



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE  
OPERATIONS CLUSTER**

WILLIAM T FUJIOKA  
Chief Executive Officer

**DATE:** August 7, 2014  
**TIME:** 1:00 p.m.  
**LOCATION:** Kenneth Hahn Hall of Administration, Room 830

**AGENDA**

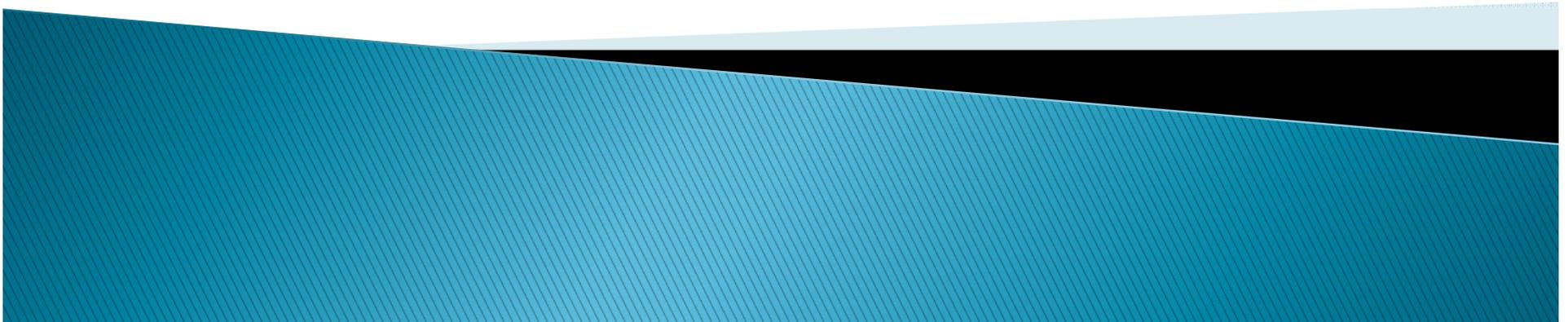
Members of the Public may address the Operations Cluster on any agenda item by submitting a written request prior to the meeting.  
Three (3) minutes are allowed for each item.

1. Call to order – Santos H. Kreimann
  - A) **eTAX – Property Tax Replacement Project**  
A-C/TTC – John Naimo and Mark Saladino or designee(s)
  - B) **Civil Grand Jury Response**  
CEO QEPS – Frank Cheng or designee
  - C) **Upcoming IT Items**  
CIO – Richard Sanchez or designee
2. Public Comment
3. Adjournment



# eTAX – Property Tax Replacement Project

Status Report (June 2014)



# Justification for Project

- Age of systems
  - The oldest is nearly 40 years old (Unsecured Roll)
  - Remaining systems are 25 to 30 years old.
  - Uses obsolete mainframe technology
- Inflexible system architecture
- Not using modern database structures
- Limited on-line access to data
- Elimination of disparate systems
- Critical system supporting County Revenue

# Risks of Not Replacing Current Systems

- System Failure jeopardizes /delays revenue
- Difficult finding appropriate IT technical skills
- Restricted system changes due to technical complexity
- Limited lifespan/support of existing Cobol code
- Risks to taxpayer – inability to post payments
- Exposure to litigation
- Inability to efficiently address legislative changes

# Process /Service Improvements

- On-line bill presentation
- Real-time customer query activity
- Automating process of electronic payments
- Ability to apply refunds to taxes due
- Automate reconciliation processes
- Better integration with eCAPS payment posting
- Better parcel history management
- Better business intelligence and reporting
- Improve / modern application (look and feel)
- Automate the release and/or renewal of unsecured property tax liens with Register Recorder / County Clerk
- Automated workflow/approvals

# Benefits to the Taxpayers/Taxing Agencies

- On-line access to tax information
- Quicker response to tax payer/taxing agency inquiries
- Ability to use business intelligence toolsets to provide meaningful information through on-line reporting, trends, statistics, management dashboards, GIS technology, etc.
- Ability to better analyze impact of legislative changes
- Streamlining taxing agencies submission of data
- Improves timeliness of refunds to taxpayers
- Easier/quicker response to complex or voluminous Public Records Act requests

# History of A-C / TTC Efforts

- 2009 – 2010: Chief Information Office, Auditor–Controller and Treasurer–Tax Collector began a collaborative effort to acquire a Property Tax Replacement System (eTAX)
  - Contracted with Sierra Systems to develop business and system requirements
  - Developed a phased–in approach
- 2010 – 2011: Began development of an eTAX Request for Proposal (approximately 60% complete)
- Estimated cost of eTAX Project – \$100 million to \$115 million
- Placed on hold to pursue alternative with Orange County

# Previous Orange County Alternative

- 2011 – Orange County (OC) proposal for Los Angeles County (LAC) to share their Integrated Property Tax Management System (IPTMS)
- Began informal gap analysis between OC and LAC requirements
- OC discontinued their IPTMS implementation requiring LAC to look at other alternatives

# Current Efforts in Other Counties

County	Contract Status	Offices Affected	Project Status	Comments
Santa Cruz	Awarded - Thomson Reuters	Recorder, Assessor, Auditor-Controller, Treasurer Tax Collector	Expect go-live in Dec. 2012	Recorder system went live in 2009. All Property Tax phases have been completed
Santa Barbara	Awarded - Thomson Reuters	Auditor-Controller, Treasurer Tax Collector	9/12: Go-live in late 2013 2/13: Go-live 7/2013 4/14: Delayed to 1/2015	Fit-Gap Analysis complete. Design and development based on Fit-Gap, and data conversion are in progress.
Riverside	Awarded - Thomson Reuters	Assessor, Auditor-Controller, Treasurer Tax Collector	9/12: Expect go-live in 2013/14. 1/13: go live is 10/2013 8/13: go live is 2/2015 5/14: go live is still 2/2015	Fit-Gap Analysis complete. Design and development based on Fit-Gap. Internal testing in progress. User acceptance testing scheduled for early fall 2014.
San Diego	Awarded - Thomson Reuters with Hewlett-Packard	Assessor, Auditor-Controller, Treasurer Tax Collector, Clerk of the Board	9/12: Expect go-live in 2014/15 1/13: Go-live is 1/2014 8/13: Go-live is anywhere from 1/2015~7/2015 5/14: Go-live is 1/2016	Fit-Gap Analysis complete. Design and development based on Fit-Gap for all Offices Affected. Approximately 10,000 functional requirements. Team made up of HP contract managers, Sierra Sys analysts, Thomson Reuters project managers & developers. . Expectation is that completion of Riverside project will address majority of functional requirements.
San Francisco	Awarded - Thomson Reuters	Treasurer Tax Collector	Not Started	Current effort limited to Business License/Tax. Property Tax effort may follow in 2014/15
Kings	Awarded - Thomson Reuters	Recorder, Assessor, Auditor-Controller, Treasurer Tax Collector	Not Started	Final contract expected by Oct. 2012. Clerk-Recorder project expected to complete May 2014. Property Tax project expected to begin in 2014 and go-live in 2015
Ventura	Awarded - Thomson Reuters	Assessor, Auditor-Controller, Treasurer Tax Collector	Not Started	They linked the start of their project to Riverside's go live date. Ventura's project start date will be 1 year after Riverside's successful go live date. They have the option to start earlier if mutually agreed upon.
Nevada	Awarded - Thomson Reuters	Assessor, Auditor-Controller, Treasurer Tax Collector	Not Started	Final contract approved Dec. 11, 2012. On-hold pending results in Riverside
Inyo	Awarded - Thomson Reuters	Assessor, Auditor-Controller, Treasurer Tax Collector	Not Started	Final contract awarded Dec 18, 2012. Update not available.

# Project Cost Estimates

<u>Cost Area</u>	<u>Estimate</u>
▶ Developer cost	\$70 – \$85 million
▶ County Project Staff	\$12 – \$15 million
▶ ISD Development	\$ 3 – \$ 5 million
▶ ISD Storage, Servers, etc	\$ 5 – \$10 million
▶	
▶ Total Project Cost	\$100 – \$115 million
▶	
▶ Increase in Annual Operating Cost after implementation (A–C, TTC and ISD costs) is estimated at approximately \$8 million / year due to increased staffing, storage, servers, functionality, maintenance agreements, backup, disaster recovery, etc.	

