findings. Norwalk Station does not currently have elevators installed in the facility. Cameras are currently installed in all holding cells and hallways, as mandated. Cells which are not equipped with cameras at Norwalk Station are those where the installation of cameras would violate a detainee's right to privacy, such as those with sleeping quarters or lavatories.

**RECOMMENDATION NO. 21.60**
Analyze and repair, or install a new fingerprinting system at Norwalk Sheriff's Station.

RESPONSE
The Sheriff's Department disagrees with the Civil Grand Jury's findings. The fingerprint system, which is run by the California State Department of Justice, is often unavailable for a few hours on Sundays, as part of the State's weekly maintenance program. There have been no major issues with the current fingerprinting system due to the weekend maintenance.

**RECOMMENDATION NO. 21.61**
Repair plumbing in each cell.

RESPONSE
Disagree. The Olympic Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.62**
Review procedure for taking detainees to intake facility.

RESPONSE
Disagree. The Olympic Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO.21.63**
Install fire sprinklers in the ceiling of the holding area at Palmdale Station.

REPSONSE
The Sheriff's Department disagrees with the Civil Grand Jury's findings. The jail has always been equipped with sprinklers in the holding area. The sprinklers are recessed in the ceiling to prevent manual manipulation. The sprinklers pop out when in use.

**RECOMMENDATION NO. 21.64**
Re-open the Devonshire facility to house new detainees.

RESPONSE
Disagree. The Topanga Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department.

**RECOMMENDATION NO. 21.65**
Torrance courthouse/jail should be upgraded by adding additional space to house detainees.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. On July 11, 2016, Court Administrator Julie Torres-Zuanich was advised of the Civil Grand Jury's recommendations.

**RECOMMENDATION NO. 21.66**
Twin Towers Correctional Facility (TTCF) has debris seen throughout the corridors. TTCF should schedule increased frequency of trustee clean-ups.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A facility wide email was distributed to TTCF personnel instructing them to ensure inmate workers are continuously cleaning any debris or spills in work areas. In addition, Sergeants will conduct briefings with facility personnel reminding them to continue cleaning debris and spills in work areas.

**RECOMMENDATION NO. 21.67**
Twin Towers Correctional Facility (TTCF) needs additional personnel.

RESPONSE
The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. TTCF anticipates requesting an additional 175 personnel for fiscal year 2016-2017.

# Attachment C

# Auditor-Controller

# COUNTY OF LOS ANGELES
## DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-3873
PHONE: (213) 974-8301 FAX: (213) 626-5427

JOHN NAIMO
AUDITOR-CONTROLLER


July 27, 2016

TO: Sachi A. Hamai
Chief Executive Officer

ATTN: Cheri Thomas

FROM: John Naimo
Auditor-Controller

SUBJECT: **RESPONSE TO THE 2015-16 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT**

This is to supplement yesterday's memo and attachment, which provided our response to the subject report.

Today's attachment indicates more clearly that we partially disagree with Recommendations 6.9 and 6.10.

If you have any questions, please call me at (213) 974-8302.

Attachment

c: Joseph Kelly, Treasurer and Tax Collector
Dr. Debra Duardo, Superintendent, LACOE

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
CAPITAL APPRECIATION BONDS AND OTHER SCHOOL BOND DEBT:
CONSEQUENCES OF POOR FINANCIAL PRACTICES

**RECOMMENDATION NO. 6.7**

The Los Angeles County Office of Education, the Los Angeles County Auditor-Controller, and the Los Angeles County Treasurer and Tax Collector, should monitor the use of school bond debt in Los Angeles County, including review of (a) proposed debt service schedules in advance of bond pricing, and (b) realistic forecasts of assessed value.

RESPONSE

We concur with the recommendation. The Los Angeles County Auditor-Controller (A-C) will continue to work with the Treasurer and Tax Collector (TTC), and County Counsel in conjunction with School General Obligation Bonds. The A-C will continue to perform the following roles associated with the School District general obligation bonds:

- Monitor school bond measure election results and the amounts approved by the voters
- Contact school districts annually to determine intent to issue bonds and obtain proposed debt service schedules for analysis
- Provide property valuation information and prepare requisite documents (e.g., bond certificate) to meet statutory requirements prior to bond closing
- Establish dedicated County tax accounts and debt service funds, to account for the collection of tax payments and distribution to school bondholders
- Monitor approximately 600 school bond issuances and transfer funds for payments throughout various maturity dates
- Provide bond information to each school district for budget and financial reporting purposes
- Calculate the annual tax rate for each bond issued and prepare the annual Tax Rate Resolution for approval by the Board of Supervisors

**RECOMMENDATION NO. 6.8**

Los Angeles County should form a committee consisting of representation of the Los Angeles County Office of Education, the Los Angeles County Auditor-Controller, the Los Angeles County Treasurer and Tax Collector and at least four or five members of the public, to support Los Angeles County school districts in restructuring existing bond indebtedness and reducing the debt burden.

RESPONSE
The A-C agrees with the spirit of the recommendation to support school districts in restructuring (i.e., refunding) existing bond indebtedness, but disagrees with the committee structure as the mechanism to accomplish that.

As an alternative to the committee structure, the A-C recommends the development of educational workshops designed to evaluate refunding opportunities for school district indebtedness. Such workshops would involve the collaborative efforts of the TTC, the Los Angeles County Office of Education (LACOE), and the A-C. All school districts would be invited to participate in the workshops, which would also be tailored to incorporate many of the "best practice" concepts emphasized throughout the Grand Jury's report.

**RECOMMENDATION NO. 6.9**
Los Angeles County should authorize the committee formed in Recommendation 6.8, to evaluate and make appropriate recommendations to the Los Angeles County Board of Supervisors and affected school districts about school bond indebtedness.

RESPONSE
The A-C partially disagrees with the recommendation. Consistent with the response to Recommendation 6.8, the A-C advises against the establishment of a committee. In partnership with TTC and LACOE, the A-C recommends presenting semi-annual educational workshops to school district staff in the following areas:

- The essentials of school district bond issuance
- Recommendations and best practices from the State Treasurer's Bond Accountability Task Force
- Recommendations and best practices from the Government Finance Officers Association (GFOA)

**RECOMMENDATION NO. 6.10**
Los Angeles County should authorize the committee formed in Recommendation 6.8, to ensure that Government Finance Officers Association financing best practices are instituted throughout Los Angeles County school districts.

RESPONSE
The A-C partially disagrees with the recommendation. Although the A-C does not endorse the recommendation to form a committee, we agree with the concept of developing ongoing training programs to educate school district officials on GFOA, and other, best practices related to debt issuances. As described in our response to Recommendations 6.8 and 6.9, the A-C, TTC, and LACOE are amenable to hosting semi-annual workshops to ensure that school district business officials receive training on best practices and are properly informed on the County's review and approval process.

# Attachment D

# Department of Children and Family Services

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

PHILIP L. BROWNING
Director

BRANDON NICHOLS
Chief Deputy Director

Board of Supervisors
HILDA L. SOLIS
First District
MARK RIDLEY-THOMAS
Second District
SHEILA KUEHL
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

July 25, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Philip L. Browning
Director

**RESPONSES TO THE 2015-2016 LOS ANGELES COUNTY CIVIL GRAND JURY RECOMMENDATIONS**

Enclosed please find the Department of Children and Family Services' (DCFS) responses to each of the Civil Grand Jury's recommendations for year 2015-2016. The responses to the recommendations have been prepared for the following Civil Grand Jury report section topic: "Ready or Not: Adulthood is Now" Recommendations 12.1, 12.2, 12.3, and 12.4.

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

PB:BN:aw

c: Executive Officer, Board of Supervisors
Chief Executive Officer
County Counsel

Enclosures

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
READY OR NOT: ADULTHOOD IS NOW

**RECOMMENDATION NO. 12.1**
County of Los Angeles and the Department of Children and Family Services should establish more non-Department of Health Services Transitional Age Youth drop in centers which provide showers, meals, internet access, peer support groups, linkage to educational services, employment assistance, medical treatment information and transportation. This should be completed within 24 months.

RESPONSE
The Department agrees with this recommendation and will continue to collaborate with our partners at the existing Drop-In Centers to augment services currently being offered. The Youth Development Services (YDS) Division will work to strengthen the collaborations/partnerships and enhance our visibility to increase services for the transition age youth in these communities. Specific efforts will include hosting youth community events, computer camps/workshops, job fairs, tutoring and other educational resources.

The Youth Development Services (YDS) Division will convene a Community Engagement meeting by November 30, 2016 in an effort to build new partnerships and strengthen existing ones to help with our efforts to increase the number of drop in centers. YDS will work with partners to promote self-sufficiency of the Transitional Age Youth (TAY) to ensure that they are served in the most efficient and effective way possible. The desired outcomes will be in line with the Chafee outcome measures, which include promoting the earning of a High School Diploma, Educational Attainment, Employment, Avoidance of Dependency, Avoiding Homelessness, Avoiding non-Marital Child Birth, Avoiding Incarceration and Avoiding High Risk Behaviors.

**RECOMMENDATION NO. 12.2**
Los Angeles County and the Department of Children and Family Services should create financially driven incentive programs which are tied to the academic performance of foster youth. For example, the Department of Children and Family Services should reward foster care providers whose wards graduate from each level including elementary, middle and high school with a B average or better. This should be accomplished within 12 months.

RESPONSE
The Department partially agrees to further assess the merit of this recommendation from the perspective of academic improvement rather than academic achievement. The Department bases its position on the fact that many children in our system face barriers to demonstrating educational achievement measured by grades. These barriers may include trauma, placement in out-of-home care, replacements, etc. However, educational improvement would be a positive start. The Department is respectfully requesting more time to provide a plan to address this recommendation. Such an assessment will include inquiring with other child

welfare jurisdictions on their strategies in these areas. The DCFS Education Section will undertake a survey of counties, states and municipalities nationwide to determine if there are any incentivized programs for foster youth relating to educational achievement. The survey will target a variety of different types of child protective service agencies. The survey and analysis is estimated to be completed by no later than December 31, 2016.

Currently, the Department along with stakeholders and community partners recognize, support and encourage foster youth's academic improvement and achievement in the following ways:

**Celebration –** An annual event held at the Music Center's Walt Disney Concert Hall honoring high school graduates from DCFS and Probation with a 2.8 GPA. This year 174 youth each received a minimum $3,000 scholarship for their college, universities or vocational schools. Nearly, $1 million was donated by our main partners United Friends of the Children, the Rotary Club of Los Angeles, the County of Los Angeles, the Probation Department, DCFS and others. This event has recognized foster and Probation youth for their diligence despite adversity for more than 25 years.

**Enrichment Plus Awards –** Quarterly, at the initiation of Supervisor Michael D. Antonovich, the Board of Supervisors acknowledges 8 foster youth who have demonstrated improvement or excelled in their academics. The Board Members at the Tuesday meeting publicly recognize each youth with a scroll and a $50 gift card to Barnes and Noble.

**First Star Bruin Guardian Scholars Summer & Saturday Academies -** In 2011, First Star partnered with UCLA to initiate a four-year program for youth entering high school to show them that they belong on a college campus while preparing them for college. The cohort of 25 - 30 youth live on UCLA's campus each summer and return once a month to support their college readiness efforts. One hundred percent of the first cohort graduated high school with 90% entering higher education, compared with the national stats of 50% and 12%, respectively, with no intervention. Cohort 2 will be entering 11th grade and Cohort 3 will enter 9th grade in August.

**Education Consultant Services Program –** In 2007, the Department initiated the Education Consultant Services Program to co-locate 14 education professionals into the 19 DCFS regional offices to address the more challenging educational issues faced by foster youth. The Education Consultants are former school principals, school psychologists, teachers and special education teachers, which allow them to use their expertise to address approximately 2,500 challenges annually such as advocating for youth in IEP meetings, special education assessments, expulsion hearings, enrollment issues, academic and behavior concerns, partial credits, AB 167/216 graduation criteria, and AB 241.1 MDT Education Assessments. This educational advocacy for nearly 10 years has strengthened and acquired many educational services, resources and educational rights for foster youth.

**RECOMMENDATION NO. 12.3**

Los Angeles County and the Department of Children and Family Services should create a mobile app which will allow Transitional Age Youth to access the multitude of services available to them. This should be completed within 12 months.

RESPONSE

The Department agrees with this recommendation. The recommendation has been partially implemented but will be fully implemented within a timeframe of 12 months.

YDS and the Department's Business Information Systems (BIS) Division will work with Los Angeles County 211 and iFoster on collaboration for an upgraded app (Know Before You Go 2.0). The two Divisions will continue to discuss the issues related to proprietary rights and other technical aspects. Currently, the following mobile related applications are in place:

(1) The new ilponline.org is **mobile-based** as opposed to web-based so that anyone can access the site on a smartphone where they can find the following service listings:

A. About Us: YDS Chiefs (DCFS and Probation) as well as the YDS general email address and phone number.
B. ILP Eligibility information
C. ILP Services: ILP, Life Skills, Transportation, Graduation Events, Graduation Expenses
D. Careers: Listing of career and job related services including links to WorkSource Centers, LA County HR, EDD, Military Careers, etc.
E. Housing: THPP, THP+FC, THP+, LAHSA, DMH, other housing programs (shelters, pregnant/parenting). Includes a list of facilities and contact information as well as YDS contacts, and the Weekly Vacancy Report.
F. Education: Alumni Support, College Assistance, College/University websites, Financial Aid Resources, Important Deadlines, Scholarships, Foster Youth Educational Planning Guide
G. Teen Club Information
H. Healthcare and MediCal Information
I. Community Resources: Pregnant/Parenting, Military Careers, Support/Legal Assistance (drop-in centers, CLC, Public Counsel, The Alliance for Children's Rights), CSEC
J. Forms
K. Frequently Asked Questions
L. Contact information for YDS Administration, ILP, Probation, and Housing
M. AB12
N. ILP University
O. YDS email subscriber service
P. A keyword search function is available which allows for a quick search for each service listing above. Every listing contains a collection of appropriate keywords to make searching easy for service resources.

Additionally, the following improvements to the ilponline.org website are underway:

A. The website will allow visitors to be able to enter a zip code and the website will display a list of nearby resources.
B. Each listing will contain a collection of appropriate keywords to make searching easier.
C. The website will also contain a collection of web-based, password-protected authoring tools, so that appropriate individuals can manage all of the listings, create new listings, edit existing listings or remove outdated listings.

(2) There is currently an app in place for TAY; Know Before You Go (B4UGo). The app was created by the Alliance for Children's Rights and the Children's Law Center of California. This app links directly to ilponline.org, as well as, a myriad of other resources for TAY.

(3) YDS and BIS will continue collaboration with the above, as well as, Los Angeles County 211 and iFoster to upgrade the Know Before You Go app. The Alliance for Children's Rights remains the lead for this project and continues to seek funding sources to support the development and maintenance for Phase II of the app prior to developing a timeframe for launching Phase II.

**RECOMMENDATION NO. 12.4**

Los Angeles County and the Department of Children and Family Services should immediately start to reanalyze and implement the recommendations made by the Civil Grand Jury of 2007-2008 pertaining to foster care youth. These recommendations are still valuable. Implementation of these recommendations will ensure greater success for Transitional Age Youth. The current CGJ would like to reiterate and re-emphasize the 2007-2008 CGJ recommendation and the DCFS 2008 responses to them.

RESPONSE

While the Department agrees that the recommendations made by the Civil Grand Jury of 2007-08 are valuable to the success of TAY, in 2014 the Board of Supervisors convened a Blue Ribbon Commission on Child Protection (BRCCP), which evaluated and consolidated all past recommendations made to the Department by various commissions, agencies and groups including the Civil Grand Jury past recommendations. The BRCCP then developed its own recommendations, which the Board of Supervisors adopted. Among these recommendations was the creation of the Office of Child Protection, which is now tasked with leading the County's efforts to develop a joint strategic plan to improve child safety and benefit all children including TAY throughout Los Angeles County. Due to the steps that the BRCCP has taken to evaluate and consolidate all previous recommendations made to the Department, the Department is working with the OCP and other agencies to implement the BRCCP recommendations, as directed by the BOS.

# Attachment E

# Executive Office of the Board

# COUNTY OF LOS ANGELES
# BOARD OF SUPERVISORS

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 383
LOS ANGELES, CALIFORNIA 90012
(213) 974-1411 • FAX (213) 620-0636

LORI GLASGOW
EXECUTIVE OFFICER



MEMBERS OF THE BOARD

HILDA L. SOLIS

MARK RIDLEY-THOMAS

SHEILA KUEHL

DON KNABE

MICHAEL D. ANTONOVICH


July 22, 2016

Sachi A. Hamai
Chief Executive Officer
500 West Temple Street, Room 713
Los Angeles CA 90012

Dear Ms. Hamai:

As requested in your memo of July 8, 2016 regarding the 2015-2016 Los Angeles County Civil Grand Jury Final Report on Appointed Commissions: Transparency Will Maintain the Public Trust, the Executive Office of the Board of Supervisors reviewed the findings and recommendations.

Attached is the Executive Office of the Board of Supervisors' response to Recommendations 5.1, 5.2 and 5.3 of the Civil Grand Jury's Report.

Should you have any questions regarding the responses as submitted, please let me know or your staff may contact Twila P. Kerr at (213) 974-1431.

Sincerely,

Lori Glasgow
Executive Officer

LG:tpk

Attachment

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
EXECUTIVE OFFICE, BOARD OF SUPERVISORS

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
APPOINTED COMMISSIONS: TRANSPARENCY WILL MAINTAIN THE PUBLIC TRUST

**RECOMMENDATION NO.5.1**
Los Angeles County and each listed city in Section VI should add to the "Commission Facts" for each existing commission whether compensation is paid and in what amount, including whether attendance is mandatory for payment. If there is no compensation, state that none is provided.

RESPONSE
The Executive Office of the Board of Supervisors partially agrees with the recommendation.

The information contained in the Los Angeles County Commission Factsheets reflects the language of the authority that created each Commission. When the authority expressly states that compensation is or is not provided, a statement regarding compensation is already included in the Commission Factsheets. The Executive Office will continue to review and update Commission Factsheets to ensure compensation information is accurate and up to date.

**RECOMMENDATION NO.5.2**
Los Angeles County and each listed city should add to "Commission Facts" for each existing commission whether or not elected officials may serve on it.

RESPONSE
The Executive Office of the Board of Supervisors does not agree with the recommendation.

The information contained in the Los Angeles County Commission Factsheets reflects the specific qualifications or requirements for appointees as outlined in the authority that created each Commission. The ability of an elected official to serve on a Commission is a fact-specific analysis and is reviewed on a case-by-case basis by legal counsel. Accordingly, we do not believe a statement that an elected official may or may not serve on a Commission can be appropriately included on the Commission Factsheets.

**RECOMMENDATION NO.5.3**
Los Angeles County and each listed city should add to "Commission Facts" for each existing commission whether or not commissioners are allowed to serve on more than one commission at the same time.

RESPONSE
The Executive Office of the Board of Supervisors does not agree with the recommendation.

Individuals serving on an Appointed Commission may be appointed to serve on more than one commission, so long as they meet the stated qualifications and requirements of both Commissions. The

Executive Office maintains a list of each Commission's members on the same website with the Los Angeles County Commission Factsheets.

However, it appears that based on the background of the Civil Grand Jury Report, this recommendation relates to situations where the governing body of a municipality may simultaneous serve as the governing body of a separate jurisdiction, as established by law. An Appointed Commission is comprehensively different than the governing body of a municipality and, in the County of Los Angeles an Appointed Commission lacks the legal authority to operate as a separate Commission. Accordingly, we do not believe further information is necessary on the Commission Factsheets.

# Attachment F

# Fire Department

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
FIRE DEPARTMENT

2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR
ALTERNATIVES TO SQUALOR: THE NEED TO HOUSE THE HOMELESS

**RECOMMENDATION NO. 4.2**
Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles County Fire Department, the City of Los Angeles, Los Angeles City Fire Department, and City of Los Angeles Police Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017.

RESPONSE
The County of Los Angeles Fire Department (Department) agrees with the recommendation. The Department is already in the process of implementing this recommendation.

Our firefighters and lifeguards are trained and prepared to treat all people, regardless of race and socio-economic status, who are in need of immediate lifesaving care. The homelessness plight weighs heavily on our shoulders, as it is a problem throughout Los Angeles County and the United States.

The Department has been working with the Los Angeles County Sheriff's Department (LASD) in developing training curriculum that spotlights the homeless population, to better address their social needs as well as any medical needs. As such, the Department's homelessness training module will be delivered to our safety personnel in early fall.

On February 16, 2016, staff from the Los Angeles County Fire Department's Emergency Medical Services (EMS) Bureau met with the Office of the Undersheriff staff within the LASD, to discuss LASD's Department-specific Mental Illness Awareness training.

Since then, the Department has been actively engaged with multiple agencies, attending related Approved Strategy Meetings to combat homelessness with a nexus to the First Responder Initiatives.

From these meetings collaboration has ensued primarily between the Los Angeles Homeless Services Authority (LAHSA), LASD, and the Department's EMS Bureau.

The emphasis of this collaborative effort has been to devise a curriculum comprised of each Department's area of expertise to deliver across multiple pre-hospital disciplines, and flexible enough to allow for Department-specific modifications.

Additionally, the Department is working with the Department of Health Services (DHS) to pilot a Nurse Practitioner Program in the Antelope Valley. Conceptually, two mobile health care units would be staffed with a nurse practitioner and a Department paramedic tasked with responding to low-acuity medical aid

requests. We hope to implement the program in the first quarter of 2017. The tremendous benefits of this program are two-fold: the homeless population will greatly benefit from this service (treat and refer, treat and release), and the local hospital emergency departments will have reduced impact.

Proposed Training

The Department's EMS Bureau will be adopting the LASD recommended Homelessness Training and incorporating it with various elements of the LASD Mental Illness Awareness Training (that is part of their larger Crisis Intervention Training) into a multi-hour course aimed at satisfying the Phase 1 Strategy E4: First Responder Training requirement within the County of Los Angeles Homeless Initiatives.

The proposed training program will educate our Department's first responders about the complex and diverse needs of the unsheltered homeless population, as well as provide education on issues of mental health as they pertain to the community members assisted by our first responders.

