



## 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) 628-7914 • FAX (213) 229-2595  
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April 4, 2016

Pursuant to California Penal Code sections 933 and 933.05 all agencies and elected officials responded to the recommendations documented in the 2014-2015 Los Angeles County Civil Grand Jury Final Report published on June 30, 2015. The 2015-2016 Los Angeles County Civil Grand Jury captured these responses and they are provided herein for review.

Los Angeles County Civil Grand Jury

A handwritten signature in black ink, appearing to read "Rene Childress". The signature is fluid and cursive.

Rene Childress, Chairperson, Continuity Committee  
2015-2016 Los Angeles County Civil Grand Jury

A handwritten signature in blue ink, appearing to read "Bart Benjamins". The signature is very stylized and cursive.

Bart Benjamins, Foreperson  
2015-2016 Los Angeles County Civil Grand Jury



RICHARD SANCHEZ  
CHIEF INFORMATION OFFICER

## COUNTY OF LOS ANGELES

### CHIEF INFORMATION OFFICE

Los Angeles World Trade Center  
350 South Figueroa Street, Suite 188  
Los Angeles, CA 90071

Telephone: (213) 253-5600  
Facsimile: (213) 633-4733

July 17, 2015

To: Sachi A. Hamai  
Interim Chief Executive Officer

From: Richard Sanchez  
Chief Information Officer

A handwritten signature in black ink that reads "Richard Sanchez".

### 2014-15 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

In response to your memo dated July 2, 2015, attached is our response to the 2014-2015 Civil Grand Jury Report Recommendation numbers 4.1-4.7, 4.10, 4.13-4.16, 4.18 and CEO Operations 4.8, 4.9, 4.17.

If you have any questions regarding this matter, please contact me at 213-253-5600 or [rsanchez@cio.lacounty.gov](mailto:rsanchez@cio.lacounty.gov).

RS:pa

Attachment

c: Jerry Ramirez, Chief Executive Office

P:\Grand Jury\2014-2015 Civil Grand Jury Response.docx

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

COUNTY OF LOS ANGELES – CHIEF INFORMATION OFFICE

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR  
SECTION TITLE

RECOMMENDATION NO. 4.1- Los Angeles County's Chief Information Officer should require, upon the completion of a software development project above the Los Angeles County Board of Supervisors' cost threshold, a measurement of the efficiency of the development project, and the Chief Information Officer should keep this measurement as a permanent record.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a County Program Management Office (CPMO) in the Fiscal Year 2016-17 Budget. The CPMO will be responsible for fostering project management best practices, which will include defining and measuring the performance and efficiencies to be achieved by information technology (IT) projects. The Chief Information Officer is replacing the Business Automation Plan with an IT Project/Application Portfolio Management tool that will be used as the repository for all IT projects, applications and measurements.

RECOMMENDATION NO. 4.2 - The Los Angeles County Chief Information Officer should require, upon the completion of software development projects above Los Angeles County Board of Supervisors' cost threshold, a measure of the success of the system (productivity metric), and the Chief Information Officer should keep this measurement as a permanent record.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to fund and establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will be responsible for fostering project management best practices, which will include defining and measuring the performance and key success factors for information technology (IT) projects. The Chief Information Officer is replacing the Business Automation Plan with an IT Project/Application Portfolio Management tool that will be used as repository for all county IT projects, applications and these measurements.

RECOMMENDATION NO. 4.3 - The Los Angeles County Chief Information Officer should establish a centralized quality control group to monitor the progress and problems of system development projects.

RESPONSE Agree. Currently, the Sr. Associate CIOs within the Office of the CIO currently provides oversight for key IT projects within their assigned departments. The

Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget, which will define comprehensive measures for project progress oversight of IT projects.

RECOMMENDATION NO. 4.4 - The Los Angeles County Chief Information Officer should provide a system development guideline. While not meant to constrain the development approach, the guideline should standardize the steps and deliverables at the end of each step of the system development process.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will develop recommended IT project management processes, guides, templates, and tools.

RECOMMENDATION NO. 4.5 - The Los Angeles County Chief Information Officer should provide a project management guideline or standard so that anyone can look at the project plan and see whether the project is on schedule or behind schedule.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will develop IT project management guidelines and standards. Additionally, an upgraded IT Project/Application Portfolio Management tool will be used as a repository for selected IT projects and will list project milestones and schedules.

RECOMMENDATION NO. 4.6 - The Los Angeles County Chief Information Officer should provide training in its guidelines and standards.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources for implementation. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. This proposed CPMO will provide training to departments on recommended IT project management processes and guideline.

RECOMMENDATION NO. 4.7 - The Los Angeles County Chief Information Officer should continue to promulgate security standards.

RESPONSE Agree. This recommendation has been implemented. An Information Security Program and designated a Chief Information Security Officer (CISO) has been created to lead and coordinate the County's information security efforts across departments. The CISO collaborates with an Information Security Steering Committee comprised of departmental information security officers to develop, issue and update information security standards.

**RECOMMENDATION NO. 4.10** - The chief data officer of the Los Angeles County Chief Information Officer should continue to standardize county data.

**RESPONSE** Agree. This recommendation has been implemented. The County has adopted County Policy 6.200 Information Sharing and Management Policy and has designated a Chief Data Officer to lead a Data Governance Council to coordinate the County's information management and sharing efforts across departments, including improving data quality, data management, and standardization of County data.

**RECOMMENDATION NO. 4.13** - The Los Angeles County Chief Information Officer should provide programming standards for each programming language used within Los Angeles County.

**RESPONSE** Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish an Enterprise Architect in the Fiscal Year 2016-17 Budget. The Enterprise Architect will be responsible for developing and promoting the use of common technology platforms and standards, including those for software development.

**RECOMMENDATION NO. 4.14** - The Los Angeles County Chief Information Officer should provide a guideline on the selection of a programming language for the development of new systems.

**RESPONSE** Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish an Enterprise Architect in the Fiscal Year 2016-17 Budget. The Enterprise Architect will be responsible developing and promoting the use of common technology platforms and standards, including those for software development.

**RECOMMENDATION NO. 4.15** - The Los Angeles County Chief Information Officer should recommend that departments with COBOL-based systems but insufficient numbers of COBOL programmers should consider using Information Technology Service support.

**RESPONSE** Agree. This recommendation has been implemented. All mainframe-based COBOL applications are currently being maintained by Information Technology Services of the Internal Services Department.

**RECOMMENDATION NO. 4.16** - The Los Angeles County Chief Information Officer should provide in-house training and formal classes as needed.

**RESPONSE** Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to fund and establish a CPMO in the Fiscal Year

2016-17 Budget. The CPMO will be responsible for fostering project management best practices which will include training, as appropriate.

RECOMMENDATION NO. 4.18 - The Los Angeles County Chief Information Officer should require a cost-benefit analysis to be provided by the department to the Los Angeles County Chief Information Officer to assess whether it is better to upgrade the existing system or acquire a new system.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. This proposed CPMO will develop a recommended Business Case proposal that will require comparison of solution alternatives and provide a basis for selecting the one that delivers greatest value.

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

COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - OPERATIONS

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR  
SECTION TITLE

RECOMMENDATION NO. 4.8 - The Los Angeles County Board of Supervisors should provide ITS and the other county data centers with secure facilities.

RESPONSE Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. The results of this work is currently used by the Chief Executive Office to evaluate the "build, buy, lease" options for a consolidated County Data Center. The report from the Chief Executive Office is scheduled to be completed in August 2015.

RECOMMENDATION NO. 4.9 - The Los Angeles County Board of Supervisors should promote production hosting by Information Technology Service.

RESPONSE Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer, as part of the Data Center Consolidation Initiative is working with County departments to establish a County Data Center Governance Committee to facilitate the consolidation of the county data centers into a consolidated County Data Center operated by Information Technology Services.

RECOMMENDATION NO. 4.17 - Where feasible, and when the proposed centralized data facility is operational, the Los Angeles County Board of Supervisors should require the transfer of outsourced production systems to that facility.

RESPONSE Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. When fully implemented, the Chief Information Executive Officer will work with appropriate departments to evaluate the business case to determine if would be beneficial to transfer hosted production systems to the consolidated County Data Center.

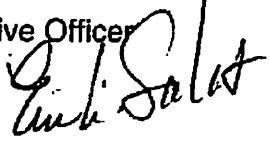
# **Attachment C**

## **Community Development Commission**



## **Community Development Commission**

July 22, 2015

TO: Sachi Hamai, Interim Chief Executive Officer  
FROM: Sean Rogan, Executive Director   
SUBJECT: **LOS ANGELES COUNTY 2014-2015 CIVIL GRAND JURY FINAL REPORT, AFFORDABLE HOUSING, JUNE, 2015**

The Community Development Commission (CDC) of the County of Los Angeles is in receipt of the affordable housing section of the 2014-2015 Civil Grand Jury Final Report (Final Report). This memorandum is pursuant to California Penal Code Section 933 which requires comment on the Final Report to the presiding judge.

The CDC values the efforts of the 2014-2015 Civil Grand Jury in their investigation and review of the state of affordable housing and its tremendous need in Los Angeles County. We appreciate the opportunity to respond to the Findings and Recommendations of the Final Report. In addition; to our responses, the final section of this memorandum entitled "Factual Corrections and Comments" is intended to ensure that the Final Report is factually correct and clarifies certain statements. Inclusion of this information will better facilitate an understanding of how diligently the CDC carries out its affordable housing stewardship responsibilities.

In accordance with California Penal Code Section 933.05 (b) the following are our responses to the Findings:

### **FINDINGS**

1. Los Angeles County funding for affordable housing expires in 2017.

**Response:** The respondent agrees with the finding.

2. The Community Development Commission's 20 percent administration fee for affordable housing projects may not be sufficient to cover long-term monitoring costs of those projects.

**Response:** The respondent agrees with the finding.

3. A Los Angeles County Board of Supervisors 2013 resolution releases county general funds, to the Community Development Commission for affordable housing, over five years.

**Response:** The respondent agrees with the finding.

4. The Community Development Commission Tracker project management reports in their current format do not provide the Board of Supervisors with sufficient information needed to perform ongoing oversight, particularly original budget vs. actual expenditures and original vs. revised timelines by project.

**Response:** The respondent partially disagrees with the finding. The CDC's Tracker project management reports, in their current, format provide the Board of Supervisors with sufficient information needed to perform appropriate oversight. To the extent that additional information is required by the Board of Supervisors, the CDC will provide the data through Tracker or an alternative report.

5. The Board of Supervisors, sitting as the Commissioners of the Community Development Commission, has not taken a sufficiently active role in providing comprehensive oversight of all projects after funding allocations are made.

**Response:** The respondent disagrees with the finding.

As previously stated in greater detail in our March 16, 2015 memorandum to Amanda Guma, Senior Manager of Harvey M. Rose Associates, regarding our review of the Draft Audit, dated March 10, 2015, the CDC has had a long history as the County's public lender in affordable housing development. Since the mid-1990's, the CDC has administered federal and redevelopment set-aside funds guided by systems and policies and procedures in response to the Board's administrative plan for these redevelopment set-aside funds. These years of effort developed into a highly-regarded and trusted Notice of Funding Availability (NOFA) underwriting and asset management program that has withstood scrutiny and maintained transparency. It is for these reasons that the Board allocated funds to the CDC to ensure the continued development of needed affordable housing when the main local source of funding from redevelopment agencies was lost in 2011. This program has served the County well in that it has brought six to seven times its investment by leveraging its allocation.

The ongoing comprehensive oversight of all projects, after funding allocations are made, is the responsibility of the highly experienced CDC staff. And, as also noted in the memorandum, monthly meetings with the deputies from all five Board Districts offer them the opportunity to inquire about any project, based upon their review of the monthly Project Tracker reports that they receive.

6. The Board of Supervisors has not fully adopted the 2012 Affordable Housing and Economic Development Framework and Implementation Strategy and has underfunded the affordable housing development goals by \$98,196,500.

**Response:** The respondent partially disagrees with the finding.

It is accurate to state that the Board of Supervisors has not fully adopted the 2012 Affordable Housing and Economic Development Framework and Implementation Strategy. However, the Board of Supervisors had been faced with uncertainties regarding the funding that would accrue to the County in the wake of redevelopment dissolution and, therefore, was not in a position to fully fund the loss of redevelopment funds or declining federal funds. As the accumulation of additional funds to the County became more predictable, the Board funded affordable housing and other competing demands with the incremental increases to the General Fund. It should be noted that the CDC has drafted a 2015 Update of the Affordable Housing Development Framework which will be presented to the Board for consideration.

7. Staffing levels may be insufficient if Notices of Funding Availability of a higher value are released.

**Response:** The respondent agrees with the finding.

In accordance with California Penal Code Section 933.05 (b) the following are our responses to the Recommendations:

### **RECOMMENDATIONS**

1.1 The Los Angeles County Community Development Commission should review the recommendations made in the 2012 Affordable Housing and Economic Development Framework and Implementation Strategy regarding affordable housing funding and goals and revise accordingly, in collaboration with the Chief Executive Office, to determine current and future funding needs.

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

The paths of Affordable Housing and Economic Development programs have diverged and are covered under separate initiatives. A draft Affordable Housing Development Framework, 2015 Update has been completed, and focuses only on affordable housing needs and solutions. The 2015 Framework will be submitted to the Chief Executive Office (CEO) and to the Board of Supervisors in September, 2015.

1.2 The Community Development Commission should continue to analyze project delivery costs associated with county-funded affordable housing developments to ensure that the 20 percent administration fee is appropriate.

**Response:** The recommendation requires further analysis.

The draft Affordable Housing Development Framework, 2015 Update addresses this issue. Once the CEO and Board have an opportunity to review the 2015 Framework this Fall, it is anticipated that administrative fees will be a topic for discussion.

1.3 The Community Development Commission should determine how staffing levels would need to be adjusted, including whether consultants may be needed, to release Notices of Funding Availability of a higher value, should the Board of Supervisors decide to request the county funds be allocated to projects more expeditiously.