# A-C / TTC Approach

## Next Steps

- The A-C & TTC will revisit and update the business requirements to reflect:
  - New Legislation Rules (Dissolution of RDAs)
  - Changes in Business Rules (Implementation of Unsecured Partial Payments)

## Plan A – Evaluate the Success of Other Counties

- Continue to monitor the progress of Riverside County's tax project (CREST), as well as other efforts, and determine through a fit-gap analysis the possibility of using CREST to leverage our own eTAX development.

## Plan B – Custom Development

- Develop a proprietary Integrated eTAX system using a phased approach

# QUESTIONS?

August 26, 2014

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

Dear Supervisors:

**RESPONSES TO THE 2013-14 CIVIL GRAND JURY FINAL REPORT  
RECOMMENDATIONS  
(ALL AFFECTED) (3 VOTES)**

**SUBJECT**

Approval of County's responses to the findings and recommendations of the 2013-14 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 2013-14 Civil Grand Jury Final Report that pertain to County government matters under the control of the Board.
2. Instruct the 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 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, 2014, the 2013-2014 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 2013-2014 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’s budget. Departments will assess the need for additional funding during the 2013-14 budget cycle, as appropriate.

**FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

In accordance with California Penal Code Section 933 (b), the following departments have submitted responses to the 2013-14 County of Los Angeles Civil Grand Jury Final Report.

<b>ATTACHMENT</b>	<b>DEPARTMENT</b>
A	Chief Executive Office
B	Assessor
C	Children and Family Services
D	Health Services
E	Probation
F	Sheriff

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

Not applicable.

Respectfully submitted,

WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:SHK  
FC:JR:ib

Attachments

c: Sheriff  
Executive Office, Board of Supervisors  
Assessor  
Children and Family Services  
County Counsel  
Health Services  
Probation

# Attachment A

## **Chief Executive Office**

July 30, 2014

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

From: William T Fujioka  
Chief Executive Officer

**RESPONSES TO THE 2013-2014 CIVIL GRAND JURY FINAL REPORT  
RECOMMENDATIONS**

Attached are this Office's responses to the 2013-2014 Civil Grand Jury Final Report. We are responding to specific recommendations dealing with the following sections:

- A Health Information Expressway or Life in the Slow Lanes
- A Timely and Clean "Bill" of Health May Save \$285 Million
- Maintenance Issues and Living Conditions at Juvenile Halls
- Property Tax Avoidance or Picking the Taxpayers Pocket?
- Detention – Adult Facilities

If you have any question regarding our responses, please contact me, or your staff may contact Frank Cheng of this Office at (213) 893-7938, or [fcheng@ceo.lacounty.gov](mailto:fcheng@ceo.lacounty.gov).

WTF:SHK  
FC:JR:ib

Attachment

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

**COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - HEALTH AND MENTAL HEALTH SERVICES CLUSTER**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR A HEALTH INFORMATION EXPRESSWAY OR LIFE IN THE SLOW LANES**

**RECOMMENDATION NO. 1.3**

The Chief Executive Office, in coordination with the Board of Supervisors, must consider the following options for continued support of Los Angeles Network for Enhanced Services (LANES), as well as input as a member of the LANES Board of Directors in establishing an effective Health Information Organization (HIO) for Los Angeles County:

1. Institute a dedicated staff for LANES to include a director, information technology managers, and staff for business outreach.
2. Develop a sustainable business plan which would include healthcare providers, managed care plans, and other stakeholders.
3. Explore the possibility of linking with an established and successful Health Information Exchange (HIE).
4. Purchase a complete HIE system that includes all necessary components from a commercial information technology vendor.

**RESPONSE**

The CEO supports the establishment of an effective HIO for Los Angeles County through its membership on the Board of Directors of LANES.

1. LANES is a public/private collaborative made up of public and private organizations and is in the process of establishing itself as a 501c3 non-profit organization. As a member of the LANES Board, the County will support LANES' efforts to establish dedicated staff for the 501c3.
2. LANES is in the process of developing a sustainable business plan that will encompass all of the required operational and technology costs. LANES endeavors to include any interested healthcare providers, managed care plans, and other stakeholders, and the business plan will contemplate the cost and needs of doing so.
3. LANES is currently working with its technology vendor to continue to develop a centralized HIE infrastructure, and as such, is not exploring other options at this time.
4. The LANES technology vendor offers a complete HIE system, and as indicated above, LANES is working with the vendor to implement a complete system.

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
A TIMELY AND CLEAN “BILL” OF HEALTH MAY SAVE \$285 MILLION**

**RECOMMENDATION NO. 2.17**

Consider the advantages and disadvantages of adopting a formal policy to allow for a minimum level of annual General Fund contributions to the Department of Health Services (DHS) budget.

**RESPONSE**

This is already in place. There is a minimum level of annual General Fund contributions to the DHS budget required by State law. The amount was previously determined by the 1991-92 Realignment Program and was recently increased by Assembly Bill (AB) 85 (amended by Senate Bill 98), the Redirection of 1991 State Health Realignment program. AB 85 set the minimum contribution to the DHS budget at \$323.0 million in Fiscal Year (FY) 2012-13, trended by 1 percent per fiscal year.

**RECOMMENDATION NO. 2.18**

Allocate a portion of the funds to DHS if additional revenue is obtained through improved collection efforts that are beyond the required contributions by the State and irrespective of any additional revenue DHS is able to obtain through improved collection efforts.

**RESPONSE**

This is already in place. The Board’s policy is to allow DHS to retain all surplus funds generated in a fiscal year for use by DHS in subsequent fiscal years. Further, the Board does not decrease subsequent fiscal years General Fund contributions to the DHS budget to offset increased DHS revenues from prior fiscal years and State law determines the minimum amount of contributions to the DHS budget.

**COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - OPERATIONS,  
BUDGET, AND CAPITAL PROGRAMS CLUSTER**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
MAINTENANCE ISSUES AND LIVING CONDITIONS AT JUVENILE  
HALLS**

**RECOMMENDATION NO. 7.3**

The CGJ recommends razing all buildings on the site and constructing a modern facility. This should be done in tandem with the on-site construction of the new Eastlake Courthouse which has already received funding of \$90,312,000 as reported by the Administrative Office of the Courts.

**RESPONSE**

The recommended action is already under review. The County has been in recent discussions with the Administrative Office of the Courts (AOC) and the Los Angeles Superior Courts on the feasibility of a proposed joint replacement project involving Eastlake Courthouse and Central Juvenile Hall.

Feasibility analysis is currently underway to gather space program data for operational needs; consider population consolidation with other existing Los Angeles County juvenile halls for efficiency; and develop opportunities for shared areas such as parking.

The AOC has secured funding for site acquisition and construction of a new Eastlake Courthouse. The County plans to present its joint project concept with the AOC, which will include a financing plan, to the County's Board of Supervisors in Fall of 2014.

**COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE – INTER-  
GOVERNMENTAL AND EXTERNAL AFFAIRS  
DIVISION**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
PROPERTY TAX AVOIDCANCE OR PICKING THE TAX PAYERS’  
POCKET?**

**RECOMMENDATION NO. 8.1**

The Los Angeles County Assessor and Board of Supervisors should request the California State Legislature to revise the law to require reassessment when real property is purchased/transferred to different structural ownership at the conclusion of a transaction. Reassessment should be based on the purchase/transfer of real property-not the structure of ownership involved. (i.e. the greater than 50+% ownership formula currently in place.)

