



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

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WILLIAM T FUJIOKA  
Chief Executive Officer

April 2, 2013

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District  
MARK RIDLEY-THOMAS  
Second District  
ZEV YAROSLAVSKY  
Third District  
DON KNABE  
Fourth District  
MICHAEL D. ANTONOVICH  
Fifth District

**CITIZENS COMMISSION ON JAIL VIOLENCE - FISCAL REVIEW - STATUS UPDATE (ITEM NO. S-5, AGENDA OF MARCH 19, 2013)**

On October 2, 2012, your Board requested that the Chief Executive Officer (CEO) provide a fiscal analysis of the Citizen's Commission on Jail Violence (CCJV) 63 recommendations. On December 14, 2012, this Office reported that after review of the CCJV report and the Sheriff's Department (Department) October 15, 2012 implementation proposal, 14 recommendations were identified as having a potential fiscal impact.

On March 19, 2013, your Board requested a status report on CCJV recommendations relating to budgeted positions. In consultation with the Implementation Monitor (Monitor) and subject matter experts, the CEO developed a three phase fiscal strategy for implementation and funding of the CCJV recommendations (Attachment I).

- Phase I: completion within 0 to 6 months (5 recommendations)
- Phase II: completion within 6 to 12 months (8 recommendations)
- Phase III: completion will require more than 12 months (1 recommendation)

The primary objective of this approach was to a) identify and complete those recommendations that are the foundation for other reforms (e.g., recruitment of the Assistant Sheriff); and b) provide the Monitor and subject matter experts with the time needed to conduct the review/analysis of the Departments' operational changes and corresponding staffing and resource requests.

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As each recommendation is approved by the Monitor and subject matter experts, the CEO then completes a fiscal analysis. CEO funding recommendations will be submitted to the Board to coincide with the next earliest phase of the County budget process.

The status of the CCJV recommendations, as of March 2013, is outlined below:

PROPOSALS IMPLEMENTED OR IN PROGRESS

**Recommendation 3.12 - *The Board should provide funding so the Department can purchase additional body scanners.***

The Request for Proposal for body scanners will close on April 10, 2013. The bid evaluation process, award, and installation of the body scanners are anticipated to be completed by June 30, 2013. The cost for the scanners was fully offset with funds from an "over detention" lawsuit settlement.

**Recommendation 4.4 - *The Department should create a new Assistant Sheriff for Custody position whose sole responsibility would be the management and oversight of the jails.***

A new Assistant Sheriff for the Custody Division was appointed effective March 18, 2013.

On March 5, 2013, the Board approved funding in the amount of \$263,000 (pro-rated) for the Assistant Sheriff and two support positions as part of the CEO's mid-year budget adjustment. In the fiscal year (FY) 2013-14 Recommended Budget, annualized funding of \$739,000 is being recommended.

**Recommendation 7.5 - *Internal Affairs Bureau (IAB) and Internal Criminal Investigations Bureau (ICIB) should be part of an Investigations Division under a Chief who would report directly to the Sheriff.***

A new Chief to oversee the IAB and ICIB was appointed effective March 3, 2013.

On March 5, 2013, the Board approved funding in the amount of \$135,000 (pro-rated) as part of the CEO's mid-year budget adjustment. In the FY 2013-14 Recommended Budget, annualized funding of \$271,000 is being recommended.

**Recommendation 7.12 - *The Department should implement an enhanced and comprehensive system to track force reviews and investigations.***

The Department is currently implementing a database known as Operations Information Management (OIM). OIM will enable custody managers to assign and track force reviews and investigations. OIM is in use within other units of the Department and will

be implemented in the Custody Division in April 2013. Because OIM is already in use, the Department will incur only licensing fees of approximately \$30,000.

The CEO did not recommend funding for this effort as the Department should have sufficient funding within their existing budget to cover the initial cost of \$30,000.