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

The CDC's decision to adjust staffing levels and/or employ consultant services will depend on forecasting needs and estimating workloads. Again, the draft Affordable Housing Development Framework, 2015 Update speaks to this issue. The estimated timeframe for increasing staffing levels, if any, will be four months in advance of any funding-enhanced NOFA.

1.4 The Community Development Commission should revise the project summary reports produced in Tracker to show additional data fields, including original and actual completion dates, budgeted and actual county and other funding source expenditures to date, and number of affordable and special needs units in each project.

**Response:** The recommendation requires further analysis.

We have been reviewing the limitations of the existing Tracker system to accept additional fields. However, this type of information is available upon request and the CDC has provided it accordingly to the CEO and the Board offices. The Funding Agreements that authorize the transfer of funds from the County to the CDC only require an annual fiscal year-end report. It should be noted that the CDC is in the process of procuring for a software consultant to assess the Tracker system.

1.5 The Community Development Commission should submit Notices of Funding Availability that include county funds to the Board of Supervisors for review prior to release.

**Response:** The recommendation will not be implemented because it is not warranted.

The monthly meetings, with the deputies from all five Board Offices, offer the CDC opportunities to provide information and answer inquiries about the criteria and funding levels proposed for NOFAs, and to receive to any comments back prior to NOFA issuance.

The Board Offices are aware that the CDC's annual staff review and revision of the NOFA criteria and funding amounts take into consideration what other public resources are available for affordable housing, as well as long-term operational objectives for the development, and any other public policy objectives that would enhance the lives of tenants or improve the neighborhoods in which these developments are located. Stakeholder meetings are held periodically to obtain feedback on specific issues or proposed changes.

Moreover, as mentioned in the March 10, 2015 memorandum noted above, the Board of Commissioners provides broad direction and sets priorities for how affordable housing funds are to be allocated through the NOFA, but has chosen not to exercise hands-on management. As stated in the October 23, 2012 Motion to transfer the initial \$11 million: "The CDC has a strong track record of facilitating a quality affordable housing procurement process." On March 5, 2013, the Board stated that the Affordable Housing Trust Fund shall be disbursed through the "established affordable housing Notice of Funding Availability."

1.6 The Community Development Commission should present to the Board of Supervisors more comprehensive monthly reports of all county funded affordable housing projects.

**Response:** The recommendation requires further analysis.

The Board Offices receive the Tracker Reports on a monthly basis. As noted in our response to Recommendation 1.4 above, we are exploring the ability of the existing Tracker system to accept additional data. However, this type of information is available upon request and the CDC has provided it accordingly to the CEO and the Board offices. The CDC will expeditiously comply with Board of Supervisors' requests for more comprehensive monthly reports of all County-funded affordable housing projects.

1.7 The Los Angeles County Board of Supervisors should review current funding levels to the Community Development Commission for affordable housing development to ensure that the levels are sufficient to reach county goals in light of the Affordable Housing and Economic Development Framework and Implementation Strategy.

**Response:** The CEO to respond.

1.8 The Board of Supervisors should amend its 2013 motion and allow the Community Development Commission to release the county General Funds more expediently.

**Response:** The CEO to respond.

1.9 The Board of Supervisors should consider permanent funding sources for affordable housing development, including a housing impact fee.

**Response:** The CEO to respond.

**FACTUAL CORRECTIONS and COMMENTS**

• **Affordable Housing Funding**

- Page 3, Paragraph 1, Line 9 – Correct the following sentence to read:

*Los Angeles County complies with the state of California-mandated density bonus program, which allows market-rate developers to add units to their projects if affordable units are included. Delete the remainder of the sentence.*

• **Dissolution of California Redevelopment Agencies**

- Page 4, Paragraph 2, Line 4 – Correct the following sentence to read:

*For Los Angeles County's former redevelopment agency, the CDC has assumed the functions of Redevelopment Successor Agency.*

• **Los Angeles County Community Development Commission**

- Page 4, Paragraph 3, Line 1 – Correct the sentence to read:

*In 1982, the Los Angeles County Board of Supervisors (BOS) brought together three entities: the Housing Authority, the County Community Development Department and the County Redevelopment Agency under the CDC.*

- Page 4 – Correct the last sentence of the page to read:

*The CDC's affordable housing development projects are managed internally in the Economic and Housing Development Division's Development Unit.*

• **Methodology**

- Page 5, Paragraph 2, Bullet 2 – correct the sentence to read:

*Review all actions by the BOS to determine the Board's plans for all of the funds transferred to the CDC for affordable housing programs.*

• **County General Fund Allocations: Notices of Funding Availability**

- Page 8 – correct the following sentence to read:

*Of these funds transferred from the County, \$38,139,000 in County General funds has been made available to affordable housing developers thus far by the CDC through NOFAs18-20, along with other funding sources such as Homeless Bonus Funds and HOME funds.*

- **County General Fund Allocations: Notices of Funding Availability**
  - Page 9, Paragraph 3 – The last sentence in the third paragraph should be placed right after the first sentence.
  -
- **Oversight of Projects/CDC housing development project management**
  - Page 17, Paragraph 1, Line 2 – correct the sentence to read:

*This unit oversees all County affordable housing projects utilizing financing through the CDC from County sources and the federal HOME program.*

- Page 17, Paragraph 5, Line 1 – The sentence that begins “The project manager maintains responsibility...” should be replaced with the following:

*The Project Manager's primary responsibility is to be a good steward of public funds by performing underwriting, due diligence, budgeting and administrative tasks to ensure that the appropriate subsidy amount is used to produce affordable housing. Project Managers act as finance officers for the CDC in its public lender capacity.*

If you have any questions or require further information, please contact me at (626) 586-1500.

CC:PY:/nb/H:m-Response to Final Audit 7-22-15.docx

c: Jerry Ramirez, Senior Analyst  
Montessa Duckett, CEO Analyst  
Rochelle Goff, Manager, CEO

# **Attachment D**

## **Executive Office of the Board**





**PATRICK OGAWA**  
ACTING EXECUTIVE OFFICER

## COUNTY OF LOS ANGELES BOARD OF SUPERVISORS

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

MEMBERS OF THE BOARD

HILDA L. SOLIS

MARK RIDLEY-THOMAS

SHEILA KUEHL

DON KNABE

MICHAEL D. ANTONOVICH

July 17, 2015

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

Dear Ms. Hamai:

As requested in your memo of July 2, 2015 to provide a response to the 2014-15 Los Angeles County Civil Grand Jury Final Report, our office has consulted with the Los Angeles County Sybil Brand Commission for Institutional Inspections for their feedback on the findings and any action to implement the recommendations.

We have attached in the requested format the responses and action to be implemented by the Los Angeles County Sybil Brand Commission for Institutional Inspections for Findings 1 and 2 and Recommendation 10.2 of the Civil Grand Jury's Report.

Should you have any questions regarding the response as submitted, please contact Twila P. Kerr at (213) 974-1431.

Sincerely,

  
Patrick Ogawa  
Acting Executive Officer

PO:tpk

Attachment

c: Sybil Brand Commission on Institutional Inspections

## RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

### COUNTY OF LOS ANGELES – EXECUTIVE OFFICE, BOARD OF SUPERVISORS

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR SYBIL BRAND COMMISSION

The Los Angeles County Sybil Brand Commission (SBC) has reviewed the findings and recommendations of the 2014-2015 Civil Grand Jury's Final Report. The proposed recommendation by the Civil Grand Jury has yet to be implemented; however, subject to amendments and approval of the SBC's by-laws the Commission plans to implement the recommendation by October 1, 2015. The following are their comments to findings 1 and 2, and recommendation 10.2:

#### FINDINGS:

1. The Sybil Brand Commission provides valuable services in inspecting juvenile group homes. The legal basis for SBC's inspection of the group homes is not clear, and the Sunset Commission has recommended to the Los Angeles County Board of Supervisors that the code be amended to explicitly give the SBC that duty.

***The SBC agrees with the finding and recommends that the Board of Supervisors take appropriate action to implement this recommendation during the sunset review process.***

2. Replacing the weekly meetings of the SBC with comprehensive jail inmate and staff interviews would provide the SBC with a more useful presence in the jails.

#### RECOMMENDATION 10.2

The Sybil Brand Commission for Institutional Inspections should conduct additional and more-comprehensive jail inmate and staff

interviews, which the SBC can accomplish by reducing the number of its meetings.

***The SBC agrees with this finding and recommendation of 10.2. The SBC plans to reduce the number of weekly meetings to twice a month. During the weeks when there are no SBC meetings, the Commission will spend its time conducting commission business and inspections, which includes additional and more comprehensive jail inmate and staff interviews. Additionally, SBC is reviewing their processes for the inspection of jail facilities, including meetings with the Sheriff and Probation Departments to enhance protocols to maximize inspections in a more efficient manner.***

# **Attachment E**

## **Internal Services**



JIM JONES  
Director

County of Los Angeles  
**INTERNAL SERVICES DEPARTMENT**

1100 North Eastern Avenue  
Los Angeles, California 90063

*"To enrich lives through effective and caring service"*

Telephone: (323) 267-2136  
FAX: (323) 264-7135

July 16, 2015

To: Sachi A. Hamai  
Interim Chief Executive Officer  
Chief Executive Office

Attention: Jerry Ramirez  
Principal Analyst  
Chief Executive Office

From: Dave Chittenden   
Chief Deputy Director

Subject: **INTERNAL SERVICES DEPARTMENT'S RESPONSE TO THE  
FY 2014-15 LOS ANGELES COUNTY CIVIL GRAND JURY  
FINAL REPORT**

As requested, attached are our responses for the recommendations made by the Civil Grand Jury in their Final Report. The Internal Services Department was identified to respond to recommendations 4.11 and 4.12 in the Information Technology Services Section of the Final Report.

In summary, we concur with the recommendations and will implement them as identified in our response.

Please contact David Yamashita at (323) 267-2136 or via email at [dyamashita@isd.lacounty.gov](mailto:dyamashita@isd.lacounty.gov) with any questions on our response.

DC:DY:dy

Attachment

c: Tom Travis  
David Yamashita

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

COUNTY OF LOS ANGELES: INTERNAL SERVICES DEPARTMENT

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR  
INFORMATION TECHNOLOGY SERVICE

### **RECOMMENDATION NO.**

**4.11.**

### **RESPONSE**

ISD agrees with the recommendation. The County CIO Council is the current forum for information technology discussions and will include a customer Steering Committee focused on service delivery by the ISD/Information Technology Service for the new County Data Center. The governance charter for the Steering Committee will be developed in Fiscal Year 2015-16.

### **RECOMMENDATION NO.**

**4.12.**

### **RESPONSE**

ISD agrees with the recommendation. ISD has a number of targeted service-level agreements with client departments in place today. The ISD Information Technology Service will comprehensively expand the number of service-level agreements to fully cover the ISD/ITS Service Catalog with the next updates.

# **Attachment F**

## **Probation**



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242

(562) 940-2501



**JERRY E. POWERS**  
Chief Probation Officer

July 17, 2015

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

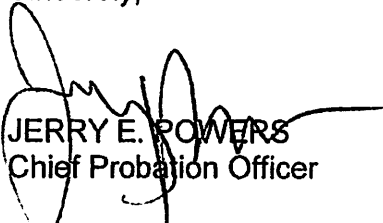
Dear Supervisors:

## RESPONSE TO THE 2014-2015 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

Attached is the Probation Department's response to the 2014-2015 Los Angeles County Civil Grand Jury Final Report regarding the Detention Committee's recommendations pertaining to their inspection of juvenile facilities.

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

Sincerely,

  
JERRY E. POWERS  
Chief Probation Officer  
Attachment

c: Sachi A. Hamai, Interim Chief Executive Officer



RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – PROBATION DEPARTMENT

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DETENTION JUVENILE FACILITIES

RECOMMENDATION NO. 14.7

The Los Angeles County Probation Department (Probation) should repair/upgrade the Inglewood Juvenile Courthouse Jail. In addition, Probation should ensure the facility passes annual health inspections without any issues. Probation should install a refrigerator instead of using a portable cooler for storing food for juveniles. Probation should streamline the 911 emergency call processes at this facility.

RESPONSE

The Probation Department works with the Department of Public Health and our partners, the Department of Health Services' Juvenile Court Health Services and the Department of Mental Health, on facility health inspections to correct deficiencies identified during such inspections. Minor maintenance and facility issues are addressed by the Department; however, structural and major repairs are reported to the Superior Court for repair. Additionally, the Probation Department has access to refrigerators in the youth holding area. Coolers are utilized to transport the food from the facility to court at which time, food is transferred from the cooler to the refrigerators. Management will issue a reminder to staff that food is to be placed in the refrigerator once youth arrive at court. Lastly, the Department currently has a robust 911 emergency protocol; management will review and reissue the applicable policy to staff.

RECOMMENDATION NO. 14.9

Probation should resolve staffing-level issues at its camps and properly maintain first aid kits there.

RESPONSE

The Probation Department agrees with this recommendation. The Department has already increased the number of staff assigned to all of the Camps, which has resulted in a higher, day-to-day, staff-to-youth ratio. The enhanced staffing ratios were implemented to ensure the effective service delivery and supervision for detained youth. The enriched staffing ratios have remained in place and have resulted in improved outcomes for youth. Staffing ratios were approved under the Department of Justice Settlement Agreement,

effective November 1, 2013. Additionally, the Department has ensured that all first aid kits are fully stocked.

### **Camp-Specific Concerns and Department's Actions**

#### Camp Afflerbaugh

- Unsatisfactory; first aid kits have no supplies: All first aid kits are fully stocked.
- Dirty facility: The Department has established ongoing daily inspections. Effective August 2014, staff have been designated to inspect for cleanliness, and compliance with Title 15 mandates.
- Staffing Needs: Please see response to recommendation 14.9.