The training will be in the form of instructor facilitated discussions based on Department-specific video scenarios and educational materials. Department subject matter experts have been identified to deliver and facilitate the training.

As previously stated, the training will be delivered over the course of two months in early fall of this year.

# Attachment G

# Health Services Agency

Health Services
LOS ANGELES COUNTY

Los Angeles County
Board of Supervisors

Hilda L. Solis
First District

Mark Ridley-Thomas
Second District

Sheila Kuehl
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Chief Operations Officer

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

*To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.*

www.dhs.lacounty.gov

August 2, 2016

TO: Sachi Hamai
Chief Executive Officer

FROM: Mitchell H. Katz, M.D. Mitchell Katz
Director

SUBJECT: **THE DEPARTMENT OF HEALTH SERVICES' (DHS) RESPONSE TO THE 2015-2016 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT**

Please find attached DHS' responses to the Civil Grand Jury's 2015-2016 Final Report. Specifically, recommendation numbers 3.1, 3.2, 3.3, 3.10, 3.12, 3.13, 3.14, and 4.2.

Please note that the DHS has deferred to the Department of Mental Health (DMH) with regard to Section 3.11; and deferred to the Department of Public Health (DPH) with regard to Section Numbers 14.1 through 14.11. Both DMH and DPH have indicated that they will file their responses separately.

If you have any questions or require additional information, please let me know, or your staff may contact Gerardo Pinedo of my staff at (213) 240-8104.

Attachment

c: Executive Office, Board of Supervisors
Christina R. Ghaly, M.D.
Mark Ghaly, M.D.
Gregory C. Polk
Hal F. Yee, Jr., M.D., PhD.

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES (DHS)

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
A CLOSER LOOK AT POLICING AND THE MENTALLY ILL

**RECOMMENDATION NO.3.1**
Los Angeles County and Department of Health Services should ensure that a minimum of three mental health clinicians per shift are working independently at Inmate Reception Center (IRC) giving initial mental health evaluations.

RESPONSE
DHS partially agrees with this recommendation.

DHS, in partnership with the Los Angeles Sheriff Department (LASD), has evaluated IRC volume through weekly averages and designed staffing models to ensure timely assessment of inmates with mental illness in the IRC. Occasionally, this requires less than 3, or more than 3 clinicians.

DHS remains committed to adequate staffing based on volume as well as need, in order to provide high quality care. It has determined that simply stopping at evaluation is inadequate. DHS expects to begin treatment for the most mentally ill individuals entering the jail when they are in the IRC.

DHS has requested additional staff to meet the staffing requirements; and the Department anticipates part of the staff will arrive before the end of the present calendar year, and the rest of the staff will arrive before the end of the current fiscal year.

**RECOMMENDATION NO.3.2**
Los Angeles County, LASD and Department of Health Services should initiate a study to be completed within six months to determine staffing needs at JMHS to provide actual mental health care to inmates, as opposed to mere stabilization of inmates and make appropriate recommendations.

RESPONSE
DHS agrees with this recommendation and has already completed implementation to provide appropriate and meaningful mental health care to inmates. An assessment was completed between November 2015 and January 2016, and included both DHS Jail Mental Health and Custody. The assessment looked at national models and existing programs and staffing to create a team-based approach that focused on early identification and treatment of mental illness, team-based continuity services, as well as early and thorough discharge planning. This correlates with the additional staffing referenced in response to Recommendation 3.1.

**RECOMMENDATION NO 3.3.**
Los Angeles County and Department of Health Services should involve JMHS for input regarding the building of any jail treatment areas. Treatment areas should provide for adequate, private and quiet mental health care.

RESPONSE
DHS agrees with this recommendation.

DHS' Jail Mental Health leadership has been working closely with Custody to re-design existing clinical space to facilitate adequate, timely, and appropriate treatment for those patients with mental illness.

Additionally, DHS' Jail Mental Health has played a prominent role in proposing a design of the new jail being considered by the Board of Supervisors.

**RECOMMENDATION NO.3.10**
Los Angeles County and Department of Health Services should ensure that a study, to be completed within six months, be conducted by Department of Health Services (DHS) to determine if sufficient JMHS staff is employed to assist released inmates to receive and continue mental health care in Los Angeles County.

RESPONSE
DHS agrees with this recommendation.

Similar to the response under Recommendation 3.2, an assessment was completed between November 2015 and January 2016. The assessment included both DHS Jail Mental Health and Custody. The assessment looked at national models, existing programs and staffing to create a team-based approach that focused on early identification and treatment of mental illness, team-based continuity services, as well as early and thorough discharge planning. This correlates with the additional staffing that the Department anticipates, as referenced in response to Recommendation 3.2.

**RECOMMENDATION NO.3.11**
Los Angeles County and Department of Health Services should initiate a study, to be completed within six months, to be conducted to determine if more Urgent Care Centers are needed in Los Angeles County.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DMH. Therefore, DHS partially disagrees, noting that the recommendation should be made to DMH and not DHS.

DMH has forwarded the following response to be included herein:

This recommendation has been implemented.

The Civil Grand Jury report indicates that the Department of Mental Health currently oversees five Urgent Care Centers. Of these, one contracted facility operates at less than 24 hours/day and is not Lanterman-Petris-Short designated while the remainder serve the community 24 hours/day, 7 days per week and are LPS-designated and able to treat individuals on an involuntary hold.

During Fiscal Year 2015-2016, DMH issued a solicitation in order to add four additional Urgent Care Centers in Los Angeles County. It is expected that these programs will be implemented over the course of Fiscal Years 2016-2017 and 2017-2018, pending successful contract negotiation and the ability to establish sites in the Antelope Valley, San Gabriel-Pomona area, Long Beach, and the campus of Harbor-UCLA Medical Center. Once these programs are fully implemented, DMH will continue to evaluate the need for additional Mental Health Urgent Care programs."

**RECOMMENDATION NO 3.12.**
Los Angeles County and Department of Health Services should provide 350 or more residential board and care beds in Los Angeles County.

RESPONSE
DHS partially agrees.

Los Angeles County requires increased capacity of unlocked yet safe and secure settings for those patients with a diverse set of clinical and health needs to live and thrive. Board and care beds may be an important part of achieving this objective. To that extent, DHS agrees that a sufficient number of residential board and care beds should be made available to adequately meet the needs of our patient population. In addition, other types of residential beds could serve help meet the need.

DHS will be evaluating the best mix of beds that will achieve an optimal level of services within available resources on an ongoing basis. As such, this may or may not result in an increase of residential board and care beds to 350.

**RECOMMENDATION NO. 3.13**
Los Angeles County and Department of Health Services should provide four facilities to handle integrated drug, alcohol and mental health care in Los Angeles County.

RESPONSE
DHS disagrees with this recommendation. DHS agrees that a sufficient number of facilities are needed to adequately handle integrated drug, alcohol, and mental health care in Los Angeles County. Specialized networks or facilities that can provide comprehensive and integrated substance use disorder treatment and mental health services would be a benefit to Los Angeles County residents. However, given that these services are largely provided by contract providers in the County that maintain their own facilities, the overall cost and timeline of creating new facilities to provide integrated services may not be feasible. DHS will continue to work within the Health Agency to expand substance use disorder services and better integrate them with mental health care in the County so that the need across the broad geography of the Los Angeles County are met.

**RECOMMENDATION NO. 3.14**

Los Angeles County and Department of Health Services should create and staff additional drop off locations to be used by law enforcement throughout Los Angeles County to make early diversion a reality.

RESPONSE

DHS agrees with this recommendation. DHS's Office of Diversion and Re-entry and its Housing for Health Division are opening the County's first drop-off sobering center in Skid Row this year.

DHS hopes this model will prove effective and fruitful toward the County's diversion efforts and that a second facility will closely follow.

COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES (DHS)

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
ALTERNATIVES TO SQUALOR: THE NEED TO HOUSE THE HOMELESS

**RECOMMENDATION NO.4.2**

Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles County Fire Department, the City of Los Angeles, Los Angeles City Fire Department, and City of Los Angeles Police Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017.

RESPONSE

DHS partially agrees with this recommendation. DHS agrees that assistance should be provided and coordinated. It believes that these policies should always be examined and improved but does not believe that an absolute single target date would apply given the multi-jurisdictional approach required to address this issue.

COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES (DHS)

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
SAVE OUR SENIORS: NURSING HOME INSPECTIONS

**RECOMMENDATION NO.14.1**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a process to route all complaints including ERI's to the IT department in Norwalk to be entered in the ACTS system as they are received.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.2**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should form a team to develop a new electronic template to be used by surveyors to input complaints information into ACTS.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.3**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should enhance training of surveyors in the use of laptops.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.4**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make it mandatory for surveyors, assistant supervisors and supervisors to use laptops during the conduct of surveys by December 31, 2016.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.5**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should ensure that program managers, supervisors, and assistant supervisors should receive adequate training in ASPEN and access to and training on CASPER to enable them to produce timely and informative reports.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.6**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a system to monitor new hire post training needs including compliance with mandatory training requirements and competencies. A post training review process that enables HFID managers and supervisors to identify when competencies have not been established and refresher training is needed.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.7**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should require a senior Health Facilities Evaluator Nurse to accompany a new hire until the new hire feels comfortable completing surveys competently.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.8**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should hold weekly staff meetings to discuss investigation problems occurring in the field, potential morale issues and any overall concerns that may affect a well-run efficient organization.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to the DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.9**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should initiate a study to determine how to reduce the hostilities between Health Facilities Evaluator Nurses and Registered Environmental Health Specialists due to differential in wages and responsibilities.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to the DPH. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.10**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make sure a schedule exists for the Chief and Assistant chief of the Health Facilities Inspection Division to visit each district office at least once a month to determine the immediate needs of that office.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to the Department of Public Health. DPH has confirmed that it has filed its response with County CEO.

**RECOMMENDATION NO.14.11**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make sure that during each visit of the headquarters' senior management in the Health Facilities Inspection Division to district offices time is set aside for them to discuss with surveyors, on a one-to-one basis, issues regarding the surveyor job.

RESPONSE
DHS has reviewed this recommendation and determined that it would be appropriate to defer to the Department of Public Health. DPH has confirmed that it has filed its response with County CEO.

# Attachment H

# Probation Department

# COUNTY OF LOS ANGELES
# PROBATION DEPARTMENT

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

**CALVIN C. REMINGTON**
Interim Chief Probation Officer


July 22, 2016

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

Dear Supervisors:

**RESPONSE TO THE 2015-2016 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT**

Attached is the Probation Department's response to the 2015-2016 Los Angeles County Civil Grand Jury Final Report related to the following areas:

- The Los Angeles County Probation Department and Technology; and
- The Detention Center Committee's recommendations pertaining to their inspection of juvenile facilities.

Please contact me if you have any questions or require additional information, or your staff may contact Amalia Lopez, Executive Assistant, at (562) 940-3553, or amalia.lopez@probation.lacounty.gov.

Sincerely,

Cal C. Remington

CALVIN C. REMINGTON
Interim Chief Probation Officer

Attachment

c: Sachi A. Hamai, Chief Executive Officer

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
PROBATION

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
LOS ANGELES COUNTY PROBATION DEPARTMENT AND TECHNOLOGY

**RECOMMENDATION NO. 15.1**
Los Angeles County and Los Angeles County Probation Department should ensure that laptop computers or tablets are available to probation officers going into the field.

RESPONSE
The Probation Department agrees with this recommendation and it has been implemented. Laptop computers have been and continue to be available to officers going into the field. Many of the field officers have assigned desktop computers in their office locations, and not all officers spend all of their time in the field.

**RECOMMENDATION NO. 15.2**
Los Angeles County and Los Angeles County Probation Department should ensure that probation officers dealing with California Public Safety Realignment Act of 2011 probationers not have to share an office computer with another officer.

RESPONSE
The Probation Department agrees with this recommendation and it has been implemented. Every cubicle in every Probation facility is either equipped with a desktop computer or a laptop docking station for laptop users. As long as a field officer is assigned to a cubicle, there is no need to share computers. If a field officer is visiting another work location or works on a laptop without a cubicle assignment, he or she can use a laptop docking station in any facility. The Department's Information Systems Bureau will provide additional computers to any Probation Department facility if notified of any cubicle without a desktop computer or a laptop docking station. If unforeseen circumstances necessitate that a computer must be temporarily shared, security is always enforced so that every field officer has a unique User ID to access Probation computers and can only review information within his or her access rights.

**RECOMMENDATION NO. 15.3**
Los Angeles County and Los Angeles County Probation Department should issue cell phones to probation officers should allow dialing 911 without a ten digit code being entered first.

RESPONSE
The Probation Department agrees with this recommendation and it has been implemented. A ten digit code is not required to access 911 on Probation-issued cell phones. In April 2016, the Probation Department also began the process of upgrading all smartphones issued to field staff from Blackberry devices to iPhone 6 devices. The replacement process is approximately 23% complete. It is currently estimated that the replacement of all smartphone devices will occur by December 2016. The new iPhone 6 devices allow staff

to dial 911 by one touch and dialing the number, and this emergency feature is available while the phone is in lock mode.

**RECOMMENDATION NO. 15.4**

Los Angeles County and Los Angeles County Probation Department should initiate a study to determine the cost and availability of software that is available or could be developed that would allow probation officers to access both juvenile and adult probationers as well as communicate with other county and state agencies.

RESPONSE

The Probation Department agrees with this recommendation and it has been implemented. The case management systems used to monitor adult probationers (Adult Probation System) and juvenile probationers (Probation Case Management System) can both currently be accessed from the same workstation as long as an employee has a valid login for both systems in accordance with authorized business needs.

The Probation Department is also currently working to develop a strategy for Adult Probation System and Own Recognizance Management System/Pretrial Plus Modernization, and possible integration with the Juvenile Probation Case Management System (PCMS). It is anticipated that a strategy will be developed by August 2017, to plan for common workflow and business rules, reduce operations costs, increase operations efficiencies from system/data consolidation, allow for increased data sharing with County and State agencies, and increase IT agility.

COUNTY OF LOS ANGELES
PROBATION

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
DETENTION JUVENILE FACILITIES

**RECOMMENDATION NO 21.1**
Install defibrillators and train personnel to use them.

RESPONSE
The Probation Department agrees with this recommendation and will work in collaboration with Juvenile Court Health Services who provides all medical treatment and responses.

**CAMP GONZALES:**

**RECOMMENDATION NO 21.11**
Clean and maintain dining room floor on a regular basis.

RESPONSE
The Probation Department agrees with this recommendation which has been completed. Floors are mopped several times per day and the Camp is in compliance with Title 15 mandates.

**RECOMMENDATION NO 21.12**
Re-pave basketball courts.

RESPONSE
The Probation Department agrees with this recommendation. The Department submitted a Service Request to the Internal Services Department (ISD) to replace the courts which is pending the Chief Executive Office's review.

**RECOMMENDATION NO 21.13**
Fill gopher holes with sod.

RESPONSE
The Probation Department agrees with this recommendation. The Camp will be treated for gopher abatement and the holes will be filled-in to eliminate trip hazards.

**RECOMMENDATION NO 21.14**
Evaluate acoustics in dormitory and address as needed.

RESPONSE
The Probation Department agrees with this recommendation. A request has been submitted to ISD and/or a contractor who will check acoustics and provide an estimate.

**CENTRAL JUVENILE HALL:**

**RECOMMENDATION NO. 21.18**
As recommended by the 2013-2014 CGJ and reviewed by the OAC and the Los Angeles Superior Courts, this facility should be replaced.

RESPONSE
The Probation Department agrees with this recommendation. The Board of Supervisors initiated a motion that directed a consultant to review this project.

**INGLEWOOD JUVENILE COURTHOUSE JAIL:**

**RECOMMENDATION NO. 21.42**
Floor tiles should be replaced.

RESPONSE
The Probation Department agrees with this recommendation. A request was submitted to ISD to advise them of the loose tiles. The tiles have been sealed with clear coating to prevent them from becoming loose.

**RECOMMENDATION NO. 21.43**
Allow female detainees to use female staff restroom

RESPONSE
The Probation Department agrees with this recommendation. Female minors are allowed to use the female staff restroom.

**RECOMMENDATION NO. 21.44**
Paint sally port walls.

RESPONSE
The Probation Department agrees with this recommendation. A work order has been submitted to ISD to have the sally port painted.

**RECOMMENDATION NO. 21.45**
Provide additional staff as necessary.

RESPONSE
The Probation Department agrees with this recommendation. The Department's Transportation headquarters deploys additional staff when necessary.

**CAMP MUNZ:**
Camp Munz was closed on October 15, 2015, due to flood damage and remains closed.

**RECOMMENDATION NO. 21.52**
Install a padded mat below the basketball court to prevent injury.

RESPONSE
The Probation Department agrees with this recommendation which will be addressed when the Camp re-opens by placing protective mats in the stage area.

**RECOMMENDATION NO. 21.53**
Remove and replace all rotted or termite infested wood on each building where needed.

RESPONSE
The Probation Department agrees with this recommendation. The Internal Services Department is working on replacing and painting eaves and fascia boards.

**RECOMMENDATION NO. 21.54**
Repair concrete porch, steps, and roof area over the exterior laundry.

RESPONSE:
The Probation Department agrees with this recommendation. ISD replaced the damaged beam on the laundry dock and the concrete steps were also repaired prior to the flood damage. However, the steps were damaged again during the floods that occurred in October 2015. Consequently, the stairs will be repaired prior to the re-opening of the Camp.

# Attachment I

# Department of Public Health

COUNTY OF LOS ANGELES
Public Health

CYNTHIA A. HARDING, M.P.H.
Interim Director

JEFFREY D. GUNZENHAUSER, M.D., M.P.H.
Interim Health Officer

313 North Figueroa Street, Room 708
Los Angeles, California 90012
TEL (213) 240-8156 • FAX (213) 481-2739

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BOARD OF SUPERVISORS

Hilda L. Solis
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Second District

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Michael D. Antonovich
Fifth District

July 20, 2016

TO: Sachi Hamai
Chief Executive Officer

FROM: Cynthia A. Harding, M.P.H.
Interim Director

SUBJECT: **RESPONSE TO 2015-2016 CIVIL GRAND JURY FINAL REPORT**

As directed by your memorandum of July 8, 2016, the Department of Public Health (DPH) has prepared responses to the 2015-2016 Los Angeles County Civil Grand Jury Final Report.

The attached documents provide the response from DPH on the section entitled: "Save Our Seniors: Nursing Home Inspections."

If you have any questions or need additional information, please let me know.

CAH:no

Attachments

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
DEPARTMENT OF PUBLIC HEALTH

2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR
SAVE OUR SENIORS: NURSING HOME INSPECTIONS

**RECOMMENDATIONS**

While the following recommendations are addressed to both the Department of Health Services (DHS) and the Department of Public Health (DPH), the responses provided herein are provided solely by DPH, as the Health Facilities Inspection Division (HFID) is a part of DPH and DHS does not have a role in its administration.

**RECOMMENDATION NO. 14.1**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a process to route all complaints, including Entity Reported Incidents (ERI), to the IT department in Norwalk to be entered in the ACTS system as they are received.

RESPONSE:
Disagree. This recommendation will not be implemented because it is not reasonable. Routing all complaints and Entity-Reported Incidents (ERIs) to its IT department in Norwalk for entry into the ASPEN Complaint Tracking System (ACTS) will cause a significant delay in prioritizing complaints and ERIs. Immediate Jeopardy (IJ) complaints and ERIs must by law be initiated within twenty-four (24) hours of receipt. This extra step and subsequent delay could result in non-compliance with State requirements.

When handling complaints or ERIs, all HFID District Offices (DOs) adhere to the State Policies and Procedures Manual, specifically Appendix A, Complaint Process, which describes the ACTS Complaint/Incident Workflow (see Attachment 14.1). HFID cannot deviate from this Workflow as it is part of its contractual obligation with the California Department of Public Health (CDPH).

**RECOMMENDATION NO. 14.2**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should form a team to develop a new electronic template to be used by surveyors to input complaints information into ACTS.

RESPONSE:
Disagree. An electronic template to input complaint information exists, the ACTS. Surveyors do not input complaint information into ACTS, rather support staff are assigned this task. Thus, HFID does not believe that developing a new electronic template for use by surveyors is needed.

As referenced in the prior recommendation, the ACTS Complaint/Incident Workflow is used to guide handling of complaints. HFID DO support staff use the existing template developed by CDPH, the "Complaint/ERI Intake Form" (Attachment 14.2) to document the date the complaint or ERI was received,

the DO supervisor or assistant supervisor who triaged it, the priority assigned (IJ or non-IJ), the name of the evaluator assigned to investigate it, the supporting documents provided by the complainant, and any other pertinent information relevant to the case. As such, there is no need to develop a new template for DO support staff to input complaint information into ACTS.

**RECOMMENDATION NO. 14.3**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should enhance training of surveyors in the use of laptops.

RESPONSE:
Agree. This recommendation has been partially implemented; however, further action is needed to address concerns identified by HFID supervisors, IT staff, and surveyors.

To increase efficiencies, surveyors were issued laptops to complete fillable Centers for Medicare and Medicaid Services (CMS) forms while they conducted their skilled nursing facility (SNF) surveys or investigated complaints/ERIs. Group training on the use of the laptop and the fillable CMS forms was provided to surveyors. One-to-one training was also provided to those surveyors who requested additional assistance.

Most surveyors adapted easily to the use of the laptop in completing the fillable forms; however some surveyors require additional support. HFID's IT manager worked with DO supervisors to identify a few surveyors and support staff who are extremely competent in the use of computers and laptops and their features to serve as "power users" in their respective DO to assist those surveyors who were still adjusting to the new business practice. The IT manager is providing additional training to the power users so they can better assist those surveyors who are experiencing challenges with using the laptops. In addition, speech-to-text software licenses have been ordered for those surveyors who need further support or assistance, upon request. HFID expects to deploy the speech-to-text software and to train/retrain staff until all surveyors are comfortable with the new software by June 30, 2017.

**RECOMMENDATION NO. 14.4**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make it mandatory for surveyors, assistant supervisors and supervisors to use laptops during the conduct of surveys by December 31, 2016.