**Recommendation 7.15 - *The use of lapel cameras as an investigative tool should be broadened.***

The Department has implemented the Personal Video Recording Devices (PVRD) on a pilot basis. PVRDs will be utilized during high-risk escorts, significant incidents, or other notable duties with the need for a video record of the incident.

During this pilot program phase, the Department should be able to absorb these costs within their existing budget. Upon completion of the pilot program, the Department should report back with their findings. The CEO will review and submit a recommendation for additional funding, if necessary, to the Board for consideration.

**PROPOSALS UNDER EVALUATION BY THE DEPARTMENT**

**Recommendation 4.11 - *Management staff should be assigned and allocated based on the unique size and needs of each facility.***

The Department is analyzing the operation staff of each jail facility. The analysis is taking longer than anticipated. The Department hopes to complete the facility assessment within the next 30 days.

**Recommendation 6.5 - *The number of supervisors to deputies should be increased and the administrative burdens on custody supervisors should be minimized.***

The Department submitted a request for an additional 103 positions (2 Lieutenants and 101 Sergeants) with an estimated cost of \$21.4 million. This request is pending review by the new Assistant Sheriff for the Custody Division.

**Recommendation 6.7 - *The Department should utilize more Custody Assistants.***

The Department has submitted a request to freeze 75 Deputy Sheriffs to create 75 Custody Assistant positions to achieve the 65:35 ratio provided in the Memorandum of Understanding with the Association for Los Angeles Deputy Sheriffs. Upon approval and implementation, the Department will reassess to determine if additional Deputy Sheriff posts will be converted to Custody Assistants.

PROPOSALS UNDER EVALUATION BY THE MONITOR

**Recommendation 4.12 - *LASD should create an internal Audit and Inspections Division.***

As of March 2013, the Monitor and subject matter experts are currently reviewing the Department's revised Inspectional Services Command proposal and anticipate completion of their review within 90 days.

**Recommendation 7.1 - *The investigative and disciplinary system should be revamped.***

As of March 2013, the Monitor and Department have held meetings to discuss how to restructure the Internal Affairs Bureau.

PROPOSALS UNDER EVALUATION BY THE CEO

**Recommendation 6.3 - *Deputies and supervisors should receive significantly more Custody specific training overseen by the Department's Leadership and Training Division.***

The Monitor and subject matter experts have completed their review of the Department's proposed Custody Division Training Bureau, which will oversee post-Academy training of Custody personnel. The proposal was submitted to the CEO on February 25, 2013. The CEO's preliminary recommendation was provided to the Department on March 29, 2013. A final recommendation for the Custody Division Training Bureau will be submitted to your Board during final changes.

**Recommendation 7.8 - *Each jail should have a Risk Manager to track and monitor use of force investigations.***

On March 27, 2013, the Department sent a letter to the CEO requesting funding for 7.0 Lieutenants to function as Risk Managers with an annual cost of \$1.6 million. On March 29, 2013, the CEO requested a meeting with the Monitor and Department to further discuss this request.

**Recommendation 8.1 - *The Board of Supervisors should create an independent Inspector General's Office to provide comprehensive oversight and monitoring of the Department and its jails.***

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The CEO has drafted a preliminary organizational structure and estimated annual operating costs for the Office of the Inspector General (OIG) and is currently finalizing the budget, resources and logistics necessary to establish the OIG within the Executive Office of the Board. In the FY 2013-14 Recommended Budget, \$5.0 million in ongoing funding is being set aside in the Provisional Financing Uses budget for the OIG.

**Recommendation 3.8 – Personnel Performance Index (PPI) and Facility Automated Statistical Tracking should be replaced with a single, reliable and comprehensive data tracking system.**

On March 27, 2013, the Department sent a letter to the CEO requesting \$3.0 million in funding to upgrade PPI. The new system would track inmate and public complaints. The Department further indicated that the Chief Information Office concurs with the proposal. On March 29, 2013, the CEO requested a meeting with the Monitor and Department to further discuss this request.

