

January 23, 2011

The Los Angeles County Civil Grand Jury (CGJ) 2009-2010 issued its Final Report on June 30, 2010. Pursuant to Penal sections 933 and 933.05, all agencies and elected officials will respond to the final report of the CGJ if any recommendations are made for that particular agency or elected official within the following timeframes: All agencies responses are due within 90 days of the issuance of the Final Report. All elected officials responses are due within 60 days of the Final Report.

All agencies and elected officials did respond to the Los Angeles County Civil Grand Jury's report dated June 30, 2010

Los Angeles County Civil Grand Jury
Continuity Committee 2010-2011



CITY OF LONG BEACH

OFFICE OF THE CITY MANAGER

333 WEST OCEAN BOULEVARD • LONG BEACH, CALIFORNIA 90802 • (562) 570-6711 • FAX (562) 570-6583

PATRICK H. WEST
CITY MANAGER

August 4, 2010

Honorable Charles W. McCoy
Presiding Judge
Los Angeles County Superior Court
111 N. Hill Street, Room 204
Los Angeles, CA 90012

Re: City of Long Beach Wireless 9-1-1

Dear Honorable Charles W. McCoy:

Pursuant to California Penal Code section 933.05(b), the City of Long Beach hereby responds to the County of Los Angeles Civil Grand Jury's recommendation with respect to the City's 9-1-1 Call Center.

The Grand Jury made two recommendations, each which will be separately discussed as follows:

- (1) Long Beach should continue to aggressively hire staff to operate the Center in spite of the difficulties of hiring.

The City is committed to selecting and hiring sufficient staff for the 9-1-1 Center within the confines of current budgetary constraints.

- (2) An audit firm should be hired to (1) conduct a comprehensive review of the staffing, operations and practices, (2) determine what additional procedures should be implemented, and (3) evaluate a cost effective manner to operate the Center.

The City has retained a consulting firm to review and recommend 9-1-1 Center procedures and cost effectiveness.

Feel free to contact the undersigned if you have any questions.

CITY OF LONG BEACH

By:


PATRICK WEST
City Manager

cc: Robert E. Shannon, City Attorney
Jim McDonnell, Chief of Police
Debbie Mills, Director of Human Resources

City of San Fernando Response to L.A. County Grand Jury Report of June 30, 2010

Report Page	Type of Response	Location	Text	Response
Page 95	Comment	Recommendations 1.7, 1.8	Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010. Water use reduction recommendations are then expected to be implemented by end of 2012 and end of 2020.	The recommendations have not yet been implemented.
Page 97	Comment	Recommendation 1.10	The City does not have a purple pipe infrastructure and therefore can not provide this connection for its water customers.	The recommendation will not be implemented because it is not warranted or is not reasonable.
Page 98	Revision	Finding	City of San Fernando Public Works Water has been able to replace or refurbish approximately 75% of its water conveyance system through implementation of Five-Year Plans that incorporate a Capital Improvement Plan (CIP). Historically, a substantial portion of what rate payers pays for water annually has been allocated to rebuild, repair or replace water conveyance system. The amount varies, but averaged almost \$500,000 annually 1998 through 2008. That level of capital expenditure equates to an average of \$20 per person per year for the City.... This provides them with an average of 90% local water and having only 10% imported water from MWD.	
Page 98	Comment	Recommendation 1.11	The city continues to plan capital upgrades and expenditures utilizing a 5 year CIP, and a longer term 20 year CIP.	The recommendation has been implemented.
Page 99	Comment	Recommendation 1.14	Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010 and subsequent water conservation program. Outreach for the new water conservation program, including targeted outreach, is anticipated for implementation in FY 2012.	The recommendations have not yet been implemented.

Revisions are noted in red

City of San Fernando Response to L.A. County Grand Jury Report of June 30, 2010

Report Page	Type of Response	Location	Text	Response
Page 102	Revision	3rd Paragraph	The city has an ordinance regarding water wastage which does not allow irrigation to occur between the hours of 10:00 a.m. and 4:00 p.m. The City also recently adopted a water conservation landscaping act. It also used the water from purged fire hydrants...	
Page 128	Response		3.1 The city is not aware of such a product but would be willing to consider if available.	The recommendation requires further analysis.
Page 128	Response		3.2 This can only be done currently by installing two separate meters to distinguish between indoor and outdoor uses.	The recommendation will not be implemented because it is not reasonable due to excessive cost to consumers and the city.
Page 128	Response		3.3 Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010 and subsequent water conservation program. Water conservation program, including tiered rates, is anticipated for implementation in FY 2012.	The recommendations have not yet been implemented.
Page 128	Response		3.4 Current city water rates already include operations and maintenance costs, including fixed costs, indirect costs and overhead costs. Rate analysis currently in progress will consider these costs, as well as capital costs consistent with a 5 year CIP.	The recommendation has been implemented.
Page 128	Response		3.5 Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010 and subsequent water conservation program. Water conservation program, including tiered rates, is anticipated for implementation in FY 2012.	The recommendations have not yet been implemented.

**BOARD OF CIVIL SERVICE
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700 EAST TEMPLE STREET
LOS ANGELES, CA 90012Margaret Whelan
GENERAL MANAGER

December 21, 2010

Solomon Halperin
County of Los Angeles – Civil Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 W. Temple St. 11th Floor, Room 11-506
Los Angeles, CA 90012

Re: 2009-10 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

Dear Mr. Halperin:

The Los Angeles City Personnel Department has reviewed the draft 2009-10 Los Angeles County Civil Grand Jury Final Report and concurs with Recommendations #2 and #7 in the Drug Free Work Environment Chapter. Staff of our Medical Services Division has shared drug testing contract information with the Director of Los Angeles County's Occupational Health Programs, Robert L. Goldberg, M.D., M.S.O.M. and is available for further consultation.

Our Managing Physician, Arthur Manoukian, M.D., can be reached at (213) 473-6978 should Dr. Goldberg or his staff need additional information. I can be reached at (213) 473-9055 if you have any questions regarding our response to the draft 2009-10 Los Angeles County Civil Grand Jury Final Report.

Sincerely,

Jim Abalos, Personnel Director



TO: ALL COUNTY OF LA EMPLOYEES AND FRIENDS

RE: Saving Lives through Early Detection

From: Adele Beeman with Heart Check America
Phone: 310-227-7718
Information: 877.660.5326

Number of pages including cover sheet (2)

This is the only notification you will receive.

Dear COUNTY OF LA employees and friends,

Please see our flyer (page 2) with an amazing offer that could possibly help to save your life and the lives of those you love. Through 'early detection' we are helping ourselves and the ones we love.

Our 'EBT Scans' have been featured and promoted on 'Oprah' and the Dr. OZ show. Please copy and post our flyer in your break room for all your associates to see. This offer is for couples only but singles may call to see if appointments are available. We have 20 appointments available.

You can contact me for appointments at adele.heartcheck@gmail.com. For more written information or to make your appointment you can call me at 310-227-7718. Our flyer lists qualifications. We are open 7 days a week.

WE HAVE 2 LOCATIONS TO SERVE YOU. LOS ANGELES AND IRVINE.

**Adele Beeman
Phone: 310-227-7718
Adele.heartcheck@gmail.com
www.heartcheckamerica.com**

If you are not interested but you know someone who might be....Please pass this along.



Located in LA and IRVINE

Heart Check AMERICA, is pleased to offer all Los Angeles/Irvine and surrounding area residents an opportunity to receive a

Complimentary EBT Heart or Lung Scan for both you and your spouse.
(\$800.00 VALUE)

Qualifications are as follows:

- * You must be 35 to 70 years of age
- * You must be under 300 lbs and under 6'4"
- * Expect to spend one hour with our network consultant
- * If married or cohabitating you **must bring your spouse or significant other/partner** to receive your free scan. Both you and your spouse/partner will receive a heart OR lung scan at that time. This is for couples only but singles may call to see if appointments are available. **We are open 7 days a week for your convenience.**
- * No prior heart or lung surgery and no stents
- * You must be gainfully employed at the time of the scan
- * This offer **is for a limited time only... so call today!!**

EBT BODY SCANS-Electron Beam Tomography is regarded as the most effective method for screening out many potential illnesses or diseases early, when they are the most curable.

"The EBT Heart Scan can accurately diagnose Heart disease in seemingly healthy people. EBT is the Gold Standard for calcium scoring." ~The American Heart Association~

"70% of all people who suffer from a heart attack would pass a stress test." ~American College of Cardiology~

"The American Cancer Society reports the survival rate for Lung Cancer is 12%-15% due to a lack of early detection."

You should go to our website to educate yourself. **For more information** go to www.heartcheckamerica.com or call 877.660.5326

To **make your appointment** call or email Adele at 310.227.7718 adele.heartcheck@gmail.com

2 locations: BRENTWOOD area at 11859 Wilshire blvd Suite 110 & IRVINE at 4050 Barranca Pkwy Suite 170

Do not hesitate to make your appointment today and **bring this flyer with you**. If you or someone you love is interested in early detection (referrals are welcomed)...call us today! Your Contact is Adele Beeman - 310.227.7718 - email to adele.heartcheck@gmail.com

LOS ANGELES POLICE DEPARTMENT

*Forensics
Under Court
Detention*

CPM



CHARLIE BECK
Chief of Police

P. O. Box 30158
Los Angeles, Calif. 90030
Telephone: (213) 486-0150
TDD: (877) 275-5273
Ref #: 1.18

ANTONIO R. VILLARAIGOSA
Mayor

July 15, 2010

Mr. Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, Room 11-506
Los Angeles, California 90012

Dear Mr. McIntyre:

The Los Angeles Police Department response to the recommendations and findings of the 2009-2010 Civil Grand Jury Detention Facilities Inspection Report is enclosed. Should you need additional information, please do not hesitate to contact Assistant Chief Michel R. Moore, Director, Office of Special Operations, at (213) 486-8440.

Very truly yours,

CHARLIE BECK
Chief of Police

Enclosure

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT 2009-2010 Los Angeles County Civil Grand Jury July 7, 2010

Background

On June 23, 2010, the 2009-2010 Los Angeles County Civil Grand Jury (CGJ), issued a report regarding the findings of their physical inspection of Los Angeles County jails and detention facilities, including those facilities operated by the Los Angeles Police Department (Department). The report findings and recommendations regarding Department facilities are addressed in this fact sheet.

Report Findings - Forensics

Finding No. 1

Plans to relocate the Latent Fingerprinting Lab staff from Parker Center to a new location are awaiting approval from the City Council.

Response

The Department DISAGREES with this finding. Plans to relocate the Latent Print Unit laboratory and administrative staff from Parker Center to a new location are no longer awaiting approval from the City Council. The plans were approved by the City Council on June 18, 2010.

Finding No. 2

The LPU currently lacks the requirements needed for accreditation from the American Society of Crime Lab Directors (ASCLAD).

Response

The Department DISAGREES with this finding. The Forensics Unit (should read Criminalistics Laboratory) has been accredited since 1998, not 1985, and has not completed accreditation to the International Standard Organization (ISO). This is not required until 2013. The Laboratory is currently accredited under the LEGACY program.

Forensics Recommendations

Recommendation No. 1

Ensure the building plans for the new facility include the essential space accommodations for the staff, space for files, work areas conducive to a lab environment and room for growth.

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT

2009-2010 Los Angeles County Civil Grand Jury

July 7, 2010

Response

The recommendation has not yet been implemented. Facility design plans are scheduled for completion by June 2011.

Recommendation No. 2

Upon relocation and consolidation of the Tech Lab, the Latent Print Unit should begin to conform to the American Society of Crime Lab Directors requirements for accreditation. This process requires and includes the following:

- a) Complete Manuals and Standard of Operations
- b) Administrative review of all casework and reports
- c) Technical review of a minimum of 10% of the Analytical Detail assignments
- d) Ensure each subordinate is accountable to only one supervisor per function
- e) Monitor laboratory during vacant hours by an intrusion alarm or by security personnel
- f) Secure storage areas to prevent theft or interference and ensure limited controlled access. The storage conditions shall prevent loss, deterioration, contamination and maintain integrity and identity of the evidence
- g) Ensure staff vacancies are filled and decrease the current ratio of supervisor to employee to 1:8

Response

Recommendations 2(a) through 2(f) have not been implemented. Recommendations 2(a), (b), (c), (d) and (f) will be implemented by July 2011.

For Recommendation 2(e), the Latent Print Unit laboratory is never vacant as it is staffed 24 hours a day, 7 days a week, and at the current location, there are security personnel at building entrances. When the unit moves into the new space in July 2012, it will continue to be staffed 24 hours a day, 7 days a week, but intrusion alarms will most likely be installed.

Recommendation 2(g) has not been implemented. Repeated requests have been submitted during the regular budget process but have yet to be approved.

FACT SHEET

**DETENTION FACILITIES INSPECTION REPORT
2009-2010 Los Angeles County Civil Grand Jury
July 7, 2010**

Recommendation No. 3

All staff should be fully trained and all manuals should be updated and/or completed. Until the accreditation process has been completed, utilize Lead Technicians in a supervisory capacity to ensure better quality control.

Response

The recommendation has been partially implemented. Lead Technicians are being utilized in a supervisory capacity. All staff are not fully trained and all manuals are not yet complete and/or updated; however, this recommendation will be implemented by July 2011.

Report Findings – Video-Conferencing Technology

Section I Video-Conferencing Technology Applications

Finding

Video arraignments may address problems associated with having to transport the defendant. The transportation of the defendant requires time, places additional demand on public safety, court personnel, and the security of the defendant population. Video arraignment may also address the rising costs of transportation and incarceration.

Response

✓ The Department AGREES with this finding. This recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

Section II The Memorandum of Understanding

Finding

The ultimate success of any countywide video-conferencing technology system is contingent upon a well thought out and written MOU where all the interested parties played an important role.

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT 2009-2010 Los Angeles County Civil Grand Jury July 7, 2010

Response

The Department AGREES with this finding. This recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

Section IV Los Angeles Police Department (LAPD) Metropolitan Detention Center

Finding

A room located on the first floor adjacent to the booking area is expected to provide space for video arraignments. The room, approximately 20' by 20', had been wired for video, but at the time of the CGJ's inspection no equipment had been installed.

Response

The Department AGREES with this finding. The room was built to provide the flexibility of future participation in video arraignment. While the room is wired, the equipment would not require purchase and installation until such time as program participation is anticipated. This concept would ensure the purchase of the most up-to-date technology.

Finding

The security cameras failed to properly cover this room.

Response

The Department AGREES with this finding. Security cameras are not necessary for surveillance or security in the video arraignment room as the arrestees will always be in the care and custody of detention officers or deputies.

Finding

The CGJ noted that the single large room does not allow for the segregation of defendants.

Response

The Department AGREES with this finding. The room was not designed with the intent of segregating arrestees. Arrestees requiring segregation could utilize the room individually, while others were held in nearby holding cells. Moreover, the constant presence of detention personnel reduces the need for arrestee segregation.

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT 2009-2010 Los Angeles County Civil Grand Jury July 7, 2010

Finding

The present design of the area offers no provision for client/attorney confidentiality and gives no consideration to the critical function of interpreters.

Response

The Department DISAGREES with this finding. The room does offer client/attorney confidentiality and an interpreter could utilize one of the four smaller meeting rooms.

Finding

It was expected that when/if this room is utilized, it will be used only for Felony Narcotics Arraignments, resulting in a projected 40 to 60 arraignments a day.

Response

The Department partially AGREES with this finding. All Department arrestees scheduled to appear in Division 30 would participate in video arraignment.

Video-Conferencing Technology Recommendations

Recommendation No. 1

The District Attorney of the County of Los Angeles, the Chief Executive Officer of the County of Los Angeles, the Los Angeles County Public Defender, Los Angeles Police Department, and Los Angeles County Sheriff's Department should draft/complete a Memorandum of Understanding (MOU) for a countywide video-conferencing technology hub system. The MOU should include:

- **A consensus of each participant's involvement with its role clearly defined and stated**
- **A well defined dispute resolution process**
- **A detailed workflow statement**
- **The cost agreement between the participants, allocated in a shared pool**
- **The establishment of an Oversight Committee with representatives from each participating department, agency, or individual**

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT

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Response

The recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

Recommendation No. 2

The Oversight Committee for the countywide video-conferencing technology hub system should include:

A representative from the District Attorney of the County of Los Angeles, the CEO of the County of Los Angeles, the Los Angeles County of Public Defender, Los Angeles Police Department, and Los Angeles County Sheriff's Department with authority to negotiate and make decisions that are involved in the entire process

- **Meetings scheduled on a monthly basis**
- **Quarterly meetings with public attendance**
- **Published minutes**
- **Authority to interact with state and federal agencies**
- **Ability to expand video-conferencing technology on a countywide basis**

Response

The recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

Recommendation No. 3

The District Attorney of the County of Los Angeles, the CEO of the County of Los Angeles, the Los Angeles County of Public Defender, Los Angeles Police Department, and Los Angeles County Sheriff's Department should draft a Five Year Strategic Plan for a countywide video-conferencing technology hub system that includes the following:

- **Visitations**
- **Interviews**
- **Conferencing**

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT 2009-2010 Los Angeles County Civil Grand Jury July 7, 2010

Response

The recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

Recommendation No. 4

The LAPD should modify the LAPD Metropolitan Detention Center (MDC) as follows:

- **The four small interview rooms at the LAPD MDC should be rewired for video equipment and used as the principal space for video-conferencing applications.**

Response

The recommendation will not be implemented because it is not warranted. The four small interview rooms were designed for meetings between arrestees and their attorneys. Their size is insufficient for staff to facilitate the video arraignment process.

- **The security cameras, at the LAPD MDC, should be adjusted, or their location changed, so that the 20' by 20' holding room is effectively monitored.**

Response

The recommendation will not be implemented because it is not warranted. Security cameras are not necessary for surveillance or security in the video arraignment room as the arrestees will always be in the care and custody of detention officers or deputies.

Recommendation No. 5

In the future, when the LAPD considers any building project(s), particularly of the magnitude of the LAPD MDC, the design and bidding procedures should be more critically examined at the onset. Further, it is recommended that an Oversight Committee should guide and advise the architects and initial planners. Had this format been followed in the blueprint stage of the LAPD MDC, substantial monetary losses might have been avoided.

Response

The recommendation has been implemented. The LAPD has resources dedicated to the bidding process, design, and construction of its capital improvement projects. As a result of a significant number of projects funded by Proposition Q, the Department's expertise in this area has improved.

FACT SHEET

**DETENTION FACILITIES INSPECTION REPORT
2009-2010 Los Angeles County Civil Grand Jury
July 7, 2010**

Detention Committee Findings - 77TH Street Division A Special Case

Finding

There are not enough power outlets to accommodate the equipment needed to maintain records, power computers, and operate surveillance cameras in the building.

Response

The Department DISAGREES with this finding. The current electrical support is sufficient to meet the needs of the station at this time.

Finding

The station was short on clerical help, audio capability, and jail staff.

Response

The Department partially AGREES with this finding. The City's continued hiring freeze and furlough of civilian employees has eroded staffing levels for both clerical and detention staff. The station's audio capability is currently adequate.

Finding

The gun lockers are not secure and need replacing.