RESPONSE:
Agree. However, it should be noted that assistant supervisors and supervisors do not normally conduct surveys. Nevertheless, HFID will draft a policy to make it mandatory for surveyors, assistant supervisors, and supervisors to use laptops during the conduct of surveys. Mandating a change in working conditions becomes a labor issue, requiring the policy be reviewed by DPH Human Resources and the Service Employees International Union (SEIU), which represents Health Facilities Evaluator Nurses (HFEN) and Registered Environmental Health Specialists (REHS). HFID expects to submit the policy to DPH Human Resources and SEIU for their review by September 30, 2016, and expects the policy will be effective by December 31, 2016, barring any unforeseen delays with the review process.

**RECOMMENDATION NO. 14.5**

The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should ensure that program managers, supervisors, and assistant supervisors should receive adequate training in ASPEN and access to and training on CASPER to enable them to produce timely and informative reports.

RESPONSE:

Agree. This recommendation has been partially implemented. Selected HFID staff, including the IT manager, received in-depth ASPEN training from CDPH. These staff members are expected to train others in their respective DOs by December 31, 2016. HFID will work with CMS and CDPH to schedule ASPEN training and CASPER training and access for program managers, supervisors, and assistant supervisors to achieve full implementation of this recommendation.

**RECOMMENDATION NO. 14.6**

The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a system to monitor new hire post-training needs, including compliance with mandatory training requirements and competencies. A post-training review process that enables HFID managers and supervisors to identify when competencies have not been established and refresher training is needed.

RESPONSE:

Agree. This recommendation has been partially implemented. Currently, HFID maintains a centralized tracking log to document completion of mandatory County and State training requirements and competencies. To fully implement this recommendation, HFID will establish a field evaluation process whereby surveyors will be assessed on their performance in meeting the following standards set by the State Operations Manual: concern identification, sample selection, general investigation, kitchen/food service investigation, medications investigation, and deficiency determination/correct citation. The field evaluation will identify whether the surveyor has met the standard, or needs additional or refresher training. HFID expects this recommendation to be fully implemented by December 31, 2016.

In addition to receiving post-hire training, which is tracked to ensure completion, new hires receive robust initial training to ensure they are able to adequately perform their duties. For example, the first set of new candidates hired under the new contract, a total of 25, took the Surveyor Minimum Qualifying Test and all passed because they were adequately trained. The training curriculum requires these candidates to observe three (3) complaints, and most observed more than the required number. HFID expects these new hires to perform more competently than past new hires. Additionally, as these new hires gain more experience, they will complete investigations in a more timely and efficient manner. HFID will conduct ongoing field evaluations of new hires, as specified above, to identify whether they continue to meet the standards, or need additional training.

**RECOMMENDATION NO. 14.7**

The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should require a senior Health Facilities Evaluator Nurse to accompany a new hire until the new hire feels comfortable completing surveys competently.

RESPONSE:
Disagree. A supervising HFEN or senior HFEN assigned to HFID's Training Unit accompanies new hires during their training period as part of their field training. However, HFID does not have the adequate number of senior HFENs to accompany all new hires until they feel comfortable completing surveys competently. Instead, HFID has instituted a mentoring program wherein seasoned and experienced HFENs train and mentor new hires by taking them on actual surveys of SNFs.

Further, HFID's continued efforts on workforce training and development have had positive impacts on timely completion of surveys and reports, as evidenced by the data contained in the table below showing progressive improvement in the average times needed for completion. According to the data provided to HFID by CDPH, the time to complete and report on the surveys has decreased from approximately 43 days to 20 days on average.

| | Average time to complete a recertification survey | Average time to write the recertification survey report |
|---|---|---|
| | Calculated with working days | Calculated with working days |
| 01-Jan-14 | **22.6** | **20.7** |
| 01-Jul-14 | **21.5** | **19.3** |
| 01-Jan-15 | **16.2** | **14.1** |
| 01-Jul-15 | **11.0** | **8.9** |
| 01-Jan-16 | **Data Not Yet Available** | **Data Not Yet Available** |

**RECOMMENDATION NO. 14.8**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should hold weekly staff meetings to discuss investigation problems occurring in the field, potential morale issues and any overall concerns that may affect a well-run efficient organization.

RESPONSE:
Disagree. Holding weekly meetings will adversely impact HFID productivity and its ability to meet contractual obligations and other mandates. To meet the contractual work plan, HFENs are required to conduct at least two surveys monthly, and write their survey reports during the week they are in the office. Complaint team members are required to complete four investigations per week. Contractual workload requirements can only be met if these standards are achieved. It is not feasible to pull surveyors from the field for weekly staff meetings and still meet the required standards.

HFID DO supervisors currently hold monthly meetings with staff to discuss workloads, expectations, and concerns. For investigation problems occurring in the field, surveyors have been instructed to immediately call their DO supervisor or senior HFEN, just as they should when an IJ is identified during the course of the survey or complaint/ERI, or any other concerns they might have while in the field. Surveyors who are

conducting recertification surveys are also required to call in daily to their supervisors to discuss any unique survey findings. In these ways, surveyors have access to their supervisors for any concerns, and supervisors make themselves available to surveyors to address issues.

Further, HFID management has held regional meetings with all staff since December 2014 that included presentations intended to help staff gain additional skills and knowledge. HFID also formed a committee in January 2016, which meets at least quarterly, to address any issues that arise with surveys and complaint processes, identify efficiencies and strategize on how to best implement them, identify issues with training, to address employee morale, and discuss other issues that affect the division.

**RECOMMENDATION NO. 14.9**

The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should initiate a study to determine how to reduce the hostilities between Health Facilities Evaluator Nurses and Registered Environmental Health Specialists due to differential in wages and responsibilities.

RESPONSE:

Disagree. HFID management participates in regularly scheduled SEIU meetings with each of the bargaining units for HFENs and REHSs. While aware of the hostilities between these two groups because of the differences in wages and responsibilities, HFID does not possess the necessary influence or control over these two areas.

Salaries and employee benefits are negotiated by each bargaining unit. In the County, HFENs and REHs are two different item classifications with distinct standards, duties, minimum requirements, and salaries. HFENs are compensated at a higher salary rate and are required to hold a license issued by the California Board of Registered Nursing to practice as a Registered Nurse. REHSs are required to be registered as an Environmental Health Specialist with CDPH.

With regard to the issue of responsibilities, HFID is limited by the requirements in the State contract. Although HFEN positions are currently filled by both Registered Nurses and REHSs, the contract between the State and the County for HFID activities requires HFID to "make a good faith effort to fill Health Facility Evaluator surveyor positions with Registered Nurses, as vacancies occur. However, the Contractor [Los Angeles County] may continue to use non-registered nurse positions to conduct and meet the workload requirements for LSC [Life Safety Code] surveys." As such, REHSs are allowed to perform Life Safety Code surveys, but not the health/clinical surveys the Registered Nurses perform. Based on the State contract, the responsibilities for each will continue to differ.

It is the expectation of HFID that the increased communication described in Recommendations 14.10 and 14.11 will contribute favorably towards reducing hostilities between REHS and HFENs.

**RECOMMENDATION NO. 14.10**

The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division make sure a schedule exists for the Chief and Assistant Chief of the Health Facilities Inspection Division to visit each district office at least once a month to determine the immediate needs of that office.

RESPONSE:
Disagree. Although it is unfeasible for the Chief and Assistant Chief to guarantee monthly visits to each district office (DO), they are committed to more frequently visiting the DOs. A plan to implement more frequent visits to the DOs by the Chief and Assistant Chief is currently under development. Further, HFID holds regional meetings with all staff; meetings were previously held in December 2014, August 2015, and April 2016 and upcoming meetings are already scheduled for September 2016 and December 2016. The HFID Chief and Assistant Chief also hold weekly managers' meetings, and the DO program managers bring up issues and concerns from each of the offices for which they are responsible in these meetings.

In addition to these meetings which serve to foster communication between HFID leadership and the DOs, HFID formed a committee in January 2016, composed of the Assistant Chief, Training Unit supervisors, a senior HFEN, and seasoned and newly hired surveyors. This committee addresses any issues that arise with surveys and complaint processes, identifies efficiencies and strategizes on how to best implement them, identifies issues with training, addresses employee morale, and discusses other issues that affect the division.

**RECOMMENDATION NO. 14.11**
The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make sure that during each visit of the headquarters' senior management in the Health Facilities Inspection Division to district offices time is set aside for them to discuss with surveyors, on a one-to-one basis, issues regarding the surveyor job.

RESPONSE:
Disagree. HFID senior management will continue working with Supervisors and Assistant Supervisors to develop their leadership skills and ensure they are available to surveyors to discuss issues regarding the surveyor job. To foster further communication, HFID is installing suggestion boxes at each HFID office to solicit recommendations from staff about work processes and other improvements. These suggestions will be reviewed by senior management, and feedback will be provided to staff about actions taken related to the suggestions.

# Attachment J

# Department of Regional Planning

Los Angeles County
Department of Regional Planning

*Planning for the Challenges Ahead*

Richard J. Bruckner
Director

July 18, 2016

TO: Sachi A. Hamai
Chief Executive Officer

Attention: Cheri Thomas

FROM: Richard J. Bruckner
Director

**2015-2016 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT**

As requested in your memo dated July 8, 2016, attached is our response to the 2015-2016 Civil Grand Jury Report. The Department of Regional Planning was identified to respond to recommendation number 4.1 in the Alternatives to Squalor: The Need to House the Homeless Section of the Final Report.

If you have any questions regarding this matter, please contact Connie Chung at 213-974-6417 or via email at cchung@planning.lacounty.gov.

RJB:MC:CC:ems

Attachment

S_AP_07182016_M_CIVILGRANDJURY

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
DEPARTMENT OF REGIONAL PLANNING

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
ALTERNATIVES TO SQUALOR: THE NEED TO HOUSE THE HOMELESS

**RECOMMENDATION NO. 4.1**

Los Angeles County, the Los Angeles County Regional Planning Department, City of Los Angeles, and the City of Los Angeles Planning Department should plan and provide funds for permanent supportive housing developments based on the model of Star Apartments. These buildings must be placed in different locations of the county and in the City of Los Angeles, and SB 2 can be utilized in this regard.

RESPONSE

Recommendation No. 4.1, I partially agree, however, it will not be implemented by DRP because DRP does not directly plan or provide funds for affordable housing development. DRP performs land use planning functions for the unincorporated areas of Los Angeles County and is working to develop an SB 2 Best Practices Program, which will provide a model ordinance and guidance on land use regulation in compliance with SB 2.

# Attachment K

# Registrar-Recorder/County Clerk

Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN
Registrar-Recorder/County Clerk

July 22, 2016

Ms. Sachi Hamai
Chief Executive Officer
713 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Ms. Hamai:

Please find attached the RR/CC responses to the 2015-2016 Los Angeles County Civil Grand Jury Final Report.

Sincerely,

Dean C. Logan

Registrar-Recorder/County Clerk

Attachment

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
REGISTRAR-RECORDER/COUNTY CLERK (RR/CC)

2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR
EVERYBODY TURN-OUT TO VOTE

**RECOMMENDATION NO: 7.2**
Los Angeles County and the Registrar-Recorder/County Clerk should make all reasonable efforts to develop and test the new BMD so that the new machines are able to be used county wide no later than the 2020 election.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been partially implemented and the RR/CC intends to meet that timeline. The RR/CC intends to implement the new Ballot Marking Device and other elements of the new voting experience such as new Vote by Mail packet and tally system, utilizing a phased implementation approach. That plan includes partial implementation by 2018 with full implementation by 2020. This approach is well-aligned with the recommendation.

**RECOMMENDATION NO: 7.3**
Los Angeles County and the Registrar-Recorder/County Clerk should offer the new voting system, which is the most up-to-date technology method for secure voting, to other counties throughout the nation for a reasonable fee.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been partially implemented. The RR/CC is fully committed to an open and transparent process as reflected in the project's Voting System General Principles. Since the launch of the voting system development effort, the RR/CC has met with and presented to various other jurisdictions sharing the process and research findings and system development updates. While the priority of the project is to implement the best voting system solution for Los Angeles County voters, the RR/CC also hopes to impact the voting systems market and establish a model for the development and implementation of publicly-owned voting systems, as well as figure out a model to make the final voting system available to other counties. This will require careful consideration by the RR/CC regarding the most adequate intellectual property strategy and licensing approach.

**RECOMMENDATION NO: 7.4**
Los Angeles County and the Registrar-Recorder/County Clerk should provide a minimum of five additional, secure Early Voting sites in the county for the 2016 Presidential General Election and also allow VBM ballot drop off at each site.

RESPONSE:
The RR/CC agrees with the finding in concept, but there are significant challenges with fully implementing the recommendation. The recommendation has not been implemented at this time. We are currently in the

planning phases of implementing a significant expansion of VBM drop off locations for November. We are also exploring the feasibility of providing additional early voting locations in November, but there are operational concerns that need to be analyzed prior to implementation. Early voting is limited by our current voting system, but still possible given the appropriate infrastructure. Given the constraints of the voting system, we would need to provide all possible ballot styles at every location. Additionally, there are network connectivity issues that need to be addressed at each of these locations in order to check in voters. Finally, identifying/funding staffing at these locations for the early voting period is another administrative challenge that needs to be addressed.

**RECOMMENDATION NO: 7.5**

Los Angeles County and the Registrar-Recorder/County Clerk should allocate funding to provide additional personnel to staff any additional, secure Early Voting or "will call" sites for the 2016 Primary and Presidential General Elections.

RESPONSE:

The RR/CC agrees with the finding in concept. The recommendation has been partially implemented. The RR/CC rolled out eleven (11) Will Call Ballot Pickup and Ballot Drop-off sites for the 2016 Primary Election and funded the program through the RR/CC's established budget. The Department established good partnerships with other County departments and city clerks during the June Primary, and will seek to build on and expand on those partnerships for the 2016 Presidential General Election. The RR/CC is in the process of expanding ballot drop-off locations and evaluating the staffing model for early voting/will call sites, as well as various other operational challenges that were listed in 7.4 above.

**RECOMMENDATION NO: 7.6**

The Registrar-Recorder/County Clerk should institute a "will call" system of Early Voting for the next election after 2016, and determine optimal procedures and voter use.

RESPONSE:

The RR/CC agrees with the finding in concept. The recommendation has been partially implemented. The RR/CC rolled out eleven (11) will call ballot pick up/drop-off sites during the 2016 Primary Election. The program had an 83% will call pick-up rate and received approximately 600 casted ballots, both from will call VBM and Permanent VBM. Although the casted ballots received from this program may be a small percentage of our permanent VBM population, our department was able to coordinate the operation through our own interdepartmental bureaus and program partners without any major issues. Moving forward, lessons learned, including optimal procedures and voter use, from the 2016 Primary General Election rollout will be applied to the 2016 Presidential General Election and beyond. See 7.4 and 7.5 above.

**RECOMMENDATION NO: 7.7**

Los Angeles County and the Registrar-Recorder/County Clerk should take advantage of free publicity on individual city website and city cable channels to promote the upcoming changes in the voting system as each one is implemented.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been partially implemented. The RR/CC has been aggressively promoting the new voting system through the County's social media platforms, websites and dedicated cable channel. The RR/CC and Office of Countywide Communications produced a mini-documentary on the new voting devices that has been widely distributed and shared online. The Ballot Marking Device (BMD) also has been featured by national, mainstream news organizations. The RR/CC will continue to actively promote the new voting system, as it is implemented, through new and traditional media.

**RECOMMENDATION NO: 7.8**
The Registrar-Recorder/County Clerk should address the public meeting of the Los Angeles County Board of Supervisors and all of the cities in Los Angeles to discuss opportunities for citizen involvement in voter outreach.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been implemented through direct meetings with County Supervisors and their staff, City Clerks, Elected Officials and the Secretary of State's Office. The RR/CC also has a Community and Voter Outreach Committee that has been in existence since 2002 and meets quarterly to discuss voter needs. The RR/CC currently has over 300 community based organizations that we work directly with on voter outreach and voter outreach events. During the 2016 Primary Election, our department also engaged 90 city clerks through a digital email campaign that provided various resources needed for the election on a weekly basis.

**RECOMMENDATION NO: 7.9**
The Registrar-Recorder/County Clerk should expand its use of social media for voter outreach in future elections, and should consider enlisting the public to help create and disseminate voter outreach messages.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been implemented. We have been very successful in the area of social media and interacting with the public about key election information. During the 2016 Primary General Election our social media outlets grew over 57 percent with our Twitter page having over 698,000 impressions and over 41,000 visits throughout the month of June. In addition, our department sent out 2.1 million e-blast messages and 651,099 robocalls to inform voters on critical information such as Get Out the Vote, No Party Preference options, and polling place information among many others. Our efforts will continue in this area for future elections.

**RECOMMENDATION NO: 7.10**
A Registrar-Recorder spokesperson should make appearances on morning and evening televised newscasts to discuss and promote the turn-out to vote campaign.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been implemented. During the 2016 Primary General Election, our Department Head appeared on 45 televised newscasts to educate voters and

promote voter turn-out. These appearances included ethnic media. Our efforts will continue in this area for future elections.

**RECOMMENDATION NO: 7.11**
A Register-Recorder/County Clerk spokesperson should schedule interviews on radio to promote the turn-out 2vote campaign.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been implemented. During the 2016 Primary General Election, our Department Head conducted more than a dozen interviews on various radio stations regarding voter education and promoting turnout. Our June 2016 media campaign included partnering with 5 major LA area radio companies, which enabled us to reach more than 10 million people in the region the 6 weeks leading up the election. Our messaging was included in banner ads, digital ads, 15-second spots on radio shows, talent endorsed spots, mobile applications and email blasts with a total reach of 34 million combined in the digital space. Our efforts will continue in this area for future elections.

**RECOMMENDATION NO: 7.12**
The Registrar-Recorder/County Clerk should publicize the fact that VBM ballots can be postmarked on Election Day and still be counted.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been implemented. During the 2016 Primary General Election, each sample ballot mailed to all 4.8 million voters on the file included an insert explaining that the law had changed and VBM ballots would be counted three days after the election if post marked on Election Day. Additionally, the RR/CC made telephone calls and sent emails to voters explaining the change in the law as well. The total number of robocall broadcasts was 651,099. In addition, we had a total of 1.5 million e-blasts that were sent out.

**RECOMMENDATION NO: 7.13**
Los Angeles County and the Registrar Recorder/County Clerk should initiate a study and complete it by January 1, 2017, to determine methods to increase the use of VBM ballots, including government payment of return postage and voter outreach regarding VBM procedures.

RESPONSE:
The RR/CC agrees with the finding. The Department will complete a study by the January 1, 2017 deadline, however providing postage to voters is a legislative/policy issue and the Department cannot act independently on the recommendation.

**RECOMMENDATION NO: 7.14**
The Registrar-Recorder/County Clerk should reconsider sending a ballot, using business replay envelopes, to each registered voter.

RESPONSE:
The RR/CC agrees with the finding. The Department will complete a study by the January 1, 2017 deadline, however providing postage to voters is a legislative/policy issue and the Department cannot act independently on the recommendation.

**RECOMMENDATION NO: 7.15**
The Registrar-Recorder/County Clerk should organize a committee, to meet at least once per year, to re-examine the implementation of on-line voting.

RESPONSE:
The RR/CC agrees with the finding. The recommendation has been partially implemented. In 2011, the RR/CC established the VSAP Advisory Committee to explore alternative voting methods and provide guidance through the development and implementation of a new system for the County. In 2012, the RR/CC established the VSAP Technical Advisory Committee to provide technical expertise in the evaluation of voting methods and technologies and in the development of the County's future voting system. These committees meet quarterly or more frequently, based on project demands. Through these Committees, it was determined that internet voting is not currently the best solution for the County. This determination was made due to security concerns and legal/regulatory restrictions in California. In order to incorporate some of the benefits of online tools, the RR/CC has designed an Interactive Sample Ballot that will allow voters to electronically mark and save selections on a sample ballot that can then be transferred, in person, to a Ballot Marking Device to mark an official ballot. This new feature, allows voters to take advantage of the convenience of online tools while maintaining system security. The VSAP Advisory Committee and Technical Advisory Committee will continue to meet through system implementation and will continue to evaluate new voting methods, such as internet voting, as their functionality and security continue to evolve.

# Attachment L

# Treasurer and Tax Collector

# COUNTY OF LOS ANGELES
## TREASURER AND TAX COLLECTOR

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 437
LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 974-2101 FAX (213) 626-1812

**JOSEPH KELLY**
TREASURER AND TAX COLLECTOR

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PROPERTY TAX PORTAL
LACOUNTYPROPERTYTAX.COM


July 22, 2016

TO: Sachi A. Hamai
Chief Executive Officer

FROM: Joseph Kelly
Treasurer and Tax Collector

SUBJECT: **RESPONSE TO THE 2015-2016 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT – "CAPITAL APPRECIATION BONDS AND OTHER SCHOOL BOND DEBT: CONSEQUENCES OF POOR FINANCIAL PRACTICES"**

Per your request dated July 8, 2016, attached is the Treasurer and Tax Collector's response to the Civil Grand Jury's recommendations related their report on "Capital Appreciation Bonds and Other School Debt: Consequences of Poor Financial Practices." Specifically, our response addresses recommendations 6.7, 6.8, 6.9, and 6.10.

Should you have any questions, please contact me directly at (213) 974-2101, or your staff may contact Keith Knox, Chief Deputy Treasurer and Tax Collector, at (213) 974-0703, or at kknox@ttc.lacounty.gov.

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Attachment

**RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES
TREASURER AND TAX COLLECTOR

2015-2016 CIVIL GRAND JURY RECOMMENDATIONS FOR
CAPITAL APPRECIATION BONDS AND OTHER SCHOOL BOND DEBT

**RECOMMENDATION NO. 6.7**
The Los Angeles County Office of Education, the Los Angeles County Auditor Controller, and the Los Angeles County Treasurer and Tax Collector, should monitor the use of school bond debt in Los Angeles County, including review of (a) proposed debt service schedules in advance of bond pricing, and (b) realistic forecasts of assessed value.

RESPONSE
The Treasurer and Tax Collector (TTC) agrees with the recommendation and implemented various monitoring practices several years ago.