#### Camp Munz

- Basketball courts need resurfacing: The Probation Department is in the process of replacing the athletic courts at both Camps Munz/Mendenhall. A request for funding has been submitted to the Chief Executive Office and is pending.
- Restrooms need cleaning: The Department has established ongoing daily inspections. Designated staff inspect for cleanliness, and compliance with Title 15 mandates.

#### Camp Paige

- Staffing needed: Please see response to recommendation 14.9.

#### Camp Rockey

- Unsatisfactory; dorm floors need sweeping; dirty shower area with odor: The Department has established ongoing daily inspections. Effective August 2014, staff have been designated to inspect for cleanliness, and compliance with Title 15 mandates. Upon a re-inspection of the facility, the issues had been corrected.

#### Camp Scott

- Couch replacement needed: The torn/damaged sofa was removed and new furniture was ordered and received for the Assessment Center.

Camp Scudder

- Security issues due to no lights in parking area: Additional perimeter lighting to both Camps Scott/Scudder has been added. This project was completed on May 1, 2015.

Challenger Memorial Youth Center Camps Jarvis, Onizuka, and McNair

- Vocational training materials are needed: All current vocational classes at the Challenger Memorial Youth Center have the required materials. A new vocational class, Silk Screening, was piloted in 2014. The youth expressed an interest in the new class. As a result, the Probation Department, in collaboration with the Los Angeles County Office of Education, is targeting implementation of the program in September 2015. Equipment is being purchased and installed.

# **Attachment F**

## **Sheriff**



# OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

JIM McDONNELL, SHERIFF



July 17, 2015

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

Dear Members of the Civil Grand Jury:

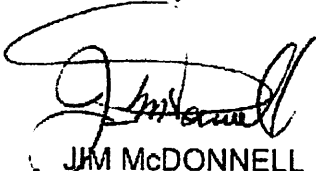
## RESPONSE TO THE FINAL REPORT OF THE 2014-15 LOS ANGELES COUNTY CIVIL GRAND JURY

Attached is the Los Angeles County Sheriff's Department's (Department) response to the 2014-15 Los Angeles County (County) Civil Grand Jury (Civil Grand Jury) Report recommendations. This Civil Grand Jury inquired into the condition and management of the public prisons within the County. This included jails that housed adults and were operated by municipal police agencies; jails and courthouse lockups controlled by the Department; and facilities for minors incarcerated in juvenile halls and camps under the supervision of the County's Probation Department.

The tremendous effort and dedication made by the members of the Civil Grand Jury's Detention Committee to execute this extensive inspection mandate is greatly appreciated by the Department. The Department truly values the inspection team's comments relating to the station jails, court lockups, and jail facilities under the Department's control, and will continually strive to meet and/or exceed the recommendations included in this report.

Should you have any questions regarding the Department's response, please contact Division Director Glen Dragovich, Administrative and Training Division, at (213) 229-3305.

Sincerely,



JIM McDONNELL  
SHERIFF

211 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012

*A Tradition of Service*  
— Since 1850 —

JM:GD:RD:rd  
(Administrative and Training Division)

c: Board of Supervisors, Justice Deputies  
Patrick Ogawa, Acting Executive Officer, Board of Supervisors  
Sachi A. Hamai, Interim Chief Executive Officer  
Brence Culp, Chief Deputy Chief Executive Officer  
Sheila Williams, Senior Manager, Chief Executive Office (CEO)  
Jocelyn Ventilacion, Lead Analyst, CEO  
Aileen Yu, Senior Analyst, CEO  
Brian Lew, Public Affairs Office  
Mary C. Wickham, Interim County Counsel  
Michele Jackson, Principal Deputy County Counsel  
Elizabeth D. Miller, Chief Legal Advisor, Legal Advisory Unit  
Neal B. Tyler, Executive Officer  
Richard J. Barrantes, Assistant Sheriff  
Terri McDonald, Assistant Sheriff  
Todd S. Rogers, Assistant Sheriff  
Michael J. Rothans, Assistant Sheriff  
Thomas P. Angel, Chief of Staff, Office of the Sheriff  
Tracee R. Allen, Acting Chief, Detective Division  
Glen Dragovich, Division Director, Administrative and Training Division (ATD)  
David L. Fender, Chief, Custody Services Division  
Dean M. Gialamas, Division Director, Technical Services Division  
Buddy Goldman, Chief, South Patrol Division  
Georgia Matter, Division Director, Office of the Sheriff  
James J. Hellmold, Chief, Countywide Services Division  
Jacques A. La Berge, Chief, North Patrol Division  
Eric G. Parra, Chief, Custody Services Division  
Earl M. Shields, Chief, Professional Standards Division  
Conrad Meredith, Assistant Division Director, ATD  
Dave Waters, Commander, ATD  
Ruthie V. Daily, Operations Lieutenant, ATD  
Bryan C. Aguilera, Sergeant, ATD  
Erick F. Martinez, Deputy, ATD  
Chrono File  
(Report Back Information ltrs – Grand Jury Final Report 07-17-15)

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

COUNTY OF LOS ANGELES - SHERIFF

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS AND FINDINGS  
FOR INQUIRIES INTO THE CONDITION AND MANAGEMENT OF THE  
PUBLIC PRISONS WITHIN THE COUNTY

### **RECOMMENDATION NO. 14.4**

The Los Angeles County Sheriff's Department (LASD) should communicate with the Judicial Council of California about the Bellflower Courthouse Jail building to resolve safety issues due to radio dead zones and to repair the alarm systems for exit doors. LASD should also upgrade the gun lock-up and ensure the temperature on the refrigerator meets the food safety standard.

### **RESPONSE**

The Department concurs with each of the four recommendations.

Experts from the Department's Sheriff's Communication Center (SCC) assessed the situation and found the dead zones to be in the stairwell areas, which have reinforced steel and dense concrete walls. While it would be optimal to have radios work flawlessly in these areas, full correction would require the construction of a new courthouse or the application of a technological solution that does not yet exist. Given this background, this issue will be raised with the Judicial Counsel of California (JCC) when the construction of new courthouse buildings is considered. The Department recognizes the availability of a new courthouse will be many years away, accordingly, the Department's SCC staff has since reviewed and adjusted the repeater dish to maximize the receptivity and broadcasting ability of the current radios.

In regard to the other issues, the exit-door alarms have been repaired. The Department is working through the Department's Facilities Services Bureau's (FSB) Sheet Metal Unit, to see if new gun lockers can be modified or newly constructed. A service request has been placed with FSB to have the refrigerator repaired to reduce the temperature from 45 degrees to the desired 41 degree level.

### **RECOMMENDATION NO. 14.5**

LASD should communicate with the Judicial Counsel of California (JCC) about repairing the Compton Courthouse holding area. LASD should ensure food for inmates is refrigerated properly.

## RESPONSE

The Department concurs with the Civil Grand Jury's recommendations as they relate to facility repair issues at the County's Compton Courthouse. The Department disagrees with the Civil Grand Jury's recommendations as they relate to the issue of inmate food refrigeration. The Department's Food Services Unit confirmed the lunches sent to Compton Court are those that do not require refrigeration.

As a result of the Civil Grand Jury's recommendations, repair requests have been submitted to America Building Maintenance (ABM) to address the specific areas of repair noted in the Civil Grand Jury's report (e.g. scratches to the walls and ceilings, general low water pressure in the lockup, painting, etc.).

## RECOMMENDATION NO. 14.6

LASD should remove graffiti in the cells at East Los Angeles Courthouse Jail and should ensure the turn-out gear fits the deputies working at this facility.

## RESPONSE

The Department concurs with the Civil Grand Jury's recommendations, and a request has been made with ABM to remove the graffiti.

New turnout gear was acquired to accommodate the assigned staff. Fire drill training has been conducted to ensure staff familiarity with the equipment.

## RECOMMENDATION NO. 14.8

The LASD should promptly resolve the ongoing plumbing and pest issues in the Men's Central Jail building without waiting to address the larger issue of overcrowding.

## RESPONSE

The Department concurs and fully supports this recommendation, and will continue to repair plumbing systems and address pest issues through routine and emergent maintenance.

The Department continually and consistently repairs and replaces aging plumbing systems and fixtures throughout the Department's Men's Central Jail (MCJ). The Department contracts for pest control services and ensures consistent abatement efforts are ongoing. While committed to resolving these problems, permanent solutions are difficult due to the aging facility.

There is currently an effort to replace the Department's MCJ with a correctional treatment facility, which is one of the long term solutions. To address the challenge of overcrowding, a comprehensive review of the Department's current and future inmate



housing needs is underway. In addition to the evaluation of capacity needs, the County is collaborating with non-profit organizations and community leaders exploring opportunities to reduce overcrowding through diversion, alternative custody options, recidivism reduction, and enhanced credit earning strategies. These efforts are ongoing.

# **Attachment H**

## **Matrix of Departmental Responses to Recommendations**

# DEPARTMENTAL RESPONSES TO RECOMMENDATIONS OF THE 2014-2015 CIVIL GRAND JURY FINAL REPORT

<b>Chief Executive Office – Affordable Housing</b>	
<b>Recommendation</b>	<b>Response</b>
<p>#1.7 The Los Angeles County Board of Supervisors should review current funding levels to the Community Development Commission for affordable housing development to ensure that the levels are sufficient to reach county goals in light of the Affordable Housing and Economic Development Framework and Implementation Strategy.</p>	<p>The recommendation requires further analysis.</p> <p>The Board of Supervisors, in consultation with the CDC and CEO, will continue its review of funding allocated to the CDC for affordable housing. This will include an analysis of the Affordable Housing Development Framework, 2015 Update when it is available this Fall. In light of the demonstrated need for affordable housing in the County, the Board seeks to maximize funding levels to meet County goals</p>
<p>#1.8 - The Board of Supervisors should amend its 2013 motion and allow the Community Development Commission to release the county General Funds more expeditiously.</p>	<p>The recommendation requires further analysis.</p> <p>As noted in our response to Recommendation 1.7, above, the Board of Supervisors, in consultation with the CDC and CEO, will review the 2015 Framework which will inform a decision about whether an accelerated release of previously committed General Funds for affordable housing funds is warranted. A key consideration will be the availability of sufficient funding for affordable housing development in subsequent years</p>
<p>#1.9 - The Board of Supervisors should consider permanent funding sources for affordable housing development, including a housing impact fee.</p>	<p>The recommendation requires further analysis.</p> <p>The Board of Supervisors will continue to consider permanent funding sources for affordable housing development, including the feasibility of impact fees as a source for affordable housing development. Jurisdictions in the County have a variety of "impact" or development related fees. Research indicates impact fees, include "capacity fees," "facility fees," "infrastructure fees," "system development charges" and "capital recovery fees."</p> <p>The common characteristics of such fees include: 1) charging only to new development; 2) standardized fees as opposed to ad hoc, negotiated payments; and 3) design and use to fund capital improvements and public services, such as schools, parks, libraries, fire and police services, roads and utilities needed to serve growth. Developers must pay these fees and meet the jurisdiction's planning and zoning requirements before their projects are granted approval.</p>

<b>Chief Executive Office – Automated External Defibrillator</b>	
<b>Recommendation</b>	<b>Response</b>
#2.1 The implementation of a Public Access Defibrillator (PAD) program should remain discretionary within Los Angeles County. The Board of Supervisors should continue to allow each department to retain the choice of implementing or not implementing this program.	The County agrees with the Civil Grand Jury's recommendation to allow for departmental discretionary implementation of Automated External Defibrillators.
2.2 - The Board of Supervisors should implement education and training programs on the device before further investment	Departments that elect to implement Automated External Defibrillators obtain specific education and training as it pertains to the circumstances of the department. The County agrees with the Civil Grand Jury's recommendation that an expanded education and training program would need to be developed before further investment.
<b>Chief Executive Office – County Information Systems</b>	
<b>Recommendation</b>	<b>Response</b>
#4.8 - The Los Angeles County Board of Supervisors should provide ITS and the other county data centers with secure facilities.	Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. The results of this work is currently used by the Chief Executive Office to evaluate the "build, buy, lease" options for a consolidated County Data Center. The report from the Chief Executive Office is scheduled to be completed in August 2015.
#4.9 - The Los Angeles County Board of Supervisors should promote production hosting by Information Technology Service.	Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer, as part of the Data Center Consolidation Initiative is working with County departments to establish a County Data Center Governance Committee to facilitate the consolidation of the county data centers into a consolidated County Data Center operated by Information Technology Services.
#4.17 - Where feasible, and when the proposed centralized data facility is operational, the Los Angeles County Board of Supervisors should require the transfer of outsourced production systems to that facility.	Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. When fully implemented, the Chief Information Executive Officer will work with appropriate departments to evaluate the business case to determine if would be beneficial to transfer hosted production systems to the consolidated County Data Center.
<b>Chief Executive Office – Oversight of the Sheriff and Powers for the Office of the Inspector General</b>	
<b>Recommendation</b>	<b>Response</b>
#8.1 - The Board of Supervisors should ensure that the Office of the Inspector General (OIG) has complete access to all Los Angeles County Sheriff's Department confidential and employee records, with stringent rules against public release.	This recommendation will be discussed with the Board of Supervisors in conjunction with the formation of the Sheriff's Department Civilian Oversight Commission. The Oversight Work Group has recommended to the Board that the OIG and the Sheriff enter into a Memorandum of Understanding giving the OIG access to confidential records.

