

**County of Los Angeles  
Office of Inspector General**

**2015 SECOND QUARTER STATUS REPORT:  
The Los Angeles Sheriff's Department  
Implementation of The Citizens'  
Commission on Jail Violence  
Recommendations**

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**July 1, 2015**

# **2015 SECOND QUARTER STATUS REPORT**

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Since the Office of Inspector General's (OIG) *2015 First Quarter Status Report* on the Los Angeles County Sheriff's Department's (Department or LASD) implementation of the Citizen's Commission on Jail Violence (CCJV) recommendations was submitted on April 3, 2015, the Department has made progress in several areas. In this reporting period, the OIG conducted unannounced inspections and spoke with prisoners in every jail facility. OIG personnel met with Sheriff Jim McDonnell and his executive staff as well as unit and Custody Division commanders at Men's Central Jail (MCJ), Twin Towers Correctional Facility (TTCF), Inmate Reception Center (IRC), Century Regional Detention Facility (CRDF) and North County Correctional Facility (NCCF). The OIG met with personnel from Custody Support Services (CSS), Custody Training and Standards Bureau (CTSB), Data Systems Bureau (DSB), Internal Affairs Bureau (IAB) and Internal Monitoring, Performance Audits and Accountability Command (IMPAAC). The Department was accommodating in providing additional data and interviews when requested by the OIG.

This report provides updates on the implementation status of each CCJV recommendation that was "In progress" or "Partially implemented" at the end of the previous quarter. The following recommendations are all now "Implemented, additional monitoring required:"

- 5.2 ("The Department's Force Prevention Policy should be stressed in Academy training and reiterated in continuing Custody Division training")

- 5.3 (“The Department should enhance its ethics training and guidance in the Academy as well as in continuing Custody Division training”)
- 5.8 (“LASD should discourage participation in destructive cliques”)
- 6.3 (“Deputies and supervisors should receive significantly more Custody specific training overseen by the Department’s Leadership and Training Division”)
- 6.10 (“The Department should create a separate Custody Division with a professional workforce”).

Recommendation 6.7 is now “Implemented” and requires no additional monitoring.

The OIG respectfully submits its 2015 Second Quarter Status Report.

## **USE OF FORCE**

### **3.8 PPI and FAST should be replaced with a single, reliable and comprehensive data tracking system.**

*Status: In progress, funding approved*

The Department reports that it remains on schedule to debut its Performance Recording and Monitoring System (PRMS) by its December 2016 target date.

### **3.12 The Department should purchase additional body scanners.**

*Status: In progress*

The Department reports that the Board’s correctional consultants are conducting additional body scanner staffing and cost assessments, which the Department will utilize in determining the feasibility of operating additional scanners. The consultants are currently in the data collection phase of their analysis and expect to have the analysis completed by the third quarter of 2015.

## **MANAGEMENT**

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

*Status: In progress, funding approved*

The status of this recommendation remains unchanged since the OIG's *2015 First Quarter Status Report*.

### **4.12 LASD should create an Internal Audit and Inspection Division**

*Status: In progress, funding approved*

The IMPAAC reports that it hired a head compliance auditor who reported to work on May 11, 2015. To complete the IMPAAC's Phase II staffing, the Department reports it must fill one lieutenant, one sergeant and six law enforcement auditor vacancies. The Department reports that it will not activate the IMPAAC's Phase III staffing plan. Instead, those staffing resources will be allocated to meet Custody Division staffing mandates pursuant to *Rosas, et al. v. Baca* (Case No. CV 12-00428 DDP) (*Rosas*).

The IMPAAC reported that it has reviewed the *Rosas* Settlement Agreement, the DOJ Stipulated Agreement, and the *Johnson v. County of Los Angeles* (Case No. CV 08 – 03515 DDP (SHX)) Settlement Agreement and identified for each agreement areas that are appropriate for performance auditing. The unit's head compliance auditor has been tasked with the duty of implementing a formalized audit plan that identifies audit areas, audit cycles and includes review and oversight by the head compliance auditor.

## **CULTURE**

### **5.2 The Department's Force Prevention Policy should be stressed in Academy training and reiterated in continuing Custody Division training.**

*Status: Implemented, additional monitoring required*

The Department reports that it has made its final revisions to the new annual training program, which include the following courses related to force prevention: a 32-hour De-Escalation and Verbal Resolution training course for all Deputies; a 16-hour Use of Force Investigations for Supervisors course for new sergeants and a similar 8-hour course for existing sergeants; an 8-hour Use of Force Policy training course for all staff; an 8-hour course on Identifying and Interacting with Mentally Ill Inmates for all deputies and custody assistants; an 8-hour First Aid and CPR Re-certification course for those who need re-certification; a 4-hour Facilitating and Oversight of Suicide Prevention training course for new hires and a 2-hour course for existing personnel; and restraint-based use of force training. The Department reports that it will begin implementing these trainings by July 1, 2015.

### **5.3 The Department should enhance its ethics training and guidance in the Academy as well as in continuing Custody Division training.**

*Status: Implemented, additional monitoring required*

The Department reports that the annual trainings discussed in Recommendation 5.2 will include a 4-hour Ethics course for all staff. The OIG will continue to monitor training attendance and curriculum.