After the economic downturn in 2008, the TTC's Public Finance Branch noticed an increase in school district utilization of high-cost Capital Appreciation Bonds (CABs) with final maturities as long as 40-years. Prior to the economic downturn, the vast majority of all school district GO bonds were issued with much more cost effective bond structures that were comprised of current interest bonds with a final maturity of only 25 years. In response to the increased utilization of CABS, Public Finance staff developed a process for reviewing all school district GO bond transactions and requiring new money GO bond transactions to be approved by the Board of Supervisors pursuant to Section 15140(b) of the California Education Code. TTC Public Finance works closely with County Counsel and the Auditor-Controller to ensure that all school district GO bonds are issued in accordance with State law and County requirements, and the bond structures comply with all statutory tax rate limits. The TTC review process is specifically tailored for school district GO bonds and meets or exceeds the Government Finance Officers Association (GFOA) "best practices" that are frequently referenced in the Grand Jury Report.

- The TTC requires a financing schedule and identification of the external financing team (financial advisors, underwriters, underwriters' counsel and bond counsel) and the school district officials managing the transaction.
- The TTC confirms that the ballot measure authorizing the issuance of the GO bonds was approved by the voters and the bonds being issued are in compliance with the authorizing ballot measure.
- The TTC requires the underwriter or financial advisor to provide an estimated Assessed Valuation (AV) Growth/Tax Rate schedule and a preliminary bond structuring report which identifies the proposed bond structure, the sources and uses of bond proceeds and the estimated debt service schedule. The TTC reviews the structuring information to validate that the proposed financing structure is based on reasonable projections of future AV growth, the sources and uses of bond proceeds are in accordance with State law and County requirements, the costs of issuance are

reasonable and not excessive, and the tax base of the school district can support the issuance of the bonds.

- Upon approval of the bond structure, TTC instructs County Counsel to file the tax levy resolution for Board of Supervisors' approval pursuant to Section 15140(b) of the California Education Code.
- The TTC works with County Counsel to ensure the school district bond resolution, draft financing documents and the County tax levy resolution to be adopted by the Board of Supervisors are in compliance with State law and County requirements.
- The TTC is an active participant in the pricing process of all school district GO bond financings to help ensure that the bonds are fairly priced and the school district achieves the lowest cost of financing, given the credit ratings of the transaction and the market conditions on the day of pricing.
- After the pricing of the GO bonds, TTC performs various administrative procedures to ensure the successful closing of the transaction, and works with the Auditor-Controller to ensure the transaction is properly accounted for and they have an accurate debt service schedule that will provide the basis for calculating the annual tax levy required to fund the repayment of the bonds.

**RECOMMENDATION NO. 6.8**

Los Angeles County should form a committee consisting of representation of the Los Angeles County Office of Education, the Los Angeles County Auditor Controller, the Los Angeles County Treasurer and Tax Collector and at least four or five members of the public, to support Los Angeles County school districts in restructuring existing bond indebtedness and reducing the debt burden.

RESPONSE

The TTC agrees with the spirit of the recommendation to support school districts in restructuring (i.e., refunding) existing bond indebtedness, but disagrees with the committee structure as the mechanism to accomplish that.

The TTC recommends that the Public Finance staff, working collaboratively with the Auditor-Controller and the Los Angeles County Office of Education (LACOE), educate school district officials on evaluating refunding opportunities, and work with external financial professionals (financial advisors, underwriters and bond counsel) to develop a process or program that would enable school districts to implement refundings.

**RECOMMENDATION NO. 6.9**

Los Angeles County should authorize the committee formed in Recommendation 6.8, to evaluate and make appropriate recommendations to the Los Angeles County Board of Supervisors and affected school districts about school bond indebtedness.

RESPONSE

The TTC partially disagrees with the recommendation. Consistent with the response to Recommendation 6.8, the TTC advises against the establishment of a committee. The TTC recommends the establishment of an ongoing fiscal forum to educate, inform, and make recommendations to school district officials on school bond indebtedness.

Beginning in the fall of 2016, the fiscal forums would be conducted by staff twice per year, and the leadership committee would be comprised of the TTC, Auditor-Controller, and LACOE. County personnel would present various/rotating topics to school district staff including the following:

- The essentials of school district bond issuance
- Recommendations and best practices from the State Treasurer's Task Force on Bond Accountability
- Recommendations and best practices from the GFOA

**RECOMMENDATION NO. 6.10**

Los Angeles County should authorize the committee formed in Recommendation 6.8, to ensure that Government Finance Officers Association financing best practices is instituted throughout Los Angeles County school districts.

RESPONSE

The TTC partially disagrees with the recommendation. The TTC agrees with the concept of developing ongoing training programs to educate school district officials on the best practices related to debt issuance provided through the GFOA or other associations, but advises against the establishment of a formal committee to achieve the objectives of Recommendation 6.10. Rather, as noted in response to Recommendation 6.9, training is to be incorporated as a standing component of the twice per year fiscal forum. The TTC recommends that the County work closely with the Office of Education to ensure that school district business officials receive training on California school district GO bonds and are properly educated and informed on the County's review and approval process.

# Attachment M

# Matrix
# Civil Grand Jury Final Report Responses

| Chief Executive Office – A Closer Look at Policing the Mentally Ill | |
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| Recommendation | Response |
| 3.1 Los Angeles County and Department of Health Services should ensure that a minimum of three mental health clinicians per shift are working independently at Inmate Reception Center (IRC) giving initial mental health evaluations. | Partially agree. See the Department of Health Services' response. |
| 3.2 Los Angeles County, LASD and Department of Health Services should initiate a study to be completed within six months to determine staffing needs at JMHS to provide actual mental health care to inmates, as opposed to mere stabilization of inmates and make appropriate recommendations. | Los Angeles County agrees with the findings and the recommendation has been implemented. The Los Angeles County has provided $4.128 million in funding associated with Phase 1 costs of the 30 Sheriff positions required to complement the $5.000 million in funding provided for the Phase I costs of the Integrated Correctional Health Services (ICHS) mental health staffing expansion (44 ICHS positions) in various custody facilities. It is anticipated that the Sheriff's Department and ICHS will be requesting additional funding in the next fiscal year for costs associated with the Phase 2 of the staffing model. |
| 3.3 Los Angeles County and Department of Health Services should involve JMHS for input regarding the building of any jail treatment areas. Treatment areas should provide for adequate, private and quiet mental health care. | Agree. See the Department of Health Services' response. |
| 3.7 Los Angeles County and LASD should fund an increase in Mental Evaluation Team (MET) to provide five teams annually for the next three years. | Los Angeles County agrees with the findings and the recommendation has been implemented. The Los Angeles County Office of Diversion and Re-entry has provided $1.44 million in funding for Phase 1 to cover the costs of 3 existing Mental Evaluation Teams (MET) which was previously being absorbed by the Sheriff's Department and one new MET. The Department now has a total of 9 MET. The Department will be requesting funding for 7 additional teams over the next two years, which will ultimately provide the Department a total of 23 MET by Fiscal Year 2018-19. |

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| 3.10 Los Angeles County and Department of Health Services should ensure that a study, to be completed within six months, be conducted by Department of Health Services (DHS) to determine if sufficient JMHS staff is employed to assist released inmates to receive and continue mental health care in Los Angeles County. | Agree. See the Department of Health Services' response. |
| 3.11 Los Angeles County and Department of Health Services should initiate a study, to be completed within six months, to be conducted to determine if more Urgent Care Centers are needed in Los Angeles County. | Agree. The Department of Health Services has deferred to the Department of Mental Health for their response. See the Department of Health Services' response. |
| 3.12 Los Angeles County and Department of Health Services should provide 350 or more residential and care beds in Los Angeles County. | Partially agree. See the Department of Health Services' response. |
| 3.13 Los Angeles County and Department of Health Services should provide four facilities to handle integrated drug, alcohol and mental health care in Los Angeles County. | Agree. See the Department of Health Services' response. |
| 3.14 Los Angeles County and Department of Health Services should create and staff additional drop off locations to be used by law enforcement throughout Los Angeles County to make early diversion a reality. | Agree. See the Department of Health Services' response. |
| Chief Executive Office – Alternatives to Squalor: the Need to House the Homeless | |
| Recommendation | Response |
| 4.1 Los Angeles County, the Los Angeles County Regional Planning Department, City of Los Angeles, and the City of Los Angeles Planning Department should plan and provide funds for permanent supportive housing developments based on the model of Star Apartments. These buildings must be placed in different locations of the county and in the City of Los Angeles, and SB 2 can be utilized in this regard. | Agree. The recommendation has been implemented. On February 9, 2016, the Board of Supervisors approved 47 Homeless Initiative (HI) Strategies to combat homelessness. A subset of these strategies, as well as, several motions approved by the Board, support the development of permanent supportive housing for the chronically homeless. Efforts underway include the establishment of an Affordable Housing Budget, pilot project to encourage the use of pre-fabricated and/or shipping containers for development of permanent supportive housing (based on lessons learned from Star Apartments), and the promotion of regional SB 2 compliance and implementation. |
| 4.2 Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles | Agree. The recommendation has been implemented. The County of Los Angeles currently funds and administers coordinated efforts, with involvement from |

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| County Fire Department, the City of Los Angeles, Los Angeles City Fire Department, and City of Los Angeles Police Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017. | community based organizations, such as the Coordinated Entry System (CES) and the Homeless Families Solutions System.<br><br>In addition, a sub-set of the HI Strategies approved by the Board on February 9, 2016, are aimed at creating programs that will enhance the County's coordinating efforts engaging, serving, and housing homeless individuals and families. Those strategies include, but are not limited to, the creation of the Countywide Outreach System, the Sheriff's First Responders Training and Decriminalization Policy, Strengthening the CES, and Enhancement of the Emergency Shelter System. |
| 4.3 Los Angeles County and the City of Los Angeles should, by October 1, 2016, increase the number of easily accessible areas where people can store their possessions during the daylight hours. | Agree. The recommendation has been implemented for County-owned property. Currently, the County Department of Public Works (DPW) collaborates with the Sheriff Department, and outreach teams from various agencies to address the services and housing needs of homeless persons and families living in homeless encampments on County-owned property, mostly along river beds and washes throughout the County. As part of these efforts, DPW stores personal items at DPW properties that individuals/families cannot take with them when they leave an encampment on the day the property is cleaned. The items are tagged and stored for up to 90 days.<br><br>At this time, there is no funding in the County's HI to expand this practice beyond its current scope prior to, or by, October 1, 2016. |
| 4.4 Los Angeles County and the City of Los Angeles should avert a health crisis and restore dignity to the people living in the Skid Row area by immediately providing additional necessities such as drinking fountains, toilets, urinals, hand washing stations, trash containers, and soap. | Disagree. The recommendation will not be directly implemented by the County of Los Angeles because Skid Row is under the jurisdiction/boundaries of the City of Los Angeles; therefore, the County cannot develop capital projects such as installing drinking fountains, toilets, urinals, etc. However, if asked by the City of Los Angeles to support such efforts, the County could examine the possibility of assisting, since the County funds several service agencies in the Skid Row area that provide the "necessities" listed in the recommendation.<br><br>Additionally, the County disagrees with Civil Grand Jury finding 1, "At present the thrust of county and city work in Skid Row maintains the status quo and attempts to house the homeless in temporary or emergency shelters." The County and City of Los Angeles recently initiated an innovative program in Skid Row called City- |

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| | County-Community (C3), which consists of a dedicated team of health and service providers who assist homeless individuals in the Skid Row area receive health, mental, and housing services. This innovative, effective approach, along with various strategies approved by the Board on February 9, 2016, is focused on assisting the homeless living on Skid Row to receive daily necessities and secure permanent housing. |
| 4.5 Los Angeles Unified School District and Los Angeles County should direct Department of Health Services, Department of Children and Family Services, and Department of Public Social Services to provide enhanced emotional, psychological, and educational services to families with minor children experiencing homelessness throughout the county, no later than October 1, 2016. | Agree. This recommendation has been implemented. On February 9, 2016, the Board of Supervisors approved 47 HI Strategies to combat homelessness, which include Strategy E3, "Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness." This Strategy directs the Department of Health Services to collaborate with the Departments of Children and Family Services and Public Social Services, and various other stakeholders to ensure that persons with complex health needs are linked to supportive field-based case management to increase the likelihood that they will proactively access needed health and mental health services. Additionally as part of this effort, a health literacy education program for homeless clients will be created. |
| Chief Executive Office – Capital Appreciation Bonds and Other School Bond Debt: Consequences of Poor Financial Practices | |
| Recommendation | Response |
| 6.9 Los Angeles County should authorize the committee formed in Recommendation 6.8, to evaluate and make appropriate recommendations to the Los Angeles County Board of Supervisors and affected school districts about school bond indebtedness. | Partially disagree. The Los Angeles County does not agree with the formation of a committee but does agree with the Auditor-Controller and Treasurer and Tax Collector's (TTC) recommendations in establishing an ongoing fiscal forum to educate, inform, and make recommendations to school district officials on school bond indebtedness. See Auditor-Controller's and TTC's response. |
| Chief Executive Office – $ETO_2V$: Everybody Turn-Out to Vote | |
| Recommendation | Response |
| 7.1 Los Angeles County should give full financial support to the Registrar Recorder/County Clerk's efforts to bring the new voting system to fruition. | Agree. This recommendation has been partially implemented. The Los Angeles County continues to provide sufficient funding for the project. This funding has served as a matching fund to access external funding available and also has allowed the Registrar Recorder/County Clerk to research and arrive at a system design. |

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| 7.2 Los Angeles County and the Registrar Recorder/County Clerk should make all reasonable efforts to develop and test the new BMD so that the new machines are able to be used county wide no later than the 2020 election. | Agree. See the Registrar Recorder/County Clerk Department's response. |
| 7.3 Los Angeles County and the Registrar Recorder/County Clerk should offer the new voting system, which is the most up-to-date technological method for secure voting, to other counties throughout the nation for a reasonable fee. | Agree. The Registrar Recorder/County Clerk has partially implemented this recommendation presenting on the system to other jurisdictions. Further analysis is required to be able to provide the system to other counties throughout the nation for a reasonable fee. |
| 7.4 Los Angeles County and the Registrar Recorder/County Clerk should provide a minimum of five additional, secure Early Voting sites in the county for the 2016 Presidential General Election and also allow VBM ballot drop off at each site. | The Los Angeles County agrees with this recommendation in concept. See the Registrar Recorder/County Clerk Department's response. |
| 7.5 Los Angeles County and the Registrar Recorder/County Clerk should allocate funding to provide additional personnel to staff any additional, secure Early Voting or "will call" sites established for the 2016 Primary and Presidential General Elections. | The Los Angeles County agrees with the finding in concept. The recommendation has been partially implemented. The Los Angeles County continues to provide sufficient funding and support to ensure the RR/CC is able to successfully conduct elections which includes the Department's ability to secure Early Voting or "will call" sites for the 2016 Primary and Presidential General Elections. |
| 7.7 Los Angeles County and the Registrar Recorder/County Clerk should take advantage of free publicity on individual city websites and city cable channels to promote the upcoming changes in the voting system as each one is implemented. | Agree. See the Registrar Recorder/County Clerk Department's response. |
| 7.13 Los Angeles County and the Registrar Recorder/County Clerk should initiate a study and complete it by January 1, 2017, to determine methods to increase the use of VBM ballots, including government payment of return postage and voter outreach regarding VBM procedures. | Agree. See the Registrar Recorder/County Clerk Department's response. |
| Chief Executive Office – ICE in LA | |
| Recommendation | Response |
| 8.1 Los Angeles County and Los Angeles County Sheriff's Department should maintain and increase their relationships with state and federal agencies. | Los Angeles County agrees with the recommendation and it has been implemented. The Los Angeles County maintains a strong relationship with state and federal agencies and works with the Sheriff's Department to report on its internal policies, practices and procedures it develops in cooperation with these government agencies. |

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| 8.2 Los Angeles County and Los Angeles County Sheriff's Department should improve their outreach programs in immigrant communities to define current procedures and outline rights afforded under this program. | Los Angeles County agrees with the recommendation and it has been implemented as described by the Sheriff's Department in their response. |
| 8.3 Los Angeles County and Los Angeles County Sheriff's Department should request that monthly statistical reports provided by ICE include the number of inmates removed by ICE from county jail. | Los Angeles County agrees with the recommendation and it has been implemented as described by the Sheriff's Department in their response. |
| Chief Executive Office – Politics 101: Observations on Los Angeles County Governance | |
| Recommendation | Response |
| 11.1 That Los Angeles County, within six months, create a structured communication system between the Board of Supervisors and all department heads, and across departments, between department heads, through a centralized clearing house, so that information is transmitted clearly and efficiently. | Communication is essential to ensure effective governance between the Board of Supervisors (Board) and Department Heads. The new governance structure was designed, in part, to increase the speed and effectiveness of communication between the Board and Department Heads, and to increase collaboration among Departments when working to operationalize the Board's and other priorities. This was accomplished by embedding protocols into the governance structure that support direct communication with the Board and eliminating those protocols that did not. As such, the current governance structure retained the best components of the prior governance structure and eliminated those that impeded communication.<br><br>One example of incorporating a component of the former governance structure was to maintain the current operation of the former cluster system – a process for communication between Board Deputies and Department Heads to discuss various policy and operational issues. Under the new governance structure, cluster meetings (now called "policy meetings") continue to occur on a regular basis and serve as one forum where Department Heads can communicate with Board offices. The speed of communication however has increased, in part, because these meetings are no longer presided over by a Deputy Chief Executive Officer who, under former governance, served as the functional equivalent of an intermediary between the Department Heads and the Board. The additional layer of bureaucracy was found to hinder or slow communication between the Board and Department Heads. |

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| | Additional evidence of the enhanced communication between the Board and Department Heads is reflected in the implementation and early successes of the Board's four 2015 priority areas – Child Protection, Homelessness, Health Integration, and Sheriff Reform. The speed with which these priorities were transformed into operational realities was due, in large measure, to the enhanced communication between the Board and Departments.<br><br>More recent examples of enhanced communication are reflected in the Board's recent focus on the environmental and public health issues resulting from the Exide plant contamination, the Aliso Canyon gas leak, and the Maywood magnesium fire, and the Departments' speedy, effective, and collective response to serve those residing in the impacted areas.<br><br>Finally, in this era of enhanced and more frequent communication between the Board and Department Heads, the Chief Executive Office provided training to Department Heads on how to effectively present to the Board. This training was well received.<br><br>This recommendation has been implemented. |
| 11.2 That Los Angeles County ensures that the Board of Supervisors tour each county department and meet management there, at least once per year. | The Board of Supervisors tours County Departments and meets with management and/or staff on an as needed basis. It is worth noting that three of the five Board members have served the County for many years and, during that time period, have acquired an understanding of the work performed by County Departments. The two newer members of the Board have toured County Departments and met with management and/or staff. All Board members have and will continue to tour Departments and meet with the appropriate staff as necessary. This recommendation has been implemented. |
| 11.3 That Los Angeles County, within six months, establish a published county chain-of-command with clearly defined responsibilities. | The County of Los Angeles has roles and responsibilities published in the Los Angeles County Board of Supervisors Policy Manual and in the County Code. Further, County Counsel provides legal guidance and direction to the Board of Supervisors (Board) and all departments in those matters that may have legal implications or pertains to County Code. In addition, the adoption of the governance structure last year, gave the Board direct oversight over all |

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| | Department Heads to ensure effective governance while streamlining unnecessary levels of bureaucracy. Also, to ensure alignment with, and support of, the governance structure, the Chief Executive Officer (CEO) issued an organization report to delineate the CEO's roles and responsibilities. This recommendation has been implemented. |
| 11.4 That Los Angeles County, within one year, develop and implement a long-term strategic plan for the county and for each county department. | Over the last twelve months, The Chief Executive Office has been working to create a strategic plan. It is anticipated that the plan will be completed in late fall of 2016, and the Board will adopt the final plan by the end of this calendar year. This recommendation is in the process of being implemented. |
| 11.5 That Los Angeles County, within one year, establish for each department, levels of service with measurable goals and outcomes, allowing for feedback, refinements and updates by department management. | The Chief Executive Office is currently working with departments to establish measurable goals and outcomes falling into one of four categories: Operational output measures of departments, outcomes measures for service recipients, quality of life measures for county residents, and early warning indicators to help monitor the work of County departments. These measures will support County efforts to track progress on the strategic plan and make mid-course implementation adjustments when necessary. This recommendation is in the process of being implemented. |
| 11.6 The Los Angeles County approve and place before the electorate for the 2020 election an amendment to the County Charter that provides for a County Chief Executive, elected on a county-wide basis, with the powers and duties substantially similar to those provided in the May 2007 county governance structure. | The question of whether the County Chief Executive Officer is elected or appointed is a policy decision for the Board of Supervisors. After consideration and deliberation, the Board elected to maintain an appointed County Chief Executive Officer.<br><br>Reverting to the governance model where the Chief Executive Officer is vested with the powers and duties substantially similar to those provided in the 2007 County governance structure is also a policy decision for the Board of Supervisors. This decision should be informed by the best information available – including information based on experiences acquired over time. The governance structure adopted by the Board of Supervisors in 2007 had negative consequences, the main one being, it created distance between Department Heads and the Board of Supervisors, thereby impeding communication and the ability to address some of the County's most complex challenges.<br><br>The governance structure adopted last year has reduced bureaucracy, eliminated |

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| | the distance between the Board and Department Heads, and has already shown signs of significant improvement in the effectiveness of communication between the Board and Department Heads. Specifically, the new governance structure facilitated the significant progress made by County Departments on the Board's highest priorities while not impeding momentum across other essential areas of public service. Significant accomplishments include:<br><br>• Developed the most comprehensive, coordinated effort involving numerous departments to combat homelessness with 47 high impact strategies, initial commitment of more than $100 million, and extensive exploration of ongoing revenue options for potential ballot measures;<br>• Unified the County's three health-related departments into a single agency providing coordinated services that promote healthy people living in healthy communities;<br>• Established and launched the Office of Child Protection, fulfilling a key recommendation of the Board-appointed Blue Ribbon Commission, and this office is in the process of finalizing a five-year strategic plan in collaboration with 16 County departments;<br>• Devotion of $54.6 million in new funding – and 400 new positions to assist the Department of Children and Family Services to reduce social worker caseloads;<br>• Established cross-departmental teams to quickly address emerging environmental and public health issues resulting from contamination threats including Exide, the Aliso Canyon gas leak, and the Maywood magnesium fire;<br>• Placed jail health care under the leadership of the Department of Health Services and created 44 new positions to expand mental health services in County jails;<br>• Created the Office of Diversion and Re-entry for offenders needing mental health treatment, not incarceration;<br>• Developed a sweeping Park and Recreation Needs Assessment, culminating in a November 8, 2016 ballot measure, to ensure ongoing long-term funding for the Department of Parks and Recreation; |