#8.2 - The Board of Supervisors should set a fixed term for the inspector general.	This recommendation will be discussed with the Board of Supervisors in conjunction with the Sheriff's Department Civilian Oversight Commission formation. The Oversight work Group recommended to the Board that the OIG ordinance be revised to account for the new Civilian Oversight Commission.
<b>Chief Executive Office – Sybil Brand Commission</b>	
<b>Recommendation</b>	<b>Response</b>
#10.1 - The Los Angeles County Board of Supervisors should clarify the Sybil Brand Commission (SBC) for Institutional Inspections' obligation and right to inspect juvenile group homes.	<p>The respondent agrees with the finding. The recommendation requires further analysis, as the previous finding by the Sunset Commission is over two years old (June 17, 2013) and will require an updated review to ensure that this recommendation is still valid.</p> <p>Within the next six months, the matter will be brought forth in an upcoming Sunset Commission agenda. If the finding is still valid, the recommendation that the Los Angeles County Code of Ordinance be amended to explicitly give the SBC the duty to inspect juvenile group homes will be brought forth to County Counsel to make the necessary changes to the Code of Ordinance. If the finding is no longer relevant, no further action will be taken.</p>
<b>Chief Information Office – County Information Systems</b>	
<b>Recommendation</b>	<b>Response</b>
#4.1 - Los Angeles County's Chief Information Officer should require, upon the completion of a software development project above the Los Angeles County Board of Supervisors' cost threshold, a measurement of the efficiency of the development project, and the Chief Information Officer should keep this measurement as a permanent record.	Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a County Program Management Office (CPMO) in the Fiscal Year 2016-17 Budget. The CPMO will be responsible for fostering project management best practices, which will include defining and measuring the performance and efficiencies to be achieved by information technology (IT) projects. The Chief Information Officer is replacing the Business Automation Plan with an IT Project/Application Portfolio Management tool that will be used as the repository for all IT projects, applications and measurements.
#4.2 - The Los Angeles County Chief Information Officer should require, upon the completion of software development projects above Los Angeles County Board of Supervisors' cost threshold, a measure of the success of the system (productivity metric), and the Chief Information Officer should keep this measurement as a permanent record.	Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to fund and establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will be responsible for fostering project management best practices, which will include defining and measuring the performance and key success factors for information technology (IT) projects. The Chief Information Officer is replacing the Business Automation Plan with an IT Project/Application Portfolio Management tool that will be used as repository for all county IT projects, applications and these measurements.
#4.3 - The Los Angeles County Chief Information Officer should establish a	Agree. Currently, the Sr. Associate CIOs within the Office of the CIO currently

<p>centralized quality control group to monitor the progress and problems of system development projects.</p>	<p>provides oversight for key IT projects within their assigned departments. The Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget, which will define comprehensive measures for project progress oversight of IT projects.</p>
<p>#4.4 - The Los Angeles County Chief Information Officer should provide a system development guideline. While not meant to constrain the development approach, the guideline should standardize the steps and deliverables at the end of each step of the system development process.</p>	<p>Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will develop recommended IT project management processes, guides, templates, and tools.</p>
<p>#4.5 - The Los Angeles County Chief Information Officer should provide a project management guideline or standard so that anyone can look at the project plan and see whether the project is on schedule or behind schedule.</p>	<p>Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will develop IT project management guidelines and standards. Additionally, an upgraded IT Project/Application Portfolio Management tool will be used as a repository for selected IT projects and will list project milestones and schedules</p>
<p>#4.6 - The Los Angeles County Chief Information Officer should provide training in its guidelines and standards.</p>	<p>Agree. This recommendation has not yet been implemented and will require additional resources for implementation. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. This proposed CPMO will provide training to departments on recommended IT project management processes and guideline.</p>
<p>#4.7 - The Los Angeles County Chief Information Officer should continue to promulgate security standards.</p>	<p>Agree. This recommendation has been implemented. An Information Security Program and designated a Chief Information Security Officer (CISO) has been created to lead and coordinate the County's information security efforts across departments. The CISO collaborates with an Information Security Steering Committee comprised of departmental information security officers to develop, issue and update information security standards.</p>
<p>#4.10 - The chief data officer of the Los Angeles County Chief Information Officer should continue to standardize county data.</p>	<p>Agree. This recommendation has been implemented. The County has adopted County Policy 6.200 Information Sharing and Management Policy and has designated a Chief Data Officer to lead a Data Governance Council to coordinate the County's information management and sharing efforts across departments, including improving data quality, data management, and standardization of County data.</p>
<p>#4.13 - The Los Angeles County Chief Information Officer should provide programming standards for each programming language used within Los Angeles County.</p>	<p>Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish an Enterprise Architect in the Fiscal Year 2016-17 Budget. The Enterprise Architect will be responsible for developing and promoting the use of common technology platforms and standards, including those for software development.</p>

#4.14 - The Los Angeles County Chief Information Officer should provide a guideline on the selection of a programming language for the development of new systems.	Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish an Enterprise Architect in the Fiscal Year 2016-17 Budget. The Enterprise Architect will be responsible developing and promoting the use of common technology platforms and standards, including those for software development.
#4.15 - The Los Angeles County Chief Information Officer should recommend that departments with COBOL-based systems but insufficient numbers of COBOL programmers should consider using Information Technology Service support.	Agree. This recommendation has been implemented. All mainframe-based COBOL applications are currently being maintained by Information Technology Services of the Internal Services Department.
4.16 - The Los Angeles County Chief Information Officer should provide in-house training and formal classes as needed.	Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to fund and establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will be responsible for fostering project management best practices which will include training, as appropriate.
#4.18 - The Los Angeles County Chief Information Officer should require a cost-benefit analysis to be provided by the department to the Los Angeles County Chief Information Officer to assess whether it is better to upgrade the existing system or acquire a new system.	Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. This proposed CPMO will develop a recommended Business Case proposal that will require comparison of solution alternatives and provide a basis for selecting the one that delivers greatest value.
<b>Community Development Commission – Affordable Housing</b>	
<b>Recommendation</b>	<b>Response</b>
#1.1 - The Los Angeles County Community Development Commission should review the recommendations made in the 2012 Affordable Housing and Economic Development Framework and Implementation Strategy regarding affordable housing funding and goals and revise accordingly, in collaboration with the Chief Executive Office, to determine current and future funding needs.	The recommendation has not yet been implemented, but will be implemented in the future.  The paths of Affordable Housing and Economic Development programs have diverged and are covered under separate initiatives. A draft Affordable Housing Development Framework, 2015 Update has been completed, and focuses only on affordable housing needs and solutions. The 2015 Framework will be submitted to the Chief Executive Office (CEO) and to the Board of Supervisors in September, 2015.
#1.2 – The Community Development Commission should continue to analyze project delivery costs associated with county-funded affordable housing developments to ensure that the 20 percent administration fee is appropriate.	The recommendation requires further analysis.  The draft Affordable Housing Development Framework, 2015 Update addresses this issue. Once the CEO and Board have an opportunity to review the 2015 Framework this Fall, it is anticipated that administrative fees will be a topic for discussion.
#1.3 - The Community Development Commission should determine how	The recommendation has not yet been implemented, but will be implemented

<p>staffing levels would need to be adjusted, including whether consultants may be needed, to release Notices of Funding Availability of a higher value, should the Board of Supervisors decide to request the county funds be allocated to projects more expeditiously.</p>	<p>in the future.</p> <p>The CDC's decision to adjust staffing levels and/or employ consultant services will depend on forecasting needs and estimating workloads. Again, the draft Affordable Housing Development Framework, 2015 Update speaks to this issue. The estimated timeframe for increasing staffing levels, if any, will be four months in advance of any funding-enhanced NOFA.</p>
<p>#1.4 - The Community Development Commission should revise the project summary reports produced in Tracker to show additional data fields, including original and actual completion dates, budgeted and actual county and other funding source expenditures to date, and number of affordable and special needs units in each project.</p>	<p>The recommendation requires further analysis.</p> <p>We have been reviewing the limitations of the existing Tracker system to accept additional fields. However, this type of information is available upon request and the CDC has provided it accordingly to the CEO and the Board offices. The Funding Agreements that authorize the transfer of funds from the County to the CDC only require an annual fiscal year-end report. It should be noted that the CDC is in the process of procuring for a software consultant to assess the Tracker system.</p>
<p>#1.5 - The Community Development Commission should submit Notices of Funding Availability that include county funds to the Board of Supervisors for review prior to release.</p>	<p>The recommendation will not be implemented because it is not warranted.</p> <p>The monthly meetings with the deputies from all five Board Offices offers the CDC with opportunities to provide information and answer inquiries about the criteria and funding levels proposed for NOFAs, and to receive to any comments back from the Board Offices prior to NOFA issuance.</p>
<p>#1.6 - The Community Development Commission should present to the Board of Supervisors more comprehensive monthly reports of all county funded affordable housing projects.</p>	<p>The recommendation requires further analysis.</p> <p>The Board offices receive the Tracker Reports on a monthly basis. As noted in our response to Recommendation 1.4 above, we are exploring the ability of the existing Tracker system to accept additional data. However, this type of information is available upon request and the CDC has provided it accordingly to the CEO and the Board offices. The CDC will expeditiously comply with Board of Supervisors' requests for more comprehensive monthly reports of all County-funded affordable housing projects.</p>
<p><b>Executive Board of the Office – Sybil Brand Commission for Institutional Inspections</b></p>	
<p><b>Recommendation</b></p>	<p><b>Response</b></p>
<p>#10.2 - The Sybil Brand Commission for Institutional Inspections should conduct additional and more-comprehensive jail inmate and staff interviews, which the SBC can accomplish by reducing the number of its meetings.</p>	<p>The SBC agrees with this finding and recommendation of 10.2. The SBC plans to reduce the number of weekly meetings to twice a month. During the weeks when there are no SBC meetings, the Commission will spend its time conducting commission business and inspections, which includes additional and more comprehensive jail inmate and staff interviews. Additionally, SBC is reviewing their processes for the inspection of jail facilities, including meetings with the Sheriff and Probation Departments to enhance protocols to maximize</p>



	inspections in a more efficient manner.
<b>Internal Services Department – Information Technology Service</b>	
<b>Recommendation</b>	<b>Response</b>
#4.11 – Information Technology Service should establish a council to set priorities for requests for service by Information Technology Service and discuss customer problems.	ISD agrees with the recommendation. The County CIO Council is the current forum for information technology discussions and will include a customer Steering Committee focused on service delivery by the ISD/Information Technology Service for new County Data Center. The governance charter for the Steering Committee will be developed in Fiscal Year 2015-16.
#4.12 – Information Technology Service should institute written service-level agreements between clients and Information Technology Service.	ISD agrees with the recommendation. ISD has a number of targeted service-level agreements with client departments in place today. The ISD Information Technology Service will comprehensively expand the number of service related-level agreement to fully cover the ISD/ITS Service Catalog with the next updates.
<b>Probation – Detention Juvenile Facilities</b>	
<b>Recommendation</b>	<b>Response</b>
#14.7 - The Los Angeles County Probation Department (Probation) should repair/upgrade the Inglewood Juvenile Courthouse Jail. In addition, Probation should ensure the facility passes annual health inspections without any issues. Probation should install a refrigerator instead of using a portable cooler for storing food for juveniles. Probation should streamline the 911 emergency call processes at this facility.	The Probation Department works with the Department of Public Health and our partners, the Department of Health Services' Juvenile Court Health Services and the Department of Mental Health, on facility health inspections to correct deficiencies identified during such inspections. Minor maintenance and facility issues are addressed by the Department; however, structural and major repairs are reported to the Superior Court for repair. Additionally, the Probation Department has access to refrigerators in the youth holding area. Coolers are utilized to transport the food from the facility to court at which time, food is transferred from the cooler to the refrigerators. Management will issue a reminder to staff that food is to be placed in the refrigerator once youth arrive at court. Lastly, the Department currently has a robust 911 emergency protocol; management will review and reissue the applicable policy to staff.
#14.9 - Probation should resolve staffing-level issues at its camps and properly maintain first aid kits there.	The Probation Department agrees with this recommendation. The Department has already increased the number of staff assigned to all of the Camps, which has resulted in a higher, day-to-day, staff-to-youth ratio. The enhanced staffing ratios were implemented to ensure the effective service delivery and supervision for detained youth. The enriched staffing ratios have remained in place and have resulted in improved outcomes for youth. Staffing ratios were approved under the Department of Justice Settlement Agreement, effective November 1, 2013. Additionally, the Department has ensured that all first aid kits are fully stocked.
<b>Sheriff – Detention</b>	
<b>Recommendation</b>	<b>Response</b>
#14.4 - The Los Angeles County Sheriff's Department (LASD) should communicate with the Judicial Council of California about the Bellflower	The Department concurs with each of the four recommendations.

<p>Courthouse Jail building to resolve safety issues due to radio dead zones and to repair the alarm systems for exit doors. LASD should also upgrade the gun lock-up and ensure the temperature on the refrigerator meets the food safety standard.</p>	<p>Experts from the Department's Sheriff's Communication Center (SCC) assessed the situation and found the dead zones to be in the stairwell areas, which have reinforced steel and dense concrete walls. While it would be optimal to have radios work flawlessly in these areas, full correction would require the construction of a new courthouse or the application of a technological solution that does not yet exist. Given this background, this issue will be raised with the Judicial Counsel of California (JCC) when the construction of new courthouse buildings is considered. The Department recognizes the availability of a new courthouse will be many years away, accordingly, the Department's SCC staff has since reviewed and adjusted the repeater dish to maximize the receptivity and broadcasting ability of the current radios.</p> <p>In regard to the other issues, the exit-door alarms have been repaired. The Department is working through the Department's Facilities Services Bureau's (FSB) Sheet Metal Unit, to see if new gun lockers can be modified or newly constructed. A service request has been placed with FSB to have the refrigerator repaired to reduce the temperature from 45 degrees to the desired 41 degree level.</p>
<p>#14.5 - LASD should communicate with the Judicial Counsel of California (JCC) about repairing the Compton Courthouse holding area. LASD should ensure food for inmates is refrigerated properly.</p>	<p>The Department concurs with the Civil Grand Jury's recommendations as they relate to facility repair issues at the County's Compton Courthouse. The Department disagrees with the Civil Grand Jury's recommendations as they relate to the issue of inmate food refrigeration. The Department's Food Services Unit confirmed the lunches sent to Compton Court are those that do not require refrigeration.</p> <p>As a result of the Civil Grand Jury's recommendations, repair requests have been submitted to America Building Maintenance (ABM) to address the specific areas of repair noted in the Civil Grand Jury's report (e.g. scratches to the walls and ceilings, general low water pressure in the lockup, painting, etc.).</p>
<p>#14.6 - LASD should remove graffiti in the cells at East Los Angeles Courthouse Jail and should ensure the turn-out gear fits the deputies working at this facility</p>	<p>The Department concurs with the Civil Grand Jury's recommendations, and a request has been made with ABM to remove the graffiti.</p> <p>New turnout gear was acquired to accommodate the assigned staff. Fire drill training has been conducted to ensure staff familiarity with the equipment</p>
<p>#14.8 - The LASD should promptly resolve the ongoing plumbing and pest issues in the Men's Central Jail building without waiting to address the larger issue of overcrowding.</p>	<p>The Department concurs and fully supports this recommendation, and will continue to repair plumbing systems and address pest issues through routine and emergent maintenance.</p> <p>The Department continually and consistently repairs and replaces aging</p>

plumbing systems and fixtures throughout the Department's Men's Central Jail (MCJ). The Department contracts for pest control services and ensures consistent abatement efforts are ongoing. While committed to resolving these problems, permanent solutions are difficult due to the aging facility.