**RESPONSE**

As noted by the Assessor in their response, AB 2372, as amended on July 2, 2014, appears to align with the Grand Jury’s recommendation to revise existing law to ensure reassessments of real property occur subsequent to the purchase or transfer of affected properties to a different structural ownership, regardless of how the new property ownership is structured or negotiated. The County has Board of Supervisor-approved legislative policy to support AB 2372, and the CEO will work with the Assessor to complete an analysis of the bill and determine whether the County should support AB 2372 prior to the conclusion of the 2014 Legislative Session. (See Assessor memorandum for additional response to this recommendation)

**RECOMMENDATION NO. 8.2**

The Los Angeles County Assessor and Los Angeles County Board of Supervisors should support passage of Assembly Bill No. 2756, or similar legislation that contains language requiring assessor certification for decision making in the discerning of “change of ownership”, and transfers of real property. (See Article 8.5 Assessment Analyst Qualifications, 674(a) of AB 2756.)

**RESPONSE**

The County of Los Angeles does not have approved legislative policy to support AB 2756. While AB 2756 and/or any similar legislation that contains language requiring assessor certification for decision-making in the discerning of “change of ownership”, and transfers of real property may be beneficial to the assessors receiving this certification, as well as to counties throughout California, support of AB 2756 or similar legislation would be a matter of Board policy determination. (See Assessor memorandum for additional response to this recommendation)

**COUNTY OF LOS ANGELES – CHIEF EXECUTIVE OFFICE - PUBLIC SAFETY CLUSTER**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR DETENTION: ADULT FACILITIES**

**RECOMMENDATION NO. 15.2**

The Los Angeles County Board of Supervisors needs to approve the Sheriff's funding request for replacement of Men's Central, or approve funding to move inmates to facilities that provide opportunities for rehabilitation.

**RESPONSE**

The CEO continues to work with the Board of Supervisors, the Sheriff, the Department of Mental, the Department of Public Works, and Vanir consultants on finalizing plans for the replacement of Men's Central Jail. Upon the approval of a final plan, a formal funding request will be submitted to the Board for approval.

# Attachment B

## **Assessor**



**OFFICE OF THE ASSESSOR  
COUNTY OF LOS ANGELES**

500 WEST TEMPLE STREET, ROOM 320  
LOS ANGELES, CALIFORNIA 90012-2770  
(213) 974-3101

assessor.lacounty.gov

**SHARON MOLLER**  
CHIEF DEPUTY ASSESSOR

July 14, 2014

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

Dear Supervisors:

**RESPONSE TO THE 2013-2014 CIVIL GRAND JURY FINAL REPORT**

Attached is the Office of the Assessor's response to the 2013-2014 Civil Grand Jury Final Report. We are responding to the specific recommendations set forth in Chapter 8.

- Reassessment of commercial/industrial property is not based on a sale
- Certification of Professionals Responsible for Determining Change in Ownership

If you have any questions, please call me or your staff may contact George Renkei at (213) 974-3101 or via email at [grenkei@assessor.lacounty.gov](mailto:grenkei@assessor.lacounty.gov).

Sincerely,

SHARON MOLLER

GR:SRM:tt

Attachment

c: William T Fujioka, Chief Executive Officer  
Sachi Hamai, Executive Officer, Board of Supervisors  
George Renkei, Assistant Assessor

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

**COUNTY OF LOS ANGELES – ASSESSOR**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
PROPERTY TAX AVOIDANCE**

**RECOMMENDATION NO. 8.1:**

The Los Angeles County Assessor and Board of Supervisors should request the California State Legislature to revise the law to require reassessment, when real property is purchased/transferred to different structural ownership at the conclusion of a transaction. Reassessment should be based on the purchase/transfer of real property—not the structure of ownership involved. (i.e. the greater than 50+% ownership formula currently in place.)

**RESPONSE:**

The Office of the Assessor agrees that clarification is needed to ensure the fair and equitable application of Proposition 13. There is current legislation pending (AB 2372) that would amend section 64 of the Revenue and Taxation Code. We will continue to monitor and analyze potential remedies to determine if further action is warranted. (See *Chief Executive Office memorandum for additional response to this recommendation*)

**RECOMMENDATION NO. 8.2:**

The Los Angeles County Assessor and the Los Angeles County Board of Supervisors should support passage of Assembly Bill No. 2756, or similar legislation that contains language requiring assessor certification for decision making in the discerning of “change of ownership”, and transfers of real property.

**RESPONSE:**

The Office of the Assessor extended our support for AB 2756 in a letter addressed to Assembly Member Bocanegra dated June 11, 2014. We, along with the California Assessors’ Association, feel that this certification is in the best interest of assessors, as well as the general public. It will provide for increased accuracy in assessment, via increased professionalism and training of our assessment analysts. (See *Chief Executive Office memorandum for additional response to this recommendation*)

# Attachment C

## **Children and Family Services**

**DRAFT**



**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

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

PHILIP L. BROWNING  
Director

FESIA A. DAVENPORT  
Chief Deputy Director

Board of Supervisors

GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

July 17, 2014

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

From: Philip L. Browning, Director

A handwritten signature in black ink, appearing to be "P. Browning", written over the name "Philip L. Browning, Director".

**RESPONSE TO THE 2013-2014 LOS ANGELES COUNTY CIVIL GRAND JURY  
RECOMMENDATIONS**

Enclosed please find the Department of Children and Family Services' (DCFS) responses to each of the Civil Grand Jury's recommendations for year 2013-2014. The responses to the recommendations have been prepared for the following Civil Grand Jury report section topic: Why Is Grandma Worth Less? Recommendations 11.1 and 11.2.

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

PB:FAD:aw

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

Enclosures

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

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

### **COUNTY OF LOS ANGELES – DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR WHY IS GRANDMA WORTH LESS?**

#### **RECOMMENDATION NO. 11.1**

DCFS must exercise its authority and pay a relative foster parent the same rate as a non-relative.

#### **RESPONSE**

To the extent that there is sufficient funding by the State, the respondent agrees with the recommendation as fully explained below. The Civil Grand Jury correctly points out that certain relative caregivers of DCFS-supervised children do not receive the same amount of financial assistance paid to foster parents. This is an issue of state-wide concern and is not limited to the County of Los Angeles. Moreover, whether relatives of DCFS-supervised children will receive the same amount of financial assistance as the amount received by foster parents rests with the County Board of Supervisors due to potential fiscal impacts to the County budget. DCFS lacks authority to financially bind the County without notice to and approval from the Board of Supervisors. To the extent there is a sufficient amount of funding, DCFS supports the recently enacted Budget Trailer Bill SB 855 which authorizes counties to increase the amount of financial assistance paid to certain relative caregivers.

The timeframe for implementation depends on whether the County elects to opt in to the recently enacted “Approved Relative Caregiver Funding Option Program” (ARCFOP), as more fully described below. If the Board elects to opt in to ARCFOP, the County must exercise its option by October 1, 2014 and implement the program starting January 1, 2015. DCFS is currently conducting an analysis of the potential fiscal implications of the newly enacted legislation and will provide this information to the Board so they can make an informed decision.

ARCFOP was signed into law on June 20, 2014 by Governor Brown. ARCFOP authorizes and provides limited State funding for relative caregivers and it equalizes the amount of financial assistance paid to foster parents and an approved relative caregiver. In many instances, relative caregivers are currently able to receive the same amount of financial assistance as that received by licensed foster parents – the basic federal foster care payment amount known as the AFDC-FC payment. However, this is not true in every case; in some cases, relatives are ineligible to receive the AFDC-FC payment amount.

ARCFOP starts January 1, 2015 and counties wishing to participate must opt in to this new program. The criteria for relatives to receive assistance under this program are: (1) the proposed placement home must meet approval standards; (2) the child must be placed with the approved relative in California only; (3) the child must have been removed from their home under the jurisdiction of a child welfare or probation agency; and (4) a child is otherwise ineligible for federal financial participation for the AFDC-FC payment. The amount of funding proposed by the State is limited. Any cost increases for this program must be funded by each participating county. As such, we are seeking clarifying questions related to the legislation, specifically how the base year will be calculated. With this information we can provide cost projections to the Board which will enable them to decide whether the County of Los Angeles will opt in to this program.

**RECOMMENDATION NO. 11.2**

DCFS must expand its efforts to place abused children currently in group homes with a relative foster caregiver.