Response

The Department AGREES with this finding. Prior to this report, one set of gun lockers had been repaired. As a result of this report, a repair request was issued for a second set of gun lockers.

Finding

There were no handcuff hooks in the booking area.

Response

The Department DISAGREES with this finding. One set of benches in the booking area is equipped with handcuff chains. While the other benches are not, arrestees are always in the care and custody of the arresting officers and would not be handcuffed to the bench.

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT 2009-2010 Los Angeles County Civil Grand Jury July 7, 2010

Finding

The lack of audio and video surveillance in the hallways puts officers, detention personnel and civilians in unnecessary jeopardy.

Response

The Department AGREES with this finding. Facilities Management Division recently installed updated station surveillance equipment.

Detention Committee Recommendations

Recommendation No. 1

Upgrade wiring to a standard capable of supporting the power equipment.

Response

The recommendation will not be implemented because it is not warranted at this time. The current electrical support is sufficient to meet the needs of the station at this time and there are no other identified areas of 77th Street Station that require additional electrical support. If additional workstations are installed, electrical upgrades may be necessary.

Recommendation No. 2

Upgrade and increase all video and audio surveillance equipment.

Response

The recommendation has been implemented. Facilities Management Division recently installed the Loronix Video Management system that stores video surveillance data obtained from cameras mounted throughout the station. Currently, the system cameras monitor the front of the station, the rear entrance/walkway to the station, and the exterior of the station on 76th and 77th Streets. Facilities Management has submitted a purchase order to replace pre-existing cameras from an older legacy security system. Currently, funding is not available.

Recommendation No. 3

Provide hardware and software to "state of the art" technology.

FACT SHEET

DETENTION FACILITIES INSPECTION REPORT

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Response

The recommendation will not be implemented because it is not warranted at this time. Information Technology Division is responsible for implementing the most advanced information technology available to accomplish the mission and goals of the LAPD. They recently upgraded the switches in the Point of Entry Room to handle a higher work load.

Recommendation No. 4

Install mesh-protector fencing on upper level lock-up walkways.

Response

The recommendation will not be implemented because it is not warranted at this time. The 77th Regional Jail recently underwent a physical plant inspection by the Corrections Standards Authority, the governing body responsible for developing and maintaining standards for adult and juvenile correctional facilities. The facility was deemed to be in compliance with the provisions of Title 15 and Title 24, the minimum standards for local detention facilities. No changes to the structure are warranted at this time.

Recommendation No. 5

Provide a van for Police Activities League (PAL) program.

Response

The recommendation will not be implemented because it is not warranted at this time. The PAL program currently has an eight-passenger van. If funding were available, a fifteen-passenger van would be preferable.

Recommendation No. 6

Replace or repair gun lockers.

Response

The recommendation has been implemented. Prior to this report, one set of gun lockers had been repaired. As a result of this report, a repair request was issued for a second set of gun lockers.

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**DETENTION FACILITIES INSPECTION REPORT
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Recommendation No. 7

Obtain a lockable floor cabinet, a new shredder, desks with locking drawers, and drawer locks for existing desks in the System Wide Mental Assessment Response Team Area.

Response

The recommendation will not be implemented because it is not warranted at this time. The current work area is equipped with a shredder and desks with locking drawers.

Recommendation No. 8

Install handcuff hooks in booking area.

Response

The recommendation will not be implemented because it is not warranted at this time. One set of benches in the booking area is equipped with handcuff chains. While the other benches are not, arrestees are always in the care and custody of the arresting officers and would not be handcuffed to the bench.

Recommendation No. 9

Provide an additional pepper spray deliverance system in addition to the hand held spray system.

Response

The recommendation will not be implemented because it is not warranted at this time. The Department does not authorize the use of pepper spray in any other delivery method other than the method currently used by both detention officers and police officers. There has not been an established need to change or amend the delivery of pepper spray in the jails.

Recommendation No. 10

Provide working telephones in all work areas.

Response

The recommendation will not be implemented because it is not warranted at this time. There are no identified work areas of 77th Street Station or jail requiring additional telephone support.

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DETENTION FACILITIES INSPECTION REPORT

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July 7, 2010

Recommendation No. 11

Provide custodial supplies on a regular basis e.g., paper towels, hand sanitizers, toilet tissue, etc.

Response

The recommendation has been implemented. General Services Department is responsible for the budget for purchasing of custodial supplies. Recent changes in their personnel and supervision have eliminated the occasional lack of available supplies within the station. The 77th Street jail has a separate custodial staff and budget to ensure all necessary cleaning supplies are regularly provided and the jail area is maintained in compliance with standards.

Recommendation No. 12

Purchase sports equipment for PAL e.g. baseball, basketball, soccer, etc.

The recommendation will not be implemented because it is not warranted at this time. The 77th Street PAL includes several sports related programs (karate, basketball & flag football) that are fully equipped at this time. However, additional funding or equipment could always be utilized to replace worn equipment or to supplement smaller budgets for youth programs.

Recommendation No. 13

Increase Station personnel by three (two supervisors in lock-up/booking and one in crime analysis).

Response

The recommendation for a supervisor in crime analysis has been implemented. The 77th Street Crime Analysis Detail currently deploys one civilian supervisor (Crime and Intelligence Analyst II). When fully staffed, 77th Regional Jail does not require the addition of two supervisors in "lock-up/booking." The continued hiring freeze and the impact of furloughs on deployment may have given the appearance of insufficient supervision. However, personnel and deployment needs are constantly evaluated and addressed to ensure resources are efficiently deployed.

FACT SHEET

**DETENTION FACILITIES INSPECTION REPORT
2009-2010 Los Angeles County Civil Grand Jury
July 7, 2010**

Detention Committee Findings – Metropolitan Detention Center

Finding

The reduced budget limited the installation of the motorized system and increased the need for additional law enforcement personnel.

Response

The Department AGREES with this finding. The use of motorized doors may have a minimal impact on required staff, but the cost proved to be too prohibitive.

Finding

At the time of the inspection the sally port security gates at the south end of the port needed to be reconfigured to avoid breaches of security.

Response

The Department AGREES with this finding; however, it is no longer applicable as corrective measures were taken and the security gates were reconfigured to avoid any breaches.

Finding

The facility was designed to house a 24/7 medical area staffed with a physician and nurses. Two treatment rooms as well as an intake area were in the original design. These areas were put on hold due to budget constraints.

Response

The Department DISAGREES with this finding. The Metropolitan Detention Center was constructed with a fully equipped dispensary and a triage room as intended in the original design.

Prepared by:
Office of Special Operations

LOS ANGELES POLICE DEPARTMENT



CHARLIE BECK
Chief of Police

P. O. Box 30158
Los Angeles, Calif. 90030
Telephone: (213) 486-0150
TDD: (877) 275-5273
Ref #: 18.2

ANTONIO R. VILLARAIGOSA
Mayor

December 17, 2010

Mr. Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, Room 11-506
Los Angeles, California 90012

Dear Mr. McIntyre:

Enclosed you will find the six-month follow-up report for the Los Angeles Police Department's response to the recommendations and findings of the 2009-2010 Civil Grand Jury Detention Facilities Inspection Report.

Should you need additional information, please do not hesitate to contact Assistant Chief Michel Moore, Director, Office of Special Operations, at (213) 486-8440.

Very truly yours,

A handwritten signature in black ink, appearing to read "Charlie Beck".

CHARLIE BECK
Chief of Police

Enclosure

**LOS ANGELES POLICE DEPARTMENT
SUPPLEMENTAL RESPONSE TO RECOMMENDATIONS AND FINDINGS
OF THE
2009-2010 CIVIL GRAND JURY DETENTION FACILITIES INSPECTION REPORT
December 10, 2010**

REPORT FINDINGS – VIDEO CONFERENCING TECHNOLOGY

SECTION I – VIDEO CONFERENCING TECHNOLOGY APPLICATIONS

FINDING

Video arraignments may address problems associated with having to transport the defendant. The transportation of the defendant requires time, places additional demand on public safety, court personnel, and the security of the defendant population. Video arraignment may also address the rising costs of transportation and incarceration.

ORIGINAL RESPONSE

The Los Angeles Police Department (LAPD) agrees with this finding. This recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues and funding.

CURRENT STATUS

The LAPD maintains its agreement with this finding. Past efforts by the Department to embark on the use of a Video Arraignment System met with limited success. In February 2011, the Department will open the Metropolitan Detention Center (MDC). The MDC is a modern, flagship Detention Facility which was designed for and intended to actively participate in Video Arraignment. Subsequent to the activation of the MDC, a pilot program will be initiated to test the efficacy of Video Arraignments at the MDC. If successful, the program will be a permanent, mainstream initiative. To that end, officials from the LAPD hosted a system-wide Video Arraignment meeting at the MDC on November 15, 2010. Additionally, a formal project has been assigned to Jail Division to research and develop the process by which the pilot program will be administered. The project, which is due for review on January 18, 2011, is intended to aggregate the necessary technical, fiscal, legal and administrative requirements for bringing the program online.

VIDEO CONFERENCING TECHNOLOGY RECOMMENDATIONS

RECOMMENDATION NO. 1

The District Attorney of the County of Los Angeles, the Chief Executive Officer (CEO) of the County of Los Angeles, the Los Angeles County Public Defender, the Los Angeles Police Department, and the Los Angeles County Sherriff's Department should draft/complete a Memorandum of Understanding (MOU) for a Countywide Video Conferencing Technology Hub System. The MOU should include:

**LOS ANGELES POLICE DEPARTMENT
SUPPLEMENTAL RESPONSE TO RECOMMENDATIONS AND FINDINGS
OF THE
2009-2010 CIVIL GRAND JURY DETENTION FACILITIES INSPECTION REPORT
December 10, 2010**

- **A consensus of each participant's involvement with its role clearly defined and stated.**
- **A well defined dispute resolution process.**
- **A detailed workflow statement.**
- **The cost agreement between the participants, allocated in a shared pool.**
- **The establishment of an oversight committee with representatives from each participating department, agency or individual.**

ORIGINAL RESPONSE

The recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements and costs, staffing requirements, legal issues, and funding.

CURRENT STATUS

For the foreseeable future, City, County and State budgets will not support the magnitude of the funding necessary to support a Countywide enterprise system such as this. Therefore, no further research shall be conducted on the recommendation, and it is considered closed.

RECOMMENDATION NO. 2

The Oversight Committee for the Countywide Video Conferencing Technology HUB System should include:

A representative from the District Attorney of the County of Los Angeles, the Los Angeles County Public Defender, the Los Angeles Police Department, and the Los Angeles County Sherriff's Department with authority to negotiate and make decisions that are involved in the entire process.

- **Meetings scheduled on a monthly basis.**
- **Quarterly meetings with public attendance.**
- **Published minutes.**
- **Authority to interact with State and local agencies.**
- **Ability to expand video-conferencing technology on a Countywide basis.**

**LOS ANGELES POLICE DEPARTMENT
SUPPLEMENTAL RESPONSE TO RECOMMENDATIONS AND FINDINGS
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ORIGINAL RESPONSE

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CURRENT STATUS

For the foreseeable future, City, County and State budgets will not support the magnitude of the funding necessary to support a Countywide enterprise system such as this. Therefore, no further research shall be conducted on this recommendation, and it is considered closed.

RECOMMENDATION NO. 3

The District Attorney of the County of Los Angeles, the CEO of the County of Los Angeles, the Los Angeles County Public Defender, the Los Angeles Police Department, and the Los Angeles County Sheriff's Department should draft a five-year strategic plan for a Countywide Video Conferencing Technology Hub System that includes the following:

- **Visitations**
- **Interviews**
- **Conferencing**

ORIGINAL RESPONSE

This recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

CURRENT STATUS

For the foreseeable future, City, County and State budgets will not support the magnitude of the funding necessary to support a Countywide enterprise system such as this. Therefore, no further research shall be conducted on this recommendation, and it is considered closed.

Prepared by:
Assistant to the Director,
Office of Special Operations



MICHAEL P. JUDGE
PUBLIC DEFENDER

LAW OFFICES
LOS ANGELES COUNTY PUBLIC DEFENDER

CLARA SHORTRIDGE FOLTZ
CRIMINAL JUSTICE CENTER
210 W. TEMPLE STREET, SUITE 19-513
LOS ANGELES, CALIFORNIA 90012
(213) 974-2801 / FAX (213) 625-5031
TDD (800) 801-5551

EXECUTIVE OFFICE

July 1, 2010

Mr. Edward T. McIntyre, Foreperson
County of Los Angeles
Civil Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 W. Temple Street, Room 11-506
Los Angeles, CA. 90012

Dear Mr. McIntyre,

Thank you for sending me a copy of the Grand Jury's Report and recommendations on the use of video conferencing technology in the Criminal Justice System. I am especially gratified that the Grand Jury devoted so much time and effort regarding this subject. Several years ago, I was involved in the lobbying effort that authorized, under certain conditions, the arraignment of persons in local custody via video. Moreover, I was privileged to chair the steering committee that wrote the Long Range Plan for the use of video conferencing in the Los Angeles County Criminal Justice System. (Copy included herewith).

The build out of the video conferencing system that links the offices of the Public Defender, Alternate Public Defender and the Probation Department with the Jails operated by the L.A. County Sheriff's Department occurred under the auspices of the Information Systems Advisory Body (ISAB), which is a subcommittee of the Countywide Criminal Justice Coordination Committee. For the past 15 years (until June, 2010) I have been the chairperson of ISAB and in that capacity have continued my involvement with such video conferencing.

The most important fundamental principle for the Public Defender and our clients is that participation in our local system requires the consent of our clients and our lawyers. That is the most important leverage we possess to ensure that all agreements are honored (e.g., timely delivery of full discovery and confidentiality of communications).

It should be noted that it is the policy of the Public Defender that a Deputy Public Defender be personally present with our clients, at the first court appearance if the client is in custody for such an appearance. This permits us to smell our clients, to examine their eyes, gait and balance to assess their state of sobriety and/or lucidity, to preserve relevant evidence such as bruises or marks by taking photos and circumstantial evidence of mental/physical functioning by collecting urine samples, and to gauge their environment to ascertain if they are being intimidated by other inmates or even custodial or law enforcement officers. Such a process ensures that innocent persons do not plead guilty for time served simply to avoid further intimidation, and it protects the integrity of any judgments that occur from subsequent legal attack that may be based on confusion, intoxication, inability to comprehend, or involuntary pleas based on fear.

The economic feasibility of videoconferencing is partially based on having a "critical mass" of persons in custody awaiting arraignment at a particular law enforcement facility (Police Division or Station vs. County Jail).

In the video arraignment context the agency that is most inconvenienced is the Public Defender, whose deputies must travel to locations remote from their offices and the courts they regularly service. The maintenance and hardware and software costs may be fully worth the investment if sufficient inmates are regularly arraigned at a particular location. However, it is exceptionally unlikely that outfitting every local Police Division and/or Sheriff's Station with video equipment for court proceedings or interviews would be justified.

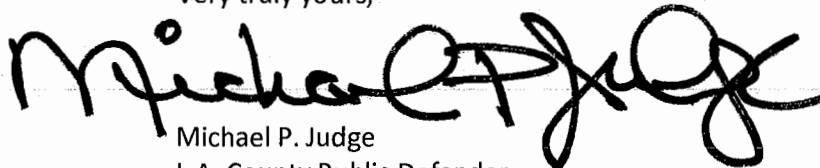
It should be noted that in the past, for a number of years we operated video arraignments from the Glendale Police Department and from LAPD's Parker Center. They worked well but fell into disuse for no particular compelling reason. There was a period when we did video arraignments from major lockups at the Torrance Courthouse to several courts in that courthouse that lacked security corridors.

I am not sure that I understand what the "HUB" system contemplated by the Grand Jury entails. I have participated in preliminary discussions on one possible HUB system for arraignments done on a regional basis. While technically possible there were considerable problematic issues identified, including the need for much longer work days (possibly even 24 hour/ 7 day/week operations) with nightmarish logistical issues including routing of all discovery to each location that would handle each part of the case proceedings on every matter. I do not have sufficient information at this time to assess the current recommendation of a HUB video conference system.

Currently, there are project committees operating regarding two impending pilot operations (Glendale Police Department Video Arraignments, Video Arraignments of No Go meds and certain other offenses from Men's Central Jail) to the Clara Shortridge Foltz Criminal Justice Center.

In as much as your proposal seems broader than particular individual projects, I would recommend that it be turned over to the Countywide Criminal Justice Coordination Committee, which is comprised of the courts, prosecuting agencies, law enforcement agencies, Public Defender and Alternate Public Defender, Probation, Schools, Mental Health, Public Health Departments and which is led by the Chairperson of the Board of Supervisors, for further action. This will permit the missing analysis to be accomplished and to identify funding sources. In fact, that is how the existing video conferencing interview system was developed and a variety of revenue streams from nontraditional sources were established.

Very truly yours,

A handwritten signature in black ink, appearing to read "Michael P. Judge". The signature is stylized and cursive, written over a horizontal line.

Michael P. Judge
L.A. County Public Defender



Videa

County of Los Angeles CIVIL GRAND JURY

CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE STREET • ELEVENTH FLOOR • ROOM 11-506 • LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 893-1047 • FAX (213) 229-2595
<http://www.grandjury.co.la.ca.us/>

June 23, 2010

Tom Tindall
Director
Internal Service Department
1100 N. Eastern Avenue
Los Angeles, CA 90063

Dear Mr. Tom Tindall;

Pursuant to California Penal Code Section § 993.05(f); a grand jury shall provide to the affected agency a copy of the portion of the grand jury report relating to that person or entity at least two working days prior to its public release and after the approval of the presiding judge. No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report. The Final Report by the 2009-2010 Los Angeles County Civil Grand Jury will be released to the public on June 30, 2010.

In accordance with this requirement, please acknowledge receipt of the portion of the report or multiple reports that affect this officer, agency, department, or governing body of a public agency. In addition, a copy of the required responses options is included for your review.

Please sign and retain a copy of this letter for your records.

Sincerely,

Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury

6/23/2010

Date

TAM TINDALL

Signature

Director

Title

TOM TINDALL

Printed Name

Required responses

The California Penal Code specifies the required permissible responses to the findings and recommendations contained in the report. The specific sections are quoted below:

§933.05 For purposes of Subdivision (b) of Section 933, as to each grand jury finding, the responding person or entity shall indicate one of the following:

1. The respondent agrees with the finding.
2. The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefore.

For purposes of subdivision (b) of Section 933, as to each grand jury recommendation, the responding person or entity shall report one of the following actions:

1. The recommendation has been implemented, with a summary regarding the implemented action.
2. The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.
3. The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency where applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.
4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefore.

VIDEO-CONFERENCING TECHNOLOGY

METHODOLOGY

The 2009-2010 Los Angeles County Civil Grand Jury (CGJ) conducted in-person interviews with the Administrator of the City of Glendale Jail, the City of Glendale Police Department, Los Angeles County District Attorney (DA), Public Defender (PD), Los Angeles County Sheriff Department (LASD), Los Angeles Police Department (LAPD), the CEO of the County of Los Angeles, the Internal Services Department (ISD), and Information Technology Vendors. The CGJ participated in site visits and researched on the Internet.