### **5.8 LASD should discourage participation in destructive cliques.**

*Status: Implemented, additional monitoring required*

The Department provided the OIG with a copy of the curriculum for its Values Based Decision-Making course, part of the Jail Operations Continuum six-week supplement to academy training, and OIG personnel observed the course on June 12, 2015. As part of the OIG's monitoring of the Department's efforts to discourage clique formation, the OIG is reviewing the Custody Division's policy "Mandatory Rotation of Line Personnel in Custody" (CDM 3-01/020.05).

## **PERSONNEL AND TRAINING**

### **6.1 The Department should review and revise its personnel and training procedures to reflect Custody's status as a valued and important part of the Department.**

*Status: Partially Implemented, funding approved*

In the OIG's 2015 *First Quarter Status Report*, the OIG noted that issues can arise when deputies and custody assistants work overtime shifts in unfamiliar posts within the Custody Division. Given recent litigation related staffing mandates, the number of overtime Custody Division shifts is expected to increase. In particular, deputies from Patrol Division assignments may not be familiar with the recent and substantial changes to Custody Division policies and procedures which reflect the Department's success in reforming its jail operations. These policy and procedure revisions must be consistently adhered to by all personnel in order to sustain reforms.

The Department has drafted an addition to the Custody Division Manual which, it intends, will address this issue and sufficiently familiarize overtime personnel with the specific duty requirements of each post. The policy requires each deputy or custody assistant working overtime in custody to read a duty statement and sign a corresponding receipt acknowledgement form. Additionally, Patrol Division deputies working overtime custody shifts will meet with unit

commanders or training staff at the beginning of an overtime shift to discuss the performance expectations of each post. The Department reports that the policy is currently being reviewed by the Department’s Bureau of Labor Relations and Compliance.

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

*Status: Implemented, additional monitoring required*

The table below reflects the Department’s reported progress in custody-specific training including attendance counts and overall compliance percentages.

	South	NCCF	East	North	MCJ	CRDF	TTCF	IRC	PMB	Total
<b>Interacting with Mentally Ill</b>	242	328	23	207	483	349	570	346	146	2694
<b>Course Percentage</b>	99%	86%	85%	100%	68%	84%	71%	90%	98%	<b>87%</b>
<b>Force Concepts/Ethics</b>	197	263	13	207	366	233	402	290	103	2074
<b>Course Percentage</b>	80%	69%	48%	100%	51%	56%	50%	76%	69%	<b>67%</b>
<b>Jail Specific Restraint/Critical Decision</b>	252	381	21	207	543	321	629	360	149	2863
<b>Course Percentage</b>	100%	100%	78%	100%	76%	77%	79%	93%	100%	<b>89%</b>
<b>Use of Force Investigations</b>	27	42	4	21	70	41	61	37	14	317
<b>Course Percentage</b>	100%	100%	100%	100%	100%	100%	100%	90%	88%	<b>98%</b>
<b>Inmate Extraction Training</b>	23	40	4	21	56	33	50	29	14	270
<b>Course Percentage</b>	85%	95%	100%	100%	80%	83%	82%	71%	88%	<b>87%</b>

**6.7 The Department should utilize more custody assistants.**

*Status: Implemented*

The OIG previously reported that the Department has agreed to maintain a 65:35 Deputy to Custody assistant ratio. The OIG has reviewed Department data that indicates that the Department has adhered to this agreement. The OIG will spot-check the Department's on going compliance with this recommendation. This recommendation is now "Implemented, requires no further monitoring."

**6.10 The Department should create a separate custody division.**

*Status: Implemented, additional monitoring required*

## **DISCIPLINE**

**7.6 IAB should be appropriately valued and staffed by personnel that can effectively carry out the sensitive and important work of that bureau.**

*Status: Partially Implemented, funding approved*

As discussed in the OIG's 2014 Fourth Quarter Status Report, the IAB completed its Phase II staffing, including nine IAB positions and thirteen Internal Criminal Investigations Bureau positions. The IAB will hire an Intermediate Clerk position on June 27, 2015. The Department reports that it will not activate the IAB's Phase III staffing for a final investigative team consisting of one lieutenant and six sergeant positions. Those staffing resources will instead be allocated to meet Custody Division staffing requirements mandated by *Rosas*.

**7.14 The grievance process should be improved to include added checks and oversight.**

*Status: Partially implemented*

The Department reports that it has purchased 500 additional iPads, which were delivered on June 4, 2015. The iPads will be deployed at MCJ, TTCF and CRDF. According to DSB, despite the use of iPads, the electronic filing of a prisoner complaint still requires some manual



processing. Once a complaint is submitted via iPad, custody personnel must print a hard copy of the complaint and deliver it to each prisoner for signature. The Department reports that it plans instead to equip supervisors with iPads which will be used to capture prisoner signatures and is presently testing software for this project.

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

*Status: In progress (alternative implementation)*

The Department is moving forward with its five-year implementation plan for fixed cameras. The DSB reports that it is currently working with Facilities Services Bureau (FSB) and CRDF to install 531 cameras at CRDF. The DSB reports it is handling the information technology components of the project. According to the DSB, CRDF's present network does not have the requisite storage space or network speed to support video files. The DSB reports it is improving CRDF's network speed and storage through the installation of servers, controllers, network switches, uninterruptable power supplies, and additional storage.

The FSB reports that it is managing the hardware installation, which will be completed once optimal camera locations are identified and that all 520 cameras will be online by the Department's December 31, 2015, projected completion deadline.