**RESPONSE**

DCFS has partially completed this recommendation and its efforts are ongoing.

Since the implementation of AB 12 in January 2012, the number of children in out-of-home care has increased from 15,532 to 17,765 (14.3%). AB 12 was enacted to increase the age that dependent youth may remain in foster care from 18 years to 21 years and approximately 80% of DCFS youth of this age group chose to remain in foster care. DCFS remains committed to reducing the number of children in group homes while increasing the number of children placed in the home of a relative. From July 1, 2012 to June 30, 2014, the percent of children placed in group homes decreased from 6.5% to 6.2% (4.6%). In addition to this decrease, the percent of children placed in the home of a relative increased from 41.5% to 42.9% while the State average without Los Angeles County decreased from 32.4% to 31.6% (July 1, 2012 to April, 2014).

DCFS began an intensive effort to review children under 12 years old in group home care. DCFS developed a protocol that required the review and approval of key senior management including the Service Bureau Deputy Director, Medical Director and Department Director prior to placing a youth under 12 years in a group home. The outcome has been a reduction in the number of youth 12 years and under in group home care. In October 2011, DCFS had 199 children less than 12 years of age in group home care. By June 30, 2014 that number dropped to 101. This represents a 49.2% reduction of children in group home care less than 12 years. The DCFS protocol was so successful that the State incorporated many aspects of DCFS' protocol into All County Letter (ACL) 13-87 which specifically address the review of children in group homes under 12 years of age.

This past year the state issued ACL 13-86 as a result of passage of AB74. The ACL directs all counties to review all children who have been placed in group home care over one year. To implement the ACL, the Department began bi-annual reviews of all children in group home care. The goal of this review is to assess the appropriateness of the group home placement and make provisions for stepping children down to foster or relative care.

In March 2014, Judge Michael Nash of the Dependency Court issued instructions related to improving assessments of youth in group home care. The Department responded by enhancing the DCFS 6011 "Notice of Replacement Report" that requires social workers to identify specific efforts made to place youth in lower levels of care with particular focus on relative placements in order to ensure the needs of the child are being met by their respective placement.

# Attachment D

## **Health Services**



**Health Services**  
LOS ANGELES COUNTY

Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

July 18, 2014

TO: William T Fujioka  
Chief Executive Officer

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

SUBJECT: **RESPONSE TO THE 2013-2014 LOS ANGELES  
COUNTY CIVIL GRAND JURY REPORT**

Mitchell H. Katz, M.D.  
Director

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

Christina R. Ghaly, M.D.  
Deputy Director, Strategic Planning

Attached is the Department of Health Services' response to the recommendations made in the 2013-2014 Los Angeles Civil Grand Jury Report. We generally concur with and have taken or initiated corrective actions to address the recommendations contained in the report.

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

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

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

If you have any questions or require additional information, please let me know or your staff may contact Tobi L. Moree at (213) 240-7901.

MHK:am

Attachment

c: Christina R. Ghaly, M.D.  
Anish P. Mahajan, M.D.

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

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)



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

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES (DHS)**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
A HEALTH INFORMATION EXPRESSWAY OR LIFE IN THE SLOW  
LANES**

**RECOMMENDATION NO. 1.1**

The Department of Health Services must expeditiously complete the build-out and implementation of an Electronic health Record System. It must provide easy accessibility for the county's participants in the DHS clinics and hospitals.

**RESPONSE**

DHS agrees with this recommendation. DHS is in process of completing the build-out and implementation of the Cerner Millennium system, known at the Department as ORCHID. ORCHID is scheduled to go-live at Harbor-UCLA Medical Center and associated Ambulatory Care Network (ACN) clinics on November 1, 2014. Thereafter, each major DHS hospital or Multi-Service Ambulatory Care Center (MACC) cluster of facilities will go-live at approximately 3-month intervals.

**RECOMMENDATION NO. 1.2**

Medical records should be in an electronic format to allow billing to be done accurately, thoroughly, and in a timely fashion.

**RESPONSE**

DHS agrees with this recommendation. With the build-out and implementation of the new ORCHID and new Affinity Revenue Cycle systems based on the schedule described in 1.1, medical records will be in an electronic format that will enable accurate and timely billing.

**SUBJECT: FY 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
A TIMELY AND CLEAN “BILL” OF HEALTH MAY SAVE \$285 MILLION**

**RECOMMENDATION No. 2.1**

Utilize DHS's Electronic billing system, Affinity Adjustment Codes on all accounts for classifying and better explaining the reasons for all write-offs.

**RESPONSE**

DHS agrees with this recommendation. Currently all account write-offs utilize an Affinity adjustment code and a reason code subset to provide more specific detail for each write-off adjustment. DHS will work with facility staff (i.e., meeting with facility management, issue guidelines, conduct trainings, etc.) to facilitate and reinforce the appropriate use of these codes by October 31, 2014.

**RECOMMENDATION No. 2.2**

Update the DHS write-off procedure to include all Reason Codes, including new Codes, as they are developed.

**RESPONSE**

DHS agrees with this recommendation. DHS will revise the write-off procedures to include all applicable Reason Codes and provide guidelines for facility staff to request new reason codes when necessary. DHS will work with the facilities to monitor and update the reason codes listing.

**RECOMMENDATION No. 2.3**

Expand the scheduled availability of Patient Financial Services Worker staff at all hospitals.

**RESPONSE**

DHS agrees with this recommendation. DHS will evaluate expanding the use of Patient Financial Services Workers (PFSWs) and Patient Resources Workers (PRWs) at DHS facilities for Medi-Cal and Hospital Presumptive Eligibility (HPE) application intakes. The evaluation may include options such as additional staff, added work shifts and/or shift rotation to increase worker availability during off hours. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.4**

Develop and track a Reason Code Classifying write-offs for denied or late claims that are billed by the DHS Consolidated Business Office without Treatment Authorization Requests (TARs) or InterQual Reviews (IQRs) demonstrating the medical necessity of the services provided.

**RESPONSE**

DHS disagrees with this recommendation. This billing practice has been discontinued.

**RECOMMENDATION No. 2.5**

Formalize the point at which Medi-Cal fee-for-service accounts are retrospectively reviewed for patients still in the Department hospitals.

**RESPONSE**

DHS agrees with this recommendation. An assessment will be conducted to determine the staffing needs to perform the concurrent reviews recommended. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.6**

Conduct a Utilization Review staffing analysis at county hospitals as an increase in staff may substantially increase Department cash flow by decreasing backlogs and increasing the timeliness of billings.

**RESPONSE**

DHS agrees with this recommendation. DHS will conduct a staffing analysis to determine if additional staffing will decrease backlogs and increase billing timeliness. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.7**

Utilize available systems and tools, and require DHS physicians to report their National Provider Identifier (NPI) number and complete the 855R form linking the NPI number to DHS, as required for Medicare billing purposes, prior to commencing work at a DHS facility.

**RESPONSE**

DHS agrees with this recommendation. DHS will assess available systems, tools, and processes to determine how best to implement this recommendation. Completion of the assessment is anticipated by December 31, 2014.

**RECOMMENDATION No. 2.8**

Monitor the processing of Medicare claims to ensure that the implementation of ORCHID, the Department's new electronic health record system is aiding and providing Medicare itemized claims.

**RESPONSE**

DHS agrees with this recommendation. DHS will monitor the processing of Medicare claims and ensure itemized billing is accommodated within the Online Real-Time Centralized Health Information Database (ORCHID), Affinity Patient Accounting, Billing Clearinghouse, etc., as each DHS facility implements ORCHID. ORCHID implementation and associated interfaces for billing is anticipated to be completed prior to December 31, 2014.

**RECOMMENDATION No. 2.9**

Track the backlog for coding at all facilities through regular reports, similar to those produced by Los Angeles County's LAC+USC Medical Center. Aggregate and analyze coding backlog data at all facilities for resulting trends and to identify any problem areas.

**RESPONSE**

DHS agrees with this recommendation. DHS will standardize Health Information Management (HIM) reports to monitor coding backlogs as part of its implementation of ORCHID. ORCHID implementation at DHS' first facility is anticipated to be completed by November 1, 2014.