There is currently an effort to replace the Department's MCJ with a correctional treatment facility, which is one of the long term solutions. To address the challenge of overcrowding, a comprehensive review of the Department's current and future inmate housing needs is underway. In addition to the evaluation of capacity needs, the County is collaborating with non-profit organizations and community leaders exploring opportunities to reduce overcrowding through diversion, alternative custody options, recidivism reduction, and enhanced credit earning strategies. These efforts are ongoing.



**SACHI A. HAMAI**  
Interim Chief Executive Officer

## County of Los Angeles **CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

*"To Enrich Lives Through Effective And Caring Service"*

Board of Supervisors  
**HILDA L. SOLIS**  
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**DOH KNABE**  
Fourth District

**MICHAEL D. ANTONOVICH**  
Fifth District

September 01, 2015

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

Dear Supervisors:

# ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

26 September 1, 2015

  
PATRICK OZAWA  
ACTING EXECUTIVE OFFICER

### **RESPONSES TO THE 2014-15 CIVIL GRAND JURY FINAL REPORT RECOMMENDATIONS (ALL AFFECTED) (3 VOTES)**

#### **SUBJECT**

Approval of County's responses to the findings and recommendations of the 2014-15 Civil Grand Jury Final Report, and the transmittal of responses to the Civil Grand Jury, as well as the Superior Court, upon approval by the Board.

#### **IT IS RECOMMENDED THAT THE BOARD:**

1. Approve the responses to the findings and recommendations of the 2014-15 Civil Grand Jury Final Report that pertain to County government matters under the control of the Board.
2. Instruct the Acting Executive Officer of the Board of Supervisors to transmit copies of this report to the Civil Grand Jury, upon approval by the Board.
3. Instruct the Acting Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court, upon approval by the Board.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Section 933 (b) of the California Penal Code establishes that the county boards of supervisors shall comment on grand jury findings and recommendations which pertain to county government matters under control of those boards.

On July 1, 2015, the 2014-2015 County of Los Angeles Civil Grand Jury released its Final Report containing findings and recommendations directed to various County and non-County agencies. County department heads have reported back on the Civil Grand Jury recommendations and these responses are attached as the County's official response to the 2014-2015 Civil Grand Jury Final Report.

Recommendations that make reference to non-County agencies have been referred directly by the Civil Grand Jury to those entities.

### **Implementation of Strategic Plan Goals**

The recommendations and responses are consistent with all three of the County Strategic Plan Goals:

Goal No. 1 - Operational Effectiveness/Fiscal Sustainability: Maximize the effectiveness of the County's processes, structure, operations, and strong fiscal management to support timely delivery of customer-oriented and efficient public services.

Goal No. 2 – Community Support and Responsiveness: Enrich lives of Los Angeles County residents by providing enhanced services, and effectively planning and responding to economic, social, and environmental challenges.

Goal No. 3 – Integrated Services Delivery: Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

### **FISCAL IMPACT/FINANCING**

Certain Civil Grand Jury recommendations require additional financing resources. In some cases, financing has been approved by the Board in the current fiscal year budget. Departments will assess the need for additional funding during the 2015-16 budget cycle and beyond, as appropriate.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

In accordance with California Penal Code Section 933 (b), the following departments have submitted responses to the 2014-15 County of Los Angeles Civil Grand Jury Final Report.

<b>ATTACHMENT</b>	<b>DEPARTMENT</b>
A	Chief Executive Office
B	Chief Information Office
C	Community Development Commission
D	Executive Office of the Board
E	Internal Services
F	Probation
G	Sheriff

Attachment H is a matrix of departmental responses to recommendations of the 2014-15 County of Los Angeles Civil Grand Jury Final Report.

The Honorable Board of Supervisors

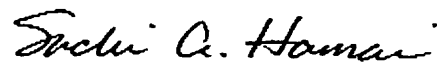
9/1/2015

Page 3

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Not applicable.

Respectfully submitted,



SACHI A. HAMAI

Interim Chief Executive Officer

SAH:JJ:SK

JR:cc

Enclosures

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Chief Information Office  
Community Development Commission  
Internal Services  
Probation

# **Attachment A**

## **Chief Executive Office**



SACHI A. HAMAI  
Interim Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

August 19, 2015

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

From: Sachi A. Hamai   
Interim Chief Executive Officer

### 2014-2015 CIVIL GRAND JURY FINAL REPORT

Attached are this Office's responses to the 2014-2015 Civil Grand Jury Final Report. We are responding to specific recommendations dealing with the following sections:

- Affordable Housing
- Automated External Defibrillator
- County Information Systems
- Oversight of the Sheriff and Powers for the Office of Inspector General
- Sybil Brand Commission

If you have any questions regarding our responses, please contact me, or your staff may contact Jerry Ramirez of this Office at (213) 974-4282, or [jramirez@ceo.lacounty.gov](mailto:jramirez@ceo.lacounty.gov)

SAH:JJ:SK  
JR:ib

Attachment

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

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**RESPONSE TO THE GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – Chief Executive Office (Community and Municipal Services)

SUBJECT: 2014-2015 GRAND JURY RECOMMENDATIONS FOR  
AFFORDABLE HOUSING

RECOMMENDATION NO. 1.7

The Los Angeles County Board of Supervisors should review current funding levels to the Community Development Commission for affordable housing development to ensure that the levels are sufficient to reach county goals in light of the Affordable Housing and Economic Development Framework and Implementation Strategy.

RESPONSE

The recommendation requires further analysis.

The Board of Supervisors, in consultation with the CDC and CEO, will continue its review of funding allocated to the CDC for affordable housing. This will include an analysis of the Affordable Housing Development Framework, 2015 Update when it is available this fall. In light of the demonstrated need for affordable housing in the County, the Board seeks to maximize funding levels to meet County goals.

RECOMMENDATION NO. 1.8

The Board of Supervisors should amend its 2013 motion and allow the Community Development Commission to release the county General Funds more expediently.

RESPONSE

The recommendation requires further analysis.

As noted in our response to Recommendation 1.7, above, the Board of Supervisors, in consultation with the CDC and CEO, will review the 2015 Framework which will inform a decision about whether an accelerated release of previously committed General Funds for affordable housing funds is warranted. A key consideration will be the availability of sufficient funding for affordable housing development in subsequent years.

RECOMMENDATION NO. 1.9

The Board of Supervisors should consider permanent funding sources for affordable housing development, including a housing impact fee.

## RESPONSE

The recommendation requires further analysis.

The Board of Supervisors will continue to consider permanent funding sources for affordable housing development, including the feasibility of impact fees as a source for affordable housing development. Jurisdictions in the County have a variety of "impact" or development related fees. Research indicates impact fees, include "capacity fees," "facility fees," "infrastructure fees," "system development charges" and "capital recovery fees."

The common characteristics of such fees include: 1) charging only to new development; 2) standardized fees as opposed to ad hoc, negotiated payments; and 3) design and use to fund capital improvements and public services, such as schools, parks, libraries, fire and police services, roads and utilities needed to serve growth. Developers must pay these fees and meet the jurisdiction's planning and zoning requirements before their projects are granted approval.

COUNTY OF LOS ANGELES – Chief Executive Office (Risk Management)

SUBJECT: 2014-2015 GRAND JURY RECOMMENDATIONS FOR  
AUTOMATED EXTERNAL DEFIBRILLATOR

RECOMMENDATION NO. 2.1

The implementation of a Public Access Defibrillator (PAD) program should remain discretionary within Los Angeles County. The Board of Supervisors should continue to allow each department to retain the choice of implementing or not implementing this program.

RESPONSE

The County agrees with the Civil Grand Jury's recommendation to allow for departmental discretionary implementation of Automated External Defibrillators.

RECOMMENDATION NO. 2.2

The Board of Supervisors should implement education and training programs on the device before further investment

RESPONSE

Departments that elect to implement Automated External Defibrillators obtain specific education and training as it pertains to the circumstances of the department. The County agrees with the Civil Grand Jury's recommendation that an expanded education and training program would need to be developed before further investment.

COUNTY OF LOS ANGELES – Chief Executive Office (Operations)

SUBJECT: 2014-2015 GRAND JURY RECOMMENDATIONS FOR  
COUNTY INFORMATION SYSTEMS

RECOMMENDATION NO. 4.8

The Los Angeles County Board of Supervisors should provide ITS and the other county data centers with secure facilities.

RESPONSE

Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. The results of this work is currently used by the Chief Executive Office to evaluate the "build, buy, lease" options for a consolidated County Data Center. The report from the Chief Executive Office is scheduled to be completed in August 2015.

RECOMMENDATION NO. 4.9

The Los Angeles County Board of Supervisors should promote production hosting by Information Technology Service.

RESPONSE

Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer, as part of the Data Center Consolidation Initiative is working with County departments to establish a County Data Center Governance Committee to facilitate the consolidation of the county data centers into a consolidated County Data Center operated by Information Technology Services.

RECOMMENDATION NO. 4.17

Where feasible, and when the proposed centralized data facility is operational, the Los Angeles County Board of Supervisors should require the transfer of outsourced production systems to that facility.

RESPONSE

Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. When fully implemented, the Chief Information Executive Officer will work with appropriate departments to evaluate the business case to determine if would be beneficial to transfer hosted production systems to the consolidated County Data Center.

COUNTY OF LOS ANGELES – Chief Executive Office (Public Safety)

SUBJECT: 2014-2015 GRAND JURY RECOMMENDATIONS FOR  
OVERSIGHT OF THE SHERIFF AND POWERS FOR THE OFFICE OF  
INSPECTOR GENERAL

RECOMMENDATION NO. 8.1

The Board of Supervisors should ensure that the Office of the Inspector General (OIG) has complete access to all Los Angeles County Sheriff's Department confidential and employee records, with stringent rules against public release.

RESPONSE

This recommendation will be discussed with the Board of Supervisors in conjunction with the formation of the Sheriff's Department Civilian Oversight Commission. The Oversight Work Group has recommended to the Board that the OIG and the Sheriff enter into a Memorandum of Understanding giving the OIG access to confidential records.

RECOMMENDATION NO. 8.2

The Board of Supervisors should set a fixed term for the inspector general.

RESPONSE

This recommendation will be discussed with the Board of Supervisors in conjunction with the Sheriff's Department Civilian Oversight Commission formation. The Oversight Work Group recommended to the Board that the OIG ordinance be revised to account for the new Civilian Oversight Commission.

COUNTY OF LOS ANGELES – Chief Executive Office (Public Safety)

SUBJECT: 2014-2015 GRAND JURY RECOMMENDATIONS FOR  
SYBIL BRAND COMMISSION

RECOMMENDATION NO. 10.1

The Los Angeles County Board of Supervisors should clarify the Sybil Brand Commission (SBC) for Institutional Inspections' obligation and right to inspect juvenile group homes.

RESPONSE

The respondent agrees with the finding. The recommendation requires further analysis, as the previous finding by the Los Angeles Audit Committee is over two years old (June 17, 2013) and will require an updated review to ensure that this recommendation is still valid.

Within the next six months, the matter will be brought forth in an upcoming Los Angeles Audit Committee agenda. If the finding is still valid, the recommendation that the County Code be amended to explicitly give the SBC the duty to inspect juvenile group homes will be brought forth to County Counsel to make the necessary changes to the County Code. If the finding is no longer relevant, no further action will be taken.



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

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Interim Chief Executive Officer

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September 01, 2015


**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

26 September 1, 2015

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

Dear Supervisors:

  
PATRICK OGAWA  
ACTING EXECUTIVE OFFICER

**RESPONSES TO THE 2014-15 CIVIL GRAND JURY FINAL REPORT RECOMMENDATIONS  
(ALL AFFECTED)  
(3 VOTES)**

**SUBJECT**

Approval of County's responses to the findings and recommendations of the 2014-15 Civil Grand Jury Final Report, and the transmittal of responses to the Civil Grand Jury, as well as the Superior Court, upon approval by the Board.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve the responses to the findings and recommendations of the 2014-15 Civil Grand Jury Final Report that pertain to County government matters under the control of the Board.
2. Instruct the Acting Executive Officer of the Board of Supervisors to transmit copies of this report to the Civil Grand Jury, upon approval by the Board.
3. Instruct the Acting Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court, upon approval by the Board.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Section 933 (b) of the California Penal Code establishes that the county boards of supervisors shall comment on grand jury findings and recommendations which pertain to county government matters under control of those boards.

COUNTY OF LOS ANGELES – Chief Executive Office (Risk Management)

SUBJECT: 2014-2015 GRAND JURY RECOMMENDATIONS FOR  
AUTOMATED EXTERNAL DEFIBRILLATOR

RECOMMENDATION NO. 2.1

The implementation of a Public Access Defibrillator (PAD) program should remain discretionary within Los Angeles County. The Board of Supervisors should continue to allow each department to retain the choice of implementing or not implementing this program.

RESPONSE

The County agrees with the Civil Grand Jury's recommendation to allow for departmental discretionary implementation of Automated External Defibrillators.