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| | • Created a pioneering unit within the Department of Consumer and Business Affairs to ensure the enforcement of the County's new minimum wage law throughout all unincorporated areas; and<br>• Adopted a balanced $28.7 billion budget for 2016-2017, with critical funding for a wide range of reforms and services.<br><br>This recommendation will not be implemented. |
| 11.7 That Los Angeles County approve and place before the electorate for the 2020 election an amendment to the County Charter to provide six additional supervisory districts in Los Angeles County, created based on equal proportions of the county's population, within the current budget, as adjusted for inflation. Such amendment should include provision for adding supervisory districts as the populations grows. | Senate Constitutional Amendment 8 (SCA 8), is a proposal currently pending in the California State Legislature. If adopted, SCA would place on the general ballot a measure to increase from five to seven, the number of supervisorial districts in certain counties, including Los Angeles County. If voter-approved, the change would become effective January 1, 2020. As such, there does not appear to be a need to place a separate measure before the electorate. However, even if there was a need, support for this proposal seems to be lacking both within the County and throughout the State given that similar proposals have been rejected (both in the County and Statewide) on at least 5 separate occasions. Finally, on June 16, 2015, the Board adopted a motion to oppose SCA. Notwithstanding the Board's position on this issue, great strides have been made to make governance more effective and progress has been made on major initiatives to respond to complex challenges facing the County. This issue has been addressed and this recommendation will not be implemented. |
| 11.8 Los Angeles County should establish a Citizens' Ad Hoc Committee on government reform and report back to the Board of Supervisors no later than April 1, 2017, with appropriate language for the amendments recommended in 11.6 and 11.7. | Based on the recommendation above, this committee would advise the Board on government reform by providing language to modify the governance structure to move to an elected CEO model and to expand the current five supervisorial districts to eleven. Given, the responses to 11.6 and 11.7 above, such a committee would be unnecessary. This recommendation will not be implemented. |
| 11.9 Los Angeles County should, prior to the 2020 county-wide election, support, explain, and otherwise strongly back the amendments recommended in 11.6 and 11.7, emphasizing the benefits of each to county residents and to the careful furtherance of county government in the public interest. | See responses to 11.6 and 11.7 respectively. The governance structure adopted by the Board of Supervisors last year has directly led to significant progress on the County's most challenging issues while maintaining momentum across other essential areas of public service as noted in our response to 11.6. This recommendation will not be implemented. |

| Chief Executive Office – Ready or Not: Adulthood is Now | |
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| Recommendation | Response |
| 12.1 County of Los Angeles and the Department of Children and Family Services should establish more non-Department of Health Services Transitional Age Youth drop in centers which provide showers, meals, internet access, peer support groups, linkage to educational services, employment assistance, medical treatment information and transportation. This should be completed within 24 months. | Partially disagree. The recommendation requires further analysis by the Department of Children and Family Services (DCFS). See DCFS's response. |
| 12.2 Los Angeles County and the Department of Children and Family Services should create financially driven incentive programs which are tied to the academic performance of foster youth. For example, the Department of Children and Family Services should reward foster care providers whose wards graduate from each level including elementary, middle and high school with a "B" average or better. This should be accomplished within 12 months. | Agree in concept but the recommendation requires further analysis. See Department of Children and Family Services' response. |
| 12.3 Los Angeles County and the Department of Children and Family Services should create a mobile app which will allow Transitional Age Youth to access the multitude of services available to them. This should be completed within 12 months. | Agree. See the Department of Children and Family Services' response. |
| 12.4 Los Angeles County and the Department of Children and Family Services should immediately start to reanalyze and implement the recommendations made by the Civil Grand Jury of 2007-2008 pertaining to foster care youth. These recommendations are still valuable. Implementation of these recommendations will ensure greater success for Transitional Age Youth. | Disagree. In 2014 the Board of Supervisors (Board) convened a Blue Ribbon Commission on Child Protection (BRCCP) to evaluate all past recommendations made to the Department by various commissions, agencies, and groups, including those made by the Los Angeles County Civil Grand Jury. The BRCCP then developed its own recommendations which were adopted by the Board. One of the recommendations adopted was to establish the Office of Child Protection to develop a joint strategic plan to improve child safety and benefit children throughout the County of Los Angeles.<br><br>The Office of Child Protection (OCP) was established and already began working to ensure greater success for Transitional Age Youth. In conjunction with partners, the OCP will continue this work through three main avenues. |

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| | The first avenue is through responding to a Board motion, Advancing Efforts to Support the Success of Emancipated Forster Youth, issued June 28, 2016. This motion directs the Executive Director for the OCP, in conjunction with all affected County Departments including Health Services Agency (including Mental Health, Public Health, and Health), Community and Senior Services (CSS), Office of Education, Public Social Services, Probation, and the Department of Children and Family Services (DCFS) to:<br><br>a) Revisit a previously developed integrated service delivery and implementation plan to serve Los Angeles County Young Adults and Transitional Aged Adult Populations and report back on outcomes to date.<br>b) Identify new goals to meet the unique needs of this population, starting engagement and service delivery at the age of 12 when possible.<br>c) Establish new FY 16-17 Management Appraisal and Performance Plan (MAPP) goals for each affected department that align with objectives to provide services and meet the needs of these targeted youth.<br><br>The Board further moved that the OCP, working in conjunction with the Director of the Center for Strategic Public-Private Partnerships, identify opportunities to engage the philanthropic community in the needs of young adults and transition aged youth. The report back to the Board on this motion is due by September 28, 2016.<br><br>The second avenue is though the implementation of the OCP's Countywide Child Protection Strategic Plan 2016-2020. One of the strategies in the plan focuses specifically on championing collaboration across major stakeholders to improve outcomes for transition age youth. The OCP will work with CSS, DCFS, Probation, community partners, philanthropy and others to develop a Countywide plan to expand job readiness and employment opportunities for eligible system-involved youth and improve self-sufficiency. The OCP will also work with DCFS, Probation, the Department of Mental Health (DMH), the Los Angeles Homeless Services Authority (LAHSA), philanthropy, and others to ensure transition-aged youth are connected to stable housing. The OCP, working with its partners, will also focus |

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| | on issues such as the provision of early intervention, mentoring, and comprehensive information systems to improve outcomes for transition aged youth.<br><br>The third avenue OCP will work to ensure greater success for Transitional Age Youth is to work with the Los Angeles County Education Coordinating Council (ECC), currently under the OCP, on their newly passed ECC Strategic Plan 2016-2020. This plan has priority areas for system-involved transition aged youth including those related to improving access to jobs and college, the development of electronic information storage and exchange, coordinating care and communication between providers during school years, and creating a systematic process of evaluation to measure outcomes. The OCP and the ECC have committed to work collectively with partners to improve policies and resolve barriers that impact the ability of transition-aged youth to benefit from education and employment opportunities. |
| Chief Executive Office – The Los Angeles County Probation Department and Technology | |
| Recommendation | Response |
| 15.1 Los Angeles County and Los Angeles County Probation Department should ensure that laptop computers or tablets are available to probation officers going into the field. | Agree. See the Probation Department's response. |
| 15.2 Los Angeles County and Los Angeles County Probation Department should ensure that probation officers dealing with California Public Safety Realignment Act of 2011 probationers not have to share an office computer with another officer. | Agree. See the Probation Department's response. |
| 15.3 Los Angeles County and Los Angeles County Probation Department should issue cell phones to probation officers to allow dialing 911 without a ten digit code being entered first. | Agree. See the Probation Department's response. |

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| 15.4 Los Angeles County and Los Angeles County Probation Department should initiate a study to determine the cost and availability of software that is available or could be developed that would allow probation officers to access both juvenile and adult probationers as well as communicate with other county and state agencies. | Agree. See the Probation Department's response |
| Sheriff Department – A Closer Look at Policing and the Mentally Ill | |
| 3.2 Los Angeles County, LASD and Department of Health Services should initiate a study to be completed within six months to determine staffing needs at JMHS to provide actual mental health care to inmates, as opposed to mere stabilization of inmates and make appropriate recommendations. | The Sheriff's Department agrees with the Civil Grand Jury's finding and concurs with their recommendations. A staffing analysis was undertaken on December 15, 2015, and January 16, 2016, to determine staffing needs to provide adequate treatment. This resulted in an identified need of 111 additional positions. The analysis also led to the development of a new care model that focuses on treatment, continuity of care, and release planning. The staffing model was presented to the CEO and Board of Supervisors Justice Deputies in the Spring of 2016. The staffing needs identified are planned to be introduced over a 14 month period with three phases of positions being allocated. |
| 3.5 LASD should fast-track the implementation of Baseline and Intermediate Training programs to educate all LASD deputies in mental health training within three years. | The Department agrees with the Civil Grand Jury's findings and concurs with the recommendation. The Department will meet the recommendation for Baseline Training as a new mandate. However, the Department is unable to fully meet the recommendation for Intermediate Training due to limited funding. The Department continues to work with the CEO to address this request and to build on reforms currently underway. Additional funding has been provided to the Department and other County Departments to improve conditions in the county jails, expand mental health services, develop an inmate diversion treatment program and improve health care delivery and patient care. As the County's financial situation continues to improve, funding for this effort will be considered as it has been deemed a priority, not only by our Department, but the Board as well.<br><br>California Peace Officers Standards and Training (POST) has recently increased the minimum requirements for baseline mental health training for recruits in the academy. All academy classes that begin after August 1, 2016, will include more than double the current mental health training provided to all recruits, to include scenario-based training exercises and role playing. |

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| | Intermediate training in mental health consists of a well-established 8-hour "in-service" training program for first responders. The courses are currently offered at least twice per month, as administered through the Regional Community Policing Institute. At current funding levels, the Department goal for every patrol deputy to attend the class will take more than three years to achieve due to the high volume of personnel, attrition, and turnover of staff on patrol.<br><br>The Department is currently in the final development stages of a new 8-hour, POST approved, intermediate level crisis intervention behavioral health training course with emphasis on all field training officers (FTO's). This is considered a vital step to provide a "train the trainer" course since field training officers help shape the future trainees on patrol. Attendance is mandated, as set forth in California § SB29. Training for FTO's will commence in September 2016, and should be completed within six months of that date. |
| 3.6 LASD should train all patrol deputies in the full 40 hours Crisis Intervention Team (CIT) training within the next three years. | The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation. However, the Department is unable to meet this recommendation due to limited funding, given the sheer magnitude of logistics and backfill coverage necessary to provide a full week of training to thousands of personnel.<br><br>The Office of Diversion and Re-Entry and the Department are seeking to develop a fiscally sustainable CIT implementation plan to provide patrol deputies with this valuable training. The Department submitted a six year implementation plan to provide a one-time 32-hour CIT curriculum to 5,355 patrol deputies and subsequent bi-annual refresher courses. Discussions are continuing to determine options to reduce the timeframe and costs, including, but not limited to, adjusting the curriculum length, utilizing contract CIT instructors, and other alternatives as well as working with the Department to explore additional funding options beyond the limited diversion funds currently allocated by the Board. As the County's financial situation improves, funding for this effort will be considered as it has been deemed a priority, not only by our Department, but the Board as well. Using the awarded $1.4M for Critical Incident Training (CIT), the Department is currently developing a new 32 hour CIT program, which will be provided to field operations |

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| | personnel, including field supervisors, from the four patrol divisions, Transit Policing Division and Countywide Services Division. The new CIT curriculum will include table top scenarios, role playing and simulator exercises. Participants must provably demonstrate their proficiency in de-escalation techniques in order to pass the course.<br><br>Training should commence between November 2016 and January 2017. At the current level of funding, it will take well beyond the recommended three years for all Department first responders to attend CIT. |
| 3.7 Los Angeles County and LASD should fund an increase in Mental Evaluation Team (MET) to provide five teams annually for the next three years. | The Department agrees with the Civil Grand Jury's findings and concurs with the recommendation. The Office of Diversion approved funding for four MET teams. Three existing "loaned-in" teams became funded and 1 new team was added during the current fiscal year, for a current total of 9 MET teams. LASD committed to provide one additional team (total of ten teams) within the Department's budget.<br><br>In order to provide sufficient coverage and service to the Department's vast geographical area and population, a phased MET expansion plan is being proposed by the Department and Office of Diversion and Re-Entry. Phase I of the MET expansion will be to go from the currently five funded teams to ten. The Officer of Diversion and Re-Entry has allocated funding to the Department and Department of Mental Health (DMH) to fund the Phase I expansion as described above. During the expansion in FY 2016-17, the Department, DMH and the Office of Diversion and Re-Entry will work together to evaluate the impact of the first phase expansion and determine whether changes are needed for the planned expansion in the future years. |
| 3.9 The Los Angeles County Sheriff should invite all city police departments in the county to attend bi-annual meetings relating to new and innovative ways and techniques to deal with the mentally ill encountered by patrol officers. | The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation to have all city police departments in the county attend bi-annual meetings relating to new and innovative ways and techniques to deal with the mentally ill encountered by patrol officers. However, the bi-annual networking mechanisms already exist. |

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| | College Hospital hosts an annual conference attended by countywide law enforcement agencies and the Department of Mental Health. Pacific Clinics hosts its annual "MILES" conference every Fall. The last conference, held on October 22, 2015, was focused on "Mental Health 101 for First Responders."<br><br>Both conferences are well-attended by hundreds of first responders countywide. These annual conferences serve as learning and networking opportunities for the Department of Mental Health, the Sheriff's Department, and all municipal police agencies in Southern California. Attendees come together and discuss new and innovative ways and techniques to deal with the mentally ill encountered by patrol officers at virtually every meeting.<br><br>Additional conferences are periodically scheduled via existing trade associations, such as the San Gabriel Valley Police Chief's Association and the Peace Officers Association of Los Angeles County (POALAC), which feature keynote presentations by the Sheriff on important topics such as mental health. |
| Sheriff Department – Alternatives to Squalor: The Need to House the Homeless | |
| 4.2 Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles County Fire Department, the City of Los Angeles, Los Angeles City Fire Department, and the City of Los Angeles Police Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017. | The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation.<br><br>It is important to note the Skid Row area lies within the City of Los Angeles, and is therefore primarily handled by the City of Los Angeles Police and Fire Departments. Both the Los Angeles Police and Fire Departments have procedures for assisting homeless people needing immediate lifesaving care. As a result of this Civil Grand Jury's recommendation, the Sheriff's Department is collaborating with both agencies, as well as Los Angeles County Fire and Department of Health Services, to ensure consistency in procedures when assisting a homeless person needing immediate lifesaving care, regardless of whether the emergency occurs within the City or County of Los Angeles. This collaboration will be reflected in consistent policies to be implemented by January 1, 2017. |

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| 4.6 The City of Los Angeles Police Department and Los Angeles County Sheriff's Department should confer and meet specifically with Santa Monica Police Department to discuss the procedures used by the Santa Monica Police Department in dealing with the homeless, and implement, by October 1, 2016, a plan to deal with the homeless in the Skid Row area in accord with Santa Monica Police Department model. | The Department partially agrees with the Civil Grand Jury's findings and concurs with the recommendation. It is important to note the Skid Row area lies within the City of Los Angeles, and is therefore primarily handled by the City of Los Angeles Police Department.<br>Notwithstanding, the Sheriff's Department has already conferred and met with Santa Monica Police Department to discuss their procedures for dealing with homeless individuals. This information has been important in the development of new Sheriff's Department policies, referred in the County Homeless Initiative as "Homeless Decriminalization." These policies are centered on providing assistance to homeless individuals through referrals and/or service providers for alternative housing, rather than law enforcement action such as arrest or citation.<br><br>The Sheriff's Department will also include "Homeless Training" into the Crisis Intervention Training (CIT) for first responders. Training curriculum for deputies will center on three key areas: recognizing homelessness, responding to the concern (taking action) and resources. Deputies will be trained on how to connect the homeless population with appropriate public and/or private organizations to help address each individual's underlying issues, from education and employment needs to mental and medical health care providers.<br><br>Currently, the Sheriff's Department is redeveloping the curriculum of training provided to all academy recruits. The amount of time allocated to training on mental health and homelessness issues will more than double for academy recruits beginning in early 2017.<br><br>A major focus during the first half of 2017 will be implementation of new training for all field training officers; each will receive 32 hours of mental health and homelessness training to include tabletop exercises involving the homeless, video vignettes, evaluated decision making during simulator exercises and practical applications during "live" role playing exercises.<br><br>The October 1, 2016, deadline listed in Recommendation 4.6 does not provide adequate time to thoroughly consult subject matter experts and receive public |

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| | input in handling mentally ill and/or homeless individuals. The Sheriff's Department would recommend the implementation date be extended to January 1, 2017. |
| Sheriff Department – ICE in LA | |
| 8.1 Los Angeles County and Los Angeles County Sheriff's Department should maintain and increase their relationships with state and federal agencies. | The Los Angeles County Sheriff's Department agrees with this recommendation and the recommendation has been implemented.<br><br>Sheriff McDonnell specifically addresses this within his report back letter to the Los Angeles County Board of Supervisors dated September 22, 2015. Sheriff McDonnell stated "I should note that the fundamental starting point of mutual cooperation, to the extent appropriate and feasible, is not simply the framework for the Department's interaction with ICE, but also defines the relationships we seek to establish and maintain with other justice system partners at the local, state, and federal level as we work together to promote public safety".<br><br>These interactions, relationships, and partnerships with local, state, and federal agencies are imbedded within our daily operations, such as allowing other law enforcement agencies, not just ICE, the ability to enter the jails to interview inmates. |
| 8.2 Los Angeles County and Los Angeles County Sheriff's Department should improve their outreach programs in immigrant communities to define current procedures and outline rights afforded under this program. | The Los Angeles County Sheriff's Department agrees with this recommendation and the recommendation has been implemented.<br><br>Prior to the development of current immigration policies, the Sheriff's Department reached out and had meetings with key advocates within the community and also individual community members to seek their input. Some of these community advocates include the American Civil Liberties Union (ACLU), ICE of LA, the National Immigration Law Center, the Coalition of Human Immigrant Rights of Los Angeles, and the Youth Justice Coalition. These lines of communication remain open and we continue to have meaningful conversations and the sharing of information. |

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| 8.3 Los Angeles County and Los Angeles County Sheriff's Department should request that monthly statistical reports provided by ICE include the number of inmates removed by ICE from county jail. | The Los Angeles County Sheriff's Department agrees with this recommendation and the recommendation has been implemented.<br><br>This issue was also addressed within Sheriff McDonnell's report back letter to the Los Angeles County Board of Supervisors dated September 22, 2015. In that letter he stated "the department will request monthly statistical reports from ICE and ask that they are posted on a website to inform not only the Board, but the public of relevant transfer information".<br><br>Beginning in December 2015 and every month since, the statistics for the prior month have been provided by ICE and are posted on the public LASD website. Within these statistics are the amount of males and females screened, the amount which fell into a specific PEP priority (1, 2 or 3) and the total number of persons taken into ICE custody. This information can be found on the LASD website (LASD.org) by clicking on the heading of "Public Data Sharing" and scrolling down to the bottom right hand side of the page under the caption of "Custody Reports" or by using the below hyperlink:<br><br>http://www.la-sheriff.org/s2/page_render.aspx?pagename=info_main |
| Sheriff Department – Detention Center Committee | |
| 21.1 Install defibrillators and train personnel to use them | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with each of the recommendations.<br><br>With regard to the issue of installing defibrillators at the Sheriff's Station jails, the Sheriff's Department recently purchased 20 defibrillators made by HeartSine Technologies LLC model Samaritan PAD SAM 350P. These defibrillators were delivered to the 20 Sheriff's Station jails on the following dates: |

| Station Jail | Date Received | Quantity |
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| Avalon Station | 5/26/2016 | 1 |
| Crescenta Valley Station | 5/31/2016 | 1 |
| Santa Clarita Station | 5/31/2016 | 1 |
| Lancaster Station | 5/31/2016 | 1 |
| Palmdale Station | 5/31/2016 | 1 |
| Industry Station | 6/2/2016 | 1 |
| Walnut Station | 6/2/2016 | 1 |
| San Dimas Station | 6/2/2016 | 1 |
| Temple Station | 6/7/2016 | 1 |
| Pico Rivera Station | 6/7/2016 | 1 |
| East LA Station | 6/7/2016 | 1 |
| West Hollywood Station | 6/9/2016 | 1 |
| Lost Hills Station | 6/9/2016 | 1 |
| Lakewood Station | 6/16/2016 | 1 |
| Marina Del Rey Station | 6/28/2016 | 1 |
| Lomita Station | 6/28/2016 | 1 |
| South LA Station | 6/28/2016 | 1 |
| Carson Station | 6/28/2016 | 1 |
| Norwalk Station | 6/30/2016 | 1 |
| Cerritos Station | 6/30/2016 | 1 |

Detailed written instruction on setup, maintenance, and operation of the defibrillators is included with the machines. Also, at no additional cost, on-line training videos on setup, maintenance, and operation can be found on the company's website. The links to these training videos were provided to each station. Each station is responsible for providing training to their personnel. The AED placement, operation, and employee training will be reviewed as part of their annual Command Inspection.