**RECOMMENDATION No. 2.10**

Perform a staffing analysis in Health Information Management (HIM) divisions at all DHS facilities to assess whether additional staff might ameliorate the current HIM backlogs and delays in coding.

**RESPONSE**

DHS agrees with this recommendation. DHS will conduct a staffing analysis to determine if additional staffing will decrease HIM backlogs and delays in coding.

Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.11**

Implement an electronic notification method for alerting physicians of the patients' required authorization from third party payers when follow-up services are required.

**RESPONSE**

DHS agrees with this recommendation. DHS will study the feasibility of utilizing an electronic notification to alert physicians, utilization review nurses, etc., when third party payer authorization is required for follow-up services as part of its implementation of ORCHID. Completion of the study is anticipated by December 31, 2014.

**RECOMMENDATION No. 2.12**

All physicians must be trained on the new electronic notification system and accountability measures should be implemented to ensure that physicians schedule follow-up services appropriately.

**RESPONSE**

DHS agrees with this recommendation. Based upon the outcome of feasibility study conducted on Recommendation 2.11, training will be provided to appropriate staff, e.g., physicians, utilization review nurses, etc., on the electronic notification system. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.13**

Require all DHS facilities to regularly pre-screen scheduled outpatient appointments to ensure that authorization is obtained or the patient is referred to a more appropriate provider.

**RESPONSE**

DHS partially agrees with this recommendation. DHS will evaluate facility staffing for pre-screening outpatient appointments (excludes Emergency Room, Urgent Care, and Walk-in Clinics). Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.14**

Evaluate effective and efficient staffing models to support the need for obtaining authorization from third party payers for inpatient services; such as a designated unit, a centralized staff, or an independent utilization review unit.

**RESPONSE**

DHS agrees with this recommendation. DHS will evaluate the feasibility of inpatient staffing to determine the organizational structure and staffing needs in order to effectively obtain authorization from third party payers for inpatient services. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.15**

Determine the cost-effectiveness of implementing third party payers' online authorization tools to ensure timely authorization for inpatient services.

**RESPONSE**

DHS agrees with this recommendation. A study will be conducted to determine the feasibility of obtaining an electronic tool for online third party payer authorization for DHS' largest payers. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

**RECOMMENDATION No. 2.16**

Collaborate with Cerner, the Department's vendor for its new electronic medical record system, ORCHID, to determine if enhancements in the new system could facilitate online processing of health care plan authorizations for DHS services.

**RESPONSE**

DHS agrees with this recommendation. DHS will collaborate with Cerner to determine the feasibility of using standard functionality or enhancing ORCHID to facilitate electronic online processing of health care plan authorizations for DHS services. Completion of the assessment is anticipated by December 31, 2014 and if necessary, options will subsequently be developed on how to fully implement this recommendation.

# Attachment E

## **Probation**

**DRAFT**



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242

(562) 940-2501



**JERRY E. POWERS**  
Chief Probation Officer

July 18, 2014

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

Dear Supervisors:

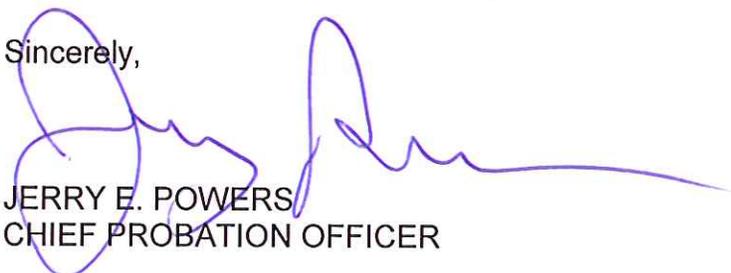
## RESPONSE TO THE 2013-2014 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

Attached is the Probation Department's response to the 2013-2014 Los Angeles County Civil Grand Jury Final Report regarding Department-specific recommendations in the following areas:

- Challenges of Realignment;
- Maintenance Issues and Living Conditions at Juvenile Halls;
- Twelve Step Programs in Detention Facilities; and
- Detention Committee – 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

c: William T Fujioka, Chief Executive Officer

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

COUNTY OF LOS ANGELES – PROBATION

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
CHALLENGES OF REALIGNMENT

### RECOMMENDATION NO. 4.1

The Probation Department must continue to obtain funds and fill staff positions based on the mandated program needs.

### RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. The Department continues to review the program needs and works collaboratively with the Chief Executive Office (CEO) on all budgetary and staffing matters. The Department continues to post vacancies and recruit new-hires to fill the allocated positions.

### RECOMMENDATION NO. 4.2

LACPD must continue to analyze and adjust the ratio of post-release cases to DPOs, and adjust caseloads based on the level and intensity of case supervision.

### RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. The Department has recently implemented specialized caseloads based on assessed criminogenic needs, victim-sensitive cases and intensive treatment requirements. These caseloads are targeted to 20:1 supervision ratios. Additionally, the Probation Department continues to observe and analyze population and staffing trends and makes adjustments when deemed appropriate.

### RECOMMENDATION NO. 4.3

LACPD must increase the number of armed DPO officers.

### RESPONSE

The Probation Department agrees with the recommendation in part. The Department armed an additional 55 DPOs for the AB 109 program. As additional needs for increasing armed staff are identified, the Department will recruit and train additional armed staff, where appropriate.

**RECOMMENDATION NO. 4.4**

Given that LACPD is now responsible for supervising the majority of the realigned population, the LACPD must explore providing safety pay and retirement benefits to the armed probation officers.

**RESPONSE**

The Department agrees with the recommendation in part. Armed staff are already provided with additional pay for their armed activities. The issue of safety retirement benefits is one that is collectively bargained between the County and the designated labor organizations.

**RECOMMENDATION NO. 4.5**

LACDP must assist in developing, implementing, participating, and utilizing a statewide database.

**RESPONSE**

The Department agrees with the recommendation. This recommendation has been partially implemented. The Department is working in collaboration with the State Department of Justice on the Smart Justice Database. Weekly conference calls have been held with both Information Technology and operations on the piloting of this system.

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
MAINTENANCE ISSUES AND LIVING CONDITIONS AT  
JUVENILE HALLS

RECOMMENDATION NO. 7.1

The CGJ recommends that the superintendent and facility manager at Los Padrinos continue their coordinated efforts to maintain and improve the living conditions at this facility.

RESPONSE

The Probation Department agrees with this recommendation. This recommendation has been implemented and is on-going. Recent funding allocations by the Board have enabled significant, necessary improvements at Los Padrinos Juvenile Hall (LPJH). As of July 18, 2014, all of the repairs at the Girls and Boys Special Handling Units (SHU) at LPJH have been completed. The management at this facility will continue to coordinate efforts to maintain and make the necessary improvements at this facility. The facility Superintendent conducted a housekeeping assessment which resulted in ordering enhanced cleaning products and cleaning tools. The Superintendent, in collaboration with the Department's Management Services Division, will work to enhance the monthly housekeeping assessment process and the tracking of work orders to ensure any delays are addressed in the work order process.

RECOMMENDATION NO. 7.2

Remove window coverings on staff offices used for consultations with minors in Omega girls unit such that external visibility is not impaired.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. On July 3, 2014, the window blinds were removed from the Department of Mental Health (DMH) offices in the Central Juvenile Hall (CJH) Omega girls unit.

RECOMMENDATION NO. 7.4

The roof on the entire complex has been patched on occasion since the 1971 earthquake. It is recommended that there be a complete assessment and professional inspection of the roof as a precautionary measure.

**RESPONSE**

The Probation Department agrees with the recommendation. This recommendation has been implemented. Annual inspections are conducted by the Internal Services Department (ISD) and an updated estimate for the roof replacement at Barry J. Nidorf Juvenile Hall was requested on July 4, 2014. The roof replacement is one of the priorities included on the Department's FY 2013-14 Extraordinary/Deferred Maintenance list.