DISCUSSION

Video-conferencing technology is a cost effective tool. The technology has advanced to the point it can simulate a life-like experience. At the same time it can be used for simple two-way applications.

With simple two-way installations; visitations, interviews, and conferences can be performed. These two-way installations would optimally be done at the detention facility and at law enforcement stations to create a countywide video-conferencing technology hub system.

A video-conferencing technology hub system is a central video processing center that can be linked to anywhere in Los Angeles County which has compatible video-conferencing technology. This countywide video-conferencing technology hub system would allow greater access for visitations between inmates and their families and others, attorney to client interviews and would allocate resources in a more effective manner.

Ideally, this video-conferencing technology hub system would encompass Detention Centers, Jails, LAPD and LASD Stations, the Public Defender and Los Angeles District Attorney's offices. Moreover, it could be the platform for video arraignment.

The expansion of video-conferencing technology may include:

- E-filings-electronic filing of all law enforcement and court documents
- E-discovery-electronic submission by the DA of all information obtained by law enforcement with respect to a particular hearing
- Video conferencing
- Video visitations
- Video arraignments

The DA provided a pilot project for e-filing, e-discovery, and e-subpoenas in the City of Inglewood that would be overseen by the Director, Branch & Area Operations, Region 1. Unfortunately, this pilot project was canceled due to a

lack of technology coordination between the State and Los Angeles County. Essential to fully realizing and implementing video-conferencing technology

agreement or **treaty** among the parties. The ultimate success of any countywide video-conferencing technology system is contingent upon a well thought out and written MOU where all the interested parties played an important role.

The primary components of the MOU are:

- Cost
- Operations, including work flow
- Technology
- Management

COST

A critical component of an MOU is a formal plan outlining a pooled budget. This process, after trust has been established, should be one of the first responsibilities of an Oversight Committee. The degree to which the involved parties are both frank and realistic at the onset of negotiations may determine the eventual success or failure of the project.

An assumption may be made that all the participants will have a buy-in, that demand, or a list of demands, that if unmet, will be enough for the involved party to decline to participate. A genuine effort to accommodate each participant's basic requirements is important. However, it is equally important for each participant to rank its needs. It may not be necessary for all essential items to be attained immediately.

Additional components of cost savings are in the areas of transportation, document e-filing, and personnel deployment. Different agencies will realize different savings. Ideally, those who stand to realize the greatest savings will contribute the most, thus sharing their savings to stretch the budgets of the other participants.

Another significant cost was the technology which has several components:

- One-time cost
- Ongoing cost
- Recurring cost

What would be a deal breaker?

The participants responded that reduced budgets could affect their support of this effort.

OPERATIONS

The MOU would clearly define the daily operational responsibilities. An example would be the timely filing of discovery documents to the PD, preferably via electronic-delivery. This topic came up several times during the CGJ's investigation. In essence, the PD would like to have 90% of their daily case-load delivered by a prescribed time to allow adequate time to schedule, interview and

disputes are heard and resolved in a timely manner to assure success beyond the pilot stage and for full countywide implementation.

This Oversight Committee shall meet monthly, issue an agenda, have public meetings, promote public participation, and issue minutes to assure transparency.

Section III TECHNOLOGY FOR VIDEO CONFERENCING

Informational Security

A key concern for all types of video-conferencing technology was the security of the information being transmitted, the audio being captured and the record of all proceedings. There was also the security of the discussion between the defendant and their legal counsel. It appears there were a number of security measures that need to be taken to ensure the system processes were proper.

Technical

There were a number of providers for video equipment. The displays can be plasma, LCD or projector images. The key decisions on the service used are experience, reliability, stability and service.

The transmission varies by type and distance. The alternatives include:

- Coaxial cable can handle up to 750 feet
- RF cable – cable type depends on distance
- Fiber Optic Cable – in a single or Multi –Node
- UTP – Category 3,4,5 or 6
- ISDN – Dial out to public
- IP– LAN/WAN

The implementation being completed by ISD was a Polycom System that was expandable and upgradeable. Two other major suppliers of video-conferencing technology equipment were Nefsis and Vulgate.

Cost

An expert in the field of video-conferencing technology estimated the cost of installation for video-conferencing technology would be between \$30 and \$40 thousand for each facility. In Los Angeles County there would be fifteen to twenty installations to achieve a video-conferencing technology hub system. This would mean a cost of between \$500 thousand and \$1 million. This does not include an estimated cost of \$1-1.5million for the middleware which was required to control the access and privacy of the information between the parties. The cost estimate was a maximum \$2.5 million for the entire Los Angeles County

facility. This arrangement allowed for greater safety of those visiting and reduces the movement of the defendant within this facility.

RECOMMENDATIONS

1. **The District Attorney of the County of Los Angeles, The Chief Executive Officer (CEO) of the County of Los Angeles, The Los Angeles County Public Defender, Los Angeles Police Department, and Los Angeles County Sheriff's Department should draft/complete a Memorandum of Understanding (MOU) for a countywide video-conferencing technology hub system. The MOU should include:**
 - **A consensus of each participant's involvement with its role clearly defined and stated**
 - **A well defined dispute resolution process**
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2. **The Oversight Committee for the countywide video-conferencing technology hub system should include:**
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3. **The District Attorney of the County of Los Angeles, The CEO of the County of Los Angeles, The Los Angeles County Public Defender, Los Angeles Police Department, and Los Angeles County Sheriff's Department should draft a Five Year Strategic Plan for a countywide video-conferencing technology hub system that includes the following:**
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LIST OF ACRONYMS VIDEO-CONFERENCING TECHNOLOGY

CGJ	The 2009-2010 Los Angeles County Civil Grand Jury
DA	District Attorney
ISD	Internal Service Department
LAPD	Los Angeles Police Department
LASD	Los Angeles County Sheriff's Department
MDC	Metropolitan Detention Center
MOU	Memorandum of Understanding
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Video

County of Los Angeles CIVIL GRAND JURY

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June 23, 2010

Michael Judge
Office of the Public Defender
210 W. Temple Street, 19-513
Los Angeles, CA 90012

Dear Mr. Michael Judge;

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Sincerely,

Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury

6/30/10
Date

Signature

PUBLIC DEFENDER
(Castro)
Title

MICHAEL P JUDGE
Printed Name

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LIST OF ACRONYMS
VIDEO-CONFERENCING TECHNOLOGY

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MDC	Metropolitan Detention Center
MOU	Memorandum of Understanding
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Required responses

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4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefore.

LOS ANGELES POLICE DEPARTMENT



CHARLIE BECK
Chief of Police

P. O. Box 30158
Los Angeles, Calif. 90030
Telephone: (213) 486-0150
TDD: (877) 275-5273
Ref #: 18.2

ANTONIO R. VILLARAIGOSA
Mayor

December 17, 2010

Mr. Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street, Room 11-506
Los Angeles, California 90012

Dear Mr. McIntyre:

Enclosed you will find the six-month follow-up report for the Los Angeles Police Department's response to the recommendations and findings of the 2009-2010 Civil Grand Jury Detention Facilities Inspection Report.

Should you need additional information, please do not hesitate to contact Assistant Chief Michel Moore, Director, Office of Special Operations, at (213) 486-8440.

Very truly yours,

A handwritten signature in black ink, appearing to read "Charlie Beck", written over a horizontal line.

CHARLIE BECK
Chief of Police

Enclosure

**LOS ANGELES POLICE DEPARTMENT
SUPPLEMENTAL RESPONSE TO RECOMMENDATIONS AND FINDINGS
OF THE
2009-2010 CIVIL GRAND JURY DETENTION FACILITIES INSPECTION REPORT
December 10, 2010**

REPORT FINDINGS – VIDEO CONFERENCING TECHNOLOGY

SECTION I – VIDEO CONFERENCING TECHNOLOGY APPLICATIONS

FINDING

Video arraignments may address problems associated with having to transport the defendant. The transportation of the defendant requires time, places additional demand on public safety, court personnel, and the security of the defendant population. Video arraignment may also address the rising costs of transportation and incarceration.

ORIGINAL RESPONSE

The Los Angeles Police Department (LAPD) agrees with this finding. This recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues and funding.

CURRENT STATUS

The LAPD maintains its agreement with this finding. Past efforts by the Department to embark on the use of a Video Arraignment System met with limited success. In February 2011, the Department will open the Metropolitan Detention Center (MDC). The MDC is a modern, flagship Detention Facility which was designed for and intended to actively participate in Video Arraignment. Subsequent to the activation of the MDC, a pilot program will be initiated to test the efficacy of Video Arraignments at the MDC. If successful, the program will be a permanent, mainstream initiative. To that end, officials from the LAPD hosted a system-wide Video Arraignment meeting at the MDC on November 15, 2010. Additionally, a formal project has been assigned to Jail Division to research and develop the process by which the pilot program will be administered. The project, which is due for review on January 18, 2011, is intended to aggregate the necessary technical, fiscal, legal and administrative requirements for bringing the program online.

VIDEO CONFERENCING TECHNOLOGY RECOMMENDATIONS

RECOMMENDATION NO. 1

The District Attorney of the County of Los Angeles, the Chief Executive Officer (CEO) of the County of Los Angeles, the Los Angeles County Public Defender, the Los Angeles Police Department, and the Los Angeles County Sherriff's Department should draft/complete a Memorandum of Understanding (MOU) for a Countywide Video Conferencing Technology Hub System. The MOU should include:

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December 10, 2010**

- **A consensus of each participant's involvement with its role clearly defined and stated.**
- **A well defined dispute resolution process.**
- **A detailed workflow statement.**
- **The cost agreement between the participants, allocated in a shared pool.**
- **The establishment of an oversight committee with representatives from each participating department, agency or individual.**

ORIGINAL RESPONSE

The recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements and costs, staffing requirements, legal issues, and funding.

CURRENT STATUS

For the foreseeable future, City, County and State budgets will not support the magnitude of the funding necessary to support a Countywide enterprise system such as this. Therefore, no further research shall be conducted on the recommendation, and it is considered closed.

RECOMMENDATION NO. 2

The Oversight Committee for the Countywide Video Conferencing Technology HUB System should include:

A representative from the District Attorney of the County of Los Angeles, the Los Angeles County Public Defender, the Los Angeles Police Department, and the Los Angeles County Sherriff's Department with authority to negotiate and make decisions that are involved in the entire process.

- **Meetings scheduled on a monthly basis.**
- **Quarterly meetings with public attendance.**
- **Published minutes.**
- **Authority to interact with State and local agencies.**
- **Ability to expand video-conferencing technology on a Countywide basis.**

LOS ANGELES POLICE DEPARTMENT
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ORIGINAL RESPONSE

This recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

CURRENT STATUS

For the foreseeable future, City, County and State budgets will not support the magnitude of the funding necessary to support a Countywide enterprise system such as this. Therefore, no further research shall be conducted on this recommendation, and it is considered closed.

RECOMMENDATION NO. 3

The District Attorney of the County of Los Angeles, the CEO of the County of Los Angeles, the Los Angeles County Public Defender, the Los Angeles Police Department, and the Los Angeles County Sheriff's Department should draft a five-year strategic plan for a Countywide Video Conferencing Technology Hub System that includes the following:

- **Visitations**
- **Interviews**
- **Conferencing**

ORIGINAL RESPONSE

This recommendation requires further analysis. It would involve multi-agency participation to address many issues including physical plant and equipment requirements, technological requirements and costs, staffing requirements, legal issues, and funding.

CURRENT STATUS

For the foreseeable future, City, County and State budgets will not support the magnitude of the funding necessary to support a Countywide enterprise system such as this. Therefore, no further research shall be conducted on this recommendation, and it is considered closed.

Prepared by:
Assistant to the Director,
Office of Special Operations

Inmate Health Case #



LAC+USC
HEALTHCARE NETWORK

F A X C O V E R S H E E T

**Los Angeles County
Board of Supervisors**

Date: Tuesday, June 29, 2010

Gloria Molina
First District

Number of page including Cover Sheet: 10

Mark Ridley-Thomas
Second District

To: Ron Murphy

Zav Yaroslavsky
Third District

Facility: County of Los Angeles, 2009-2010 Civil Grand Jury

Don Knabe
Fourth District

Fax: 213.229.2595

Michael D. Antonovich
Fifth District

Phone: 213.893.1047

Re: CIVIL GRAND JURY FINAL REPORT

Pete Delgado
Chief Executive Officer

(Response to the Civil Grand Jury Report)

Stephanie Hall, MD
Chief Medical Officer

From: Pete Delgado

Irene Recendez, RN
Chief Nursing Officer

Fax: 323.441.8030

Phone: 323.408-2800

1200 N. State Street
Inpatient Tower (IPT)
2nd Floor, Room C2K100
Los Angeles, CA 90033

Tel: (323) 408-2800
Fax: (323) 441-8030

- Urgent For Review
- Comment Please Reply

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The information contained in this document and any attachment is privileged and confidential under State Law, including Evidence Code Section 1040 protecting "Official Information", Evidence Code Section 1117 relating to medical professional peer review documents and Government Code Section 8254 relating to personnel records.

INMATE HEALTH CARE

EXECUTIVE SUMMARY

The 2009-2010 Los Angeles County Civil Grand Jury (CGJ) conducted a follow-up investigation of the 2005-2006 Los Angeles County Civil Grand Jury's report on the housing of inmates receiving treatment at the Los Angeles County/University of Southern California Medical Center (LAC+USC). Nurse staffing shortages resulted in a reduced capacity in the Jail Ward, which required overflow to other units. There was concern that the number of inmates housed in open units with regular patients created a potentially dangerous situation. The earlier report also commented on other aspects of the interfaces between the Los Angeles County Sheriff's Twin Towers Correctional Facility and LAC+USC.

Since the 2005-2006 report was issued, LAC+USC was relocated to a new facility with a revamped Jail Ward. The earlier investigation found that an average of fifteen inmates per day were housed outside the Jail Ward. In some cases inmates were restrained to the bed without adequate Deputy supervision. The current CGJ investigation found that an average of five inmate-patients per day were housed in specialty units such as Obstetrics, Critical Care and Oncology and that an average of less than one per day was housed in a location that may have been for non-specialized care. The nurse shortage continues to exist, but to a lesser degree. The CGJ investigation determined that the protocol for Deputy supervision has changed so that all inmate-patients in locations outside the Jail Ward are accompanied 24/7 by a Deputy.

The 2005-2006 Los Angeles County Civil Grand Jury report contained recommendations to increase the level of medical services at Twin Towers to reduce the transportation of inmates to LAC+USC. One of the recommendations, installing an Urgent Care facility, had been accomplished. Another, relating to Orthopedic care, had not. This is, in part, associated with the problem of recruiting medical professionals to staff the Orthopedic operation.

The CGJ recognized the current economic problems and recommended that the Sheriff's Department and LAC+USC establish a high level task force to review the medical services now performed for Twin Towers by outside contractors, primarily Laboratory and Pharmacy. The CGJ felt that there could be substantial savings for the County by having LAC+USC perform these services for the Sheriff's Department.

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INMATE HEALTH CARE

BACKGROUND

The 2005-2006 Los Angeles County Civil Grand Jury (CGJ) issued a report concerning the use of non-secure hospital rooms for housing jail inmates at the Los Angeles County/University of Southern California Medical Center (LAC+USC) because of overflow from the LAC+USC Jail Ward. This overflow problem was caused in part by a shortage of nurses willing to work in the Jail Ward. In addition, the 2005-2006 CGJ made several recommendations concerning the medical services to be provided by the Los Angeles County Sheriff's Department (LASD) in the Twin Towers Correctional Facility and LAC+USC. At the time, a new hospital was being constructed and no action was taken concerning the Jail Ward overflow issue. Since that time, the new LAC+USC Medical Center has opened with a completely redesigned Jail Ward.

The 2009-2010 Los Angeles County Civil Grand Jury (CGJ) decided to undertake an investigation to determine the status of the inmate overflow, as well as the other recommendations made by the 2005-2006 CGJ concerning medical services.

METHODOLOGY

Interviews were held with the Captain in charge of the LASD Medical Services Department and members of his staff. In addition, the CGJ met with the Medical Director of the Jail Ward at the LAC+USC Medical Center and other members of hospital management. Visits were made to the medical facilities in Twin Towers, Men's Central Jail and the Century Regional Detention Center, as well as to the Jail Ward in the LAC+USC Hospital.

DISCUSSION

The Los Angeles County Sheriff is responsible for housing inmates in several categories:

- Arrestees who are awaiting arraignment, usually within seventy-two hours of arrest
- Arraigned individuals who have been remanded to custody pending trial
- Inmates who have been sentenced for misdemeanors, which normally carry a sentence of no more than one year

LASD operates seven jails within the County. One is under contract with the federal government and is dedicated to Immigration and Customs Enforcement inmates. The remaining six jails have a capacity of about 25,000 beds, with approximately 20,000 occupied at any time. This includes some 5,000 State prisoners with felony convictions. Because it is necessary to segregate inmates, particularly males, by gang affiliation, sexual orientation and other individual characteristics, the 20,000 figure represents an effective capacity for the Los Angeles County jail system.

The Twin Towers Correctional Facility in downtown Los Angeles is the hub of the LASD's jail system. Its Inmate Reception Center processes 400 to 700 detainees per day. Since the facility operates at its practical capacity of approximately 4,000 inmates most of the time, this means that 400 to 700 individuals are released on a typical day.

The overall medical condition of inmates in the jail system is generally below that of the general public. Problems with alcohol, tobacco, drugs and general physical neglect are major factors. In addition, mental health issues affect about 10% of the inmate population. It has been estimated that a typical inmate has a health condition age ten to fifteen years older than his general public counterpart.

Cost and Safety Considerations

Whenever a detainee is moved from one location to another for any reason, there is a cost associated with that move for supervision and monitoring as well as for transportation. Of equal or greater importance is the safety issue. Escape attempts and assaults on detention personnel or other inmates are more likely to occur during transport. Feigning injury or sickness is well known as a ploy for misbehavior. Any process which reduces unnecessary movement of inmates without compromising inmate rights and access to adequate health care should be strongly considered.

TWIN TOWERS MEDICAL FACILITY

The Los Angeles County Sheriff's Department has its own medical facility which makes it unique in the United States among major law enforcement agencies. Within the Twin Towers facility, LASD operates a 150-bed Skilled Nursing Facility; an Urgent Care facility; plus Dentistry, Ophthalmology and Radiology services. In addition, a forty-six bed Mental Health Facility operated by the Los Angeles County Department of Mental Health is located in the Twin Towers.

The other six jails under the Sheriff's purview have satellite medical facilities to provide first aid, diagnosis, treatment and further referral as necessary.

Telemedicine

One of the recommendations in the earlier Grand Jury report was to expedite the installation of the Telemedicine program. This is a video link system that can facilitate the remote interviewing and diagnosis of patients. In many cases this can alleviate the safety issue of moving inmates from their secure location to the medical facility. At the time of the CGJ's visit to the Twin Towers facility, the installation of Telemedicine facilities was complete within the Twin Towers with connections to the satellite jails. In 2007, when the program was initiated, about 3,000 diagnoses were made using the system. By 2010 the usage was up to a rate of 12,000 annually. Service on a 24/7 basis was scheduled to start in the Spring of 2010. During some slack times, the physicians at the Pitchess Detention Center in northern Los Angeles County even evaluate patients at Twin Towers using the Telemedicine program.