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| 21.6 Bisquiluz Sheriff's Regional Training Center: Construct enclosure for new firing range. | The recommendation has not yet been implemented, but is currently being studied. One option is a fully contained modular shooting system. This option is being sent out as a "Request for Proposal" seeking input from range companies. Another option is a "baffled" outdoor shooting range. A consultant was on-site July 21, 2016, to provide a preliminary cost estimate. |
| 21.7 Bisquiluz Sheriff's Regional Training Center: Install new track on sound footing. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. The Sheriff's Department's Facilities Services Bureau and Los Angeles County's Internal Services Division are finalizing plans to install a new track. Construction is scheduled to begin in February 2017. |
| 21.8 Bisquiluz Sheriff's Regional Training Center: Install basketball hoops in gymnasium. | The Sheriff's Department disagrees with the Civil Grand Jury's findings and recommendation. The referenced building is not a basketball gymnasium. It is a multipurpose facility used to train recruits in defensive tactics and is also used for hosting graduation ceremonies. |
| 21.15 Central Area Station: Create private area for officers. | Disagree. The Central Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.16 Central Area Station: Improve airflow at entrance. | Disagree. The Central Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.17 Central Area Station: Install sally port in holding cells to safely extract detainees from cells. | Disagree. The Central Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.19 Century Regional Detention Facility: A freezer should be provided to preserve detainee's breast milk. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A freezer to preserve female inmate's breast milk has been purchased and is currently placed in the CRDF Main Clinic. After the female inmate has pumped her breast milk, Medical Services Bureau personnel tag it with the inmate's name and booking number, write the date on it, and store it up to one week. During this time, the inmate's family members may come to the facility and obtain the breast milk. |

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| 21.20 Clara Shortridge-Foltz Criminal Justice Center: Request the construction of a wall or opaque partition that will extend the hallway to the security check point at the south entrance to the building. This wall or partition should stop at the door of the first office on the east side of the corridor. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Superior Court Administrator Eddie De La Cruz was notified of the Grand Jury's recommendation on July 11, 2016, by Lieutenant Cruz Solis. The court believes their planned redesign of the first floor will address this recommendation. The redesign is expected to be completed by December 2016. |
| 21.21 Compton Courthouse/Jail: Replace and clean HVAC filters on a regular basis. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Superior Court Administrator Richard Murase and ABM Lead Engineer Carlos Rojas were notified of the Grand Jury's recommendation on July 12, 2016, by Lieutenant Juan-Carlos Ybarra. Mr. Rojas advised that per the Judicial Counsel of California guidelines, HVAC filters are cleaned and/or replaced every six months. |
| 21.22 Compton Courthouse/Jail: Clean and paint walls in downstairs lock-up. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Superior Court Administrator Richard Murase and ABM Lead Engineer Carlos Rojas were notified of the Grand Jury's recommendation on July 12, 2016, by Lieutenant Juan-Carlos Ybarra. Mr. Rojas advised the lockup is cleaned by a professional cleaning staff every day after court closes. A request to paint various areas of lockup has been submitted to the Judicial Counsel of California and is pending their review. |
| 21.23 Compton Courthouse/Jail: Provide full-time nurse. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Current budget limitations do not allow for the hiring of a full-time nurse. Paramedics are summoned for inmates when acute medical issues occur with staff accompanying inmates to local hospitals when needed. Protocols are in place for sick or injured inmates to remain at their jail housing facility when they are too ill to appear in court. |
| 21.24 Compton Sheriff's Station: Repair drainage area and eliminate standing water. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendation. The drain has been repaired and the standing water has been eliminated, under emergency work order #4811698. |
| 21.25 Compton Sheriff's Station: Repair banister. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendation. The banister has been replaced. |
| 21.26 Devonshire Station: Re-open this facility. | Disagree. The Devonshire Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |

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| 21.27 East L.A. Jail: Paint all walls in public areas. | Disagree. The East L.A. Jail is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.28 East L.A. Station: Install share cloth in front of shower. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations as far as the need for a certain level of privacy when showering. The LASD will seek assistance from LASD Facilities Services Bureau (FSB) and Custody Support Services Bureau (CSSB) in finding a resolution to this issue that will ensure security needs are met while privacy concerns are respected. |
| 21.29 East L.A. Station: Install closed circuit cameras in each cell. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations as far as the need for increased monitoring capability. The LASD will seek assistance from LASD Facilities Services Bureau (FSB) and Data Systems Bureau (DSB) to examine the cost and feasibility of increasing the amount of closed circuit cameras. |
| 21.35 Harbor Area Station: Proved defibrillators and train personnel to use them. | Disagree. The Harbor Area Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.36 Hollenbeck Station: Provide more working computers for staff. | Disagree. The Hollenbeck Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.37 Hollenbeck Station: Provide more vehicles. | Disagree. The Hollenbeck Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.38 Hollywood Station: Install fire sprinklers in ceiling. | Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.39 Hollywood Station: Repair plumbing to provide hot water in detainee showers. | Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.40 Hollywood Station: Add additional lighting in kitchen. | Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |

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| 21.41 Hollywood Station: Repair thermostat. | Disagree. The Hollywood Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.47 Lancaster Station: Replace video cameras and equipment. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A request for an upgraded camera system has been completed and routed through North Patrol Division Headquarters. |
| 21.48 Men's Central Jail: Repair malfunctioning elevator. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A work order for the elevator was requested. The elevator was repaired and is now fully functional. |
| 21.49 Men's Central Jail: Provide additional deputies when necessary to escort detainees from IRC to holding cells. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. MCJ Movement teams have been instructed to request additional personnel for security during escorts of larger transfer lines from IRC to MCJ holding cells. |
| 21.50 Metropolitan Courthouse/Jail: Assign more staff to this facility. | The Sheriff's Department disagrees with the Civil Grand Jury's findings. Budget limitations associated with Trial Court Funding requires the constant examination and re-examination of limited staffing resources in comparison with shifting workloads. Adjustments are made when warranted. The current resource deployment for Inglewood Juvenile Courthouse has been deemed sufficient for their current workload in comparison with the thirty-seven other courthouses in the Division. |
| 21.51 Mission Hills Station: Open the Devonshire facility which is nearby. | Disagree. The Mission Hills Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.55 Newton Station: Expedite the delivery and installation of cameras in this facility. | Disagree. The Newton Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.56 North County Correctional Facility: Install cameras in the cell blocks. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Installation of a Closed Circuit Television system has begun. To date, approximately 40% of the facility has cameras installed. It is expected to be completely finished by February 2017. |
| 21.57 North County Correctional Facility: Provide more canines for drug searches. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. Due to an increase in incidents involving jail made alcohol, canine involved searches have steadily increased from January 2016 |

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| | through June 2016. Briefings have been conducted with facility supervisors as well as line personnel to encourage more K-9 involved searches in order to easier detect narcotics and jail made alcohol. |
| 21.58 North County Correctional Facility: Develop vocational education articulation programs with Los Angeles Trade-Technical College and Mission College. | The Sheriff's Department would agree with the Civil Grand Jury's recommendations, however, College of the Canyons maintains jurisdiction as the community college for NCCF. Vocational education, on a community college level, is provided by College of the Canyons at NCCF. Los Angeles Trade-Technical College will no longer provide services after the end of the current semester and NCCF will no longer have a relationship for service with them. The Education Based Incarceration (EBI) unit at NCCF will continue to expand college level classes as an ongoing basis. |
| 21.59 Norwalk Station: Install cameras in cells and elevators. | The Sheriff's Department disagrees with the Civil Grand Jury's findings. Norwalk Station does not currently have elevators installed in the facility. Cameras are currently installed in all holding cells and hallways, as mandated. Cells which are not equipped with cameras at Norwalk Station are those where the installation of cameras would violate a detainee's right to privacy, such as those with sleeping quarters or lavatories. |
| 21.60 Norwalk Station: Analyze and repair, or install a new fingerprinting system. | The Sheriff's Department disagrees with the Civil Grand Jury's findings. The fingerprint system, which is run by the California State Department of Justice, is often unavailable for a few hours on Sundays, as part of the State's weekly maintenance program. There have been no major issues with the current fingerprinting system due to the weekend maintenance. |
| 21.61 Olympic Station: Repair plumbing in each cell. | Disagree. The Olympic Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.62 Olympic Station: Review procedure for taking detainees to intake facility. | Disagree. The Olympic Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.63 Palmdale Station: Install fire sprinklers in the ceiling of the holding area. | The Sheriff's Department disagrees with the Civil Grand Jury's findings. The jail has always been equipped with sprinklers in the holding area. The sprinklers are recessed in the ceiling to prevent manual manipulation. The sprinklers pop out when in use. |

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| 21.64 Topanga Station: Re-open the Devonshire facility to house new detainees. | Disagree. The Topanga Station is not under the jurisdiction of Los Angeles County Sheriff's Department. It is under the jurisdiction of Los Angeles Police Department. |
| 21.65 Torrance Courthouse/Jail: This facility should be upgraded by adding additional space to house detainees. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. On July 11, 2016, Court Administrator Julie Torres-Zuanich was advised of the Civil Grand Jury's recommendations. |
| 21.66 Twin Towers: Schedule increased frequency of trustee clean-ups. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. A facility wide email was distributed to TTCF personnel instructing them to ensure inmate workers are continuously cleaning any debris or spills in work areas. In addition, Sergeants will conduct briefings with facility personnel reminding them to continue cleaning debris and spills in work areas. |
| 21.67 Twin Towers: Hire more personnel. | The Sheriff's Department agrees with the Civil Grand Jury's findings and concurs with their recommendations. TTCF anticipates requesting an additional 175 personnel for fiscal year 2016-2017. |
| Auditor-Controller – Capital Appreciation Bonds and Other School Bond Debt: Consequences of Poor Financial Practices | |
| 6.7 The Los Angeles County Office of Education, the Los Angeles County Auditor-Controller, and the Los Angeles County Treasurer and Tax Collector, should monitor the use of school bond debt in Los Angeles County, including review of (a) proposed debt service schedules in advance of bond pricing, and (b) realistic forecasts of assessed value. | We concur with the recommendation. The Los Angeles County Auditor-Controller (A-C) will continue to work with the Treasurer and Tax Collector (TTC), and County Counsel in conjunction with School General Obligation Bonds. The A-C will continue to perform the following roles associated with the School District general obligation bonds:<br><br>• Monitor school bond measure election results and the amounts approved by the voters<br>• Contact school districts annually to determine intent to issue bonds and obtain proposed debt service schedules for analysis<br>• Provide property valuation information and prepare requisite documents (e.g., bond certificate) to meet statutory requirements prior to bond closing<br>• Establish dedicated County tax accounts and debt service funds, to account for the collection of tax payments and distribution to school bondholders |

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| | • Monitor approximately 600 school bond issuances and transfer funds for payments throughout various maturity dates<br>• Provide bond information to each school district for budget and financial reporting purposes<br>• Calculate the annual tax rate for each bond issued and prepare the annual Tax Rate Resolution for approval by the Board of Supervisors |
| 6.8 Los Angeles County should form a committee consisting of representation of the Los Angeles County Office of Education, the Los Angeles County Auditor-Controller, the Los Angeles County Treasurer and Tax Collector and at least four or five members of the public, to support Los Angeles County school districts in restructuring existing bond indebtedness and reducing the debt burden. | The A-C agrees with the spirit of the recommendation to support school districts in restructuring (i.e., refunding) existing bond indebtedness, but disagrees with the committee structure as the mechanism to accomplish that.<br><br>As an alternative to the committee structure, the A-C recommends the development of educational workshops designed to evaluate refunding opportunities for school district indebtedness. Such workshops would involve the collaborative efforts of the TTC, the Los Angeles County Office of Education (LACOE), and the A-C. All school districts would be invited to participate in the workshops, which would also be tailored to incorporate many of the "best practice" concepts emphasized throughout the Grand Jury's report. |
| 6.9 Los Angeles County should authorize the committee formed in Recommendation 6.8, to evaluate and make appropriate recommendations to the Los Angeles County Board of Supervisors and affected school districts about school bond indebtedness. | The A-C partially disagrees with the recommendation. Consistent with the response to Recommendation 6.8, the A-C advises against the establishment of a committee. In partnership with TTC and LACOE, the A-C recommends presenting semi-annual educational workshops to school district staff in the following areas:<br><br>• The essentials of school district bond issuance<br>• Recommendations and best practices from the State Treasurer's Bond Accountability Task Force<br>• Recommendations and best practices from the Government Finance Officers Association (GFOA) |
| 6.10 Los Angeles County should authorize the committee formed in Recommendation 6.8, to ensure that Government Finance Officers Association financing best practices are instituted throughout Los Angeles County school districts. | The A-C partially disagrees with the recommendation. Although the A-C does not endorse the recommendation to form a committee, we agree with the concept of developing ongoing training programs to educate school district officials on GFOA, and other, best practices related to debt issuances. As described in our response to Recommendations 6.8 and 6.9, the A-C, TTC, and LACOE are amenable to hosting semi-annual workshops to ensure that school district business officials |

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| | receive training on best practices and are properly informed on the County's review and approval process. |
| Department of Children and Family Services – Ready or Not: Adulthood is Now | |
| 12.1 County of Los Angeles and the Department of Children and Family Services should establish more non-Department of Health Services Transitional Age Youth drop in centers which provide showers, meals, internet access, peer support groups, linkage to educational services, employment assistance, medical treatment information and transportation. This should be completed within 24 months. | The Department agrees with this recommendation and will continue to collaborate with our partners at the existing Drop-In Centers to augment services currently being offered. The Youth Development Services (YDS) Division will work to strengthen the collaborations/partnerships and enhance our visibility to increase services for the transition age youth in these communities. Specific efforts will include hosting youth community events, computer camps/workshops, job fairs, tutoring and other educational resources.<br><br>The Youth Development Services (YDS) Division will convene a Community Engagement meeting by November 30, 2016 in an effort to build new partnerships and strengthen existing ones to help with our efforts to increase the number of drop in centers. YDS will work with partners to promote self-sufficiency of the Transitional Age Youth (TAY) to ensure that they are served in the most efficient and effective way possible. The desired outcomes will be in line with the Chafee outcome measures, which include promoting the earning of a High School Diploma, Educational Attainment, Employment, Avoidance of Dependency, Avoiding Homelessness, Avoiding non-Marital Child Birth, Avoiding Incarceration and Avoiding High Risk Behaviors. |
| 12.2 Los Angeles County and the Department of Children and Family Services should create financially driven incentive programs which are tied to the academic performance of foster youth. For example, the Department of Children and Family Services should reward foster care providers whose wards graduate from each level including elementary, middle and high school with a "B" average or better. This should be accomplished within 12 months. | The Department partially agrees to further assess the merit of this recommendation from the perspective of academic improvement rather than academic achievement. The Department bases its position on the fact that many children in our system face barriers to demonstrating educational achievement measured by grades. These barriers may include trauma, placement in out-of-home care, replacements, etc. However, educational improvement would be a positive start. The Department is respectfully requesting more time to provide a plan to address this recommendation. Such an assessment will include inquiring with other child welfare jurisdictions on their strategies in these areas. The DCFS Education Section will undertake a survey of counties, states and municipalities nationwide to determine if there are any incentivized programs for foster youth relating to educational achievement. The survey will target a variety of different |

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| | types of child protective service agencies. The survey and analysis is estimated to be completed by no later than December 31, 2016.<br><br>Currently, the Department along with stakeholders and community partners recognize, support and encourage foster youth's academic improvement and achievement in the following ways:<br><br>**Celebration –** An annual event held at the Music Center's Walt Disney Concert Hall honoring high school graduates from DCFS and Probation with a 2.8 GPA. This year 174 youth each received a minimum $3,000 scholarship for their college, universities or vocational schools. Nearly, $1 million was donated by our main partners United Friends of the Children, the Rotary Club of Los Angeles, the County of Los Angeles, the Probation Department, DCFS and others. This event has recognized foster and Probation youth for their diligence despite adversity for more than 25 years.<br><br>**Enrichment Plus Awards –** Quarterly, at the initiation of Supervisor Michael D. Antonovich, the Board of Supervisors acknowledges 8 foster youth who have demonstrated improvement or excelled in their academics. The Board Members at the Tuesday meeting publicy recognize each youth with a scroll and a $50 gift card to Barnes and Noble.<br><br>**First Star Bruin Guardian Scholars Summer & Saturday Academies -** In 2011, First Star partnered with UCLA to initiate a four-year program for youth entering high school to show them that they belong on a college campus while preparing them for college. The cohort of 25 - 30 youth live on UCLA's campus each summer and return once a month to support their college readiness efforts. One hundred percent of the first cohort graduated high school with 90% entering higher education, compared with the national stats of 50% and 12%, respectively, with no intervention. Cohort 2 will be entering 11th grade and Cohort 3 will enter 9th grade in August. |

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| | **Education Consultant Services Program –** In 2007, the Department initiated the Education Consultant Services Program to co-locate 14 education professionals into the 19 DCFS regional offices to address the more challenging educational issues faced by foster youth. The Education Consultants are former school principals, school psychologists, teachers and special education teachers, which allows them to use their expertise to address approximately 2,500 challenges annually such as advocating for youth in IEP meetings, special education assessments, expulsion hearings, enrollment issues, academic and behavior concerns, partial credits, AB 167/216 graduation criteria, and AB 241.1 MDT Education Assessments. This educational advocacy for nearly 10 years has strengthened and acquired many educational services, resources and educational rights for foster youth. |
| 12.3 Los Angeles County and the Department of Children and Family Services should create a mobile app which will allow Transitional Age Youth to access the multitude of services available to them. This should be completed within 12 months. | The Department agrees with this recommendation. The recommendation has been partially implemented but will be fully implemented within a timeframe of 12 months.<br><br>YDS and the Department's Business Information Systems (BIS) Division will work with Los Angeles County 211 and iFoster on a collaboration for an upgraded app (Know Before You Go 2.0). The two Divisions will continue to discuss the issues related to proprietary rights and other technical aspects. Currently, the following mobile related applications are in place:<br><br>(1) The new ilponline.org is **mobile-based** as opposed to web-based so that anyone can access the site on a smartphone where they can find the following service listings:<br>A. About Us: YDS Chiefs (DCFS and Probation) as well as the YDS general email address and phone number.<br>B. ILP Eligibility information<br>C. ILP Services: ILP, Life Skills, Transportation, Graduation Events, Graduation Expenses<br>D. Careers: Listing of career and job related services including links to WorkSource Centers, LA County HR, EDD, Military Careers, etc. |

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| | E. Housing: THPP, THP+FC, THP+, LAHSA, DMH, other housing programs (shelters, pregnant/parenting). Includes a list of facilities and contact information as well as YDS contacts, and the Weekly Vacancy Report.<br>F. Education: Alumni Support, College Assistance, College/University websites, Financial Aid Resources, Important Deadlines, Scholarships, Foster Youth Educational Planning Guide<br>G. Teen Club Information<br>H. Healthcare and MediCal Information<br>I. Community Resources: Pregnant/Parenting, Military Careers, Support/Legal Assistance (drop-in centers, CLC, Public Counsel, The Alliance for Children's Rights), CSEC<br>J. Forms<br>K. Frequently Asked Questions<br>L. Contact information for YDS Administration, ILP, Probation, and Housing<br>M. AB12<br>N. ILP University<br>O. YDS email subscriber service<br>P. A keyword search function is available which allows for a quick search for each service listing above. Every listing contains a collection of appropriate keywords to make searching easy for service resources.<br><br>Additionally, the following improvements to the ilponline.org website are underway:<br><br>A. The website will allow visitors to be able to enter a zip code and the website will display a list of nearby resources.<br>B. Each listing will contain a collection of appropriate keywords to make searching easier.<br>C. The website will also contain a collection of web-based, password-protected authoring tools, so that appropriate individuals can manage all of the listings, create new listings, edit existing listings or remove outdated listings. |

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| | (2) There is currently an app in place for TAY; Know Before You Go (B4UGo). The app was created by the Alliance for Children's Rights and the Children's Law Center of California. This app links directly to ilponline.org, as well as, a myriad of other resources for TAY.<br><br>(3) YDS and BIS will continue collaboration with the above, as well as, Los Angeles County 211 and iFoster to upgrade the Know Before You Go app. The Alliance for Children's Rights remains the lead for this project and continues to seek funding sources to support the development and maintenance for Phase II of the app prior to developing a timeframe for launching Phase II. |
| 12.4 Los Angeles County and the Department of Children and Family Services should immediately start to reanalyze and implement the recommendations made by the Civil Grand Jury of 2007-2008 pertaining to foster care youth. These recommendations are still valuable. Implementation of these recommendations will ensure greater success for Transitional Age Youth. | While the Department agrees that the recommendations made by the Civil Grand Jury of 2007-08 are valuable to the success of TAY, in 2014 the Board of Supervisors convened a Blue Ribbon Commission on Child Protection (BRCCP), which evaluated and consolidated all past recommendations made to the Department by various commissions, agencies and groups including the Civil Grand Jury past recommendations. The BRCCP then developed its own recommendations, which the Board of Supervisors adopted. Among these recommendations was the creation of the Office of Child Protection, which is now tasked with leading the County's efforts to develop a joint strategic plan to improve child safety and benefit all children including TAY throughout Los Angeles County. Due to the steps that the BRCCP has taken to evaluate and consolidate all previous recommendations made to the Department, the Department is working with the OCP and other agencies to implement the BRCCP recommendations, as directed by the BOS. |
| Executive Office of the Board – Appointed Commissions: Transparency Will Maintain the Public Trust | |
| 5.1 Los Angeles County and each listed city in Section VI should add to the "Commission Facts" for each existing commission whether compensation is paid and in what amount, including whether attendance is mandatory for payment. If there is no compensation, state that none is provided. | The Executive Office of the Board of Supervisors partially agrees with the recommendation.<br><br>The information contained in the Los Angeles County Commission Factsheets reflects the language of the authority that created each Commission. When the authority expressly states that compensation is or is not provided, a statement regarding compensation is already included in the Commission Factsheets. The Executive Office will continue to review and update Commission Factsheets to |

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| | ensure compensation information is accurate and up to date. |
| 5.2 Los Angeles County and each listed city should add to "Commission Facts" for each existing commission whether or not elected officials may serve on it. | The Executive Office of the Board of Supervisors does not agree with the recommendation.<br><br>The information contained in the Los Angeles County Commission Factsheets reflects the specific qualifications or requirements for appointees as outlined in the authority that created each Commission. The ability of an elected official to serve on a Commission is a fact-specific analysis and is reviewed on a case-by-case basis by legal counsel. Accordingly, we do not believe a statement that an elected official may or may not serve on a Commission can be appropriately included on the Commission Factsheets. |
| 5.3 Los Angeles county and each listed city should add to "Commission Facts" for each existing commission whether or not commissioners are allowed to serve on more than one commission at the same time. | The Executive Office of the Board of Supervisors does not agree with the recommendation.<br><br>Individuals serving on an Appointed Commission may be appointed to serve on more than one commission, so long as they meet the stated qualifications and requirements of both Commissions. The Executive Office maintains a list of each Commission's members on the same website with the Los Angeles County Commission Factsheets.<br><br>However, it appears that based on the background of the Civil Grand Jury Report, this recommendation relates to situations where the governing body of a municipality may simultaneous serve as the governing body of a separate jurisdiction, as established by law. An Appointed Commission is comprehensively different than the governing body of a municipality and, in the County of Los Angeles, an Appointed Commission lacks the legal authority to operate as a separate Commission. Accordingly, we do not believe further information is necessary on the Commission Factsheets. |
| Fire Department – Alternatives to Squalor: the Need to House the Homeless | |
| 4.2 Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles County Fire Department, the City of Los Angeles, Los Angeles City Fire Department, and City of Los Angeles Police | The County of Los Angeles Fire Department (Department) agrees with the recommendation. The Department is already in the process of implementing this recommendation. |