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
TWELVE STEP PROGRAMS IN DETENTION FACILITIES

RECOMMENDATION NO. 12.3

LACPD should confer with H&I to determine the cause of the backlog of applications.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. The Department met with H&I on February 4, 2014, to determine the cause of the backlog of the applications. During the meeting, several issues were identified that contributed to the delay of the timely processing of volunteer applications and included:

- Due to competing priorities primarily associated with conducting background checks on an increase of new and recently promoted employees, the background process of H&I volunteer applications were placed on a lower priority list which resulted in longer clearance times and a backlog for clearances.
- Not all H&I representatives could schedule an appointment for live scanning during normal business hours. H&I requested accommodations on the weekends.
- Some of the H&I applications were never received by the Department.
- Some of the H&I representatives had been disqualified and were not apprised.
- Some of the H&I representatives did not keep their scheduled appointments and did not follow up to reschedule.

The Department will continue to work with H&I to address these issues and improve the timeliness of the clearance process.

Response to the 2013-2014 Civil Grand Jury Final Report  
County of Los Angeles Probation Department  
Page 6 of 12

SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DETENTION COMMITTEE – JUVENILE FACILITIES

RECOMMENDATION NO. 15.7

Copies of the letters with recommendations and a response from Sheriff Baca are attached.

RESPONSE

This recommendation relates to facility-based concerns of conditions at the George Deukmejian Superior Court as stated in the Civil Grand Jury's letter to the Sheriff dated December 18, 2013. With regard to the recommendations that pertain to the Probation Juvenile Section, the Probation Department concurs with the responses provided by the Sheriff's Department in their letter dated January 6, 2014.

RECOMMENDATION NO. 15.8

Los Padrinos Juvenile Hall – Ongoing maintenance needs to continue.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. Los Padrinos Juvenile Hall management will continue to coordinate efforts to maintain and make the necessary improvements at this facility.

RECOMMENDATION NO. 15.9

Los Padrinos Juvenile Hall – Officers in the SHU must follow the regulation to patrol every 15 minutes.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented according to policy issued in December 2010. The Detention Services Bureau's (DSB's) Administrative operation will monitor SHU hall checks through random audits on a monthly basis. Additionally, DSB will re-issue related policy to applicable Juvenile Hall staff.

RECOMMENDATION NO. 15.10

Central Juvenile Hall – The Los Angeles County Board of Supervisors must continue to provide the necessary funds to insure that Eastlake is upgraded or replaced.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented and is ongoing. Since September 2012, approximately \$1.4 million in repairs or improvements have been implemented at Central Juvenile Hall (CJH). An additional \$5.5 million has been Board-approved for projects through FY 2014-15. Parts of the facility are over 50 years old and are extremely difficult and expensive to repair or remodel. The replacement of the facility, however, would require a significant capital investment. The source of those funds at this point are unknown.

RECOMMENDATION NO. 15.11

Central Juvenile Hall – The staff at Eastlake must be held accountable for their treatment of the minors, and must be trained to treat all the minors with courtesy and respect.

RESPONSE

The Probation Department agrees with the recommendation.

RECOMMENDATION NO. 15.12

The Probation Department needs to continue and expand rehabilitation programs at the Challenger camps.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. All camps provide substance abuse counseling and evidenced-based cognitive behavioral interventions. All camps also provide educational services, including vocational, tutoring and credit recovery programs. Eligible Camp Youth are able to enroll in college courses and receive credit through Mission College. The Probation Department and Los Angeles County Office of Education (LACOE) continue to work together to create and expand opportunities for vocational learning across all Camps. Additional vocational classes are being reviewed and discussed and will be added to several camps in the near future. Dormitory libraries have also been added to camps to encourage leisure reading. The Probation Department's Operation Read staff are being realigned to support literacy efforts during non-school hours.

### RECOMMENDATION NO. 15.13

The environment at Camp Paige should be replicated at other camps. The education programs are excellent, and the camp personnel provide support for rehabilitation of the minors.

### RESPONSE

The Probation Department agrees with the recommendation. All camps provide substance abuse counseling and evidenced-based cognitive behavioral interventions. LACOE offers the same programs across the camps, with the exception of the scheduling differences that are made to accommodate the forestry program at Camp Paige. The forestry work crew program at Camp Paige is unique to that camp due to the rigorous selection criteria for camp youth to work alongside Fire Department personnel in the community. Youth are assessed for an appropriate camp placement at the Camps Assessment Unit and all youth who meet the criteria for the forestry program are sent there. The other camps have a variety of vocational programs to meet the needs of the populations assigned to those facilities. The selection and training process for Probation staff at Camp Paige is the same as it is across the camp system — all staff are trained in evidence-based interventions and the expectation for staff to support the rehabilitative needs of the minors is the same in all camps.

### RECOMMENDATION NO. 15.14

Camp Glenn Rockey – Provide additional staff to the camp.

### RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. There has been an increase in staff assigned to Camp Rockey and a higher, day-to-day minimum staffing ratio. The camp's enriched staffing ratio was developed to meet the needs of the high-needs youth population that it serves. This enriched staffing ratio was approved under the DOJ Settlement Agreement effective November 1, 2013, and remains in place.

### RECOMMENDATION NO. 15.15

Camp Glenn Rockey – The graffiti needs to be removed from the buildings.

### RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented and is ongoing. On April 1, 2014, the Department assigned an additional Management Services Division staff to Camp Rockey to assist with graffiti

abatement and other maintenance tasks. The SHU was repainted on July 9, 2014. The completion of dorm repainting is anticipated by July 31, 2014. There are now two staff that monitor the buildings for graffiti on a weekly basis and who are responsible for cleaning and repainting any new graffiti.

RECOMMENDATION NO. 15.16

Camp Vernon Kilpatrick – Move the sports activities to another camp.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. Following the closure of Camp Kilpatrick due to its impending replacement, the varsity sports program was reopened at the Challenger Memorial Youth Center on July 7, 2014. Participation in the California Interscholastic Federation sports league will resume in the fall of 2014.

RECOMMENDATION NO. 15.17

Continue with the great programs taught by the personnel at Camp Miller.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. The Camp Miller programs remain in place. Camp Miller provides substance abuse counseling and evidenced-based cognitive behavioral interventions, along with educational services, tutoring and vocational classes.

RECOMMENDATION NO. 15.18

Camp William Mendenhall – Repair and repaint the portion of the buildings scorched by the fire.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented. As a result of the fire, due to the May 31, 2013 through August 23, 2013 evacuation of Camp Mendenhall youth and staff, all necessary structural repairs were made to the buildings. Repainting is anticipated to be completed by September 30, 2014.

RECOMMENDATION NO. 15.19

Camp William Mendenhall – Resurface the play areas of the camp.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented. The Department, in collaboration with the Internal Services Department, has requested estimates from vendors to determine the cost of resurfacing the play areas of Camp Mendenhall. The Probation Department will need to identify funding for the project when the cost is known, and the County would then contract for the resurfacing. Contingent on funding availability, it is anticipated that the resurfacing will be completed by December 31, 2014.

RECOMMENDATION NO. 15.20

Camp John Munz – Repair and repaint the scorched area of the camp.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially implemented. As a result of the fire, due to the May 31, 2013 through August 23, 2013 evacuation of Camp Munz youth and staff, all necessary structural repairs were made to the buildings. Repainting is anticipated to be completed by September 30, 2014.

RECOMMENDATION NO. 15.21

Camp John Munz – Resurface the play areas.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been partially completed. The Department, in collaboration with the Internal Services Department, has requested estimates from vendors to determine the cost of resurfacing the play areas of Camp Munz. The Probation Department will need to identify funding for the project when the cost is known, and the County would then contract for the resurfacing. Contingent on funding availability, it is anticipated that the resurfacing will be completed by December 31, 2014.

RECOMMENDATION NO. 15.22

Probation Department to request funding from the Los Angeles County Board of Supervisors for the building of smaller juvenile halls focusing on rehabilitation rather than incarceration and punitive solutions.