A Telemedicine link to LAC+USC was contemplated, but not completed by early 2010. Both the Sheriff's management and that of LAC+USC agreed that it would not be of significant value considering the proximity of the two facilities.

Professional Recruiting

The Twin Towers appears to have little problem in recruiting nursing staff, but physicians present another challenge. A large percentage of the medical staff are older physicians working past retirement age. Few younger physicians were in evidence. LASD's Medical Services Division typically operates with 20% fewer physicians than its authorized level of about sixty.

Three problems that contribute to the LASD's physician recruitment efforts are:

- Fixed salary schedules within the County's guidelines
- Lack of prestige associated with an incarceration facility
- Lengthy vetting prospective employees through the LASD's background checking process

This recruiting problem affects the Twin Towers' ability to add certain other medical services. For example, in-house Orthopedics would be a valuable addition to the Sheriff's Medical services and reduce movement of inmates to and from LAC+USC. Despite significant efforts, the recruitment of an Orthopedic surgeon had not yet been achieved.

Diagnostic Services at Twin Towers

Currently Twin Towers utilizes an outside laboratory for its diagnostic work. Turnarounds are relatively slow. For example a rush blood test yields results in one hour at the LAC+USC facility but takes four hours with Twin Towers' contract laboratory. It would appear that the LAC+USC laboratory facilities could be used by Twin Towers in one of two ways. Either the samples could be physically taken to the LAC+USC lab facilities periodically during the day or LAC+USC could establish a satellite facility at Twin Towers. In either case, there could be considerable savings compared to the use of an outside service vendor. Given the economic pressures felt throughout the County, this needs to be given serious consideration.

To reduce the numbers of inmates transported to LAC+USC, Magnetic Resonance Imaging (MRI) and Computerized Tomography (CT) have been suggested as potential additions to the diagnostic capabilities at Twin Towers. Given the budget reductions in the 2009-2010 County fiscal year and into the foreseeable future, it would appear that these should not be considered at this time. Because of the nature of the typical injuries to inmates, CT would be the more important of the two processes. However CT would be required on a need-it-now basis, which would require technician and physician staffing at all times. It seems that Twin Towers should continue to send inmates to LAC+USC for CT services at this time.

Pharmacy

Twin Towers has a full-service dispensing pharmacy operated by an outside vendor. As with laboratory services, a serious consideration should be made to operate the Twin Towers pharmacy as an extension or satellite of LAC+USC.

Medical Records

Twin Towers and LAC+USC have access to each other's computerized inmate medical records although they are not integrated. Access may be delayed at times because of the lack of availability of personnel authorized to access the records.

LAC+USC JAIL WARD

The Jail Ward of the LAC+USC Hospital opened in 2009 and represented a major departure from its predecessor. The new facility is located on the ground floor of the hospital complex with its own sally port for the safe admission and discharge of inmate patients. The earlier Jail Ward was located on one of the upper floors of the hospital, necessitating the transport of inmates in proximity to the general public. The new unit has twenty-four licensed beds and is a modern acute care hospital facility with its own adjacent emergency room and outpatient treatment facilities.

Unfortunately, the layout of the new Jail Ward is such that a significant increase in the number of Sheriff's deputies and custody assistants is required to provide proper security. The current total staffing level comprises about seventy-five deputies and twenty-five custody assistants. These are spread over three shifts, seven days a week, with heavier emphasis on the day shift. The older jail ward had a different physical layout which necessitated only about one-third the current number of officers and assistants to provide adequate security.

Whenever an inmate-patient requires specialized diagnostic procedures, he or she is accompanied by two deputies. In the event an inmate-patient must be housed in a specialized unit, such as Obstetrics, Intensive care or Oncology, a Deputy is present at the bedside on a 24/7 basis. There are still instances of inmates being housed in non-specialized units. These have been reduced significantly from the numbers reported by the 2005-2006 CGJ. That report indicated that about fifteen inmate-patients per day were housed in open units during a thirty-four day sampling period. At that time inmates were chained to their bed and frequently left without Deputy oversight. During the first seventy-three days of 2010, there were an average of five inmate-patients housed in specialty units such as Obstetrics, Critical Care and Oncology. The daily average number of prisoners in non-specialized units was at most one per day. Of equal importance to this reduction is the fact that the LASD has changed its policy to maintain Deputy surveillance at all times rather than leaving chained inmates unsupervised.

Professional Staffing

There is a full time Medical Director for the Jail Ward. As it was in the older facility, nurse staffing continues to be a problem. Some individuals are reluctant to work in an

incarceration environment. The 2005-2006 Report noted that the nurses at Twin Towers enjoyed a pay differential of 5.5% over those employed at the LAC+USC Jail Ward and that this helped account for the difference in staffing difficulties. There are several aspects involved in this discrepancy. The compensation of the two nursing groups is based on different union agreements. The nurses in the jail complexes basically operate under Skilled Nursing Facility conditions in that the nurse is required to exercise more autonomy, clinical decision making and independent implementation of care and treatment. In other words, the competency requirements are generally higher for the Sheriff's nurses than those working in the LAC+USC Jail Ward under the more direct supervision of a physician.

Conflicts and issues

As indicated earlier, the Sheriff's Department has had difficulty hiring physicians, partly because of the stigma associated with a prison-based medical facility. It believes that if medical students were rotated through the Twin Towers medical facility, there would be a greater appreciation for that type of medical practice and recruiting would be easier. On the other hand, LAC+USC is reluctant to participate in such a venture for some valid reasons. LAC+USC is a fully accredited major teaching hospital dealing in a wide variety of medical specialties. The Twin Towers medical facility is a Skilled Nursing Facility rather than an Acute Care Hospital. Its physicians may not meet the standards set by LAC+USC as qualified instructors. There may be a middle ground of conducting observation visits not associated with formal, accredited training, so that medical students, interns and residents become familiar with the different issues encountered in an incarceration facility.

FINDINGS

1. Fewer inmates were housed in the non-specialized unit of the LAC+USC Medical Center in 2010 (one per day) than in 2005 (fifteen per day). In addition, a major safety change has occurred in that all inmates housed in specialized or nonspecialized units are accompanied by a Deputy at all times rather than being restrained to the bed.

Agree. Inmates are still restrained to the bed but are accompanied by a Deputy at all times.

2. The installation of enhanced diagnostic capabilities at Twin Towers such as MRI and CT has not been accomplished and may not be practical because of budgetary and staffing considerations.

Disagree partially. This option deserves more consideration and analysis. The time spent in transportation and costs for deputies to escort non-emergent patients between Twin Towers because CT and MRI are not available could be saved and invested in contracting out this service. It may be cost beneficial to implement this.

The recommendation requires further analysis from LASD. It is not applicable to LAC-USC.

3. The Executive Management of both the Sheriff's Department and LAC+USC should consider the possibility of integrating the computerized Medical Records systems of Twin Towers and LAC+USC as a pilot project for future integration of the medical records of all of the DHS medical facilities.

This recommendation requires further analysis. There are many security concerns of integrating all medical records. Allowing care givers at each facility the ability to view each other's computer systems has enhanced the continuity of care and communication. DHS is currently investigating a department wide Electronic Medical Record.

4. LAC+USC Medical Center and Twin Towers should institute a program of informal observation visits for medical personnel from LAC+USC through the Twin Towers medical facility to provide familiarity with the unique issues relating to medical services in an incarceration setting.

This recommendation requires further analysis and discussion with the Dean of the Keck School of Medicine. Although it would not be feasible to have all medical students and residents spend time observing forensic medicine, it may be feasible for key medical and surgical service staff to tour the Twin Towers medical facility. It would be beneficial for medical leadership to understand the capabilities and care level of the facility to where they are discharging their patients. There may be other more technologically advanced ways to facilitate this observation.

CLARIFICATION

1) During the latest Civil Grand Jury visit, LAC-USC was asked to select the one change that would make the biggest impact on our shared medical service to incarcerated patients. It was asked that scheduled specialty clinic appointments be conducted at Twin Towers rather than the Medical Center. This would eliminate the cost of busing and escorting 30 inmates a day to the Medical Center. We would like to add this recommendation to the Civil Grand Jury Report.

2) Under LAC+USC JAIL WARD – Professional Staffing. The nurses who work on the Jail Ward providing direct patient care to acutely ill patients are required to have a higher skill level and meet more rigorous competency requirements than the nurses who work at Twin Towers at a skilled nursing facility level. Although the nursing staff at Twin Towers does not always have on site physicians and function more autonomously, the acuity level of their patients is less than those patients at the Medical Center.

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MAYOR

DEPARTMENT OF
RECREATION AND PARKS

221 NORTH FIGUEROA STREET
15TH FLOOR, SUITE 1550
LOS ANGELES, CA 90012

(213) 202-2633
FAX (213) 202-2614

JON KIRK MUKRI
GENERAL MANAGER

December 28, 2010

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

Post-it® Fax Note	7671	Date	12/29	# of pages	5
To	Solomon Halpern	From	Recreation &		
Co./Dept.	Grand Jury	Co.	Parks		
Phone #		Phone #	213-202-2633		
Fax #	213-209-2595	Fax #			

Dear 2009-2010 Los Angeles County Civil Grand Jury:

I would like to thank you for your efforts. I also enjoyed working with you toward the goal of ensuring that park users are being represented as best as possible in a judicial manner.

The Department of Recreation and Parks is dedicated to providing high quality service to communities through its recreational programming, various community services, and maintenance operations. We have continued this dedication to service even while weathering the current economic storm. This year alone the Department of Recreation and Parks has absorbed approximately \$38 million in budget cuts due to paying indirect costs such as utilities, pension and healthcare costs, and Early Retirement Payouts. In order to meet budgetary goals, we have had to reduce recreation programming hours, close the operations of our recreation centers on one day per week, close year round pools one day per week, discontinue sponsoring many special events, "cluster" our facilities to flatten the organization, closed our museums one extra day per week, and reduced the types of maintenance we perform to only those most critical duties. Through all of this we have continued to be the City's most comprehensive social service agency.



Civil Grand Jury, County of Los Angeles
December 28, 2010
Page 2

Again, thank you for bringing these matters to my attention. Please find attached the Department's response to the Civil Grand Jury's (CGJ) findings and recommendations. Should you need further assistance, please feel free to contact Assistant General Manager Kevin Regan or myself at (213) 202-2633.

Sincerely,


JON KIRK MUKRI
General Manager

JKM/KR:sa

cc: Regina Adams, Executive Officer
Vicki Israel, Assistant General Manager, Operations East
Kevin Regan, Assistant General Manager, Operations West
Mike Shull, Superintendent, Planning and Construction
Andrea Epstein, Development and Marketing
File

**CITY OF LOS ANGELES
DEPARTMENT OF RECREATION AND PARKS
RESPONSE TO FINDINGS AND RECOMMENDATIONS
FROM THE 2009-2010 LOS ANGELES COUNTY CIVIL GRAND JURY**

FINDING NO. 1

Staffing - Of the 29 parks visited, the CGJ found only two which were adequately staffed.

RECOMMENDATION NO. 1

Los Angeles County Department of Parks and Recreation and City of Los Angeles Department of Recreation and Parks should ensure that the parks are adequately staffed.

RESPONSE: The Respondent disagrees with the finding. The City of Los Angeles Department of Recreation and Parks staffs recreation centers with both full-time and part-time Department employees. While budget reductions have reduced the number of both full-time and part-time employees, the Department continues to make it a priority to keep facilities adequately staffed during normal operating hours. Currently, the Department uses a number of staffing formulas to provide adequate coverage at facilities that include the clustering of recreation centers and in some cases, reduced operating hours. Staffing is provided not only for the organization and supervision of recreational activities, but for safety purposes as well. The Department will continue to ensure that its recreational facilities remain adequately staffed during hours of operation.

FINDING NO. 2

Sanitation - In most parks visited, the CGJ found unsanitary, graffiti and trash-filled restrooms.

RECOMMENDATION NO. 2

Ensure that restrooms are regularly inspected and cleaned.

RESPONSE: The Respondent partially disagrees with the finding. While the City's early retirement incentive program, furloughs, hiring freeze, and budget reductions have reduced the overall number of maintenance personnel over the last two years, the Department continues to make grounds maintenance and facility repair one of its top priorities. The Department has initiated several innovative strategies to provide maintenance at the 415 parks throughout the City, which, includes the routing of maintenance personnel and directed efforts at problem facilities. For example, the Department operates its own graffiti removal crews which, while reduced in number, continue to address graffiti in all City of Los Angeles parks within 24 to 48 hours of the graffiti being reported. At facilities known to have severe graffiti problems, crews are dispatched on a routine basis without graffiti having to be reported. Currently, Department maintenance staff thoroughly cleans park restrooms once a day. During that cleaning, restrooms are sanitized, re-stocked with products, and completely cleaned. Periodically throughout the day, if maintenance staff is available, litter and trash are removed from restrooms as needed. The Department will continue to ensure that restrooms are regularly inspected and cleaned.

FINDING NO. 3

Security - Some parks require heightened security due to their location. Yet the CGJ noted that security cameras were inoperable or non-existent. Some parks had infrequent security patrols. Some were unreasonably permissive of homeless and others using the parks for illegal purposes.

RECOMMENDATION NO. 3

Coordinate with law enforcement which provides security; ensure existing security cameras are operable.

RESPONSE: The Respondent agrees with the finding. While some City of Los Angeles parks have had security cameras installed that are operating, not all City of Los Angeles parks have security cameras. The Department supports the concept of security cameras in parks. However, security cameras require substantial funding for installation and on-going monitoring in order to be effective. Security and policing of City of Los Angeles parks is the responsibility of the Los Angeles Police Department (LAPD) and the Department of General Services Office of Public Safety (OPS) police. The Department will continue to coordinate with both of these agencies to ensure that park facilities remain safe and well monitored.

FINDING NO. 4

Repair - the CGJ visited some parks where maintenance equipment was not operating. This diminished the attractiveness of the park. Equipment needed for the maintenance and attractiveness of the park was not operating. For example, in one nature park the pumps circulating the water had been out of operation for a long period. Parking areas were unpaved.

RECOMMENDATION NO. 4

Maintain equipment; blacktop and mark parking areas.

RESPONSE: The Respondent partially agrees with the finding. The Department will ensure that maintenance equipment is in working condition. When appropriate, the Department will work towards paving parking areas. However, some facilities have unpaved parking areas because it contributes to the facility's natural environment. The Department has been diligently working to ensure that its facilities, when renovated, use green building standards. In particular, the parking area at Augustus Hawkins Nature Park was intentionally left unpaved to provide a permeable surface, to reduce the heat island effect, and assist in ground water re-charge.

FINDING NO. 5

Signage - Some parks have no signs indicating the park office.

RECOMMENDATION NO. 5

Provide signs that clearly identify park offices.

RESPONSE: The Respondent disagrees with the finding. City of Los Angeles Department of Recreation and Parks recreation centers have park offices that are both easily accessible to the public and clearly marked.

FINDING NO. 6

Staffing - Some employees did not wear the issued identifying nametags. This could lead to unauthorized persons misleading park visitors.

RECOMMENDATION NO. 6

Employees should wear employee identification nametags.

RESPONSE: The Respondent agrees with the finding. Employees of the City of Los Angeles Department of Recreation and Parks are issued identification badges with the City seal,

employee name, and position title. The Department will remind employees to wear their City-issued identification badges during working hours.

FINDING NO. 7

Volunteers - Parks need volunteers, from community organizations and businesses.

RECOMMENDATION NO. 7

Enlist community businesses and residents to contribute resources and volunteers.

RESPONSE: The Respondent agrees with the finding. The City of Los Angeles Department of Recreation and Parks administers a citywide volunteer program that facilitates residents' involvement, provides many different volunteer opportunities, and ensures a safe and healthy work environment for volunteers and patrons who participate at Department facilities.

Currently, there are 25,000 registered volunteers assisting the Department throughout the City. These volunteers have gone through the Department's required registration process and have been approved for a volunteer position that fits the needs of the volunteer and the Department. All volunteers are also cleared through a Department of Justice fingerprint background check.

Many Department programs depend on the assistance provided by volunteers such as: sports program coaches, museum exhibition docents, Park Advisory Board members, and summer day camp junior counselors. The Department also utilizes an additional 1,500 plus volunteers who help support the Department's maintenance needs. These volunteers include; court referrals, various community groups, and local businesses. Some of the jobs performed by these volunteers include: sandbagging, weeding, trash pick-up, planting, washing, and raking.

This concludes our response.

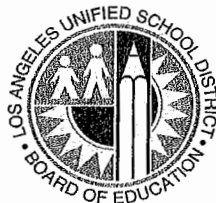
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LOS ANGELES UNIFIED SCHOOL DISTRICT

Information Technology Division

RAMON C. CORTINES
Superintendent of Schools

WENDY G. MACY
Chief Operating Officer



RONALD S. CHANDLER
Chief Information Officer

MARVIN CRUZ
ERP Director

August 30, 2010

H. Russell Justice and Michael Whitten, Co-chairpersons
Civil Grand Jury, County of Los Angeles
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street
11th Floor, Room 11-506
Los Angeles, CA 90012

Re: Response to 2009-10 Final Report on Los Angeles Unified School District Payroll

Dear Chairpersons:

The Los Angeles County Civil Grand Jury released a report on June 30, 2010 detailing findings from an audit of the District's Systems Applications and Products (SAP) project, a modernization of LAUSD business applications (e.g., human resources, payroll, and accounting). The report included nine recommendations based on findings from the investigation. Below is a summary of the District's action steps in response to each recommendation.

1. LAUSD should implement an emergency plan for the support of Integrated Financial Systems (IFS), the current operating system for accounts payable.

The District is contracting with a firm that employs technicians with the highly specialized skills needed to develop and implement an emergency plan in the event of a failure. Starting April 2011, the technicians will be on hand for three years while the District works to ensure Systems Applications and Products (SAP) is implemented and the older systems are ready to be retired.

2. LAUSD should review alternative methods to support IFS activities in case of a major failure.

In the event of a major IFS failure, the District will ensure continuity of contractor payments by using the Los Angeles County Office of Education's (LACOE's) PeopleSoft system as a back-up plan. The District has verified LACOE's ability to support the District's users. In order to support internal control processes and accounting requirements, a group would be assembled to verify budget availability and perform account coding.

LOS ANGELES UNIFIED SCHOOL DISTRICT

Information Technology Division

The District is in the process of formally documenting the procedures in order to endure the smoothest possible transition in the event of an IFS failure.

- 3. LAUSD should review any considerations to reduce current staff within the Information Technology Group (ITG) supporting IFS and review the impact of bumping from future budget reductions on this portion of the ITG.**

We have completed a thorough review of all reductions in force, including the impact of bumping. We determined that having a stable staff in place is a prerequisite to going forward with the Integrated Financial System Replacement project. We have identified from our review that an adequate number of permanent support staff members with the appropriate skill sets need to be in place, including creating additional positions and filling job classes to provide the appropriate level of production support.