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| Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017. | Our firefighters and lifeguards are trained and prepared to treat all people, regardless of race and socio-economic status, who are in need of immediate lifesaving care. The homelessness plight weighs heavily on our shoulders, as it is a problem throughout Los Angeles County and the United States.<br><br>The Department has been working with the Los Angeles County Sheriff's Department (LASD) in developing training curriculum that spotlights the homeless population, to better address their social needs as well as any medical needs. As such, the Department's homelessness training module will be delivered to our safety personnel in early fall.<br><br>On February 16, 2016, staff from the Los Angeles County Fire Department's Emergency Medical Services (EMS) Bureau met with the Office of the Undersheriff staff within the LASD, to discuss LASD's Department-specific Mental Illness Awareness training.<br><br>Since then, the Department has been actively engaged with multiple agencies, attending related Approved Strategy Meetings to combat homelessness with a nexus to the First Responder Initiatives.<br><br>From these meetings collaboration has ensued primarily between the Los Angeles Homeless Services Authority (LAHSA), LASD, and the Department's EMS Bureau.<br><br>The emphasis of this collaborative effort has been to devise a curriculum comprised of each Department's area of expertise to deliver across multiple prehospital disciplines, and flexible enough to allow for Department-specific modifications.<br><br>Additionally, the Department is working with the Department of Health Services (DHS) to pilot a Nurse Practitioner Program in the Antelope Valley. Conceptually, two mobile health care units would be staffed with a nurse practitioner and a Department paramedic tasked with responding to low-acuity medical aid requests. |

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| | We hope to implement the program in the first quarter of 2017. The tremendous benefits of this program are two-fold: the homeless population will greatly benefit from this service (treat and refer, treat and release), and the local hospital emergency departments will have reduced impact.<br><br><u>Proposed Training</u><br>The Department's EMS Bureau will be adopting the LASD recommended Homelessness Training and incorporating it with various elements of the LASD Mental Illness Awareness Training (that is part of their larger Crisis Intervention Training) into a multi-hour course aimed at satisfying the Phase 1 Strategy E4: First Responder Training requirement within the County of Los Angeles Homeless Initiatives.<br><br>The proposed training program will educate our Department's first responders about the complex and diverse needs of the unsheltered homeless population, as well as provide education on issues of mental health as they pertain to the community members assisted by our first responders.<br><br>The training will be in the form of instructor facilitated discussions based on Department-specific video scenarios and educational materials. Department subject matter experts have been identified to deliver and facilitate the training.<br><br>As previously stated, the training will be delivered over the course of two months in early fall of this year. |
| Health Services Agency – A Closer Look at Policing and the Mentally Ill | |
| 3.1 Los Angeles County and Department of Health Services should ensure that a minimum of three mental health clinicians per shift are working independently at Inmate Reception Center (IRC) giving initial mental health evaluations. | DHS partially agrees with this recommendation.<br><br>DHS, in partnership with the Los Angeles Sheriff Department (LASD), has evaluated IRC volume through weekly averages and designed staffing models to ensure timely assessment of inmates with mental illness in the IRC. Occasionally, this requires less than 3, or more than 3 clinicians. |

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| | DHS remains committed to adequate staffing based on volume as well as need, in order to provide high quality care. It has determined that simply stopping at evaluation is inadequate. DHS expects to begin treatment for the most mentally ill individuals entering the jail when they are in the IRC.<br><br>DHS has requested additional staff to meet the staffing requirements; and the Department anticipates part of the staff will arrive before the end of the present calendar year, and the rest of the staff will arrive before the end of the current fiscal year. |
| 3.2 Los Angeles County, LASD and Department of Health Services should initiate a study to be completed within six months to determine staffing needs at JMHS to provide actual mental health care to inmates, as opposed to mere stabilization of inmates and make appropriate recommendations. | DHS agrees with this recommendation and has already completed implementation to provide appropriate and meaningful mental health care to inmates. An assessment was completed between November 2015 and January 2016, and included both DHS Jail Mental Health and Custody. The assessment looked at national models and existing programs and staffing to create a team-based approach that focused on early identification and treatment of mental illness, team-based continuity services, as well as early and thorough discharge planning. This correlates with the additional staffing referenced in response to Recommendation 3.1. |
| 3.3 Los Angeles County and Department of Health Services should involve JMHS for input regarding the building of any jail treatment areas. Treatment areas should provide for adequate, private and quiet mental health care. | DHS agrees with this recommendation.<br><br>DHS' Jail Mental Health leadership has been working closely with Custody to re-design existing clinical space to facilitate adequate, timely, and appropriate treatment for those patients with mental illness.<br><br>Additionally, DHS' Jail Mental Health has played a prominent role in proposing a design of the new jail being considered by the Board of Supervisors. |
| 3.10 Los Angeles County and Department of Health Services should ensure that a study, to be completed within six months, be conducted by Department of Health Services (DHS) to determine if sufficient JMHS staff is employed to assist released inmates to receive and continue mental health care in Los Angeles County. | DHS agrees with this recommendation.<br><br>Similar to the response under Recommendation 3.2, an assessment was completed between November 2015 and January 2016. The assessment included both DHS Jail Mental Health and Custody. The assessment looked at national models, existing programs and staffing to create a team-based approach that focused on early identification and treatment of mental illness, team-based |

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| | continuity services, as well as early and thorough discharge planning. This correlates with the additional staffing that the Department anticipates, as referenced in response to Recommendation 3.2. |
| 3.11 Los Angeles County and Department of Health Services should initiate a study, to be completed within six months, to be conducted to determine if more Urgent Care Centers are needed in Los Angeles County. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DMH. Therefore, DHS partially disagrees, noting that the recommendation should be made to DMH and not DHS.<br><br>DMH has forwarded the following response to be included herein:<br><br>"This recommendation has been implemented.<br><br>The Civil Grand Jury report indicates that the Department of Mental Health currently oversees five Urgent Care Centers. Of these, one contracted facility operates at less than 24 hours/day and is not Lanterman-Petris-Short designated while the remainder serve the community 24 hours/day, 7 days per week and are LPS-designated and able to treat individuals on an involuntary hold.<br><br>During Fiscal Year 2015-2016, DMH issued a solicitation in order to add four additional Urgent Care Centers in Los Angeles County. It is expected that these programs will be implemented over the course of Fiscal Years 2016-2017 and 2017-2018, pending successful contract negotiation and the ability to establish sites in the Antelope Valley, San Gabriel-Pomona area, Long Beach, and the campus of Harbor-UCLA Medical Center. Once these programs are fully implemented, DMH will continue to evaluate the need for additional Mental Health Urgent Care programs." |
| 3.12 Los Angeles County and Department of Health Services should provide 350 or more residential board and care beds in Los Angeles County. | DHS partially agrees.<br><br>Los Angeles County requires increased capacity of unlocked yet safe and secure settings for those patients with a diverse set of clinical and health needs to live and thrive. Board and care beds may be an important part of achieving this objective. To that extent, DHS agrees that a sufficient number of residential board and care beds should be made available to adequately meet the needs of our patient population. In addition, other types of residential beds could help meet the |

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| | need.<br><br>DHS will be evaluating the best mix of beds that will achieve an optimal level of services within available resources on an ongoing basis. As such, this may or may not result in an increase of residential board and care beds to 350. |
| 3.13 Los Angeles County and Department of Health Services should provide four facilities to handle integrated drug, alcohol and mental health care in Los Angeles County. | DHS disagrees with this recommendation. DHS agrees that a sufficient number of facilities are needed to adequately handle integrated drug, alcohol, and mental health care in Los Angeles County. Specialized networks or facilities that can provide comprehensive and integrated substance use disorder treatment and mental health services would be a benefit to Los Angeles County residents. However, given that these services are largely provided by contract providers in the County that maintain their own facilities, the overall cost and timeline of creating new facilities to provide integrated services may not be feasible. DHS will continue to work within the Health Agency to expand substance use disorder services and better integrate them with mental health care in the County so that the need across the broad geography of the Los Angeles County are met. |
| 3.14 Los Angeles County and Department of Health Services should create and staff additional drop off locations to be used by law enforcement throughout Los Angeles County to make early diversion a reality. | DHS agrees with this recommendation. DHS's Office of Diversion and Re-entry and its Housing for Health Division are opening the County's first drop-off sobering center in Skid Row this year.<br><br>DHS hopes this model will prove effective and fruitful toward the County's diversion efforts and that a second facility will closely follow. |
| Health Services Agency – Alternatives to Squalor: The Need to House the Homeless | |
| 4.2 Los Angeles County, Los Angeles County Sheriff's Department, Department of Health Services, Los Angeles County Fire Department, the City of Los Angeles, Los Angeles City Fire Department, and City of Los Angeles Police Department should develop and implement new procedures to assist homeless people needing immediate lifesaving care by January 1, 2017. | DHS partially agrees with this recommendation. DHS agrees that assistance should be provided and coordinated. It believes that these policies should always be examined and improved but does not believe that an absolute single target date would apply given the multi-jurisdictional approach required to address this issue. |

| Health Services Agency – Save our Seniors: Nursing Home Inspections | |
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| 14.1 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a process to route all complaints including ERI's to the IT department in Norwalk to be entered in the ACTS system as they are received. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.2 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should form a team to develop a new electronic template to be used by surveyors to input complaints information into ACTS. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.3 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should enhance training of surveyors in the use of laptops. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.4 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make it mandatory for surveyors, assistant supervisors and supervisors to use laptops during the conduct of surveys by December 31, 2016. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.5 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should ensure that program managers, supervisors, and assistant supervisors should receive adequate training in ASPEN and access to and training on CASPER to enable them to produce timely and informative reports. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.6 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a system to monitor new hire post training needs including compliance with mandatory training requirements and competencies. A post training review process that enables HFID managers and supervisors to identify when competencies have not been established and refresher training is needed. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO. |

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| 14.7 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should require a senior Health Facilities Evaluator Nurse to accompany a new hire until the new hire feels comfortable completing surveys competently. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.8 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should hold weekly staff meetings to discuss investigation problems occurring in the field, potential morale issues and any overall concerns that may affect a well-run efficient organization. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to the DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.9 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should initiate a study to determine how to reduce the hostilities between Health Facilities Evaluator Nurses and Registered Environmental Health Specialists due to differential in wages and responsibilities. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to the DPH. DPH has confirmed that it has filed its response with County CEO. |
| 14.10 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make sure a schedule exists for the Chief and Assistant chief of the Health Facilities Inspection Division to visit each district office at least once a month to determine the immediate needs of that office. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to the Department of Public Health. DPH has confirmed that it has filed its response with County CEO. |
| 14.11 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make sure that during each visit of the headquarters' senior management in the Health Facilities Inspection Division to district offices time is set aside for them to discuss with surveyors, on a one-to-one basis, issues regarding the surveyor job. | DHS has reviewed this recommendation and determined that it would be appropriate to defer to the Department of Public Health. DPH has confirmed that it has filed its response with County CEO. |

| Probation Department – The Los Angeles County Probation Department and Technology | |
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| 15.1 Los Angeles County and Los Angeles County Probation Department should ensure that laptop computers or tablets are available to probation officers going into the field. | The Probation Department agrees with this recommendation and it has been implemented. Laptop computers have been and continue to be available to officers going into the field. Many of the field officers have assigned desktop computers in their office locations, and not all officers spend all of their time in the field. |
| 15.2 Los Angeles County and Los Angeles County Probation Department should ensure that probation officers dealing with California Public Safety Realignment Act of 2011 probationers not have to share an office computer with another officer. | The Probation Department agrees with this recommendation and it has been implemented. Every cubicle in every Probation facility is either equipped with a desktop computer or a laptop docking station for laptop users. As long as a field officer is assigned to a cubicle, there is no need to share computers. If a field officer is visiting another work location or works on a laptop without a cubicle assignment, he or she can use a laptop docking station in any facility. The Department's Information Systems Bureau will provide additional computers to any Probation Department facility if notified of any cubicle without a desktop computer or a laptop docking station. If unforeseen circumstances necessitate that a computer must be temporarily shared, security is always enforced so that every field officer has a unique User ID to access Probation computers and can only review information within his or her access rights. |
| 15.3 Los Angeles County and Los Angeles County Probation Department should issue cell phones to probation officers to allow dialing 911 without a ten digit code being entered first. | The Probation Department agrees with this recommendation and it has been implemented. A ten digit code is not required to access 911 on Probation-issued cell phones. In April 2016, the Probation Department also began the process of upgrading all smartphones issued to field staff from Blackberry devices to iPhone 6 devices. The replacement process is approximately 23% complete. It is currently estimated that the replacement of all smartphone devices will occur by December 2016. The new iPhone 6 devices allow staff to dial 911 by one touch and dialing the number, and this emergency feature is available while the phone is in lock mode. |
| 15.4 Los Angeles County and Los Angeles County Probation Department should initiate a study to determine the cost and availability of software that is available or could be developed that would allow probation officers to access both juvenile and adult probationers as well as communicate with other county and state agencies. | The Probation Department agrees with this recommendation and it has been implemented. The case management systems used to monitor adult probationers (Adult Probation System) and juvenile probationers (Probation Case Management System) can both currently be accessed from the same workstation as long as an employee has a valid login for both systems in accordance with authorized business needs. |

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| | The Probation Department is also currently working to develop a strategy for Adult Probation System and Own Recognizance Management System/Pretrial Plus Modernization, and possible integration with the Juvenile Probation Case Management System (PCMS). It is anticipated that a strategy will be developed by August 2017, to plan for common workflow and business rules, reduce operations costs, increase operations efficiencies from system/data consolidation, allow for increased data sharing with County and State agencies, and increase IT agility. |
| Probation Department – Detention Center Committee | |
| 21.1 Install defibrillators and train personnel to use them. | The Probation Department agrees with this recommendation and will work in collaboration with Juvenile Court Health Services who provides all medical treatment and responses. |
| 21.11 Camp David Gonzales: Clean and maintain dining room floor on a regular basis. | The Probation Department agrees with this recommendation which has been completed. Floors are mopped several times per day and the Camp is in compliance with Title 15 mandates. |
| 21.12 Camp David Gonzales: Re-pave basketball courts. | The Probation Department agrees with this recommendation. The Department submitted a Service Request to the Internal Services Department (ISD) to replace the courts which is pending the Chief Executive Office's review. |
| 21.13 Camp David Gonzales: Fill gopher holes with sod. | The Probation Department agrees with this recommendation. The Camp will be treated for gopher abatement and the holes will be filled-in to eliminate trip hazards. |
| 21.14 Camp David Gonzales: Evaluate acoustics in dormitory and address as needed. | The Probation Department agrees with this recommendation. A request has been submitted to ISD and/or a contractor who will check acoustics and provide an estimate. |
| 21.18 Central Juvenile Hall: As recommended by the 2013-2014 CGJ and reviewed by the AOC and the Los Angeles Superior Courts, this facility should be replaced. | The Probation Department agrees with this recommendation. The Board of Supervisors initiated a motion that directed a consultant to review this project. |
| 21.42 Inglewood Juvenile Courthouse/Jail: Floors tiles should be replaced. | The Probation Department agrees with this recommendation. A request was submitted to ISD to advise them of the loose tiles. The tiles have been sealed with clear coating to prevent them from becoming loose. |
| 21.43 Inglewood Juvenile Courthouse/Jail: Allow female detainees to use female staff restroom. | The Probation Department agrees with this recommendation. Female minors are allowed to use the female staff restroom. |
| 21.44 Inglewood Juvenile Courthouse/Jail: Paint sally port walls. | The Probation Department agrees with this recommendation. A work order has been submitted to ISD to have the sally port painted. |

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| 21.45 Inglewood Juvenile Courthouse/Jail: Provide additional staff as necessary. | The Probation Department agrees with this recommendation. The Department's Transportation headquarters deploys additional staff when necessary. |
| 21.52 Munz Juvenile Camp: Install a padded mat below the basket to prevent injury. | The Probation Department agrees with this recommendation which will be addressed when the Camp re-opens by placing protective mats in the stage area. |
| 21.53 Munz Juvenile Camp: Remove and replace all rotted or termite infested wood on each building where needed. | The Probation Department agrees with this recommendation. The Internal Services Department is working on replacing and painting eaves and fascia boards. |
| 21.54 Munz Juvenile Camp: Repair concrete porch, steps, and roof area over the exterior laundry. | The Probation Department agrees with this recommendation. ISD replaced the damaged beam on the laundry dock and the concrete steps were also repaired prior to the flood damage. However, the steps were damaged again during the floods that occurred in October 2015. Consequently, the stairs will be repaired prior to the re-opening of the Camp. |
| Department of Public Health – Save our Seniors: Nursing Home Inspections | |
| 14.1 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a process to route all complaints including ERI's to the IT department in Norwalk to be entered in the ACTS system as they are received. | Disagree. This recommendation will not be implemented because it is not reasonable. Routing all complaints and Entity-Reported Incidents (ERIs) to its IT department in Norwalk for entry into the ASPEN Complaint Tracking System (ACTS) will cause a significant delay in prioritizing complaints and ERIs. Immediate Jeopardy (IJ) complaints and ERIs must by law be initiated within twenty-four (24) hours of receipt. This extra step and subsequent delay could result in non-compliance with State requirements.<br><br>When handling complaints or ERIs, all HFID District Offices (DOs) adhere to the State Policies and Procedures Manual, specifically Appendix A, Complaint Process, which describes the ACTS Complaint/Incident Workflow (see Attachment 14.1). HFID cannot deviate from this Workflow as it is part of its contractual obligation with the California Department of Public Health (CDPH). |
| 14.2 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should form a team to develop a new electronic template to be used by surveyors to input complaints information into ACTS. | Disagree. An electronic template to input complaint information exists, the ACTS. Surveyors do not input complaint information into ACTS, rather support staff are assigned this task. Thus, HFID does not believe that developing a new electronic template for use by surveyors is needed. |

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| | As referenced in the prior recommendation, the ACTS Complaint/Incident Workflow is used to guide handling of complaints. HFID DO support staff use the existing template developed by CDPH, the "Complaint/ERI Intake Form" (Attachment 14.2) to document the date the complaint or ERI was received, the DO supervisor or assistant supervisor who triaged it, the priority assigned (IJ or non-IJ), the name of the evaluator assigned to investigate it, the supporting documents provided by the complainant, and any other pertinent information relevant to the case. As such, there is no need to develop a new template for DO support staff to input complaint information into ACTS. |
| 14.3 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should enhance training of surveyors in the use of laptops. | Agree. This recommendation has been partially implemented; however, further action is needed to address concerns identified by HFID supervisors, IT staff, and surveyors.<br><br>To increase efficiencies, surveyors were issued laptops to complete fillable Centers for Medicare and Medicaid Services (CMS) forms while they conducted their skilled nursing facility (SNF) surveys or investigated complaints/ERIs. Group training on the use of the laptop and the fillable CMS forms was provided to surveyors. One-to-one training was also provided to those surveyors who requested additional assistance.<br><br>Most surveyors adapted easily to the use of the laptop in completing the fillable forms; however some surveyors require additional support. HFID's IT manager worked with DO supervisors to identify a few surveyors and support staff who are extremely competent in the use of computers and laptops and their features to serve as "power users" in their respective DO to assist those surveyors who were still adjusting to the new business practice. The IT manager is providing additional training to the power users so they can better assist those surveyors who are experiencing challenges with using the laptops. In addition, speech-to-text software licenses have been ordered for those surveyors who need further support or assistance, upon request. HFID expects to deploy the speech-to-text software and to train/retrain staff until all surveyors are comfortable with the new software by June 30, 2017. |

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| 14.4 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make it mandatory for surveyors, assistant supervisors and supervisors to use laptops during the conduct of surveys by December 31, 2016. | Agree. However, it should be noted that assistant supervisors and supervisors do not normally conduct surveys. Nevertheless, HFID will draft a policy to make it mandatory for surveyors, assistant supervisors, and supervisors to use laptops during the conduct of surveys. Mandating a change in working conditions becomes a labor issue, requiring the policy be reviewed by DPH Human Resources and the Service Employees International Union (SEIU), which represents Health Facilities Evaluator Nurses (HFEN) and Registered Environmental Health Specialists (REHS). HFID expects to submit the policy to DPH Human Resources and SEIU for their review by September 30, 2016, and expects the policy will be effective by December 31, 2016, barring any unforeseen delays with the review process. |
| 14.5 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should ensure that program managers, supervisors, and assistant supervisors should receive adequate training in ASPEN and access to and training on CASPER to enable them to produce timely and informative reports. | Agree. This recommendation has been partially implemented. Selected HFID staff, including the IT manager, received in-depth ASPEN training from CDPH. These staff members are expected to train others in their respective DOs by December 31, 2016. HFID will work with CMS and CDPH to schedule ASPEN training and CASPER training and access for program managers, supervisors, and assistant supervisors to achieve full implementation of this recommendation. |
| 14.6 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should develop a system to monitor new hire post training needs including compliance with mandatory training requirements and competencies. A post training review process that enables HFID managers and supervisors to identify when competencies have not been established and refresher training is needed. | Agree. This recommendation has been partially implemented. Currently, HFID maintains a centralized tracking log to document completion of mandatory County and State training requirements and competencies. To fully implement this recommendation, HFID will establish a field evaluation process whereby surveyors will be assessed on their performance in meeting the following standards set by the State Operations Manual: concern identification, sample selection, general investigation, kitchen/food service investigation, medications investigation, and deficiency determination/correct citation. The field evaluation will identify whether the surveyor has met the standard, or needs additional or refresher training. HFID expects this recommendation to be fully implemented by December 31, 2016. |

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| | In addition to receiving post-hire training, which is tracked to ensure completion, new hires receive robust initial training to ensure they are able to adequately perform their duties. For example, the first set of new candidates hired under the new contract, a total of 25, took the Surveyor Minimum Qualifying Test and all passed because they were adequately trained. The training curriculum requires these candidates to observe three (3) complaints, and most observed more than the required number. HFID expects these new hires to perform more competently than past new hires. Additionally, as these new hires gain more experience, they will complete investigations in a more timely and efficient manner. HFID will conduct ongoing field evaluations of new hires, as specified above, to identify whether they continue to meet the standards, or need additional training. |
| 14.7 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should require a senior Health Facilities Evaluator Nurse to accompany a new hire until the new hire feels comfortable completing surveys competently. | Disagree. A supervising HFEN or senior HFEN assigned to HFID's Training Unit accompanies new hires during their training period as part of their field training. However, HFID does not have the adequate number of senior HFENs to accompany all new hires until they feel comfortable completing surveys competently. Instead, HFID has instituted a mentoring program wherein seasoned and experienced HFENs train and mentor new hires by taking them on actual surveys of SNFs.<br><br>Further, HFID's continued efforts on workforce training and development have had positive impacts on timely completion of surveys and reports, as evidenced by the data contained in the table below showing progressive improvement in the average times needed for completion. According to the data provided to HFID by CDPH, the time to complete and report on the surveys has decreased from approximately 43 days to 20 days on average. |

| | Average time to complete a recertification survey | Average time to write the recertification survey report |
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| | Calculated with working days | Calculated with working days |
| 01-Jan-14 | 22.6 | 20.7 |
| 01-Jul-14 | 21.5 | 19.3 |
| 01-Jan-15 | 16.2 | 14.1 |
| 01-Jul-15 | 11.0 | 8.9 |
| 01-Jan-16 | Data Not Yet Available | Data Not Yet Available |

14.8 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should hold weekly staff meetings to discuss investigation problems occurring in the field, potential morale issues and any overall concerns that may affect a well-run efficient organization.