RESPONSE

The Probation Department agrees with the recommendation. The Department has begun implementing small group models in its camps and has received funding to replace one of its camps with a new smaller concept design. The Department will continue to push forward with identifying all potential sources of funding both at the County, State and Federal level to replace our aging facilities. Discussions have been had and are ongoing with the County about the infrastructure needs in the Department and any potential ways to address them.

RECOMMENDATION NO. 15.23

Probation Department to hire professional staff with bachelors or advanced degrees in disciplines conducive to the rehabilitation of youth.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented and is ongoing. The Department's continued commitment to recruiting only the most highly qualified candidates has resulted in an increase in professional hires. Accordingly, the Department expanded its outreach and recruitment efforts by participating in job fairs and collaborating with local colleges to promote recruitment efforts. These efforts included a new Service Learning pilot program in collaboration with California State University, Los Angeles, which provides an educational pathway that prepares students to effectively compete for Probation careers. The Department is exploring opportunities to expand the Service Learning program to partnerships with additional universities.

RECOMMENDATION NO. 15.24

Probation Department to conduct a review of the procedures for punishment in the SHU to insure fair, consistent, and uniform treatment of all minors in the facility.

RESPONSE

The Probation Department agrees with the recommendation. This recommendation has been implemented. The Probation Department revised the SHU policy and procedure Directive for camp staff in close cooperation with the Department of Justice (DOJ) as

part of the County's Action Plan response to the Settlement Agreement with the DOJ. The revised policy, issued on June 6, 2013, established clear criteria to determine which youth may be placed in the SHU. The Directive includes a series of uniform timelines that require supervisors and managers to review each youth in the SHU frequently to determine readiness for release, return youth to the to the general population as soon as possible after their behavior has stabilized and provide justification for any youth who remain in the SHU. All staff were trained in the new policy effective July, 2013. The Department will continue training efforts through Booster Trainings to ensure that policy permeates the camp environment. The Department has already seen a significant drop in both the number of youth who are referred to the SHU as well as the amount of time youth spend in the SHU.

#### RECOMMENDATION NO. 15.25

The CGJ recommends that the Probation Department consider changing the name of the SHU detention cells since it is a term used in adult prisons. A change of name may prevent minors from boasting of their detention time in the SHU.

#### RESPONSE

The Probation Department agrees with the recommendation. Renaming the SHU is under consideration. As the Department continues to progress towards a culture shift that is more rehabilitative and non-punitive, it is anticipated that utilization of the SHU for behavior modification will be extremely limited. We anticipate the completion of the SHU restructuring and a more appropriate designation of the program in the near future.

# Attachment F

## **Sheriff**



JOHN L. SCOTT, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



July 18, 2014

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 2013-14  
LOS ANGELES COUNTY CIVIL GRAND JURY**

Attached is the Los Angeles County Sheriff's Department's (Department) response to the 2013-14 Los Angeles County (County) Civil Grand Jury Report recommendations. The County's Civil Grand Jury's areas of interest specific to the Department included expansion of the Alcoholics Anonymous (AA) program in the jails, relocation of inmates from the Department's Twin Towers Correctional Facility, Use of Force training for Department personnel, Inmate Life Skills training, and the expansion of Department catering services to other government entities.

Should you have questions regarding the Department's response please contact Division Director Glen Dragovich, Administrative and Training Division, at (323) 526-5191.

Sincerely,

A handwritten signature in black ink, appearing to read "John L. Scott".

JOHN L. SCOTT  
SHERIFF

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

**COUNTY OF LOS ANGELES – SHERIFF**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATIONS FOR  
12 STEP PROGRAMS IN DETENTION FACILITIES**

**RECOMMENDATION NO. 12.1**

Daily AA meetings at all jails in Los Angeles County should be made available.

**RESPONSE**

The Department concurs with this recommendation, and will continue to exert all available resources and efforts to achieve and/or exceed these expectations. The Department works very closely with the Los Angeles Hospitals and Institutions AA's Director Greg Baldwin and his team to ensure a coordinated response to meet the needs of the County's inmates. For example, during the month of March 2014, with the assistance of over 326 civilian volunteers, the Department assembled 137 AA panels to provide much needed services to over 3,441 inmates. There were occasions at several County jail facilities where the classes were canceled due to security issues; however, the Department is working with Director Baldwin to improve coverage at all of the Department's custody facilities.

**RECOMMENDATION NO. 12.2**

The daily AA meetings which have been put into place at the jails should continue, and the number of meetings should be expanded to accommodate inmates who wish to attend.

**RESPONSE**

The Department concurs with these recommendations, and will continue to exert all available resources and efforts to achieve and/or exceed these expectations. Refer to 12.1 for additional information.

**RECOMMENDATION NO. 15.1**

The Los Angeles County Sheriff's Department needs to relocate inmates from Twin Towers to facilities with lower populations which can accept additional inmates.

**RESPONSE**

The Department fully supports this concept. The Department is working diligently with the County's District Attorney Jackie Lacey and the entire Justice Community to identify alternatives to custody to reduce population pressures. As indicated in the County's

Civil Grand Jury's Final Report, a substantial Diversion plan is critically needed. The only existing facility that can be utilized to relocate inmates to reduce crowding is the Department's Pitchess Detention Center (PDC) East Facility.

**RECOMMENDATION NO. 15.3**

Retrain the Sheriff's deputies and their commanding officers on the proper use of force.

**RESPONSE**

The Department concurs with this recommendation. In January 2013 the Department revised the existing Use of Force policy. Additionally, the Board of Supervisors authorized additional staff and overtime funding to increase custody personnel training. New classes, such as: Use of Force/Ethics, Jail Specific Restraint Techniques, Use of Force Investigations for Supervisors, Interacting with Mentally Ill Inmates, and Cell Extraction training have been updated and are being provided to custody personnel.

**RECOMMENDATION NO. 15.4**

Continue the EBI/M.E.R.I.T. and vocational life skills training.

**RESPONSE**

The Department concurs with this recommendation, and will work to ensure its continuance. Currently, the Education Based Incarceration/Maximizing Education Reaching Individuals Transformation Program (EBI/M.E.R.I.T.) is offered at five custody facilities. A funding request to the Board to expand these services into the evening hours has been submitted. The limited classroom space throughout Custody Division limits the Department's ability to expand educational programming during the morning hours. For additional information, refer to response 15.5.

**RECOMMENDATION NO. 15.5**

Offer the EBI/M.E.R.I.T. and vocational life skills training at all major Sheriff Jail facilities.

**RESPONSE**

The Department concurs with this recommendation. As of this writing, the Department is offering EBI/M.E.R.I.T. and/or vocational life skills training at all County jails and has piloted an EBI course in a station jail in the Antelope Valley.

**RECOMMENDATION NO. 15.6**

Expand the catering services to outside groups including courts and other municipal and government groups.

**RESPONSE**

Since the initiation of the Grand Jury report in November 2013 the Department has been successful in expanding food delivery services. The Department now provides food services to the Pomona Police Department, and we are in the process of securing contracts with the Inglewood Police Department and Redondo Beach Police Department. While the Department continues to explore additional revenue generating opportunities, further expansion of food delivery services beyond this capacity may require a substantial financial commitment to new infrastructure and staffing.