RECOMMENDATION NO. 2.2

The Board of Supervisors should implement education and training programs on the device before further investment

RESPONSE

Departments that elect to implement Automated External Defibrillators obtain specific education and training as it pertains to the circumstances of the department. The County agrees with the Civil Grand Jury's recommendation that an expanded education and training program would need to be developed before further investment.



BOARD OF FIRE COMMISSIONERS

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ERIC GARCETTI  
MAYOR

FIRE DEPARTMENT

RALPH M. TERRAZAS  
FIRE CHIEF

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LOS ANGELES, CA 90012

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FAX: (213) 978-3815

<http://www.lafd.org>

February 17, 2016

The Honorable James R. Brandlin  
Los Angeles County Superior Court  
111 N. Hill Street, Room 204  
Los Angeles, CA 90012

Dear Judge Brandlin:

Automatic External Defibrillator

This correspondence is in response to the findings of the Civil Grand Jury Final Report as required by California Penal Code Section 933(c), 933.05(a), and 933.05(b). Under Recommendation 2.3, the City of Los Angeles (City) was requested to, "re-evaluate its PAD program and either eliminate or fully maintain this program."

The City's PAD program has recently been re-evaluated and given new oversight. The PAD program is now part of the Los Angeles Fire Department's (Department) newly established Emergency Medical Services Bureau. Battalion Chief Corey Rose will be overseeing the program and Senior Management Analyst I Damian A. Pacheco will be its direct supervisor. The program will be located among the Department's administrative offices at the 18<sup>th</sup> floor offices of City's James K. Hahn City Hall East Building.

Sincerely,

Corey Rose, Battalion Chief  
Emergency Medical Services Division

cc: Chief of Staff

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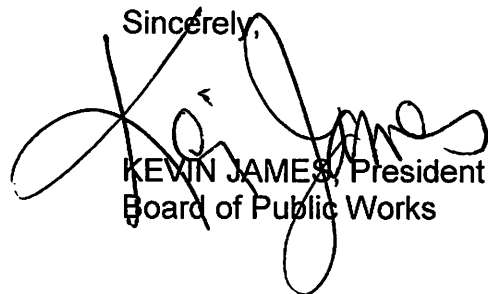
September 23, 2015

Honorable Carolyn B. Kuhl, Presiding Judge  
Los Angeles Superior Court  
111 North Hill Street, Room 204  
Los Angeles, CA 90012

Dear Judge Kuhl:

The City of Los Angeles Board of Public Works appreciates the opportunity to provide its responses to the Los Angeles County 2014-2015 Civil Grand Jury report regarding the City of Los Angeles, Department of Public Works Dispute-Resolution Protocol. The Board of Public Works' responses to each of the Civil Grand Jury's findings and recommendations are attached to this letter as Attachment A. The Board of Public Works wishes to acknowledge the time and effort the Civil Grand Jury dedicated to their research of the City of Los Angeles, Department of Public Works' dispute-resolution protocol.

Sincerely,



KEVIN JAMES, President  
Board of Public Works

KJ/ELY

Enclosure

CC: Gary Lee Moore, City Engineer  
Department of Public Works  
Michael J. LoGrande, Director  
City Planning Department

**RESPONSE TO THE 2014-2015 CIVIL GRAND JURY FINAL REPORT**

**CITY OF LOS ANGELES – DEPARTMENT OF PUBLIC WORKS AND  
DEPARTMENT OF CITY PLANNING**

**SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS AND  
FINDINGS FOR CITY OF LOS ANGELES DEPARTMENT OF  
PUBLIC WORKS DISPUTE-RESOLUTION PROTOCOL**

**RECOMMENDATION NO. 3.1**

The City of Los Angeles Department of Public Works and the Los Angeles Department of City Planning should create joint project index numbers and a joint document storage system.

**RESPONSE**

The City has selected a contractor and is in negotiations to execute a contract to implement "BuildLA" which will create a single system for use by all City of Los Angeles permitting offices, including the Departments of Public Works and City Planning.

**RECOMMENDATION NO. 3.2**

The City of Los Angeles Department of Public Works should employ a tracking number system for each new dispute.

**RESPONSE**

Most inquiries and/or disputes within the City of Los Angeles originate through the City's 311 system (see response to recommendation 3.4). Requests logged from the 311 system do receive tracking numbers. Within the Department of Public Works, there are a wide variety of types of inquiries that may be received, but very few actual disputes. Lack of response or follow-up to disputes has not historically been a problem and therefore at this time it does not appear to warrant the expenditure of resources to create a centralized system. The Board of Public Works meets regularly three times a week and any person has the ability to fill out a public comment card to bring an item to the Board's attention should they have an issue that is not being addressed.

**RECOMMENDATION NO. 3.3**

The City of Los Angeles Department of Public Works and the Los Angeles Department of City Planning should revise and promote a process for mailing notices of public hearings to nonresident owners of property in the area being noticed. This process should

include the practice of mailing two notices to ensure that adequate notice has been achieved. This process should include keeping records of mailing.

### **RESPONSE**

Notices within the City may be mailed for a variety of purposes, and each of those may have unique requirements such as: who must be notified by law, what type of notice must be made, how many notices must be made, etc. Our policy is to comply with the legal notice requirements for each particular unique situation.

The Los Angeles Municipal Code requires Department of City Planning notification of all owners and occupants within a 500 foot radius of the initial Private Street application case to be notified of the required Public Hearing. It is the Departments policy that a copy of the notice, the mailing list used, and an affidavit of mailing be maintained in the case file.

### **RECOMMENDATION NO. 3.4**

The City of Los Angeles Department of Public Works should make available to the public a dedicated telephone number for disputes only, on the department's websites and at its offices.

### **RESPONSE**

The City of Los Angeles widely promotes the use of 311 by telephone, [myla311](http://myla311.com) by web, and [311@lacity.org](mailto:311@lacity.org) to request services from City Departments or to report problems. The Department of Public Works receives appropriate requests/reports from the 311 system. We believe that a Departmental system would be counter to the promotion of a single citywide system.

### **FINDING NO. 1**

The City of Los Angeles Department of Public Works is unable to respond to citizens' inquiries because it does not have an adequate system for records retrieval.

### **RESPONSE**

The Department of Public Works disagrees partially with the finding. The Department of Public Works responds to citizens' numerous inquiries every single day, through numerous different channels. The only reason that this finding was not wholly disagreed with is because the Department of Public Works agrees that through a better system for records retrieval, it can improve upon its ability to respond to citizens' inquiries. As set forth in response to Recommendation 3.1, the City is already underway in obtaining an improved system.

**FINDING NO. 2**

The City of Los Angeles Department of Public Works and the Los Angeles Department of City Planning do not have shared identifier numbers for their common projects.

**RESPONSE**

The Department of Public Works agrees with the finding. However, the Department of Public Works refers to its response to Recommendation 3.2 in explaining the current circumstances that have resulted in such a lack of shared identifier numbers.

**FINDING NO. 3**

The City of Los Angeles Department of Public Works has no tracking numbers for disputes related to its projects.

**RESPONSE**

The Department of Public Works agrees with the finding. However, the Department of Public Works refers to its response to Recommendation 3.2 in explaining the current circumstances that have resulted in such a lack of tracking numbers, and the Department has a number of other methods it may use to track disputes.

**FINDING NO. 4**

A nonresident owner may not be aware of a hearing because the notice of hearing was not mailed, or it was not properly delivered, or it was received but the owner did not recognize it.

**RESPONSE**

The Department of Public Works agrees with the finding. However, the Department of Public Works submits that there could be numerous reasons that a nonresident owner might not be aware of a hearing even if notice was properly mailed and/or otherwise sent to the nonresident owner. The Department of Public Works refers to its response to Recommendation 3.3 in further explaining its notification processes.

**FINDING NO. 5**

The Los Angeles Department of City Planning does not keep a copy of notices mailed.

**RESPONSE**

The Department of City Planning agrees with the finding in the instant case. The Los Angeles Municipal Code requires Department of City Planning notification of all owners and occupants within a 500 foot radius of the initial Private Street application case to be

notified of the required Public Hearing. It is the Departments policy that a copy of the notice, the mailing list used, and an affidavit of mailing be maintained in the case file.

**FINDING NO. 6**

The Los Angeles Department of City Planning keeps copies of affidavits of mailings but could not locate that affidavit in this instance.

**RESPONSE**

The Department of City Planning agrees with the finding. However, the Department of City Planning notes that the events related to this particular instance took place over a period of several years dating back to 2001.

**FINDING NO. 7**

The City of Los Angeles Department of Public Works does not have access to information about its mailing of notices.

**RESPONSE**

The Department of Public Works disagrees partially with the finding. The Department of Public Works is able to access, through files that exist and through online files, information about its mailing of certain notices. The Department of Public Works agrees that it does not have access to information about its mailing of notices in some instances, particularly in matters of older age, and in the instant case.

**FINDING NO. 8**

Without public access to city identifier numbers, city staff cannot respond to public inquiries.

**RESPONSE**

The Department of Public Works disagrees partially with the finding. Public Works staff responds to numerous public inquiries every single day, and utilizes certain identifier numbers (such as permit numbers, etc.) to do so. However, the Department of Public Works agrees that there is certainly room for improvement to its current system, and therefore does not wholly disagree with this finding.

Department of City Planning staff can research public inquiries using a number of methods including a street address or County Assessor Parcel Number, if a case number cannot be provided by the inquiring party.

**FINDING NO. 9**

After the public hearing, data is confidential, available to the property owner and the city only, until the project is approved.

**RESPONSE**

The Department of Public Works disagrees partially with the finding. There are numerous public hearings related to the Department of Public Works where data is public and available to the public through the California Public Records Act. However, the Department of Public Works agrees that under certain circumstances, particularly those that may relate to a Department of City Planning case, where data is confidential until the project is approved.

**FINDING NO. 10**

The City of Los Angeles Department of Public Works' website is not organized to help the public register disputes.

**RESPONSE**

The Department of Public Works disagrees partially with the finding. The Department of Public Works widely promotes the use of 311 by telephone, [myLA311](http://myLA311.com) by web, and [311@lacity.org](mailto:311@lacity.org) to request services from City departments or to report problems. The Department of Public Works receives numerous requests/reports from the 311 system on a regular and daily basis. Furthermore, the home page on the Department's website provides direct links for service requests through which complaints can be registered. This finding was only partially disagreed with, however, because the Department agrees that the website can be improved to make registering disputes easier for the user of the website.

**FINDING NO. 11**

The City of Los Angeles Department of Public Works has no dedicated phone number that the public can use to register disputes.

**RESPONSE**

The Department of Public Works disagrees wholly with the finding. The Department of Public Works widely promotes the use of 311 by telephone, [myLA311](http://myLA311.com) by web, and [311@lacity.org](mailto:311@lacity.org) to request services from City departments or to report problems. The Department of Public Works receives numerous requests/reports from the 311 system on a regular and daily basis.



RICHARD SANCHEZ  
CHIEF INFORMATION OFFICER

## COUNTY OF LOS ANGELES

### CHIEF INFORMATION OFFICE

Los Angeles World Trade Center  
350 South Figueroa Street, Suite 188  
Los Angeles, CA 90071

Telephone: (213) 253-5600  
Facsimile: (213) 633-4733

July 17, 2015

To: Sachi A. Hamai  
Interim Chief Executive Officer

From: Richard Sanchez  
Chief Information Officer

### 2014-15 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

In response to your memo dated July 2, 2015, attached is our response to the 2014-2015 Civil Grand Jury Report Recommendation numbers 4.1-4.7, 4.10, 4.13-4.16, 4.18 and CEO Operations 4.8, 4.9, 4.17.

If you have any questions regarding this matter, please contact me at 213-253-5600 or [rsanchez@cio.lacounty.gov](mailto:rsanchez@cio.lacounty.gov).

RS:pa

Attachment

c: Jerry Ramirez, Chief Executive Office

P:\Grand Jury\2014-2015 Civil Grand Jury Response.docx



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

COUNTY OF LOS ANGELES – CHIEF INFORMATION OFFICE

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR  
SECTION TITLE

RECOMMENDATION NO. 4.1- Los Angeles County's Chief Information Officer should require, upon the completion of a software development project above the Los Angeles County Board of Supervisors' cost threshold, a measurement of the efficiency of the development project, and the Chief Information Officer should keep this measurement as a permanent record.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a County Program Management Office (CPMO) in the Fiscal Year 2016-17 Budget. The CPMO will be responsible for fostering project management best practices, which will include defining and measuring the performance and efficiencies to be achieved by information technology (IT) projects. The Chief Information Officer is replacing the Business Automation Plan with an IT Project/Application Portfolio Management tool that will be used as the repository for all IT projects, applications and measurements.

RECOMMENDATION NO. 4.2 - The Los Angeles County Chief Information Officer should require, upon the completion of software development projects above Los Angeles County Board of Supervisors' cost threshold, a measure of the success of the system (productivity metric), and the Chief Information Officer should keep this measurement as a permanent record.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to fund and establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will be responsible for fostering project management best practices, which will include defining and measuring the performance and key success factors for information technology (IT) projects. The Chief Information Officer is replacing the Business Automation Plan with an IT Project/Application Portfolio Management tool that will be used as repository for all county IT projects, applications and these measurements.

RECOMMENDATION NO. 4.3 - The Los Angeles County Chief Information Officer should establish a centralized quality control group to monitor the progress and problems of system development projects.

RESPONSE Agree. Currently, the Sr. Associate CIOs within the Office of the CIO currently provides oversight for key IT projects within their assigned departments. The

Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget, which will define comprehensive measures for project progress oversight of IT projects.

RECOMMENDATION NO. 4.4 - The Los Angeles County Chief Information Officer should provide a system development guideline. While not meant to constrain the development approach, the guideline should standardize the steps and deliverables at the end of each step of the system development process.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will develop recommended IT project management processes, guides, templates, and tools.