- 4. LAUSD should proceed with a definitive Plan to implement Release III, Accounts Payable and related modules of Business Tools for Schools (BTS) as soon as possible with appropriate oversight, planning, timing, and cost estimates.**

On April 13, 2010, the Board of Education approved an Integrated Financial System Replacement project, covering procurement and financial applications, security and organizational structure, and enhancements to human resources and payroll applications. The plan will be in place by April 2011.

- 5. LAUSD should review and ensure that lessons learned from Release II implementation be actively followed in Release III implementation.**

Business Tools for Schools (BTS) management staff performed an exercise with other Information Technology Division (ITD) branches to identify and catalog lessons learned from the first two releases of SAP and comparable ITD projects. The catalog is part of future risk management project checklists and documentation and will be expanded upon during the planning stages of the IFS Legacy Replacement Project (also known as Release III).

- 6. LAUSD should ensure that proper training processes be completed for all staff involved prior to the implementation of Release III Accounts Payable of BTS.**

Primary training programs are robust and "hands-on" in nature. Self-service computer-aided training strategies are secondary. Training plans are part of the Integrated Financial System Replacement project and have been accounted for in the plans for the project.

- 7. LAUSD should ensure proper management oversight of normal control reports during the implementation of Release III Account Payable.**

Proper management oversight is an integral component of the IFS Legacy Replacement project plan (Release III). We are currently establishing the governance structure with the inclusion of an Enterprise Project Management Office. We are also establishing an IT Steering Committee to oversee decisions, costs, and progress associated with IT projects. Our target is to have the control and governance structures in place in time for the release of the IFS Legacy Replacement Project (Release III).

LOS ANGELES UNIFIED SCHOOL DISTRICT
Information Technology Division

8. **LAUSD should designate appropriate internal upper level management to actively participate in an Information Technology Steering Committee. This group would oversee the decisions, costs, and progress on all ITG projects. This group would also be responsible for responding to audits involving LAUSD system's projects as well as follow--up to audit recommendations. This group would possibly include the Chief Technology Officer, the Chief Financial Officer, the Chief Operating Officer, the head of Educational Activities and a member of the LAUSD Board of Education (BOE).**

We are currently establishing an IT Steering Committee to oversee decisions, costs, and progress associated with IT projects. The Steering Committee will be fully chartered and in place before the start of the IFS Legacy Replacement Project (Release III).

9. **Office of the Inspector General (OIG) should review any audits with significant findings within a six--month period for compliance and response. The CGJ recommends that OIG should specifically review the four audits previously performed on the payroll system.**

The Office of the Inspector General is responding independently to this recommendation.

Please contact Marvin Cruz, Director of Enterprise Resource Planning, at (213) 241-1522 or marvin.cruz@lausd.net with any questions.

Sincerely,



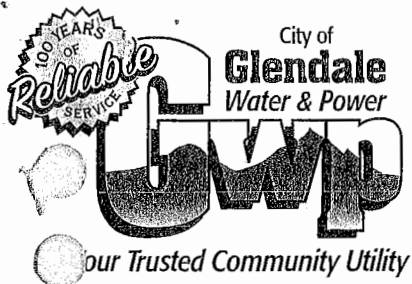
Ronald S. Chandler
Chief Information Officer

c: Wendy Macy
Michelle King
Shahryar Khazei
Marvin Cruz

Certified Mail# 7009 2820 0004 4450 2214

LIST OF ACRONYMS

AF	Acre Feet (approximately 326 thousand gallons)
AFY	Acre Feet Yearly
BMP	Best Management Practices
BWPC	City of Los Angeles Board of Water and Power Commissioners
CGJ	Los Angeles County Civil Grand Jury 2009-2010
CIP	Capital Improvement Plan
DELTA	Sacramento-San Joaquin Delta
DSC	Delta Stewardship Council
DWR	Department Water Resources
GPD	Gallons per Day
GWP	Glendale Water and Power
HCF	Hundred Cubic Feet (748 gallons)
HOA	Home Owner's Association
IEA	Industrial, Economic and Administration
LAA	Los Angeles Aqueduct
LAC	Los Angeles County
LACBOS	Los Angeles County Board of Supervisors
LACWD	Los Angeles City Water District
LADWP	Los Angeles Department of Water and Power
LAEDC	Los Angeles Economic Development Corporation
MOU	Memorandum of Understanding
MWD	Metropolitan Water District (of Southern California)
NHOU-R2	North Hollywood Operable Unit Second Interim Remedy
NRW	Non-Revenue Water
OCWD	Orange County Water District
OROML	Owens River and Owens and Mono Lakes
ROD	Interim Action Record of Decision
RPA	Ratepayer Advocate
SFB	San Fernando Aquifer
ULARA	Upper Los Angeles River Area Basin
USBR	United States Bureau of Reclamation
USEPA	United States Environmental Protection Agency
WCRB	Water Resources Control Board



ADMINISTRATION

October 12, 2010

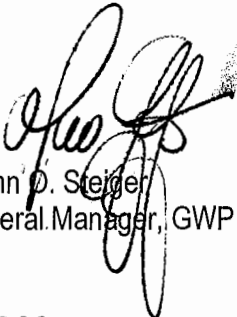
Edward T. McIntyre
Foreperson, 2009 – 2010 Los Angeles County Grand Jury
Clara Shortridge Foltz Criminal Justice Center
210 West Temple Street - 11th Floor, Room 11-506
Los Angeles, CA 90012

Dear Mr. McIntyre:

Per your letter dated June 23, 2010, please see the attached required responses by the City of Glendale Water & Power (GWP) to the recommendations made in the final report by the 2009-2010 Los Angeles County Civil Grand Jury.

If you have any questions, please contact me at (818) 548-2107, or Peter Kavounas at (818) 548-2137.

Sincerely,



PK Glenn D. Steiger
General Manager, GWP

PK/GOS:to
Attachment

CITY OF GLENDALE WATER & POWER
141 North Glendale Ave., Level 4 • Glendale, CA 91206-4496
Tel: 818.548.2107 • Fax: 818.552.2852



**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>1.7 Glendale Water and Power (GWP, Long Beach Water Department, Los Angeles Department of water and Power (LADWP) , Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Department should reduce their consumption of water by 15% by the year 2012 compared to the base year of 2005.</p>	<p>The respondent partially agrees with the finding.</p> <p>The respondent has been using the year 2006 as it base year, and respondents opinion is that the 2006 base year is a more appropriate choice as the rainfall for that year was more typical of an average year.</p> <p>The desired outcome of the recommendation has been achieved via the implementation of Stage 2 water conservation of the Glendale Municipal Code. If and when Stage 2 is lifted in the future, GWP will continue to strive for the desired outcome.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>1.8 Glendale Water and Power (GWP, Long Beach Water Department, Los Angeles Department of water and Power (LADWP) , Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Department should reduce their consumption of water by 20% by the year 2020 compared to the base year of 2005.</p>	<p>The respondent partially agrees with the finding.</p> <p>The respondent has been using the year 2006 as it base year, and respondents opinion is that the 2006 base year is a more appropriate choice as the rainfall for that year was more typical of an average year. The recommendation requires further analysis in order to determine compliance. The respondent is undertaking its Urban Water Management Plan (UWMP) at this time. The respondents UWMP is dependent on the completion of the Metropolitan Water District's UWMP, and the MWD UWMP is expected to be completed by year end, 2010. Contingent upon that completion, respondent will present its further analysis in respondent's UWMP. The plan will discuss this goal and how it can be achieved, including milestones.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>1.10 Glendale Water and Power (GWP, Long Beach Water Department, Los Angeles Department of water and Power (LADWP) , Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Department should support instructional literature and possible funding efforts for home purple pipe installations and gray water systems.</p>	<p>The Respondent disagrees with the finding to support instructional literature and possible funding efforts for home purple pipe installations and gray water systems. The respondent supports the concept of gray water systems, and has an ordinance in place to allow gray water systems to be installed per code provisions. Respondent does not agree, nor does it believe it to be prudent and cost effective to use public funds for home purple pipe installations or gray water systems. Further the existing rate structure does not recover revenue to offset the cost of the recommendation.</p> <p>Purple pipe systems require an on site supervisor, annual inspection by the Dept. of Public Health and thorough knowledge of codes, regulations governing recycled water use and cross-connection prevention. In addition home systems would have to be built, monitored and regularly inspected. The largest cost for recycle is getting the water to the location. Very little distribution infrastructure exists to do so, and only the most cost-effective distribution systems are built. The volume used doesn't support the economics of this undertaking. Gray water systems do not provide a positive economic return. The costs of implementing, inspecting, maintaining, providing cross-connection control and the health risks do not warrant public water utility investment.</p> <p>Therefore, respondent will not be implementing the recommendation.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>1.11 Glendale Water and Power (GWP, Long Beach Water Department, Los Angeles Department of water and Power (LADWP) , Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Department should implement five-year CIP plans that set aside the appropriate funding for repair and replacement of its aging underground water conveyance system.</p>	<p>The Respondent agrees with this finding.</p> <p>The recommendation has been implemented many years ago. The Respondent has its five year CIP in place and it is updated yearly.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>1.12 Glendale Water and Power (GWP, Long Beach Water Department, Los Angeles Department of water and Power (LADWP) , Pasadena Water and Power Department, and the City of Santa Monica Department should consider the City of San Fernando as a best practice city regarding CIP planning.</p>	<p>The Respondent partially disagrees with this finding. While the Respondent supports the City of San Fernando in evaluating the needs for its system, the needs of each City are unique to that City. The Respondent is familiar in great detail with the best practices for CIP planning, and, Respondent uses best practices as apply to Respondent's city.</p> <p>The Respondent will not implement the recommendation as it already has in place its own best practices for CIP planning.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
1.13 LADWP and Glendale Water and Power should aggressively clean the SFB in order to create more local water.	The Respondent agrees with the finding. The recommendation has been implemented through the Glendale Operating Unit, in service since 2000 to remove VOC, and the Glendale Demonstration Scale Chrome Six Removal Project.

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>1.14 Glendale Water and Power (GWP), Long Beach Water Department, Los Angeles Department of Water and Power (LADWP), Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Water Department should establish a procedure for targeting specific geographic areas for water usage and water conservation. This targeted geographic area would be counseled and advised by the appropriate water agencies of the city as to the necessary tools for water conservation.</p>	<p>The Respondent partially agrees with the finding. The Respondent's city, Glendale, is of a size such that targeting the whole of the city is more feasible than any small portion of the city. The respondent implemented a city-wide water conservation program at the Stage 2 level in July, 2009, and to date (September, 2010) conservation has exceeded the goals of the Stage 2.</p> <p>The Respondent has implemented targeted goals for water conservation city-wide. The pending implantation of new water meters with advanced metering infrastructure capability will allow for later implementation of water budgeting on a customer by customer basis.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
3.1 Glendale Water and Power (GWP), Long Beach Water Department, Los Angeles Department of Water and Power (LADWP), Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Water Department should implement a strategic plan that includes installation of smart meters that are capable of differentiating between indoor and outdoor water.	The Respondent agrees with the finding. The Respondent is in the implementation process of installing new smart water meters capable of differentiating between indoor and outdoor water use. The installation will be completed by the end of 2011.

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
3.2 Glendale Water and Power (GWP), Long Beach Water Department, Los Angeles Department of Water and Power (LADWP), Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Water Department should implement measures to differentiate between indoor and outdoor water usage and charge more for outdoor water usage.	The Respondent agrees with the finding. The Respondent is in the implementation process of installing new smart water meters capable of differentiating between indoor and outdoor water use. The installation will be completed by the end of 2011 The Respondent is in the process of re-evaluating its rate structure and may possibly include higher rates for outdoor use, or seasonally higher use.

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

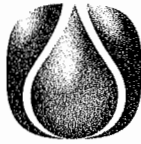
Recommendations	Responses
<p>3.3 Glendale Water and Power (GWP), Long Beach Water Department, Los Angeles Department of Water and Power (LADWP), Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Water Department should use tiered rates based on the number of people in each household as well as lot sizes.</p>	<p>The Respondent agrees with the finding. In addition to the number of people in each household and lot size, the size of the house and number of fixtures, as well as the type of fixtures, for example, low flow toilets versus traditional toilets, all need to be considered in generating a water budget.</p> <p>Respondent has a two-tiered rate at present. A full rate study, including evaluation and implementation of a multi-tiered rate system, is underway at present and expected to be implemented July, 2011. The aforementioned smart water meters need to be installed, and once installed; additional data need to be brought together from the county assessor's office, geographic information systems and customer billings before the recommendation can be implemented.</p> <p>Respondent also has to complete a whole new rate study with tiered water rates. Respondent expects To be able to implement by 2014.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>3.4 Glendale Water and Power (GWP), Long Beach Water Department, Los Angeles Department of Water and Power (LADWP), Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Water Department should add a small fixed monthly service charge to all commercial and residential water bills to recover a portion of the fixed operating costs.</p>	<p>Respondent agrees with the findings.</p> <p>Respondent has already implemented a fixed charge to cover fixed operating costs.</p>

**County of Los Angeles - Civil Grand Jury
Water for L. A. County - New Paradigm
Recommendations and Responses**

Recommendations	Responses
<p>3.5 Glendale Water and Power (GWP), Long Beach Water Department, Los Angeles Department of Water and Power (LADWP), Pasadena Water and Power Department, City of San Fernando Public Works Water, and the City of Santa Monica Water Department should have tiered rates or blocks to encourage conservation, with a lowered first tier or block rate to offset the cost impact of fixed service charge.</p>	<p>Respondent agrees with the finding.</p> <p>Respondent has implemented a two-tiered rate structure. Respondent is conducting a rate study in the next six months to develop a multi-tiered rate structure for implementation by July 2011.</p>



Long Beach Water Department
The Standard in Water Conservation &
Environmental Stewardship

Copy

October 18, 2010

KEVIN L. WATTIER, General Manager

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

Dear Mr. McIntyre:

Please see attached document that contains the Long Beach Water Department responses to the 2009-2010 Los Angeles County Civil Grand Jury report titled, "Water for Los Angeles County".

Please contact me at (562) 570-2318 if you have any questions regarding this information.

Sincerely,

Kevin L. Wattier
General Manager

Attachment

LONG BEACH WATER DEPARTMENT
RESPONSE TO THE 2009-2010 LOS ANGELES COUNTY CIVIL GRAND JURY
REPORT TITLED, "WATER FOR LOS ANGELES COUNTY"

Recommendations 1.1 through 1.6: creating a countywide water district

Not applicable.

Recommendations 1.7 and 1.8: water conservation

The recommendations 1.7 and 1.8 address the following issues

- 1.7: Cited water agencies should reduce water consumption by 15-percent by 2012; and
- 1.8: Cited water agencies should reduce water consumption by 20-percent by 2020; and

The Long Beach Water Department (LBWD) has already done this.

Last year the legislature passed and the Governor signed SBx7-7, legislation aimed at requiring retail water agencies to reduce per capita water usage 10-percent by 2015 and 20-percent by 2020, from the designated baseline.

Because LBWD is committed, through economically and environmentally responsible means, to providing the City of Long Beach a reliable supply of quality drinking water, LBWD has already met both its 2015 and its 2020 targets.

Recommendation 1.9: not applicable

This recommendation is directly specific to Pasadena Water and Power Department.

Recommendation 1.10: gray water

Recommendation 1.10 suggests water agencies support instructional literature and possible funding efforts for home purple pipe installations and gray water systems.

LBWD disagrees partially with this recommendation.

LBWD has developed its recycled water program over many years. Last year (FY 2009) LBWD sold over 2 billion gallons of recycled water to its customers; an amount equal to 11-percent of all the potable water sold that year. Most of this water was used for landscape irrigation and industrial and seawater barrier activities.

There are many issues related to the safe and cost-effective use of recycled water and gray water at residential properties. Many of the issues related to the use of gray water, in particular, are outside the purview of the local water agency. These responsibilities

often belong to the local agency responsible for permitting residential plumbing, such as the local Building and Safety Department responsible for implementation of the plumbing code.

At this time, LBWD does not provide funding incentives to promote dual plumbing installation for recycled water usage, and does not offer funding incentives for gray water systems. Locally, no neighboring water districts offer any incentives for gray water system installation.

Recommendation 1.11 and 1.12: 5-year CIP plans

Recommendation 1.11 advocates that water agencies should implement 5-year CIP plans for the repair and replacement of aging underground water conveyance systems.

LBWD already does this.

LBWD has done this for many years and continues to do so.

Recommendation 1.12 advises the named water agencies, including LBWD, to consider the City of San Fernando as a best practice city regarding CIP planning.

Recommendation not applicable.

LBWD's CIP planning process has evolved over many years and is state-of-the-art.

Recommendation 1.13: cleaning the groundwater basin

Recommendation not applicable.

LBWD is not one of the agencies to whom this recommendation is addressed.

Recommendation 1.14: targeting geographic areas

Recommendation 1.14 urges the named water agencies to establish a procedure for targeting specific geographic areas for water usage and water conservation.

LBWD disagrees with this recommendation.

LBWD has a focused conservation program. Specific water apparatus are targeted for replacement with water-saving features. Outdoor water use has been identified as an area that will receive added focus due to its greater water conservation potential.

In LBWD's service area, the water-use pattern and the associated conservation potential have higher correlation with the customer groups than the geographic areas. The top water users do not necessarily correspond with geographic areas. LBWD's water conservation program is designed to focus on specific water-saving devices and customer groups to maximize the effect of water conservation.

Recommendation 3.1 through 3.2: metering indoor use separate from outdoor use

Recommendations 3.1 and 3.2 state that water agencies should implement a strategic plan that includes installation of smart meters capable of differentiating between indoor and outdoor water, and then charge more for outdoor water usage

LBWD partially disagrees with these recommendations.

LBWD is installing meters that can be read automatically; we will also be reviewing the rate structure to allow further conservation incentives whether for indoors or outdoors. The installation of complete indoor/outdoor differentiating meters would be costly at this time.

Recommendation 3.3: rate structures

Recommendation 3.3 states that water agencies should use tiered rates based on the number of people in each household as well as lot sizes.

LBWD partially disagrees with this recommendation.

LBWD has a tiered rate system for residential customers. However, it is not based on the number of people in each household or the lot size. There are many reasons for this. LBWD believes there are more efficient and effective ways to encourage water conservation than to create a rate structure that is expensive to implement and potentially hard for customers to understand.

Recommendation 3.4: fixed service charge

Recommendation 3.4 states that water agencies should add a small fixed monthly service charge to all commercial and residential water bills to recover a portion of the fixed operating.

LBWD already does this.

LBWD has a monthly service charge.

Recommendation 3.5: tiered rates

Recommendation 3.5 states that water agencies should have tiered rates or blocks to encourage conservation, with a lowered first tier or block rate to offset the cost impact of fixed service charge.

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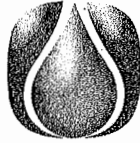
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Recommendation 3.6 states that water agencies should have additional tiers or blocks high enough to penalize for excessive water use.

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LBWD already has a tiered rate structure that penalizes residential customers for excessive water usage. The highest tier, Tier 3, is significantly greater than Tier 1.