WTF:GAM:SW  
JV:cc

Attachment

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff

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CLERK OF SUPERVISORS

**Citizens Commission on Jail Violence  
3 PHASE FISCAL IMPLEMENTATION PLAN**

**2013-14 Recommended Budget\***      **2012-13 Budget**      **Staffing**      **Budget**      **Status**  
**CEO Preliminary Estimate for 2013-14 (as of 3/29/13)**

Rec No.	Recommendation (Short Title)	Staffing Request	Budget Request	Funds previously allocated	2013-14 Recommended Budget*	Staffing	Budget	Status
<b>PHASE I</b>								
1	3.12 Body Scanners	NA	TBD		\$0	NA	\$0	RFP Issued/Complete 6/30/13
2	4.04 Creation of Assistant Sheriff of Custody	3	\$771,000	\$263,000	\$739,000	3	\$739,000	Implemented
3	7.05 Create Investigations Division (recruit Chief)	1	\$313,000	\$135,000	\$271,000	1	\$271,000	Implemented
4	7.12 Use of Force Tracking System	TBD	\$30,000	\$0	\$0	0	\$0	Implement OIM in April 2013
5	7.15 Lapel Cameras	NA	TBD	\$0	\$0	NA	\$0	Pilot Program Implemented
<b>PHASE 1 Total</b>					<b>\$398,000</b>	<b>4</b>	<b>\$1,010,000</b>	

Rec No.	Recommendation (Short Title)	Staffing Request	Budget Request	Funds previously allocated	2013-14 Recommended Budget*	Staffing	Budget	Status
<b>PHASE II</b>								
1	4.11 Facility Administration Staffing	TBD	TBD	\$0	\$0	0	\$0	Under Sheriff's Review
2	4.12 Create Internal Audit & Inspections Division	41	\$8,464,000	\$0	\$0	0	\$0	Monitor Evaluating Proposal
3	6.03 Increase Custody Specific Training	75	\$12,097,000	\$0	\$5,000,000	26	\$5,000,000	CEO Evaluating Proposal
4	6.05 Supervisor to Staff Ratio	103	\$19,647,000	\$0	\$10,000,000	0	\$0	Under Sheriff's Review
5	6.07 Expand Use of Custody Assistants	160	\$14,875,000	\$0	\$0	0	\$0	Under Sheriff's Review
6	7.01 Restructure Investigation/Disciplinary System	36	TBD	\$0	\$0	0	\$0	Monitor Evaluating Proposal
7	7.08 Custody Facility Risk Managers	8	\$1,718,000	\$0	\$0	0	\$0	CEO Evaluating Proposal
8	8.01 Establish Office of the Inspector General**	TBD	TBD	\$0	\$5,480,000	43	\$5,480,000	CEO Developing Proposal
<b>PHASE 2 Total</b>					<b>\$56,801,000</b>	<b>423</b>	<b>\$15,000,000</b>	

Rec No.	Recommendation (Short Title)	Staffing Request	Budget Request	Funds previously allocated	2013-14 Recommended Budget*	Staffing	Budget	Status
<b>PHASE III</b>								
1	3.08 Information System overhaul	TBD	\$3,000,000	\$0	TBD	TBD	TBD	CEO Evaluating Proposal
<b>PHASE 3 Total</b>					<b>\$0</b>	<b>0</b>	<b>\$0</b>	

**TOTAL IMPLEMENTATION**      **\$398,000**      **\$11,490,000**  
**BOARD OF SUPERVISORS**  
**COUNCIL OF SUPERVISORS**

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**FILED**

\* Phase II 2013-14 Recommended Budget contains funding within PFU to support the development of the CC-IV recommended Sheriff and Office of Inspector General operations.  
 \*\* Preliminary cost based as of 3/29/13 which does not include OIG employee benefits and the support services to be provided by the Executive Office (human resource, network support, procurement, etc)