RECOMMENDATION NO. 4.5 - The Los Angeles County Chief Information Officer should provide a project management guideline or standard so that anyone can look at the project plan and see whether the project is on schedule or behind schedule.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. The CPMO will develop IT project management guidelines and standards. Additionally, an upgraded IT Project/Application Portfolio Management tool will be used as a repository for selected IT projects and will list project milestones and schedules.

RECOMMENDATION NO. 4.6 - The Los Angeles County Chief Information Officer should provide training in its guidelines and standards.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources for implementation. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. This proposed CPMO will provide training to departments on recommended IT project management processes and guideline.

RECOMMENDATION NO. 4.7 - The Los Angeles County Chief Information Officer should continue to promulgate security standards.

RESPONSE Agree. This recommendation has been implemented. An Information Security Program and designated a Chief Information Security Officer (CISO) has been created to lead and coordinate the County's information security efforts across departments. The CISO collaborates with an Information Security Steering Committee comprised of departmental information security officers to develop, issue and update information security standards.

RECOMMENDATION NO. 4.10 - The chief data officer of the Los Angeles County Chief Information Officer should continue to standardize county data.

RESPONSE Agree. This recommendation has been implemented. The County has adopted County Policy 6.200 Information Sharing and Management Policy and has designated a Chief Data Officer to lead a Data Governance Council to coordinate the County's information management and sharing efforts across departments, including improving data quality, data management, and standardization of County data.

RECOMMENDATION NO. 4.13 - The Los Angeles County Chief Information Officer should provide programming standards for each programming language used within Los Angeles County.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish an Enterprise Architect in the Fiscal Year 2016-17 Budget. The Enterprise Architect will be responsible for developing and promoting the use of common technology platforms and standards, including those for software development.

RECOMMENDATION NO. 4.14 - The Los Angeles County Chief Information Officer should provide a guideline on the selection of a programming language for the development of new systems.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish an Enterprise Architect in the Fiscal Year 2016-17 Budget. The Enterprise Architect will be responsible developing and promoting the use of common technology platforms and standards, including those for software development.

RECOMMENDATION NO. 4.15 - The Los Angeles County Chief Information Officer should recommend that departments with COBOL-based systems but insufficient numbers of COBOL programmers should consider using Information Technology Service support.

RESPONSE Agree. This recommendation has been implemented. All mainframe-based COBOL applications are currently being maintained by Information Technology Services of the Internal Services Department.

RECOMMENDATION NO. 4.16 - The Los Angeles County Chief Information Officer should provide in-house training and formal classes as needed.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis. The County's Chief Information Officer will work with the Chief Executive Office to fund and establish a CPMO in the Fiscal Year

2016-17 Budget. The CPMO will be responsible for fostering project management best practices which will include training, as appropriate.

RECOMMENDATION NO. 4.18 - The Los Angeles County Chief Information Officer should require a cost-benefit analysis to be provided by the department to the Los Angeles County Chief Information Officer to assess whether it is better to upgrade the existing system or acquire a new system.

RESPONSE Agree. This recommendation has not yet been implemented and will require additional resources and analysis to implement. The County's Chief Information Officer will work with the Chief Executive Office to request funds to establish a CPMO in the Fiscal Year 2016-17 Budget. This proposed CPMO will develop a recommended Business Case proposal that will require comparison of solution alternatives and provide a basis for selecting the one that delivers greatest value.

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

COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - OPERATIONS

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR  
SECTION TITLE

RECOMMENDATION NO. 4.8 - The Los Angeles County Board of Supervisors should provide ITS and the other county data centers with secure facilities.

RESPONSE Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. The results of this work is currently used by the Chief Executive Office to evaluate the "build, buy, lease" options for a consolidated County Data Center. The report from the Chief Executive Office is scheduled to be completed in August 2015.

RECOMMENDATION NO. 4.9 - The Los Angeles County Board of Supervisors should promote production hosting by Information Technology Service.

RESPONSE Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer, as part of the Data Center Consolidation Initiative is working with County departments to establish a County Data Center Governance Committee to facilitate the consolidation of the county data centers into a consolidated County Data Center operated by Information Technology Services.

RECOMMENDATION NO. 4.17 - Where feasible, and when the proposed centralized data facility is operational, the Los Angeles County Board of Supervisors should require the transfer of outsourced production systems to that facility.

RESPONSE Agree. This recommendation has not yet been implemented. At the Board's direction, the Chief Information Officer has completed a County Data Center Assessment and Consolidation Strategy. When fully implemented, the Chief Information Executive Officer will work with appropriate departments to evaluate the business case to determine if would be beneficial to transfer hosted production systems to the consolidated County Data Center.



JIM JONES  
Director

County of Los Angeles  
**INTERNAL SERVICES DEPARTMENT**

1100 North Eastern Avenue  
Los Angeles, California 90063

*"To enrich lives through effective and caring service"*

Telephone: (323) 267-2136  
FAX: (323) 264-7135

July 16, 2015

To: Sachi A. Hamai  
Interim Chief Executive Officer  
Chief Executive Office

Attention: Jerry Ramirez  
Principal Analyst  
Chief Executive Office

From: Dave Chittenden   
Chief Deputy Director

Subject: **INTERNAL SERVICES DEPARTMENT'S RESPONSE TO THE  
FY 2014-15 LOS ANGELES COUNTY CIVIL GRAND JURY  
FINAL REPORT**

As requested, attached are our responses for the recommendations made by the Civil Grand Jury in their Final Report. The Internal Services Department was identified to respond to recommendations 4.11 and 4.12 in the Information Technology Services Section of the Final Report.

In summary, we concur with the recommendations and will implement them as identified in our response.

Please contact David Yamashita at (323) 267-2136 or via email at [dyamashita@isd.lacounty.gov](mailto:dyamashita@isd.lacounty.gov) with any questions on our response.

DC:DY:dy

Attachment

c: Tom Travis  
David Yamashita



## 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) 628-7914 • FAX (213) 229-2595  
<http://www.grandjury.co.la.ca.us/>

November 10, 2015

Phillip Washington, Chief Executive Officer  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012

Receive  
Receive  
NOV 16 2015  
NOV 16 2015  
Office of the CEO  
Office of the CEO

Dear Mr. Washington:

The 2014-2015 Los Angeles County Civil Grand Jury made a recommendation/s relating to your department, Recommendations 7.1-7.10 (see Attachment/s). The Los Angeles County Civil Grand Jury has no record of your response. The California Penal code 933.c mandates that you respond no later than 90 days after the final report of the Civil Grand Jury is released (please see attached).

The 2015-2016 Los Angeles County Civil Grand Jury as part of its mandate to monitor past recommendations, requests that you report back within the next thirty days (30) with your response.

Your assistance in helping us meet our mandate is much appreciated. If you have any questions, please contact Rene Childress at (213) 628-7914.

Sincerely,

Bart Benjamins, Foreperson  
2015-2016 Los Angeles County Civil Grand Jury

Rene Childress, Chairperson, Continuity Committee  
2015-2016 Los Angeles County Civil Grand Jury

attachment



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

DOH KHASE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

SACHI A. HAMAI  
Interim Chief Executive Officer

*"To Enrich Lives Through Effective And Caring Service"*

September 01, 2015


**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

26 September 1, 2015

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

Dear Supervisors:

  
PATRICK OGAWA  
ACTING EXECUTIVE OFFICER

**RESPONSES TO THE 2014-15 CIVIL GRAND JURY FINAL REPORT RECOMMENDATIONS  
(ALL AFFECTED)  
(3 VOTES)**

**SUBJECT**

Approval of County's responses to the findings and recommendations of the 2014-15 Civil Grand Jury Final Report, and the transmittal of responses to the Civil Grand Jury, as well as the Superior Court, upon approval by the Board.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve the responses to the findings and recommendations of the 2014-15 Civil Grand Jury Final Report that pertain to County government matters under the control of the Board.
2. Instruct the Acting Executive Officer of the Board of Supervisors to transmit copies of this report to the Civil Grand Jury, upon approval by the Board.
3. Instruct the Acting Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court, upon approval by the Board.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Section 933 (b) of the California Penal Code establishes that the county boards of supervisors shall comment on grand jury findings and recommendations which pertain to county government matters under control of those boards.



COUNTY OF LOS ANGELES – Chief Executive Office (Public Safety)

SUBJECT: 2014-2015 GRAND JURY RECOMMENDATIONS FOR  
OVERSIGHT OF THE SHERIFF AND POWERS FOR THE OFFICE OF  
INSPECTOR GENERAL

RECOMMENDATION NO. 8.1

The Board of Supervisors should ensure that the Office of the Inspector General (OIG) has complete access to all Los Angeles County Sheriff's Department confidential and employee records, with stringent rules against public release.

RESPONSE

This recommendation will be discussed with the Board of Supervisors in conjunction with the formation of the Sheriff's Department Civilian Oversight Commission. The Oversight Work Group has recommended to the Board that the OIG and the Sheriff enter into a Memorandum of Understanding giving the OIG access to confidential records.

RECOMMENDATION NO. 8.2

The Board of Supervisors should set a fixed term for the inspector general.

RESPONSE

This recommendation will be discussed with the Board of Supervisors in conjunction with the Sheriff's Department Civilian Oversight Commission formation. The Oversight Work Group recommended to the Board that the OIG ordinance be revised to account for the new Civilian Oversight Commission.

Los Angeles  Department of Water & Power

ERIC GARCETTI  
Mayor

Commission  
MEL LEVINE, *President*  
WILLIAM W. FUNDERBURK JR., *Vice President*  
JILL BANKS BARAD  
MICHAEL F. FLEMING  
CHRISTINA E. NOONAN  
BARBARA E. MOSCHOS, *Secretary*

MARCIE L. EDWARDS  
*General Manager*

September 2, 2015

Ms. Doris Reed, Foreperson  
2014-2015 Los Angeles County Civil Grand Jury  
County of Los Angeles Civil Grand Jury  
210 West Temple Street, 11<sup>th</sup> Floor, Room 11-506  
Los Angeles, CA 90012

Dear Ms. Reed:

Subject: Response to the July 1, 2015, Los Angeles County 2014-2015 Civil Grand Jury (CGJ) Final Report in regards to the San Fernando Valley Aquifer Follow-Up

The City of Los Angeles Department of Water and Power (LADWP) received the CGJ Report via messenger on June 24, 2015. Pursuant to California Penal Code Sections 933(c), 933.05(a), and 933.05(b), please find our response. We are in agreement with the report's findings and are pleased to respond to the sole recommendation restated below:

*9.1 Los Angeles Department of Water and Power's research and development lab at the La Kretz Innovation Campus should work with the UCLA La Kretz Center for California Conservation Science to request academic research into groundwater remediation in the San Fernando Basin to help speed the cleanup of the San Fernando Basin Aquifer.*

LADWP concurs with the recommendation and has begun the process of engaging the La Kretz Innovation Campus a.k.a. Los Angeles Cleantech Incubator (LACI) to seek applied research opportunities with local academia, especially UCLA's La Kretz Center for California Conservation Science, a part of the UCLA Luskin School of Public Affairs Institute of the Environment and Sustainability.

Our focus in this effort will be on new or improved groundwater cleanup and remediation technologies capable of being deemed "Best Available Technologies" by the California State Water Resources Control Board's Division of Drinking Water (DDW) — the regulator that enforces the provisions of LADWP's Drinking Water Supply Permit. In-situ cleanup technologies will also be explored as they can offer the option of effective cleanup or containment of contaminated soil or groundwater without the concerns of permitting for drinking water use.

**Los Angeles Aqueduct Centennial Celebrating 100 Years of Water 1913-2013**

111 N. Hope Street, Los Angeles, California 90012-2607 Mailing address: Box 51111, Los Angeles, CA 90051-5700  
Telephone: (213) 367-4211 [www.LADWP.com](http://www.LADWP.com)

LADWP is in support of continued and enhanced steps to contain, cleanup, and maximize the beneficial use of what is now widespread subsurface contamination of water in the San Fernando Basin (SFB) aquifer. Timely success of these efforts is dependent on continued collaboration with federal, state, and local regulators, along with informative and educational outreach to the general public and stakeholders.

The current drought places greater urgency on the need to restore beneficial use of local water supply, since only 26 percent of the SFB groundwater production wells owned by LADWP can reliably extract drinking water for the City of Los Angeles (City) at this time due to industrially caused contamination. Knowing this, LADWP has taken positive steps over the past few years to gain momentum in its endeavors. This includes:

- Outreach/lobbying to state and federal officials to draw attention to the contamination issues and challenges in the SFB.
- A successful request for a Congressional letter of support to the United States Environmental Protection Agency signed by seven local U.S. Congress members describing the need for an accelerated comprehensive solution to prevent further degradation of SFB groundwater.
- Hiring of Morris Polich & Purdy as expert groundwater legal counsel to seek potentially responsible parties and to advise and assist the City in recovering costs that are related to the widespread contamination from known responsible parties.

We are pleased to see the CGJ's recognition that LADWP has been steadily and positively progressing on plans to characterize the extent of contamination and proceed with engineering a solution that will help restore beneficial uses of this important local groundwater basin. The solution will involve a combination of cleanup projects at groundwater well fields within the SFB utilizing Best Available Technologies, and in a manner compatible with the separate and continued regulatory efforts by the United States Environmental Protection Agency, Regional Water Quality Control Board Los Angeles Region, State Division of Drinking Water, and Department of Toxic Substance Control. We anticipate cleanup of SFB to take decades to complete. With that in mind, we welcome the utilization of innovative technologies, as they become available, that will improve efficiencies and lower operations and maintenance costs.

Ms. Doris Reed  
September 2, 2015  
Page 3

In addition to engaging with the La Kretz centers, LADWP has been actively pursuing and testing new technologies and remediation schemes for groundwater contamination by way of a few other forums such as:

- Research and studies conducted internally by LADWP personnel.
- Evaluating emerging technologies via membership and participation in the Isle Utilities Technology Approval Group.
- Funding of academic research projects via membership in the National Water Research Institute.

We would be pleased to provide a detailed update on progress made on our groundwater remediation program and technology innovation strategies upon request.

If you have any questions or need for additional information, I can be reached at (213) 367-3191.