# Board IT Agenda Items

Department	Board IT Agenda Item	Description	Amount	CEO Cluster	New Term	Planned Hearing Date
LASD	Amendment 6 with Syscon Justice Systems for Support and Maintenance of the Jail Information Management System (JIMS)	<p>The commercial off-the-shelf software, which provides the core application functionality for JIMS, is proprietary to Syscon. Services required for the maintenance and support of JIMS would, therefore, need to be provided by Syscon.</p> <p><b>Funding Source: LASD FY 2014-15 Operating Budget</b>  <b>Existing Agreement: 74666</b></p>	\$1.151M (NOTE: This Amendment does not increase the existing maximum contract amount)	Public Safety	2 years + 3 additional 1-year optional extensions	8/5/2014
LASD	Sole Source Amendment to Existing Agreement for Computer Automated Dispatch (CAD) Replacement Services	<p>This Amendment will provide for continuation of the current maintenance and programming enhancements that Norman L. Fogel (Contractor) provides to the Department and will add the following services:</p> <ol style="list-style-type: none"> <li>1. Contractor will provide Subject Matter Expert (SME) services for the Department's CAD replacement project. The Department intends to migrate away from the contracting services of the Contractor once the installation of the new CAD system has been tested and fully implemented.</li> <li>2. In addition, Contractor will assist the Department with the implementation, testing, and deployment of the Console System Interface project which is an integral part of the dispatching model the Department uses for its CAD system.</li> </ol> <p>This Amendment will also extend the Term of the Agreement for an additional five (5) years and increase Contractor's hourly rate from \$100 to \$125.</p> <p><b>Funding Source: LASD FY 2014-15 Operating Budget</b>  <b>Existing Agreement: 71792</b></p>	\$600,000	Public Safety	5 years	9/9/2014

Department	Board IT Agenda Item	Description	Amount	CEO Cluster	New Term	Planned Hearing Date
CIO	Approval of Revisions to Board IT Security Policies 6.100-6.112	All of the Board's Information Technology (IT) Security Policies have been revised to address currency and technology evolution. Some of the major revisions to highlight are: consistent use of language, newly defined terms, appropriate use of technology, further clarification of the Countywide Information Security Program, and support of recent IT capabilities in the area of mobile and portable devices (i.e., County-owned only), internet, social media, and internet storage websites.  <b>Funding Source: N/A</b> <b>Existing Agreement: N/A</b>	\$0	Operations	N/A	9/9/2014
CIO	Enterprise IT Security and Privacy Awareness Training Content	Use of Information Technology Fund (ITF) funds for the acquisition, customization, and implementation of the Enterprise IT Security and Privacy Awareness Training content, for use in the County's Learning Net (or Learning Management System - LMS). This training content includes HIPAA/HITECH, security best practices, etc., to support Board Policy # 6.111 Security Awareness Training.  <b>Funding Source: ITF</b> <b>Existing Agreement: MA-IS 1440029-1</b>	\$240,000	Operations	N/A. This action only seeks Board approval to use ITF funds.	9/9/2014
DHS	Amendment 2 to Agreement with Cerner for ORCHID	Amendment 2 to Agreement with Cerner for ORCHID to access Pool Dollars before Go-live for additional software. This Amendment does not increase the maximum contract amount.  <b>Funding Source: DHS FY 2014-15 Operating Budget</b> <b>Existing Agreement: H-705407</b>	\$1.619M (NOTE: This Amendment does not increase the maximum contract amount)	Health & Mental Health Services	N/A	9/16/2014
LASD	Amendment to Sole Source Agreement with COGENT for Support and Maintenance of LARCIS System	The commercial off-the-shelf software which provides the core application functionality for LARCIS, is proprietary to COGENT. The services required for the maintenance and support of LACRIS would, therefore, need to be provided by personnel from COGENT this maintenance agreement will provide continuous support for this system until the new system is implemented. Negotiations are in progress for a new vendor solution.  <b>Funding Source: TBD</b> <b>Existing Agreement: TBD</b>	\$1.5M	Public Safety	2 + 1 years	9/16/2014

Department	Board IT Agenda Item	Description	Amount	CEO Cluster	New Term	Planned Hearing Date
DPSS	DPSS LEADER Amendment 16	Amendment 16 will extend the LEADER contract with Unisys an additional 2 years to cover LRS' design, development and implementation window  <b>Funding Source: No NCC (Subvented 100% by State and Federal revenue)</b> <b>Existing Agreement: 68587</b>	\$56M	Children & Families Well-being	2 additional years	9/16/2014
RRCC	Sole Source Maintenance Agreement with Data Information Management Systems (DIMS) for Voter Information Management System (VIMS)	Sole Source extension of maintenance and support agreement with DIMS, for VIMS.  <b>Funding Source: RRCC FY 2015-16 Operating Budget</b> <b>Existing Agreement: 76010</b>	TBD	Operations	3 years, with 2 one-year options	11/12/2014
LASD	University of California, Irvine (UCI) for Risk Assessment Application	Sole Source Agreement with University of California, Irvine for Risk Assessment Application. The action will allow the Department to implement the Los Angeles Risk Assessment (LARA), which is based on the unique capabilities of UCI's California Static Risk Assessment tool (CSRA). CSRA was developed by UCI for the State of California Department of Corrections and Rehabilitation (CDCR) inmate population. LARA will enhance the Department's Jail Information Classification System (JIGS), enabling the Department to identify inmates for community placement. UCI will modify the CSRA solution by adapting its model to: 1) capture County inmate demographics and criminal history; and 2) interface with the U.S. Department of Justice and the Department's Jail Information Management System (JIMS).  <b>Approx. Board Date: TBD</b> <b>Funding Source: TBD</b> <b>Existing Agreement: N/A</b>	TBD	Public Safety	TBD	
RRCC	Sole Source Agreement with IDEO for the Voter System Assessment Project (VSAP) Phase 3	Sole Source Agreement with IDEO for the design and engineering of a new voting system for LA County.  <b>Approx. Board Date: TBD</b> <b>Funding Source: RRCC FY 2014-15 Operating Budget.</b> <b>Existing Agreement: N/A</b>	TBD	Operations	TBD	

Department	Board IT Agenda Item	Description	Amount	CEO Cluster	New Term	Planned Hearing Date
CIO-LASD-FIRE-OEM	County Mass Notification System (Alert LA)	<p>Purchase of a replacement Mass Notification System (Alert LA), which is used to notify County residents and businesses of emergencies, and to provide information regarding necessary actions to take in those emergencies, such as evacuations. The Office of Emergency Management (OEM) will assume administrative management of the System, while the Los Angeles County Sheriff's Department will continue in its role and responsibility of operating the System 24/7.</p> <p><b>Approx. Board Date: TBD</b>  <b>Funding Source: TBD</b>  <b>Existing Agreement: 76945, which will terminate upon execution of a new agreement.</b></p>	\$3M (Approx.)	Public Safety	5+2 years	
FIRE	Mobile Electronic Patient Care Reporting System (e-PCR)	<p>Purchase of a commercial off-the-shelf (COTS) Mobile Electronic Patient Care Reporting System</p> <p><b>Approx. Board Date: TBD</b>  <b>Funding Source: TBD</b>  <b>Existing Agreement: N/A</b></p>	TBD	Public Safety	7 years	
CIO/CEO/DHS/DMH & DCFS	Countywide Master Data Management (CWMDM)	<p>Implement a Master Data Management solution for the entire County, to include:</p> <ol style="list-style-type: none"> <li>1. Development and maintenance of a catalog of enterprise data objects. (Data entities, Authoritative sources, Attributes, Values, Access control and policies).</li> <li>2. Development and maintenance of a catalog of existing system interfaces.</li> <li>3. Development of policies for enterprise information management.</li> <li>4. Building of an Enabling Infrastructure (shared service) for enterprise information management, including Master Data Management; Enterprise Messaging and Service Bus; and Data Analytics.</li> </ol> <p><b>Approx. Board Date: TBD</b>  <b>Funding Source: ITF, CEO IT Fund, and PIF</b>  <b>Existing Agreement: N/A</b></p>	TBD	Operations	TBD	

Department	Board IT Agenda Item	Description	Amount	CEO Cluster	New Term	Planned Hearing Date
LASD	Multimodal Biometric Identification System (MBIS)	Development of an automated biometric identification system to replace current Cogent system.  <b>Approx. Board Date: TBD</b> <b>Funding Source: RAND Board</b> <b>Existing Agreement: N/A</b>	TBD	Public Safety	TBD	
LASD	Sole Source Agreement with DataWorks Plus	Sole Source Agreement with DataWorks for hardware/software updates and customization. DataWorks' Digital Imaging System is used by the Sheriff for capturing mugshots and facial recognition.  <b>Approx. Board Date: TBD</b> <b>Funding Source: Automated Fingerprint Identification System (AFIS) Fund</b> <b>Existing Agreement: N/A</b>	\$2.8M (Est.)	Public Safety	2 year, with two 1-year option extensions	