Disagree. Holding weekly meetings will adversely impact HFID productivity and its ability to meet contractual obligations and other mandates. To meet the contractual work plan, HFENs are required to conduct at least two surveys monthly, and write their survey reports during the week they are in the office. Complaint team members are required to complete four investigations per week. Contractual workload requirements can only be met if these standards are achieved. It is not feasible to pull surveyors from the field for weekly staff meetings and still meet the required standards.

HFID DO supervisors currently hold monthly meetings with staff to discuss workloads, expectations, and concerns. For investigation problems occurring in the field, surveyors have been instructed to immediately call their DO supervisor or senior HFEN, just as they should when an IJ is identified during the course of the survey or complaint/ERI, or any other concerns they might have while in the field. Surveyors who are conducting recertification surveys are also required to call in daily to their supervisors to discuss any unique survey

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| | findings. In these ways, surveyors have access to their supervisors for any concerns, and supervisors make themselves available to surveyors to address issues.<br><br>Further, HFID management has held regional meetings with all staff since December 2014 that included presentations intended to help staff gain additional skills and knowledge. HFID also formed a committee in January 2016, which meets at least quarterly, to address any issues that arise with surveys and complaint processes, identify efficiencies and strategize on how to best implement them, identify issues with training, to address employee morale, and discuss other issues that affect the division. |
| 14.9 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should initiate a study to determine how to reduce the hostilities between Health Facilities Evaluator Nurses and Registered Environmental Health Specialists due to differential in wages and responsibilities. | Disagree. HFID management participates in regularly scheduled SEIU meetings with each of the bargaining units for HFENs and REHSs. While aware of the hostilities between these two groups because of the differences in wages and responsibilities, HFID does not possess the necessary influence or control over these two areas.<br><br>Salaries and employee benefits are negotiated by each bargaining unit. In the County, HFENs and REHs are two different item classifications with distinct standards, duties, minimum requirements, and salaries. HFENs are compensated at a higher salary rate and are required to hold a license issued by the California Board of Registered Nursing to practice as a Registered Nurse. REHSs are required to be registered as an Environmental Health Specialist with CDPH.<br><br>With regard to the issue of responsibilities, HFID is limited by the requirements in the State contract. Although HFEN positions are currently filled by both Registered Nurses and REHSs, the contract between the State and the County for HFID activities requires HFID to "make a good faith effort to fill Health Facility Evaluator surveyor positions with Registered Nurses, as vacancies occur. However, the Contractor [Los Angeles County] may continue to use non-registered nurse positions to conduct and meet the workload requirements for LSC [Life Safety Code] surveys." As such, REHSs are allowed to perform Life |

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| | Safety Code surveys, but not the health/clinical surveys the Registered Nurses perform. Based on the State contract, the responsibilities for each will continue to differ.<br><br>It is the expectation of HFID that the increased communication described in Recommendations 14.10 and 14.11 will contribute favorably towards reducing hostilities between REHS and HFENs. |
| 14.10 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make sure a schedule exists for the Chief and Assistant chief of the Health Facilities Inspection Division to visit each district office at least once a month to determine the immediate needs of that office. | Disagree. Although it is unfeasible for the Chief and Assistant Chief to guarantee monthly visits to each district office (DO), they are committed to more frequently visiting the DOs. A plan to implement more frequent visits to the DOs by the Chief and Assistant Chief is currently under development. Further, HFID holds regional meetings with all staff; meetings were previously held in December 2014, August 2015, and April 2016 and upcoming meetings are already scheduled for September 2016 and December 2016. The HFID Chief and Assistant Chief also hold weekly managers' meetings, and the DO program managers bring up issues and concerns from each of the offices for which they are responsible in these meetings.<br><br>In addition to these meetings which serve to foster communication between HFID leadership and the DOs, HFID formed a committee in January 2016, composed of the Assistant Chief, Training Unit supervisors, a senior HFEN, and seasoned and newly hired surveyors. This committee addresses any issues that arise with surveys and complaint processes, identifies efficiencies and strategizes on how to best implement them, identifies issues with training, addresses employee morale, and discusses other issues that affect the division. |

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| 14.11 The Department of Health Services, the Department of Public Health, and the Health Facilities Inspection Division should make sure that during each visit of the headquarters' senior management in the Health Facilities Inspection Division to district offices time is set aside for them to discuss with surveyors, on a one-to-one basis, issues regarding the surveyor job. | Disagree. HFID senior management will continue working with Supervisors and Assistant Supervisors to develop their leadership skills and ensure they are available to surveyors to discuss issues regarding the surveyor job. To foster further communication, HFID is installing suggestion boxes at each HFID office to solicit recommendations from staff about work processes and other improvements. These suggestions will be reviewed by senior management, and feedback will be provided to staff about actions taken related to the suggestions. |
| Department of Regional Planning – Alternatives to Squalor: The Need to House the Homeless | |
| 4.1 Los Angeles County, the Los Angeles County Regional Planning Department, City of Los Angeles, and the City of Los Angeles Planning Department should plan and provide funds for permanent supportive housing developments based on the model of Star Apartments. These buildings must be placed in different locations of the county and in the City of Los Angeles, and SB 2 can be utilized in this regard. | Recommendation No. 4.1, I partially agree, however, it will not be implemented by DRP because DRP does not directly plan or provide funds for affordable housing development. DRP performs land use planning functions for the unincorporated areas of Los Angeles County and is working to develop an SB 2 Best Practices Program, which will provide a model ordinance and guidance on land use regulation in compliance with SB 2. |
| Registrar-Recorder/County Clerk – ETO²Vote: Everybody Turn-Out to Vote | |
| 7.2 Los Angeles County and the Registrar Recorder/County Clerk should make all reasonable efforts to develop and test the new BMD so that the new machines are able to be used county wide no later than the 2020 election. | The RR/CC agrees with the finding. The recommendation has been partially implemented and the RR/CC intends to meet that timeline. The RR/CC intends to implement the new Ballot Marking Device and other elements of the new voting experience such as new Vote by Mail packet and tally system, utilizing a phased implementation approach. That plan includes partial implementation by 2018 with full implementation by 2020. This approach is well-aligned with the recommendation. |
| 7.3 Los Angeles County and the Registrar Recorder/County Clerk should offer the new voting system, which is the most up-to-date technological method for secure voting, to other counties throughout the nation for a reasonable fee. | The RR/CC agrees with the finding. The recommendation has been partially implemented. The RR/CC is fully committed to an open and transparent process as reflected in the project's Voting System General Principles. Since the launch of the voting system development effort, the RR/CC has met with and presented to various other jurisdictions sharing the process and research findings and system development updates. While the priority of the project is to implement the best voting system solution for Los Angeles County voters, the RR/CC also hopes to impact the voting systems market and establish a model for the development and implementation of publicly-owned voting systems, as well as figure out a model to |

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| | make the final voting system available to other counties. This will require careful consideration by the RR/CC regarding the most adequate intellectual property strategy and licensing approach. |
| 7.4 Los Angeles County and the Registrar Recorder/County Clerk should provide a minimum of five additional, secure Early Voting sites in the county for the 2016 Presidential General Election and also allow VBM ballot drop off at each site. | The RR/CC agrees with the finding in concept, but there are significant challenges with fully implementing the recommendation. The recommendation has not been implemented at this time. We are currently in the planning phases of implementing a significant expansion of VBM drop off locations for November. We are also exploring the feasibility of providing additional early voting locations in November, but there are operational concerns that need to be analyzed prior to implementation. Early voting is limited by our current voting system, but still possible given the appropriate infrastructure. Given the constraints of the voting system, we would need to provide all possible ballot styles at every location. Additionally, there are network connectivity issues that need to be addressed at each of these locations in order to check in voters. Finally, identifying/funding staffing at these locations for the early voting period is another administrative challenge that needs to be addressed. |
| 7.5 Los Angeles County and the Registrar Recorder/County Clerk should allocate funding to provide additional personnel to staff any additional, secure Early Voting or "will call" sites established for the 2016 Primary and Presidential General Elections. | The RR/CC agrees with the finding in concept. The recommendation has been partially implemented. The RR/CC rolled out eleven (11) Will Call Ballot Pickup and Ballot Drop-off sites for the 2016 Primary Election and funded the program through the RR/CC's established budget. The Department established good partnerships with other County departments and city clerks during the June Primary, and will seek to build on and expand on those partnerships for the 2016 Presidential General Election. The RR/CC is in the process of expanding ballot drop-off locations and evaluating the staffing model for early voting/will call sites, as well as various other operational challenges that were listed in 7.4 above. |
| 7.6 The Registrar Recorder/County Clerk should institute a "will call" system of Early Voting for the next election after 2016, and determine optimal procedures and voter use. | The RR/CC agrees with the finding in concept. The recommendation has been partially implemented. The RR/CC rolled out eleven (11) will call ballot pick up/drop-off sites during the 2016 Primary Election. The program had an 83% will call pick-up rate and received approximately 600 casted ballots, both from will call VBM and Permanent VBM. Although the casted ballots received from this program may be a small percentage of our permanent VBM population, our department was able to coordinate the operation through our own interdepartmental bureaus and program partners without any major issues. |

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| | Moving forward, lessons learned, including optimal procedures and voter use, from the 2016 Primary General Election rollout will be applied to the 2016 Presidential General Election and beyond. See 7.4 and 7.5 above. |
| 7.7 Los Angeles County and the Registrar Recorder/County Clerk should take advantage of free publicity on individual city websites and city cable channels to promote the upcoming changes in the voting system as each one is implemented. | The RR/CC agrees with the finding. The recommendation has been partially implemented. The RR/CC has been aggressively promoting the new voting system through the County's social media platforms, websites and dedicated cable channel. The RR/CC and Office of Countywide Communications produced a mini-documentary on the new voting devices that has been widely distributed and shared online. The Ballot Marking Device (BMD) also has been featured by national, mainstream news organizations. The RR/CC will continue to actively promote the new voting system, as it is implemented, through new and traditional media. |
| 7.8 The Registrar Recorder/County Clerk should address the public meetings of the Los Angeles County Board of Supervisors and all of the cities in Los Angeles County to discuss opportunities for citizen involvement in voter outreach. | The RR/CC agrees with the finding. The recommendation has been implemented through direct meetings with County Supervisors and their staff, City Clerks, Elected Officials and the Secretary of State's Office. The RR/CC also has a Community and Voter Outreach Committee that has been in existence since 2002 and meets quarterly to discuss voter needs. The RR/CC currently has over 300 community based organizations that we work directly with on voter outreach and voter outreach events. During the 2016 Primary Election, our department also engaged 90 city clerks through a digital email campaign that provided various resources needed for the election on a weekly basis. |
| 7.9 The Registrar Recorder/County Clerk should expand its use of social media for voter outreach in future elections, and should consider enlisting the public to help create and disseminate voter outreach messages. | The RR/CC agrees with the finding. The recommendation has been implemented. We have been very successful in the area of social media and interacting with the public about key election information. During the 2016 Primary General Election our social media outlets grew over 57 percent with our Twitter page having over 698,000 impressions and over 41,000 visits throughout the month of June. In addition, our department sent out 2.1 million e-blast messages and 651,099 robocalls to inform voters on critical information such as Get Out the Vote, No Party Preference options, and polling place information among many others. Our efforts will continue in this area for future elections. |
| 7.10 A Registrar Recorder/County Clerk spokesperson should make appearances on morning and evening televised newcasts to discuss and promote the turn-out-to vote campaign | The RR/CC agrees with the finding. The recommendation has been implemented. During the 2016 Primary General Election, our Department Head appeared on 45 televised newscasts to educate voters and promote voter turn-out. These |

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| | appearances included ethnic media. Our efforts will continue in this area for future elections. |
| 7.11 A Registrar Recorder/County Clerk spokesperson should schedule interviews on radio to promote the turn-out to vote campaign. | The RR/CC agrees with the finding. The recommendation has been implemented. During the 2016 Primary General Election, our Department Head conducted more than a dozen interviews on various radio stations regarding voter education and promoting turnout. Our June 2016 media campaign included partnering with 5 major LA area radio companies, which enabled us to reach more than 10 million people in the region the 6 weeks leading up the election. Our messaging was included in banner ads, digital ads, 15-second spots on radio shows, talent endorsed spots, mobile applications and email blasts with a total reach of 34 million combined in the digital space. Our efforts will continue in this area for future elections. |
| 7.12 The Registrar Recorder/County Clerk should publicize the fact that VBM ballots can be postmarked on Election Day and still be counted. | The RR/CC agrees with the finding. The recommendation has been implemented. During the 2016 Primary General Election, each sample ballot mailed to all 4.8 million voters on the file included an insert explaining that the law had changed and VBM ballots would be counted three days after the election if post marked on Election Day. Additionally, the RR/CC made telephone calls and sent emails to voters explaining the change in the law as well. The total number of robocall broadcasts was 651,099. In addition, we had a total of 1.5 million e-blasts that were sent out. |
| 7.13 Los Angeles County and the Registrar Recorder/County Clerk should initiate a study and complete it by January 1, 2017, to determine methods to increase the use of VBM ballots, including government payment of return postage and voter outreach regarding VBM procedures. | The RR/CC agrees with the finding. The Department will complete a study by the January 1, 2017 deadline, however providing postage to voters is a legislative/policy issue and the Department cannot act independently on the recommendation. |
| 7.14 The Registrar Recorder/County Clerk should reconsider sending a ballot, using business reply envelopes, to each registered voter. | The RR/CC agrees with the finding. The Department will complete a study by the January 1, 2017 deadline, however providing postage to voters is a legislative/policy issue and the Department cannot act independently on the recommendation. |
| 7.15 The Registrar Recorder/County Clerk should organize a committee, to meet at least once per year, to re-examine the implementation of on-line voting. | The RR/CC agrees with the finding. The recommendation has been partially implemented. In 2011, the RR/CC established the VSAP Advisory Committee to explore alternative voting methods and provide guidance through the development and implementation of a new system for the County. In 2012, the |

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| | RR/CC established the VSAP Technical Advisory Committee to provide technical expertise in the evaluation of voting methods and technologies and in the development of the County's future voting system. These committees meet quarterly or more frequently, based on project demands. Through these Committees, it was determined that internet voting is not currently the best solution for the County. This determination was made due to security concerns and legal/regulatory restrictions in California. In order to incorporate some of the benefits of online tools, the RR/CC has designed an Interactive Sample Ballot that will allow voters to electronically mark and save selections on a sample ballot that can then be transferred, in person, to a Ballot Marking Device to mark an official ballot. This new feature, allows voters to take advantage of the convenience of online tools while maintaining system security. The VSAP Advisory Committee and Technical Advisory Committee will continue to meet through system implementation and will continue to evaluate new voting methods, such as internet voting, as their functionality and security continue to evolve. |
| Treasurer and Tax Collector – Capital Appreciation Bonds and Other School Bond Debt: Consequences of Poor Financial Practices | |
| 6.7 The Los Angeles County Office of Education, the Los Angeles County Auditor-Controller, and the Los Angeles County Treasurer and Tax Collector, should monitor the use of school bond debt in Los Angeles County, including review of (a) proposed debt service schedules in advance of bond pricing, and (b) realistic forecasts of assessed value. | The Treasurer and Tax Collector (TTC) agrees with the recommendation and implemented various monitoring practices several years ago.<br><br>After the economic downturn in 2008, the TTC's Public Finance Branch noticed an increase in school district utilization of high-cost Capital Appreciation Bonds (CABs) with final maturities as long as 40-years. Prior to the economic downturn, the vast majority of all school district GO bonds were issued with much more cost effective bond structures that were comprised of current interest bonds with a final maturity of only 25-years. In response to the increased utilization of CABS, Public Finance staff developed a process for reviewing all school district GO bond transactions and requiring new money GO bond transactions to be approved by the Board of Supervisors pursuant to Section 15140(b) of the California Education Code. TTC Public Finance works closely with County Counsel and the Auditor-Controller to ensure that all school district GO bonds are issued in accordance with State law and County requirements, and the bond structures comply with all statutory tax rate limits. The TTC review process is specifically tailored for school district GO bonds and meets or exceeds the Government Finance Officers |

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| | Association (GFOA) "best practices" that are frequently referenced in the Grand Jury Report.<br><br>• The TTC requires a financing schedule and identification of the external financing team (financial advisors, underwriters, underwriters' counsel and bond counsel) and the school district officials managing the transaction.<br>• The TTC confirms that the ballot measure authorizing the issuance of the GO bonds was approved by the voters and the bonds being issued are in compliance with the authorizing ballot measure.<br>• The TTC requires the underwriter or financial advisor to provide an estimated Assessed Valuation (AV) Growth/Tax Rate schedule and a preliminary bond structuring report which identifies the proposed bond structure, the sources and uses of bond proceeds and the estimated debt service schedule. The TTC reviews the structuring information to validate that the proposed financing structure is based on reasonable projections of future AV growth, the sources and uses of bond proceeds are in accordance with State law and County requirements, the costs of issuance are reasonable and not excessive, and the tax base of the school district can support the issuance of the bonds.<br>• Upon approval of the bond structure, TTC instructs County Counsel to file the tax levy resolution for Board of Supervisors' approval pursuant to Section 15140(b) of the California Education Code.<br>• The TTC works with County Counsel to ensure the school district bond resolution, draft financing documents and the County tax levy resolution to be adopted by the Board of Supervisors are in compliance with State law and County requirements.<br>• The TTC is an active participant in the pricing process of all school district GO bond financings to help ensure that the bonds are fairly priced and |

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| | the school district achieves the lowest cost of financing, given the credit ratings of the transaction and the market conditions on the day of pricing.<br>• After the pricing of the GO bonds, TTC performs various administrative procedures to ensure the successful closing of the transaction, and works with the Auditor-Controller to ensure the transaction is properly accounted for and they have an accurate debt service schedule that will provide the basis for calculating the annual tax levy required to fund the repayment of the bonds. |
| 6.8 Los Angeles County should form a committee consisting of representation of the Los Angeles County Office of Education, the Los Angeles County Auditor-Controller, the Los Angeles County Treasurer and Tax Collector and at least four or five members of the public, to support Los Angeles County school districts in restructuring existing bond indebtedness and reducing the debt burden. | The TTC agrees with the spirit of the recommendation to support school districts in restructuring (i.e., refunding) existing bond indebtedness, but disagrees with the committee structure as the mechanism to accomplish that.<br><br>The TTC recommends that the Public Finance staff, working collaboratively with the Auditor-Controller and the Los Angeles County Office of Education (LACOE), educate school district officials on evaluating refunding opportunities, and work with external financial professionals (financial advisors, underwriters and bond counsel) to develop a process or program that would enable school districts to implement refundings. |
| 6.9 Los Angeles County should authorize the committee formed in Recommendation 6.8, to evaluate and make appropriate recommendations to the Los Angeles County Board of Supervisors and affected school districts about school bond indebtedness. | The TTC partially disagrees with the recommendation. Consistent with the response to Recommendation 6.8, the TTC advises against the establishment of a committee. The TTC recommends the establishment of an ongoing fiscal forum to educate, inform and make recommendations to school district officials on school bond indebtedness.<br><br>Beginning in the fall of 2016, the fiscal forums would be conducted by staff twice per year, and the leadership committee would be comprised of the TTC, Auditor-Controller, and LACOE. County personnel would present various/rotating topics to school district staff including the following:<br><br>• The essentials of school district bond issuance<br>• Recommendations and best practices from the State Treasurer's Task Force on Bond Accountability |

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| | • Recommendations and best practices from the GFOA |
| 6.10 Los Angeles County should authorize the committee formed in Recommendation 6.8, to ensure that Government Finance Officers Association financing best practices are instituted throughout Los Angeles County school districts. | The TTC partially disagrees with the recommendation. The TTC agrees with the concept of developing ongoing training programs to educate school district officials on the best practices related to debt issuance provided through the GFOA or other associations, but advises against the establishment of a formal committee to achieve the objectives of Recommendation 6.10. Rather, as noted in response to Recommendation 6.9, training is to be incorporated as a standing component of the twice per year fiscal forum. The TTC recommends that the County work closely with the Office of Education to ensure that school district business officials receive training on California school district GO bonds and are properly educated and informed on the County's review and approval process. |