Long Beach Water Department
The Standard in Water Conservation &
Environmental Stewardship

October 18, 2010

KEVIN L. WATTIER, General Manager

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

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LONG BEACH WATER DEPARTMENT

RESPONSE TO THE 2009-2010 LOS ANGELES COUNTY CIVIL GRAND JURY

REPORT TITLED, "WATER FOR LOS ANGELES COUNTY"

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ANTONIO R. VILLARAIGOSA
Mayor

Commission
LEE KANON ALPERT, *President*
THOMAS S. SAYLES, *Vice-President*
ERIC HOLOMAN
CHRISTINA E. NOONAN
JONATHAN PARFREY
BARBARA E. MOSCHOS, *Secretary*

AUSTIN BEUTNER
General Manager
RAMAN RAJ
Chief Operating Officer

November 22, 2010

Mr. Edward T. McIntyre
Foreperson, 2009-2010 Los Angeles County
Civil Grand Jury
210 West Temple Street, Room 11-506
Los Angeles, CA 90012

Dear Mr. McIntyre:

Subject: Response to the Final Report by the 2009-2010 Los Angeles County Civil Grand Jury

The City of Los Angeles Department of Water and Power (LADWP) received the 2009-2010 Los Angeles County Civil Grand Jury's Final Report, "Water for Los Angeles County, A New Paradigm", and provides the enclosed response in accordance with Section 933.05 of the California Penal Code.

We have carefully reviewed the recommendations of the Civil Grand Jury. Some of the recommendations, such as the need to emphasize clean up of the San Fernando Groundwater Basin, we agree with and appreciate the Civil Grand Jury's attention and support. Recommendations regarding strategic planning are quite timely and will be further analyzed and considered in our current strategic planning process. Many of the responses are "disagree partially," because that is the required option provided in the Code. Given our own choice of phraseology, we would have responded "agreed significantly with the recommendation".

With regard to County-wide water governance issues which were addressed to the Los Angeles County Board of Supervisors, we generally disagree with the Civil Grand Jury's recommendations. We believe that provisions for an additional layer of decision-making and bureaucracy will not provide value compared to the costs. The City of Los Angeles has one of the older systems in the County; some areas have not fully developed and have little need for a robust water system. We believe regional issues are well considered through the Metropolitan Water District of Southern California, and local issues are often fiercely held as very local concerns.

Water and Power Conservation ... a way of life

111 North Hope Street, Los Angeles, California 90012-2607 Mailing address: Box 51111, Los Angeles 90051-5700
Telephone: (213) 367-4211 Cable address: DEWAPOLA



Mr. Edward T. McIntyre
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If you require additional information, please contact Ms. Julie M. Spacht, Managing Water Executive Engineer, at (213) 367-0896.

Sincerely,


Austin Beutner

JMS:km
Enclosure

c/enc: Commissioner Lee Kanon Alpert, President
Commissioner Thomas S. Sayles, Vice President
Commissioner Eric Holoman
Commissioner Christina E. Noonan
Commissioner Jonathan Parfrey
Ms. Julie M. Spacht

**CITY OF LOS ANGELES
DEPARTMENT OF WATER AND POWER
RESPONSE TO THE LOS ANGELES COUNTY CIVIL GRAND JURY
2009 REPORT TITLED, "WATER FOR LOS ANGELES COUNTY"**

1.1 to 1.6 *Not applicable.*

1.7 *Glendale Water and Power (Glendale), Long Beach Water Department (Long Beach), Los Angeles Department of Water and Power (LADWP), Pasadena Water and Power Department (Pasadena), City of San Fernando Public Works (San Fernando), and the City of Santa Monica Water Department (Santa Monica) should reduce their consumption of water by 15 percent by the year 2012 compared to the base year of 2005.*

LADWP disagrees partially with the findings.

LADWP's gallons per capita per day of 150 are overstated. The actual LADWP water used in 2005 was 609,000 acre-feet (AF) instead of the 661,000 AF projected in the 2005 Urban Water Management Plan (UWMP) due to weather variability and additional conservation implemented.

The recommendation will not be implemented.

The selection of 2005 base year did not consider the fact that 2005 was a wet year. The City of Los Angeles' (City) total precipitation in 2005 was 26.5 inches, or 175 percent of the annual average of 15.14 inches, which lowered water use significantly. Prior conservation efforts were also ignored in the recommendation. Agencies that invested heavily on conservation would be penalized for having lowered their base already.

LADWP is committed to comply with State Legislation SBX7-7 which requires water suppliers to achieve a 20 percent reduction in urban per capita water use by December 31, 2020, with an interim target of 10 percent reduction by December 31, 2015. The methodologies of measuring compliance are still being developed by the State Department of Water Resources which will consider multiple factors to set reasonable targets. LADWP will demonstrate the steps to comply with SBX7-7 water use reduction targets in the upcoming 2010 UWMP.

1.8 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should reduce their consumption of water by 20 percent compared to the base year of 2005.*

See response to Recommendation 1.7.

1.9 *Not applicable.*

1.10 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should support instructional literature and possible funding efforts for home purple pipe installations and gray water systems.*

LADWP disagrees partially with the findings.

LADWP has prepared an informational brochure for public distribution regarding LADWP's water recycling program in general including approved uses and the effort to establish a purple pipe network. LADWP is currently designing a website to disseminate information specifically regarding gray water systems including the types of gray water systems, permit requirements, installation and maintenance, and providing further informational resources. The gray water system website is expected to go live by January 2011.

At this time, LADWP does not provide funding incentives to promote dual plumbing installation for recycled water usage and does not offer funding incentives for gray water systems. We are developing a plan to pursue state funding, but do not have ratepayer funding available. Locally, no neighboring water districts offer any incentives for gray water system installation.

1.11 Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should implement five-year Capital Improvement Plans (CIP) that set aside the appropriate funding for repair and replacement of its aging underground water conveyance system.

LADWP disagrees partially with the findings.

LADWP utilizes a ten-year CIP. The Infrastructure Reliability budget, which includes the rehabilitation and replacement of aging underground facilities, is approximately \$2.4 billion dollars, representing 37 percent of the overall ten-year budget.

1.12 Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should consider San Fernando as a best practice City regarding CIP planning.

LADWP disagrees partially with the findings.

LADWP utilizes a ten-year CIP that is focused on maintaining or replacing existing components of the Water System, and constructing new facilities to ensure LADWP fulfills its mission of providing reliable and high quality water for the residents of Los Angeles. The CIP is divided into four major categories: Infrastructure Reliability; Water Supply; Regulatory Compliance; and, Other Strategic Activities, and is updated annually.

1.13 LADWP and Glendale should aggressively clean the SFB in order to create more local water.

LADWP agrees with the finding.

The LADWP agrees and is working with Glendale as well as other stakeholders in the SFB on clean up efforts.

1.14 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should establish a procedure for targeting specific geographic areas for water usage and water conservation. This targeted geographic area would be counseled and advised by the appropriate water agencies of the City as to the necessary tools for water conservation.*

LADWP disagrees partially with the findings.

LADWP has a focused conservation program. Specific water apparatus are targeted for replacement with water-saving features. The apparatus replacements are not limited to particular geographic areas. The Technical Assistance Program (TAP) provides financial incentives to commercial, industrial, institutional, and multifamily residential water users. Outdoor water use has been identified as an area that will receive added focus due to its greater water conservation potential.

The recommendation will not be implemented.

In LADWP's service area, the water-use pattern and the associated conservation potential have higher correlation with the customer groups than the geographic areas. The top water users do not necessarily correspond with geographic areas. LADWP's Water Conservation Program is designed to focus on specific water-saving devices and customer groups to maximize the effect of water conservation. A recent study has also been completed to determine the outdoor water conservation potential. LADWP works with the communities such as Homeowner Associations and Neighborhood Councils to promote water conservation and provide technical assistance in identifying conservation potential. Further analysis will be conducted to identify specific targeted geographic areas for a cost-effective conservation program when resources or personnel are available.

2.1 *The Mayor should coordinate with LADWP Board (Board) and the General Manager to include specific recommendations and time frames to accomplish the goals as stated in the report.*

LADWP disagrees partially with the finding.

The 2008 Water Supply Action Plan (Water Plan) proposed water conservation and water recycling as the two primary strategies to meet Los Angeles' future water demand. Annual goals and implementation schedules are laid out in the Plan and communicated to the Board.

Staff has been preparing detailed tracking reports and providing updates to the General Manager and the Board. The Water Plan is being updated to include implementation progress and adjusted goals and schedules consistent with the approved budget.

2.2 *The Mayor should coordinate a newly developed strategic plan. This strategic plan should include specific responsibilities, measurement tools and defined timeframes. The Civil Grand Jury recommends that the strategic plan should be detailed like the Glendale Water and Power strategic plan.*

LADWP agrees with the finding.

As a result of the findings and recommendations of an administrative study of the LADWP by the City Controller's Office in the 2008 Industrial, Economic and Administrative (IEA) Survey, LADWP began its efforts to meet the critical need for a formal, company-wide strategic planning process in 2009.

At the Board's direction, expanded outreach efforts were held with various stakeholders including residential and commercial customers, employees, unions, Neighborhood Councils, staff of elected officials, other City departments, outside agencies, etc. Several meetings and workshops with the Board and members of the public were held and these efforts have resulted in a draft strategic plan complete with Mission, Vision, Core Values, Strategies, and Goals.

In June 2010, the General Manager released a Long-Term Strategy that addresses plans for the water and power systems. This Long-Term Strategy, as well as the Integrated Resources Plan, the Water Plan, and other operational strategies, will be included in the corporate Strategic Plan that will be developed as part of the strategic planning process.

The Board approved a contract to continue to assist LADWP in facilitating the development of the strategic planning process. Similar to the expanded efforts done in 2009 under the Board's direction, this strategic planning process will include a review and assessment of the current external environment as well as input from a variety of stakeholders (including the Los Angeles Economic Development Corporation). A new component of this engagement is the development of a competitive intelligence process which will assist LADWP in benchmarking its major initiatives with other similarly situated utilities. The timeframe for development of the strategic planning process and Strategic Plan is to have an LADWP plan in place in the first half of 2011.

The Board and LADWP executive management agree that this is an especially advantageous point to forge ahead with LADWP's strategic planning process. This resulting Strategic Plan will serve as the guide for the next several years and is expected to survive any changes in leadership.

2.3 *LADWP should continue maximum efforts to obtain USEPA funding for the cleanup of the San Fernando Aquifer.*

LADWP agrees with the finding.

LADWP agrees and continues to work with and engage the USEPA to effect cleanup of the San Fernando Basin (SFB).

2.4 LADWP should develop a detailed projection of the cost of the cleanup and secure the filtration processes on the wells of the SFB Aquifer to obtain the maximum water output according to its legal rights, including the timeframe for completing this process.

LADWP agrees with the finding.

LADWP has worked with its consultant (Brown & Caldwell), currently under contract for the "Groundwater System Improvement Study", to develop some conceptual layouts and preliminary costs to implement centralized and wellhead treatment in the SFB to enable LADWP to pump its full groundwater entitlement, as well as some future recycled replenishment water and existing storage credits. LADWP is currently in the process of tasking Brown & Caldwell to further develop the long-term solutions identified previously that will provide the basis for budgeting, scheduling, and preparation of the design of the treatment facilities. The conceptual planning for these facilities is anticipated to be completed by June 2011.

2.5 LADWP should have a new review made of the amount of water that can be pumped from the SFB. Due to the future increased demand for water and possible reductions in water sources, the SFB may be a major source of potable water.

LADWP agrees with the finding.

LADWP has already been working with the Cities of Glendale and Burbank as well as the Upper Los Angeles River Area (ULARA) Watermaster to develop a plan to determine a thorough and accurate "Re-evaluation of the Safe Yield of the San Fernando Basin". The ULARA Watermaster recommended to the Superior Court on April 30, 2010, that a number of critical data-gathering activities need to take place before undertaking such a study. It is anticipated that a study would likely be initiated within 3 to 5 years.

2.6 The Mayor of Los Angeles and the Board should mandate that top management complete a strategic plan with appropriate goals and objectives, target completion dates for all actions, people assigned responsibility for each action and methods to measure the results and completion of all targeted actions.

LADWP agrees with the finding.

See response to recommendation 2.2.

Additionally, the strategic planning process is envisioned to include participation by the Board, top management, LADWP employees, and external stakeholders. The format of the final plan has not yet been finalized, but will be based on input from different LADWP stakeholders.

2.7 *The Board should hold, at a minimum, quarterly reviews of strategic plan implementation and review status and measurements of all action items.*

LADWP disagrees partially with the finding.

See response to recommendation 2.2.

Additionally, the components of the Strategic Plan and the specific steps in the strategic planning process have not yet been finalized, but are expected to include a regular review of LADWP's performance toward specific measurable goals, the external environment in which LADWP operates, competitive intelligence concerning the operations of peer utilities, input from employees at all levels, and external stakeholder as well as a review of all aspects of the existing plan. The frequency of the review process has not yet been determined; however, it will balance the extent of changes in the environment and strategic priorities of LADWP with the costs of reviewing the Strategic Plan.

2.8 *The Board should review, at a minimum, semi-annually, action taken on IEA Survey recommendations.*

LADWP agrees with the finding.

A quarterly progress report of responses and action plan for the IEA Survey is provided to the Board. The most recent report was dated July 27, 2010.

2.9 *The Board should approve any changes to the targeted objectives, goals, dates, or responsibilities to complete Strategic Plan issues.*

LADWP disagrees partially with the finding.

See response to 2.2.

Additionally, the amendment process of the Strategic Plan will be determined through the process of its establishment. This finding will be considered.

2.10 *The Board should consider using Glendale as an example of how to complete and execute a Strategic Planning Process.*

LADWP agrees with the finding.

See response to 2.2.

As part of the process, LADWP is reviewing the strategic plans of other utilities, including Glendale to provide guidance on the strategic priorities, core values, and other components as well as the format of an optimal strategic plan. However, LADWP cautions that while Glendale's strategic plan is a good example of a plan for a Los Angeles area water and power utility, the size of its customer base and market are not fully comparable to LADWP. Therefore, LADWP believes it is appropriate to review other utility strategic plans in addition to that of Glendale.

2.11 *The Board should expect that all issues classified as highly relevant in the IEA Survey have targeted completion dates and identify the specific person responsible for leading the corrective action associated with that recommendation.*

LADWP agrees with the finding.

The Response and Action Plan, provided to the Board quarterly, includes a matrix of the IEA recommendation, LADWP response, the Action Plan, Accountable individual(s) , estimated completion, and status / remarks.

2.12 *The Mayor should amend the rules governing LADWP such that the Board should be involved in the approval process of hiring or terminating key LADWP key executives, as well as authorizing consulting contracts.*

LADWP agrees with the finding.

Per the Charter Section 604, the Board is the appointing authority for the General Manager subject to the confirmation by the Mayor and City Council. The Board also appoints the Chief Accounting Employee. Professional services contracts greater than \$150,000 are approved by the Board.

2.13 *The Mayor and the City Council should consider dividing the operations of LADWP into an Energy and a Water department.*

LADWP disagrees with the finding.

Section 681 of the City Charter gives the Board the power to divide and consolidate the functions of LADWP into two divisions, each directed by a general manager. The Board has exercised this option in the past, choosing to recombine the divisions under a single General Manager.

While one division may command more attention of the Board at times, the Board makes every effort to address issues of importance to both divisions as necessary. The Board believes the benefits of shared resources with respect to customer service, human resources, information technology, fleet, security and many other functions outweigh any disadvantages.

2.14 *The Board should pass a resolution to have approval authority for contracts and purchase agreements not to exceed \$50,000.*

LADWP disagrees with the finding.

The efficient and effective operation of a large utility requires a wide range of materials and services. Our service must be both reliable and at the lowest reasonable cost; therefore, many of the materials and services purchased by LADWP must be obtained urgently. For these reasons, the Board establishes policies governing purchases within the over-riding state and charter requirements for bidding and purchasing. Coupled with managerial reports and appropriate auditing, the Board controls the purchasing of materials and services more effectively than overseeing over 2,000 individual contracts for \$50,000.

2.15 The Board should adopt as part of its agenda a regularly scheduled reporting procedure from LADWP management on Metropolitan Water District of Southern California (MWD) activities and actions.

LADWP disagrees partially with the finding.

LADWP currently holds a monthly MWD Caucus meeting with the four MWD Directors who sit on the MWD Board and represent the City of Los Angeles. At these Caucus meetings all the activities and actions currently ongoing at MWD are discussed as well as the upcoming MWD Board Agenda. All of the Commissioners are invited each month to attend these Caucus meetings and periodically they do attend.

2.16 The Board should establish a full-time position of Inspector General in the City Controller's Auditor's office funded by LADWP. This position would be dedicated to auditing and reviewing activities of LADWP only.

LADWP disagrees with the finding.

The City Controller's Office has authority to audit all City departments and agencies, including LADWP. LADWP reimburses the City Controller's Office for their LADWP audits. Also, LADWP has an Internal Audit Division of 21 budgeted positions, which functionally reports to the Audit Committee of the Board. All audits completed by LADWP's Internal Audit staff are transmitted to the City Controller's Office on a monthly basis.

With the establishment of the Rate Payer Advocate (RPA) function and the existing audit resources from the City Controller's Office and LADWP's internal audit function, we believe there is no need to establish a new Inspector General position.

2.17 The Inspector General for LADWP would be administered and selected by the Los Angeles City Controller.

See Response to 2.16 above.

2.18 The Board should require a detailed analysis of the basis of any rate increase and this analysis should be included in that portion of the rate increase.

LADWP agrees with the finding.

As part of the budget and financial planning each fiscal year, the Board reviews revenue requirements by approving operation and maintenance expenses and capital project expenses. The rates are set based on the revenue requirements, and the process will include iterations of rate design, stakeholders outreach, customer notifications, management approval, Board approval, the City Council approval, and the Mayor's approval.

As part of the rate-setting process, a third-party review of proposed rates is prepared through the City Administrative Office and made available to decisions makers.

2.19 The Board should provide the basis and details for any rate increases to the public with an appropriate period allowing for public response.

LADWP agrees with the finding.

Currently there are many stakeholders' outreach meetings and notifications for any rate increases, including Neighborhood Council, business associations, individual large commercial customer, Board meetings, and Council meetings.

2.20 The Board should provide the basis and details of any significant changes to the billing process with an appropriate period allowing for public response.

LADWP agrees with the finding.

In addition to the rates process discussed in recommendations above, the only additional billing process considered at this time is the restructuring of the billing format as recommended in the IEA Survey. Restructuring the bill format is an iterative process starting with recognized industry best practices and vetted through many customer focus groups. The Neighborhood Councils have also been consulted in the redesign process.

2.21 LADWP should establish an RPA organization with the duties and structure as defined above.

LADWP disagrees partially with the findings.

See response to 2.16 above

An RPA position is currently proposed and under discussion by the City Council. The structure, location, and responsibilities of the position are included in the consideration.

2.22 LADWP should initiate an aggressive active leak detection and repair program to reduce the negative financial impact to LADWP customers.

LADWP disagrees partially with the findings.