Sincerely,



Albert G. Gastelum  
Director of Water Resources

AGG:lsf

c: Ms. Julie C. Riley, Los Angeles City Attorney's Office  
Ms. Michelle Lyman, Los Angeles City Attorney's Office  
Mr. Martin L. Adams, LADWP  
Mr. David R. Pettijohn, LADWP  
Mr. William T. VanWagoner, LADWP  
Ms. Evelyn Cortez-Davis, LADWP  
Mr. Gregory R. Reed, LADWP.



**PATRICK OGAWA**  
ACTING EXECUTIVE OFFICER

## COUNTY OF LOS ANGELES BOARD OF SUPERVISORS

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

MEMBERS OF THE BOARD

HILDA L. SOLIS

MARK RIDLEY-THOMAS

SHEILA KUEHL

DON KNABE

MICHAEL D. ANTONOVICH

July 17, 2015

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

Dear Ms. Hamai:

As requested in your memo of July 2, 2015 to provide a response to the 2014-15 Los Angeles County Civil Grand Jury Final Report, our office has consulted with the Los Angeles County Sybil Brand Commission for Institutional Inspections for their feedback on the findings and any action to implement the recommendations.

We have attached in the requested format the responses and action to be implemented by the Los Angeles County Sybil Brand Commission for Institutional Inspections for Findings 1 and 2 and Recommendation 10.2 of the Civil Grand Jury's Report.

Should you have any questions regarding the response as submitted, please contact Twila P. Kerr at (213) 974-1431.

Sincerely,

  
Patrick Ogawa  
Acting Executive Officer

PO:tpk

Attachment

c: Sybil Brand Commission on Institutional Inspections

## RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

### COUNTY OF LOS ANGELES – EXECUTIVE OFFICE, BOARD OF SUPERVISORS

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR SYBIL BRAND COMMISSION

The Los Angeles County Sybil Brand Commission (SBC) has reviewed the findings and recommendations of the 2014-2015 Civil Grand Jury's Final Report. The proposed recommendation by the Civil Grand Jury has yet to be implemented; however, subject to amendments and approval of the SBC's by-laws the Commission plans to implement the recommendation by October 1, 2015. The following are their comments to findings 1 and 2, and recommendation 10.2:

#### FINDINGS:

1. The Sybil Brand Commission provides valuable services in inspecting juvenile group homes. The legal basis for SBC's inspection of the group homes is not clear, and the Sunset Commission has recommended to the Los Angeles County Board of Supervisors that the code be amended to explicitly give the SBC that duty.

***The SBC agrees with the finding and recommends that the Board of Supervisors take appropriate action to implement this recommendation during the sunset review process.***

2. Replacing the weekly meetings of the SBC with comprehensive jail inmate and staff interviews would provide the SBC with a more useful presence in the jails.

#### RECOMMENDATION 10.2

The Sybil Brand Commission for Institutional Inspections should conduct additional and more-comprehensive jail inmate and staff

interviews, which the SBC can accomplish by reducing the number of its meetings.

***The SBC agrees with this finding and recommendation of 10.2. The SBC plans to reduce the number of weekly meetings to twice a month. During the weeks when there are no SBC meetings, the Commission will spend its time conducting commission business and inspections, which includes additional and more comprehensive jail inmate and staff interviews. Additionally, SBC is reviewing their processes for the inspection of jail facilities, including meetings with the Sheriff and Probation Departments to enhance protocols to maximize inspections in a more efficient manner.***



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242

(562) 940-2501



**JERRY E. POWERS**  
Chief Probation Officer

July 17, 2015

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

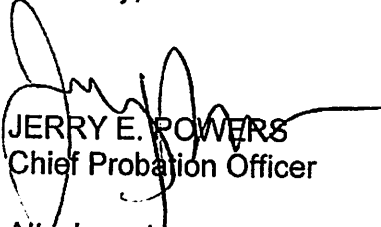
Dear Supervisors:

## RESPONSE TO THE 2014-2015 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

Attached is the Probation Department's response to the 2014-2015 Los Angeles County Civil Grand Jury Final Report regarding the Detention Committee's recommendations pertaining to their inspection of juvenile facilities.

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

Sincerely,



JERRY E. POWERS  
Chief Probation Officer

Attachment

c: Sachi A. Hamai, Interim Chief Executive Officer



RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – PROBATION DEPARTMENT

SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DETENTION JUVENILE FACILITIES

RECOMMENDATION NO. 14.7

The Los Angeles County Probation Department (Probation) should repair/upgrade the Inglewood Juvenile Courthouse Jail. In addition, Probation should ensure the facility passes annual health inspections without any issues. Probation should install a refrigerator instead of using a portable cooler for storing food for juveniles. Probation should streamline the 911 emergency call processes at this facility.

RESPONSE

The Probation Department works with the Department of Public Health and our partners, the Department of Health Services' Juvenile Court Health Services and the Department of Mental Health, on facility health inspections to correct deficiencies identified during such inspections. Minor maintenance and facility issues are addressed by the Department; however, structural and major repairs are reported to the Superior Court for repair. Additionally, the Probation Department has access to refrigerators in the youth holding area. Coolers are utilized to transport the food from the facility to court at which time, food is transferred from the cooler to the refrigerators. Management will issue a reminder to staff that food is to be placed in the refrigerator once youth arrive at court. Lastly, the Department currently has a robust 911 emergency protocol; management will review and reissue the applicable policy to staff.

RECOMMENDATION NO. 14.9

Probation should resolve staffing-level issues at its camps and properly maintain first aid kits there.

RESPONSE

The Probation Department agrees with this recommendation. The Department has already increased the number of staff assigned to all of the Camps, which has resulted in a higher, day-to-day, staff-to-youth ratio. The enhanced staffing ratios were implemented to ensure the effective service delivery and supervision for detained youth. The enriched staffing ratios have remained in place and have resulted in improved outcomes for youth. Staffing ratios were approved under the Department of Justice Settlement Agreement,

effective November 1, 2013. Additionally, the Department has ensured that all first aid kits are fully stocked.

### **Camp-Specific Concerns and Department's Actions**

#### Camp Afflerbaugh

- Unsatisfactory; first aid kits have no supplies: All first aid kits are fully stocked.
- Dirty facility: The Department has established ongoing daily inspections. Effective August 2014, staff have been designated to inspect for cleanliness, and compliance with Title 15 mandates.
- Staffing Needs: Please see response to recommendation 14.9.

#### Camp Munz

- Basketball courts need resurfacing: The Probation Department is in the process of replacing the athletic courts at both Camps Munz/Mendenhall. A request for funding has been submitted to the Chief Executive Office and is pending.
- Restrooms need cleaning: The Department has established ongoing daily inspections. Designated staff inspect for cleanliness, and compliance with Title 15 mandates.

#### Camp Paige

- Staffing needed: Please see response to recommendation 14.9.

#### Camp Rockey

- Unsatisfactory; dorm floors need sweeping; dirty shower area with odor: The Department has established ongoing daily inspections. Effective August 2014, staff have been designated to inspect for cleanliness, and compliance with Title 15 mandates. Upon a re-inspection of the facility, the issues had been corrected.

#### Camp Scott

- Couch replacement needed: The torn/damaged sofa was removed and new furniture was ordered and received for the Assessment Center.

Camp Scudder

- Security issues due to no lights in parking area: Additional perimeter lighting to both Camps Scott/Scudder has been added. This project was completed on May 1, 2015.

Challenger Memorial Youth Center Camps Jarvis, Onizuka, and McNair

- Vocational training materials are needed: All current vocational classes at the Challenger Memorial Youth Center have the required materials. A new vocational class, Silk Screening, was piloted in 2014. The youth expressed an interest in the new class. As a result, the Probation Department, in collaboration with the Los Angeles County Office of Education, is targeting implementation of the program in September 2015. Equipment is being purchased and installed.



# OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

JIM McDONNELL, SHERIFF



July 17, 2015

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

Dear Members of the Civil Grand Jury:

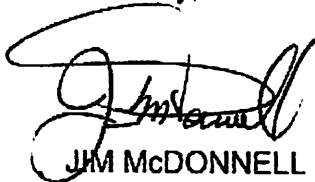
## RESPONSE TO THE FINAL REPORT OF THE 2014-15 LOS ANGELES COUNTY CIVIL GRAND JURY

Attached is the Los Angeles County Sheriff's Department's (Department) response to the 2014-15 Los Angeles County (County) Civil Grand Jury (Civil Grand Jury) Report recommendations. This Civil Grand Jury inquired into the condition and management of the public prisons within the County. This included jails that housed adults and were operated by municipal police agencies; jails and courthouse lockups controlled by the Department; and facilities for minors incarcerated in juvenile halls and camps under the supervision of the County's Probation Department.

The tremendous effort and dedication made by the members of the Civil Grand Jury's Detention Committee to execute this extensive inspection mandate is greatly appreciated by the Department. The Department truly values the inspection team's comments relating to the station jails, court lockups, and jail facilities under the Department's control, and will continually strive to meet and/or exceed the recommendations included in this report.

Should you have any questions regarding the Department's response, please contact Division Director Glen Dragovich, Administrative and Training Division, at (213) 229-3305.

Sincerely,



JIM McDONNELL  
SHERIFF

211 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012

*A Tradition of Service*  
— Since 1850 —

JM:GD:RD:rd  
(Administrative and Training Division)

c: Board of Supervisors, Justice Deputies  
Patrick Ogawa, Acting Executive Officer, Board of Supervisors  
Sachi A. Hamai, Interim Chief Executive Officer  
Brence Culp, Chief Deputy Chief Executive Officer  
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Michele Jackson, Principal Deputy County Counsel  
Elizabeth D. Miller, Chief Legal Advisor, Legal Advisory Unit  
Neal B. Tyler, Executive Officer  
Richard J. Barrantes, Assistant Sheriff  
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Dave Waters, Commander, ATD  
Ruthie V. Daily, Operations Lieutenant, ATD  
Bryan C. Aguilera, Sergeant, ATD  
Erick F. Martinez, Deputy, ATD  
Chrono File  
(Report Back Information ltrs – Grand Jury Final Report 07-17-15)

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

COUNTY OF LOS ANGELES - SHERIFF

**SUBJECT: 2014-2015 CIVIL GRAND JURY RECOMMENDATIONS AND FINDINGS FOR INQUIRIES INTO THE CONDITION AND MANAGEMENT OF THE PUBLIC PRISONS WITHIN THE COUNTY**

### **RECOMMENDATION NO. 14.4**

The Los Angeles County Sheriff's Department (LASD) should communicate with the Judicial Council of California about the Bellflower Courthouse Jail building to resolve safety issues due to radio dead zones and to repair the alarm systems for exit doors. LASD should also upgrade the gun lock-up and ensure the temperature on the refrigerator meets the food safety standard.

### **RESPONSE**

The Department concurs with each of the four recommendations.

Experts from the Department's Sheriff's Communication Center (SCC) assessed the situation and found the dead zones to be in the stairwell areas, which have reinforced steel and dense concrete walls. While it would be optimal to have radios work flawlessly in these areas, full correction would require the construction of a new courthouse or the application of a technological solution that does not yet exist. Given this background, this issue will be raised with the Judicial Counsel of California (JCC) when the construction of new courthouse buildings is considered. The Department recognizes the availability of a new courthouse will be many years away, accordingly, the Department's SCC staff has since reviewed and adjusted the repeater dish to maximize the receptivity and broadcasting ability of the current radios.

In regard to the other issues, the exit-door alarms have been repaired. The Department is working through the Department's Facilities Services Bureau's (FSB) Sheet Metal Unit, to see if new gun lockers can be modified or newly constructed. A service request has been placed with FSB to have the refrigerator repaired to reduce the temperature from 45 degrees to the desired 41 degree level.

### **RECOMMENDATION NO. 14.5**

LASD should communicate with the Judicial Counsel of California (JCC) about repairing the Compton Courthouse holding area. LASD should ensure food for inmates is refrigerated properly.

## RESPONSE

The Department concurs with the Civil Grand Jury's recommendations as they relate to facility repair issues at the County's Compton Courthouse. The Department disagrees with the Civil Grand Jury's recommendations as they relate to the issue of inmate food refrigeration. The Department's Food Services Unit confirmed the lunches sent to Compton Court are those that do not require refrigeration.

As a result of the Civil Grand Jury's recommendations, repair requests have been submitted to America Building Maintenance (ABM) to address the specific areas of repair noted in the Civil Grand Jury's report (e.g. scratches to the walls and ceilings, general low water pressure in the lockup, painting, etc.).

## RECOMMENDATION NO. 14.6

LASD should remove graffiti in the cells at East Los Angeles Courthouse Jail and should ensure the turn-out gear fits the deputies working at this facility.

## RESPONSE

The Department concurs with the Civil Grand Jury's recommendations, and a request has been made with ABM to remove the graffiti.

New turnout gear was acquired to accommodate the assigned staff. Fire drill training has been conducted to ensure staff familiarity with the equipment.

## RECOMMENDATION NO. 14.8

The LASD should promptly resolve the ongoing plumbing and pest issues in the Men's Central Jail building without waiting to address the larger issue of overcrowding.

## RESPONSE

The Department concurs and fully supports this recommendation, and will continue to repair plumbing systems and address pest issues through routine and emergent maintenance.

The Department continually and consistently repairs and replaces aging plumbing systems and fixtures throughout the Department's Men's Central Jail (MCJ). The Department contracts for pest control services and ensures consistent abatement efforts are ongoing. While committed to resolving these problems, permanent solutions are difficult due to the aging facility.

There is currently an effort to replace the Department's MCJ with a correctional treatment facility, which is one of the long term solutions. To address the challenge of overcrowding, a comprehensive review of the Department's current and future inmate

housing needs is underway. In addition to the evaluation of capacity needs, the County is collaborating with non-profit organizations and community leaders exploring opportunities to reduce overcrowding through diversion, alternative custody options, recidivism reduction, and enhanced credit earning strategies. These efforts are ongoing.