LADWP has initiated an Asset Management Program (AMP) which includes the evaluation of the water distribution system. At the heart of the AMP is the Total Life-Cycle Cost of facilities which included repair and maintenance, operation, and replacement costs. The AMP for distribution main is currently in development with major aspects already in place.

2.23 The Board should establish a process for ensuring consideration of acquiring bids from outside firms for replacement and repair of water infrastructure.

LADWP disagrees partially with the finding.

LADWP has a combination of in-house and low-bid construction of capital infrastructure work. This provides a flexibility and readiness to respond to operational and emergency needs and maintains a balance type of construction expenditures. For infrastructure work and replacing of major trunk lines as part of the Water Quality Improvement Program, the proportion of jobs constructed by low bid contract compared to in-house forces is approximately 60 to 40 percent.

To ensure the competitiveness of major in-house construction for main line installation, LADWP periodically benchmarks with regional projects of a similar type for both competitiveness and best practices, and is initiating a benchmark study of distribution main.

2.24 LADWP should provide realistic projections of water demand and water supply.

LADWP disagrees partially with the finding.

LADWP agrees with the recommendation, however disagrees partially with portions of the discussion narrative. Demand projection on Chart 7 is inconsistent with the 2005 UWMP¹ Exhibit 1K. The projected demands in 2010, 2015, 2020, and 2025 are 5,000 AF less than those shown on Exhibit 1K. The Los Angeles Aqueduct and well supplies are consistent with UWMP Exhibit 6C, which depict the average weather conditions. However, the chart should refer to the multi-dry year conditions as shown on UWMP Exhibit 6E. The actual 2009 MWD water supply was 355,000 AF, or 63 percent of Los Angeles' total water supply. It falls within the projected extreme of 508,350 AF under multi-dry year conditions.

2005 UWMP demand projection is a function of population, housing units, and employment. From 2005 to 2030, UWMP Exhibit 1C shows 9.3 percent increase in population, 24.2 percent in housing units, and 18.5 percent in employment. The projected faster growth in housing unit and employment lifts the overall GPCD to 160 in 2030.

The recommendation has not yet been implemented, but will be implemented in the future.

The 2005 UWMP demand projection predicted various weather conditions including average year, single-dry year, and multi-dry year as shown in Exhibits 6C through 6I. However, it did not foresee and incorporate the SBX7-7 requirements of reducing 20 percent of water use by 2020. The 2010 UWMP is being developed and will provide projections as realistic as possible based on the most current information available including expected water conservation and recycled water supply. LADWP is also coordinating with MWD to ensure Los Angeles' 2010 UWMP is consistent with MWD's Regional Urban Water Management Plan².

2.25 LADWP should reconcile the projections with expected conservation and recycled water expectations.

LADWP agrees with the finding.

See response to Recommendation 2.24.

Additionally, LADWP is expanding the recycled water program to initially achieve the goal of 50,000 acre-feet per year (AFY) to displace the need for potable water. In addition, LADWP is also evaluating how recycled water usage can be maximized beyond the 50,000 AFY. Expansion of the program includes groundwater replenishment with purified recycled water and the installation of a purple pipe distribution network in various areas of the City. As the recycled water program progresses, actual budget expenditures in comparison with budgeted projections will be an on-going process. LADWP's Recycled Water Master Planning document currently under way is studying how to expand the recycled water system that will cost approximately \$1 billion dollars to achieve the goal of 50,000 AFY.

¹ - <http://www.ladwp.com/ladwp/cms/ladwp007157.pdf>

² - http://www.mwdh2o.com/mwdh2o/pages/yourwater/RUWMP/RUWMP_2005.pdf

2.26 LADWP should reconcile the expected demand from MWD and coordinate this expectation with MWD.

LADWP agrees with the finding.

See response to Recommendation 2.24.

2.27 LADWP should complete a comprehensive plan to study the conversion of wastewater to potable water. This plan should include an analysis of conversion costs compared with projected purchased pricing. This analysis should include alternative uses of reclaimed water other than just for potable water usage.

LADWP agrees with the finding.

LADWP initiated a Master Planning process in 2009 that will identify all potential suitable uses for the City's wastewater. Traditional uses, such as irrigation and industrial processes and new alternatives such as groundwater replenishment with advanced treated water, will be evaluated. Cost analysis will be performed for each alternative which will include a comparison to offsetting MWD purchases. The initial master planning alternatives documents will be available in 2011.

2.28 In order to reduce the public perception of using wastewater, LADWP should publish information to the public concerning the methods other water districts are using to convert wastewater to potable water.

LADWP agrees with the finding.

Along with citing other water agency's successes (such as Orange County) for implementing advanced treatment of recycled water for groundwater replenishment, the LADWP is utilizing other strategies to address public perception about the production and use of recycled water.

As part of the effort to raise awareness about recycled water in the City, LADWP has initiated an outreach program. This includes establishing a Recycled Water Advisory Group (RWAG) consisting of environmental groups, industrial, non-governmental organizations, neighborhood councils, along with other stakeholder groups representing a broad-based cross-section of the City. During the RWAG process, LADWP and City of Los Angeles Bureau of Sanitation will provide information about the recycled water program along with receiving input from stakeholders so that their ideas and concerns are addressed as the program is being developed. In addition, an Independent Advisory Panel is being assembled consisting of health care and scientific experts to provide an independent third-party review of the program. LADWP is also working with a consultant to review material for public distribution and ensure presentations on recycled water are thought of positively.

2.29 The Civil Grand Jury recommends that LADWP incorporate findings of the Los Angeles Economic Development Corporation into their proposed Strategic Planning Process for objectives and targets.

LADWP disagrees partially with the finding.

LADWP will review and consider findings of the Economic Development Corporation in its Strategic Planning process, as described in the response to finding 2.2 above.

Additionally, LADWP's strategic planning process is expected to include and balance the input from many external stakeholders, including the Los Angeles Economic Development Corporation (LAEDC). However, the extent to which LADWP's Strategic Plan adopts the input of the LAEDC or any other stakeholder has not yet been determined.

3.1 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should implement a strategic plan that includes installation of smart meters that are capable of differentiating between indoor and outdoor water.*

LADWP disagrees partially with the finding.

While LADWP is installing meters that can be read automatically; we are also reviewing the rate structure to allow further conservation incentives whether indoors or outdoors. The installation of complete indoor/outdoor differentiating meters would be costly at this time.

3.2 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should implement measures to differentiate between indoor and outdoor water usage and charge more for outdoor water usage.*

LADWP disagrees partially with the finding.

See response to finding number 3.2, above.

3.3 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should use tiered rates based on the number of people in each household, as well as lot sizes.*

LADWP agrees with the finding.

LADWP is using number of people, temperature zones, and lot sizes when tier allotments for water rates are set. In the future, we will modify the approach by considering the California native plants watering requirement.

3.4 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should add a small fixed monthly service charge to all commercial and residential water bills to recover a portion of the fixed operating costs.*

LADWP disagrees partially with the finding.

Yes, LADWP is analyzing whether to add a small fixed monthly charge or a minimum charge to support a portion of fixed operating costs. Historically, the fixed charge was eliminated to send a stronger conservation signal, since the water commodity was relatively low. With the fixed charge, customers would not realize the conservation effort strongly. As the water commodity charge is going up, adding the fixed charge will still send a conservation signal because the variable charge for water is significant in the bill now.

3.5 *Glendale, Long Beach, LADWP, Pasadena, San Fernando, and Santa Monica should have tiered rates or blocks to encourage conservation, with a lowered first-tier or block rate to offset the cost impact of fixed service charge.*

LADWP agrees with the finding.

The LADWP proposes in its planned redesign of rate structure to have a first tier rate that is significantly lower than the other tiers to provide a strong conservation price signal.

3.6 Additional tiers or blocks should be high enough to penalize for excessive water use. Those who use more water should pay more per gallon than those who actively conserve.

LADWP agrees with the finding.

The LADWP is supporting the policy of higher tier rates for excessive water use. We are in the process of modifying our rate structure to send a strong conservation price signal. Especially as the purchased water price is going higher, it is important to design our high tier rates based on marginal cost.

4.1 LADWP should ensure that the pumping control room and any other required security area should be locked and secured at all times.

LADWP agrees with the finding.

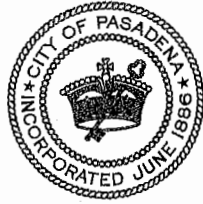
In addition to the building Security, and continual hall video monitoring, the Water System control room has an identification (ID) scanning controlled access system which allows only specifically approved personnel access. All other access must be escorted.

4.2 All personnel and visitors of the LADWP John Ferraro Building (LADWP headquarters building) should be required to clear through the screening process before entry is allowed.

LADWP agrees with the finding.

The LADWP has recently installed ID scanning employee access at its headquarters building, as well as visitor screening which includes parcel scanning. ID-controlled access to parking areas is currently under construction.

October 5, 2010



PASADENA WATER AND POWER

October 14, 2010

Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury
210 West Temple Street 11th Floor Room 11-506
Los Angeles, CA 90012

Dear Mr. McIntyre:

In response to the 2009-2010 Los Angeles County Civil Grand Jury (CGJ) final report – *Water for Los Angeles County, A New Paradigm*, Pasadena Water and Power (PWP) is responding with comments to the 12 findings and recommendations contained in the report per Section 933 of the California Penal Code.

Sincerely,

Phyllis E. Currie
General Manager

SECTION 1: LOS ANGELES COUNTY WATER ISSUES:

CGJ Recommendations 1.7 and 1.8:

- **PWP should reduce their consumption of water by 15% by the year 2012 compared to the base year 2005**
- **PWP should reduce their consumption of water by 20% by the year 2020 compared to the base year 2005**

PWP Response to Recommendations 1.7 and 1.8:

PWP agrees with the finding and the recommendation is currently being implemented.

PWP is currently preparing a Water Integrated Resource Plan (WIRP) to reliably and cost-effectively ensure sufficient water supply for its service territory. Every alternative considered must meet the 20x2020 goal through a combination of conservation and non-potable water use to reduce potable water demand a minimum of 20% by 2020.

On April, 13, 2009, the Pasadena City Council adopted a Comprehensive Water Conservation Plan that identified six specific strategies to reduce water consumption in PWP's service territory. The plan also includes information and recommendations related to managing short-term water supply shortages, the estimated financial impacts of 10%, 20%, and 30% water sales reductions, some additional detail on plans related to landscape ordinance, gray water and rainwater use, and a summary of impacts on new development. Additionally, the Pasadena City Council also adopted a Water Waste Prohibition Ordinance, which includes a number of permanent water waste prohibitions and procedures that would be initiated in the event of a water shortage. The ordinance is consistent with the Metropolitan Water District (MWD) Model Water Waste ordinance and addresses some of the shortcomings identified with the City's previous Water Shortage Procedure Ordinance which it replaced.

Lastly, the goals set forth in the 20x2020 plan and the State Water Plan complement the requirements of SBx7 7 (Steinberg, Chapter 4, Statutes of 2009), which requires cities like Pasadena that are urban water suppliers as defined by the Water Code (3,000 customers or delivering 3,000 acre-feet of water annually) to develop targets to decrease per-capita water use for 2015 and 2020. Pasadena must develop the targets to be eligible for future grants from the state. By July 2011, Pasadena must also describe in its urban water management plans the actions we will take.

CGJ Recommendation 1.9:

- **PWP should provide an in-depth study of gallons of water per day per person and a statistical analysis of domestic acreage in the city that explains the high per person water use.**

PWP Response to Recommendation 1.9:

PWP agrees with the finding and the recommendation is currently being evaluated with a possible timeframe for implementation.

PWP has conducted an internal analysis of our gallons per capita per day metric for the last five years and has begun tracking this important data statistic. However, it needs to be clear that PWP's service territory population is larger than Pasadena's population (refer to chart below); and that the table below shows PWP's total system consumption (including non-residential consumption) per capita. It is unclear to PWP whether the similar per capita water consumption metrics for other cities in the CGJ report were based on residential water use or total system water use *including* non-residential customers.

PWP has made excellent progress in reducing its per capita water consumption in recent years. The table below shows the percent reduction in PWP's annual gallons per capita per day (gpcd) metric versus PWP's Urban Environmental Accords (UEA) Baseline metric. The UEA Baseline of 198 gpcd was developed using a trend-normal forecast of total consumption for 2005 using ten years' historic actual consumption for years 1995 – 2004 divided by an estimated population of 168,000 (population estimates have subsequently been modified). PWP peaked at 208 gpcd in FY 2007 (dry year) with FY 2009 at 182 gpcd and FY 2010 at 155 gpcd.

	UEA Baseline	FY05	FY06	FY07	FY08	FY09	FY10
Estimated Population*	168,000	166,076	167,433	168,791	170,149	171,506	173,200
Total Demand (GPCD)	198	194	191	208	197	182	155
% Reduction (Increase) from UEA Baseline	0.0%	1.9%	3.4%	(5.1%)	0.7%	8.3%	21.6%

* Includes water customers outside of the Pasadena City limits.

In addition, as part of PWP's current WIRP process, a consultant has already prepared a statistical analysis showing that PWP's gpcd metric (chart above), adjusted for demographics, is in-line with LADWP for *residential* use only (See Attachment 1).

CGJ Recommendation 1.10:

- **PWP should support instructional literature and possible funding efforts for home purple pipe installations and gray water systems.**

PWP Response to Recommendation 1.10:

PWP agrees with the finding. The recommendation to provide informational literature has been partially implemented, with additional material expected by December 2010. No determination has been made with respect to possible funding.

PWP does not currently offer financial incentives for installing residential graywater and rainwater systems, but does provide customer information as described below. Such systems are currently being evaluated as potential resources in the 2010 WIRP process.

In July 2009, PWP provided an assessment and presentation on graywater and rainwater harvesting to the City Council Municipal Services Committee and the City's Environmental

Advisory Commission. The assessment indicated that it was unlikely a significant number of customers would install gray water systems due to their relatively poor economics and uncertainty in the current regulatory environment.

PWP provides information to customers who wish to know more about graywater or rainwater harvest systems on the PWP website www.pwpweb.com/savewater.

PWP, along with the American Rainwater Catchment Systems Association, is co-sponsoring a day-long workshop to demonstrate rainwater harvesting techniques and concepts on October 17, 2010.

Lastly, PWP is currently working with the City's Building Division on a graywater informational brochure after the approval of the Green Buildings Ordinance at the end of July. The brochures are targeted to be complete by December 2010 and available to all customers coming into the Permit Center.

CGJ Recommendation 1.11:

- **PWP should implement a 5 year capital improvement plan that set aside the appropriate funding for repair and replacement of its aging underground water conveyance system.**

PWP Response to Recommendation 1.11:

PWP agrees with the finding and the recommendation is currently being implemented.

In FY 2003, PWP established its Water System Master Plan, which recommended an extensive infrastructure capital improvement program to the year 2020. Currently, PWP is in the midst of replacing or rehabilitating approximately 230 miles of pipelines built before 1945, performing a seismic study of the reservoirs, and upgrading pumping stations.

Since FY 2003, PWP has spent over \$67 million on Master Plan projects. For the next five years, PWP plans to spend another \$33.6 million in CIP plans to repair and replace PWP aging water infrastructure. However, due to PWP's commitment to water conservation, continued decrease in water sales has resulted in a decline in Water CIP funding.

CGJ Recommendation 1.14:

- **PWP should establish a procedure for targeting specific geographic areas for water usage and water conservation.**

PWP Response to Recommendation 1.14:

Due to its relatively small service territory, PWP is able to effectively identify and target specific users or user classifications for efficiency audits and programs and therefore disagrees with the finding and the recommendation to target specific geographic areas. This recommendation will not be implemented because it is not warranted and not reasonable.

PWP currently identifies targets by water consumption of PWP's largest water users and have offered; landscape audits, irrigation retrofits and rebates for those customers. Currently, PWP is using our Geographic Information System to identify and track residential water usage for our largest water users and have established water usage goals for those customers identified. It is therefore better for the city to continue using the tools we have to target specific customers than targeting larger geographical areas as a means to identify water usage and water consumption.

SECTION 3: SMART BILLS

CGJ Recommendation 3.1:

- **PWP should implement a strategic plan that includes installation of smart meters that are capable of differentiating between indoor and outdoor water**

PWP Response to Recommendation 3.1:

PWP agrees with the finding but the recommendation will require further analysis. While PWP is studying the use of smart meters, the installation of separate meters for indoor and outdoor use for existing services is not being considered.

Over the last seven years, PWP has made substantial capital investment in deploying "drive-by" automated meter read (AMR) meters to approximately 75% of its water customers. These meters do not have the ability to differentiate indoor and outdoor water use. PWP is currently developing an overall Smart Grid strategy for both water and power metering, which may include more frequent remote reading of AMR meters or the installation of smart meters at some time in the future. While outdoor use will not be separately metered in the majority of cases (see response to 3.2), staff envisions that software applications may be able to identify leaks and estimate outdoor usage based on short-interval usage data upon deployment of a smart grid system.

CGJ Recommendation 3.2:

- **PWP should implement measures to differentiate between indoor and outdoor water usage and charge more for outdoor water usage.**

PWP Response to Recommendation 3.2:

PWP has partially implemented this recommendation, and partially disagrees with the findings and believes that the recommendation will not be implemented because it is not warranted and not reasonable.

While PWP's current tiered rate structure is not budget-based nor does it specifically price indoor water differently from outdoor usage, it does provide single-family residential customers with a sufficient water allocation at the lowest rate to meet efficient indoor use. Any additional use, which could be inefficient indoor use or outdoor use, is charged at progressively higher rates. The same cannot be said for multi-family dwellings or commercial water use.

PWP currently requires the installation of a separate water meter for outdoor landscape purposes for any *new* service connection that serves property with more than 5,000 square feet of irrigated

landscape. However, it is not practical or cost-effective to retrofit most existing customers with multiple meters to distinguish indoor and outdoor use.

PWP is preparing a budget-based rate design proposal that, if adopted by the City Council, will provide a tiered water allocation based on customers' indoor and outdoor needs. The indoor allocation will be based on the "efficient level" of water for either an assumed or actual number of people in the household; and the outdoor allocation will be based on lot sizes or the actual irrigable areas of the lot.

CGJ Recommendation 3.3:

- PWP should use tiered rates based on the number of people in each household as well as lot sizes

PWP Response to Recommendation 3.3:

PWP partially agrees with the finding and is considering the recommendation as part of its analysis of water budget based rates.

See response to 3.2.

Due to the administrative burden associated with tracking actual household occupancy, it is likely that allocations will be based on a proxy with provisions for high-occupancy units to appeal for a higher allocation.

CGJ Recommendation 3.4:

- PWP should add a small fixed monthly service charge to all commercial and residential water bills to recover a portion of the fixed operating costs.

PWP Response to Recommendation 3.4:

PWP agrees with the finding and the recommendation is currently being implemented.

PWP currently has a component in its rates, the Distribution and Customer Charge (D&C), designed to recover all non-commodity related costs, such as water distribution system operations and maintenance, metering, customer service and billing related expenses.

CGJ Recommendation 3.5 and 3.6:

- 3.5 PWP should have tiered rates or blocks to encourage conservation, with a lowered first tier or block rate to offset the cost impact of fixed service charge.
- 3.6: Any additional tiers or blocks should be high enough to penalize for excessive water use.

PWP Response to Recommendation 3.5 and 3.6:

PWP agrees with the finding and the recommendation is currently being implemented.

PWP currently has an inclining block, four-tiered rate structure which maintains cost based recovery, encourages conservation and efficiency, and ensures adequate revenues to meet the water fund's requirements.

On June 8, 2009, the Pasadena City Council approved PWP's implementation of a Water-Conservation Based Rate Structure, which implemented a phased water conservation based rate structure to improve water use efficiency, encourage conservation and take the first significant steps toward developing water-budget based rates. This proposal is consistent with the proposed water conservation plan and sustainable water supply goals. The first phase involved the implementation of a modified water conservation rate structure in July 2009, and the second phase will involve the future development of a comprehensive water-budget based rate structure consistent with City Council's direction.

Effective July 2009, PWP implemented the first phase - modified water conservation rate structure - as follows:

- Redefined customer groups by residential, commercial, institutional and industrial customers as described herein instead of by meter sizes only, and resize commodity block widths in accordance with the water conservation plan
- Addition of one higher priced commodity block rate to the existing three commodity block rates for excessive water use to encourage conservation, provide necessary price signals and achieve desired conservation objectives of reducing water demands by up to 10%
- Adopted the water shortage pricing for implementation during periods of emergency water shortage to minimize the impact of an emergency water shortage on PWP's customers, and to recover higher costs of water purchases in excess of the PWP's allocations from its wholesale water suppliers and recover associated conservation program costs.
- The development of the water-budget based rate structure is still in progress.



PASADENA WATER AND POWER

December 7, 2010

Via FAX: (213) 229-2595

Solomon Hailpern, Foreperson
Los Angeles County Grand Jury
210 West Temple Street 11th Floor Room 11-506
Los Angeles, CA 90012

Dear Mr. Hailpern:

In our October 14, 2010 response to the 2009-2010 Los Angeles County Civil Grand Jury (CGJ) final report – *Water for Los Angeles County, A New Paradigm*, Pasadena Water and Power (PWP) inadvertently excluded a response to recommendation 11.12. “[PWP] should consider the City of San Fernando as a best practice city regarding CIP planning.”

PWP Response to Recommendation 1.12:

PWP agrees with the finding and the recommendation is currently being implemented.

In FY 2003, PWP established its Water System Master Plan, which recommended an extensive infrastructure capital improvement program to the year 2020. Currently, PWP is in the midst of replacing or rehabilitating approximately 230 miles of pipelines built before 1945, performing a seismic study of the reservoirs, and upgrading pumping stations. The initial plan called for PWP to increase its pipeline replacement rate from 3 miles per year up to 17 miles per year in order to replace the oldest pipes within 18 years. However, PWP encountered a limit of 8 miles per year due to various practical constraints.

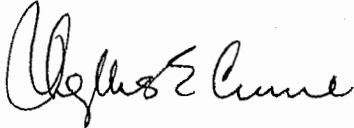
PWP coordinates its pipeline repair and replacement with Pasadena Public Works, which provides PWP with a list of pending street repair projects. PWP then selects priority mains for replacement that are located where street repair projects are planned.

PWP established a volumetric “Capital Improvement Charge” water rate to fund ongoing CIP envisioned under the Water System Master plan. This fund generates \$8-10 million annually for Water CIP projects, an amount equal to about \$47-57 per capita in PWP’s service territory. By contrast, the \$20 annual per capita charge referenced for San Fernando would only generate about \$3.4-3.5 million per year in PWP’s service territory. Since FY 2003, PWP has spent over \$67 million on Master Plan projects. For the next five years, PWP plans to spend another \$33.6 million in CIP plans to repair and replace PWP aging water infrastructure. However, operating costs have escalated more rapidly than water rates and PWP has experienced a substantial reduction in water sales due to PWP’s commitment to water conservation.

Solomon Halipern
December 7, 2010
Page 2 of 2

This has resulted in a significant decline in funds available for Water CIP projects. PWP is evaluating rate restructuring alternatives to restore CIP funding levels as needed to maintain the Water System Master Plan goals for infrastructure replacement and maintenance.

Sincerely,



Phyllis E. Currie
General Manager



County of Los Angeles CIVIL GRAND JURY

CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE STREET • ELEVENTH FLOOR • ROOM 11-506 • LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 893-1047 • FAX (213) 229-2595
<http://www.grandjury.co.la.ca.us/>

June 23, 2010

San Fernando Water Department
117 N. MacNeil Street
San Fernando, CA 91340

To Whom It May Concern:

Pursuant to California Penal Code Section § 993.05(f); a grand jury shall provide to the affected agency a copy of the portion of the grand jury report relating to that person or entity at least two working days prior to its public release and after the approval of the presiding judge. No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report. The Final Report by the 2009-2010 Los Angeles County Civil Grand Jury will be released to the public on June 30, 2010.

In accordance with this requirement, please acknowledge receipt of the portion of the report or multiple reports that affect this officer, agency, department, or governing body of a public agency. In addition, a copy of the required responses options is included for your review.

Please sign and retain a copy of this letter for your records.

Sincerely,

Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury

10/21/10
Date

Signature

Public Works Dir.
Title

Ron Ruiz
Printed Name

City of San Fernando Response to L.A. County Grand Jury Report of June 30, 2010

Report Page	Type of Response	Location	Text	Response
Page 95	Comment	Recommendations 1.7, 1.8	Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010. Water use reduction recommendations are then expected to be implemented by end of 2012 and end of 2020.	The recommendations have not yet been implemented.
Page 97	Comment	Recommendation 1.10	The City does not have a purple pipe infrastructure and therefore can not provide this connection for its water customers.	The recommendation will not be implemented because it is not warranted or is not reasonable.
Page 98	Revision	Finding	City of San Fernando Public Works Water has been able to replace or refurbish approximately 75% of its water conveyance system through implementation of Five-Year Plans that incorporate a Capital Improvement Plan (CIP). Historically, a substantial portion of what rate payers pays for water annually has been allocated to rebuild, repair or replace water conveyance system. The amount varies, but averaged almost \$500,000 annually 1998 through 2008. That level of capital expenditure equates to an average of \$20 per person per year for the City....This provides them with an average of 90% local water and having only 10% imported water from MWD.	
Page 98	Comment	Recommendation 1.11	The city continues to plan capital upgrades and expenditures utilizing a 5 year CIP, and a longer term 20 year CIP.	The recommendation has been implemented.
Page 99	Comment	Recommendation 1.14	Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010 and subsequent water conservation program. Outreach for the new water conservation program, including targeted outreach, is anticipated for implementation in FY 2012.	The recommendations have not yet been implemented.

City of San Fernando Response to L.A. County Grand Jury Report of June 30, 2010

Report Page	Type of Response	Location	Text	Response
Page 102	Revision	3rd Paragraph	The city has an ordinance regarding water wastage which does not allow irrigation to occur between the hours of 10:00 a.m. and 4:00 p.m. The City also recently adopted a water conservation landscaping act. It also used the water from purged fire hydrants...	
Page 128	Response	3.1	The city is not aware of such a product but would be willing to consider if available.	The recommendation requires further analysis.
Page 128	Response	3.2	This can only be done currently by installing two separate meters to distinguish between indoor and outdoor uses.	The recommendation will not be implemented because it is not reasonable due to excessive cost to consumers and the city.
Page 128	Response	3.3	Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010 and subsequent water conservation program. Water conservation program, including tiered rates, is anticipated for implementation in FY 2012.	The recommendations have not yet been implemented.
Page 128	Response	3.4	Current city water rates already include operations and maintenance costs, including fixed costs, indirect costs and overhead costs. Rate analysis currently in progress will consider these costs, as well as capital costs consistent with a 5 year CIP.	The recommendation has been implemented.
Page 128	Response	3.5, 3.6	Not yet implemented by City; recommendations requires further analysis in coordination with rate analysis currently in progress through October 2010 and subsequent water conservation program. Water conservation program, including tiered rates, is anticipated for implementation in FY 2012.	The recommendations have not yet been implemented.

Water



County of Los Angeles CIVIL GRAND JURY

CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE STREET • ELEVENTH FLOOR • ROOM 11-506 • LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 893-1047 • FAX (213) 229-2595
<http://www.grandjury.co.la.ca.us/>

June 23, 2010

Santa Monica Water Division
1212 3rd Street Promenade #5
Santa Monica, Ca 90401

To Whom It May Concern:

Pursuant to California Penal Code Section § 993.05(f); a grand jury shall provide to the affected agency a copy of the portion of the grand jury report relating to that person or entity at least two working days prior to its public release and after the approval of the presiding judge. No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report. The Final Report by the 2009-2010 Los Angeles County Civil Grand Jury will be released to the public on June 30, 2010.

In accordance with this requirement, please acknowledge receipt of the portion of the report or multiple reports that affect this officer, agency, department, or governing body of a public agency. In addition, a copy of the required responses options is included for your review.

Please sign and retain a copy of this letter for your records.

Sincerely,

Edward T. McIntyre, Foreperson
2009-2010 Los Angeles County Grand Jury

November 15, 2010
Date

Gilbert M. Burbua, Jr.
Signature

Water Resources Mgr.
Title

Gilbert M. Burbua, Jr.
Printed Name



Water Resources Division
1212 Fifth Street
3rd Floor
Santa Monica, California 90401

November 15, 2010

Los Angeles County Civil Grand Jury
210 W. Temple Street, Room 11-506
Los Angeles, CA 90012

Attention: Solomon Hailpern

Subject: 2009-2010 Civil Grand Jury Report, Water for Los Angeles County, a New Paradigm

Dear Mr. Hailpern:

Please accept this letter as the City of Santa Monica's response to the report issued by the 2009-2010 Los Angeles County Grand Jury (CGJ) entitled Water for Los Angeles County, a New Paradigm. These responses conform to the requirements of Subdivision (b) of section 933 of the California Penal Code. The responses address the recommendations and/or findings in sections of the report as indicated, where there is relevance to the City of Santa Monica Water Department.

Section I – Los Angeles County Water Issues

- Recommendations 1.1 through 1.6: not applicable
- 1.7 & 1.8: Santa Monica will comply with State requirement for water conservation referred to as "20% by 2020" ; the interim target of 15% reduction (from 2005 base) by 2012 in the CGJ report may be difficult to achieve, but ongoing conservation efforts in compliance with Santa Monica's own sustainability objectives will be pursued.
- 1.9: not applicable
- 1.10: Santa Monica supports instructional literature and possible funding efforts for home purple pipe installations and gray water systems
- 1.11: Santa Monica will implement a five year CIP plan that sets aside the appropriate funding for repair and replacement of its aging underground water conveyance system.
- 1.12: Santa Monica does not consider San Fernando to be a best practice model regarding CIP planning. Assuming water main replacement cost at approximately \$300 per linear foot, San Fernando's annual \$500,000 Water main replacement program would fund 1,667 linear feet of replacement water main per year, or only 0.05% of its water lines. At this rate, it would take 200 years to completely replace the existing system. \$500,000 appears to be insufficient.

November 15, 2010
Mr. Solomon Hailpern
Page 2

Section I – Los Angeles County Water Issues (continued)

- 1.13: not applicable
- 1.14 through 1.16: Santa Monica agrees with these recommendations.

Section II – LADWP, The City of Los Angeles

- Recommendations 2.1 through 2.29: not applicable to Santa Monica

Section III – Smart Bills

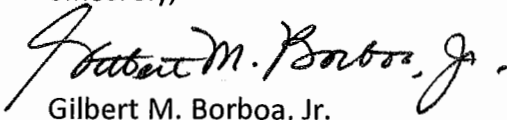
- Recommendation 3.1: Santa Monica agrees that a strategic plan should include installation of smart meters that are capable of differentiating between indoor and outdoor usage. Investigation of smart meter technologies has been initiated.
- 3.2: Agreed in concept; this may be implemented at such time as smart meters are available and installed which can make the distinction between indoor and outdoor consumption.
- 3.3: Santa Monica currently uses an inverted block rate structure based on meter size, not household size or lot size;
- 3.4: The current rate structure eliminated the fixed service cost in order to send a clear conservation incentive to the customer. Current rates are based on commodity usage only, such that reduction in use relates directly to reduction in the water bill. For example, if a customer uses zero water during a billing period, the water bill for that period would be zero. Fixed operating costs were built into the commodity rates.
- 3.5: Santa Monica has an inverted block rate structure; unit costs increase with increased consumption
- 3.6: Santa Monica has an inverted block rate structure; unit costs increase with increased consumption

Section IV – Security

- Recommendation 4.1 & 4.2: not applicable to Santa Monica

Thank you for the opportunity to review and provide comments to this report. The executed acknowledgment form is enclosed herewith. Please feel free to contact me if there are any questions.

Sincerely,



Gilbert M. Borboa, Jr.
Water Resources Manager
City of Santa Monica

Enclosure: Receipt Acknowledgement Form



ANTONIO R. VILLARAIGOSA
MAYOR

December 14, 2010

Mr. Edward T. McIntyre
Foreperson, 2009-2010 Los Angeles County
Civil Grand Jury
210 West Temple Street, Room 11-506
Los Angeles, CA 90012

Re: Response to the Final Report of the 2009-2010 Los Angeles County Civil Grand Jury

Dear Mr. McIntyre:

I am writing in response to the Los Angeles Civil Grand Jury Final Report, "Water for Los Angeles County: A New Paradigm." I applaud your investigation of this critical issue and find agreement with many of your recommendations. I have reviewed the responses sent to you from the City of Los Angeles, Department of Water and Power and have the following specific responses:

RECOMMENDATION 2.1

The Mayor should coordinate with the LADWP Water Commissioners and the General Manager to include specific recommendations and time frames to accomplish the goals as stated in the report.

RESPONSE:

There is a standing 2008 Water Supply Action Plan that outlines the water conservation and recycling goals as well as implementation schedules and strategies to meet them. My office coordinates with the staff at LADWP to continuously track and update the goals and schedules with the ebb and flow of the City's supply and demand for water.

RECOMMENDATION 2.2

The Mayor should coordinate a newly developed strategic plan. This plan should include specific responsibilities, measurement tools and defined timeframes. The CGJ recommends that the strategic plan should be detailed like the Glendale Water and Power (GWP) strategic plan.

RESPONSE:

The Department is working to develop and finalize a formal strategic plan document in the coming year, 2011. The Department's staff has met with a wide swath of stakeholders in the City – from small and large customers to members in City Hall. Concurrently, the General Manager presented to the City a Long-Term Strategy that outlines the Department's priorities

200 NORTH SPRING STREET • LOS ANGELES, CALIFORNIA 90012

PHONE: (213) 978-0600 • FAX: (213) 978-0750

EMAIL: MAYOR@LACITY.ORG



Mr. Edward T. McIntyre
December 14, 2010
Page 2

in the coming years, which the Department will incorporate into the broader strategic planning process.

RECOMMENDATION 2.6

The Mayor of Los Angeles and the City of Los Angeles Board of Water and Power Commissioners should mandate that top management complete a strategic plan with appropriate goals and objectives, target completion dates for all actions, people assigned responsibility for each action and methods to measure the results and completion of all targeted actions.

RESPONSE:

As noted above, a strategic plan is being developed with input from stakeholders within and outside the Department.

RECOMMENDATION 2.12

The Mayor of the City of Los Angeles should amend the rules governing LADWP such that the City of Los Angeles Board of Water and Power Commissioners be involved in the approval process of hiring or terminating key LADWP executives as well as authorizing consulting contracts.

RESPONSE:

Under the Charter, the Board is already involved in the appointment of executives and approves consulting contracts greater than \$150,000.

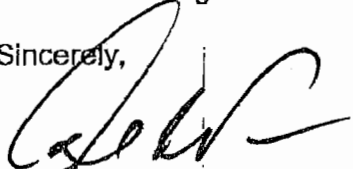
RECOMMENDATION 2.13

The Mayor of Los Angeles and the City Council should consider dividing the Operations of the LADWP into an Energy Department and a Water Department.

RESPONSE:

Technically, the operations of the Power and Water sides of the Department are already separate. What unites them is the governance structure under a single General Manager and Board of Water and Power Commissioners as well as some of the back office functions. While the Board has the ability to divide the Department into two separate departments, the ratepayers of Los Angeles are better served with the consolidation. There are considerable economies of scale advantages with many back office functions as well as customer service and fleet management. I continue to believe that this is the best way to serve the City.

Sincerely,



ANTONIO R. VILLARAIGOSA
Mayor

ARV:dk

Bldg + Safety

BOARD OF
BUILDING AND SAFETY
COMMISSIONERS

MARSHA L. BROWN
PRESIDENT

VAN AMBATIELOS
VICE-PRESIDENT

VICTOR H. CUEVAS
HELENA JUBANY
ELENORE A. WILLIAMS

CITY OF LOS ANGELES
CALIFORNIA



ANTONIO R. VILLARAIGOSA
MAYOR

DEPARTMENT OF
BUILDING AND SAFETY
201 NORTH FIGUEROA STREET
LOS ANGELES, CA 90012

ROBERT R. "BUD" OVRUM
GENERAL MANAGER

RAYMOND S. CHAN, C.E., S.E.
EXECUTIVE OFFICER

June 28, 2010

Edward T. McIntyre
Foreperson, Los Angeles County Civil Grand Jury 2009-2010
210 West Temple Street, Eleventh Floor, Room 11-506
Los Angeles, California 90012

Dear Mr. McIntyre,

Thank you for providing the recommendations and final report, dated June 23, 2010, related to the Civil Grand Jury's (CGJ) review of the Los Angeles Department of Building and Safety's (DBS) Inspection and Code Enforcement Operations.

See below for the required DBS responses to the CGJ recommendations pursuant to Subdivision (b), Section 933 of the California Penal Code.

CGJ Recommendation 1

"That the City of Los Angeles reconsider any curtailment of the budget that exceeds the reduction in demand on the Department of Building and Safety for services because it will potentially undermine significant improvements that the Department has made."

Required DBS Response:

The DBS agrees with this recommendation and is currently working on the following budget requests and ordinance changes for the City Council to consider:

- Request to allow the Department to continue a furlough program instead of layoffs to maintain adequate staffing levels.
- Request funding to retain the services of a consultant to study the development review process across all City Departments and recommend process and technology changes.
- Propose an ordinance to increase Code Enforcement fees and fines for violators.

CGJ Recommendation 2

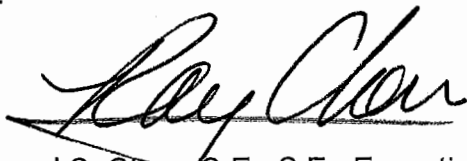
"That the DBS fully implement the revised Computer Tracking System and provide all Inspectors with laptop computers."

Required DBS Response:

The DBS agrees with this recommendation and has fully implemented the following:

- All Inspectors have been provided with laptop computers.
- Code violations are entered and tracked electronically and must be resolved prior to final project approval.
- Permits nearing expiration are automatically scheduled for progress inspections in order to pursue completion.

If you have any questions or require additional information please contact me at (213) 482-6800.



Raymond S. Chan, C.E., S.E., Executive Officer
Los Angeles Department of Building and Safety