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September 30, 2015

TO: Supervisor Michael D. Antonovich, Mayor  
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FROM: Max Huntsman  
Inspector General

SUBJECT: REPORT BY THE INSPECTOR GENERAL

Enclosed please find the Office of Inspector General's 2015 THIRD QUARTER STATUS REPORT: The Los Angeles Sheriff's Department Implementation of The Citizens' Commission on Jail Violence Recommendations.

If you have any questions concerning this report, please contact me at (213) 974-6100.

MH:DB:bo

Enclosure

c: Jim McDonnell, Sheriff  
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# County of Los Angeles Office of Inspector General

**MAX HUNTSMAN  
INSPECTOR GENERAL**

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

**September 30, 2015**

## 2015 THIRD QUARTER STATUS REPORT

Since the Office of Inspector General's (OIG) *2015 Second Quarter Status Report* on the Los Angeles County Sheriff's Department (Department or LASD) implementation of the Citizen's Commission on Jail Violence (CCJV) recommendations was submitted on July 24, 2015, the Department has made progress in several areas. The OIG continues to make unannounced inspections, speak with prisoners in every jail facility and meet regularly with unit and Custody Division commanders as well as personnel from all CCJV related commands.

This report provides updates on the implementation status of each CCJV recommendation which is "In progress" or "Partially implemented." Recommendations 4.11, 4.12, 6.1, 7.6 and 7.14 are all now "Implemented, additional monitoring required." For recommendations that require additional monitoring and which are addressed in the *Rosas, et al. v. Baca* (Case No. CV 12-00428 DDP) (*Rosas*) Implementation Plan, the OIG will coordinate with the *Rosas* monitors to ensure that items are monitored thoroughly but without duplication.

The table below reflects the implementation status and monitoring requirements of each of the five sets of recommendations. In addition to these updates, the OIG has reviewed the Department's personnel rotation policy which was implemented pursuant to CCJV Recommendations 5.7, 5.8 and 6.8. The OIG's analysis of the Department's implementation of the rotation policy is discussed in a subsequent report. The OIG respectfully submits its 2015 Third Quarter Status Report.

**IMPLEMENTATION STATUS AND MONITORING REQUIREMENTS**

<b>CCJV Recommendations</b>	<b>Implemented, Requires No Additional Monitoring</b>	<b>Implemented, Requires Additional Monitoring</b>	<b>Partially Implemented</b>	<b>In Progress</b>	<b>Total</b>
<b>USE OF FORCE</b>	0	10	0	2	<b>12</b>
<b>MANAGEMENT</b>	7	7	0	0	<b>14</b>
<b>CULTURE</b>	0	8	0	0	<b>8</b>
<b>PERSONNEL AND TRAINING</b>	2	8	0	0	<b>10</b>
<b>DISCIPLINE</b>	0	13	1	1	<b>15</b>
<b>Total</b>	<b>9</b>	<b>46</b>	<b>1</b>	<b>3</b>	<b>59</b>

## 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 – No change in status since the OIG’s 2015 Second Quarter Status Report.*

*3.12 The Department should purchase additional body scanners.*

*Status: In progress*

The Board’s correctional consultants issued a report on August 16, 2015, that contains body scanner staffing and cost assessments as well as recommendations for the number of scanners that the Department should purchase for each facility, where they should be located and necessary staff to operate machines tailored to

each facility. The Department reports that it will adopt all of the consultants' recommendations, that it has submitted a budget request to match recommended staffing levels and that funds have been allocated to purchase additional scanners.

## **MANAGEMENT**

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

*Status: Implemented, additional monitoring required*

In July, the Department reorganized upper management within the Custody Division by appointing a second captain at TTCF, MCJ and NCCF. At these facilities, one captain will be responsible for security operations and the other for administrative operations. The Department also filled the vacant commander position over TTCF.

In September 2014, the Board of Supervisors authorized the Department to fill 19 new full-time clerical positions to replace deputies and custody assistants who would be moved to line duty. The Department reports that 16 of the 19 clerical positions have now been filled and that it is interviewing for the remaining three.

The OIG reviewed the allocation of sergeants and lieutenants at each facility to ensure that these middle management positions were based upon the unique size and needs of each facility. The operational staffing models at each facility are relative to the number of deputies. Ratios of sergeants to deputies are relatively consistent throughout custody, ranging from 1:6 to 1:17.5. This recommendation is now implemented with additional monitoring required.

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

*Status: Implemented, additional monitoring required*

The OIG is now meeting monthly with the IMPAAC to discuss existing and future projects and audits. The OIG has attended the IMPAAC's Shooting Review, an executive panel evaluation of deputy-involved shootings for deputies with multiple shootings or related issues of concern.

The Los Angeles County Department of Human Resources approved the Law Enforcement Auditor's Exam (Exam). The exam filing period opened on September 3, 2015. The Department reports that it will not activate the IMPAAC's Phase III staffing plan. Those staffing resources will instead be allocated to meet Custody Division staffing mandates pursuant to *Rosas*. This recommendation is now implemented with additional monitoring required.

## **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: Implemented, additional monitoring required*

The Department reports that it has now revised its plan to implement a new policy requiring duty statement acknowledgements from outside overtime deputies. The policy will now require deputies to sign a waiver acknowledging they have read specially-selected policies relevant to their overtime assignment on the Department's intranet. The signed waiver, accompanied by a memo from the deputy's captain, will be sent to the unit commander where the deputy will work his or her overtime assignment. This recommendation is now implemented with 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: Implemented, additional monitoring required*

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*. This recommendation is now implemented with additional monitoring required.

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

*Status: Partially Implemented*

The OIG met with the newly appointed Grievance Coordinator on July 28, 2015. The lieutenant coordinator has one sergeant assisting him and anticipates hiring a civilian staff member in September to complete the centralized grievance team. Smaller teams are now in place at each facility, with the exception of PDC-North and PDC-South, which share one team.

The Grievance Coordinator reported that his first priority is to create uniformity in how complaints are processed and analyzed between facilities and that he has begun meeting with the satellite teams to discuss implementation plans for *Rosas* compliance. The *Rosas* plan requires compliance with grievance provisions by December 31, 2015. The grievance team is currently drafting policy to guide Department personnel through the grievance process. Among other improvements to the existing grievance system, the Grievance Coordinator reports that he plans to develop a handbook and processes similar to the Service Comment Review Handbook, which is a guide for Patrol Division watch commanders when handling

public complaints. He will also develop a data tracker which will be used as the early-warning system for personnel issues and grievance trends.

The Department reports that it is encouraging the use of conflict resolution in the custody setting. The Grievance Coordinator issued a Custody Division Directive promoting and encouraging supervisors to use conflict resolution to resolve less serious complaints and the new grievance form will contain text that stresses its use generally. The Grievance Coordinator identified a need for and the OIG recommends personnel training to accompany this important initiative.

Lastly, the grievance team is in the process of identifying data collection and tracking mechanisms that will make grievance data more useful and informative for the Custody Division command, including the creation of more meaningful complaint categories.

The Department's implementation of iPads is currently three months behind schedule due to delays in fabricating the iPad wall mounts. The Department is identifying an outside contractor that it will engage to fabricate the wall mounts and now anticipates full iPad implementation by April 2016.

As of July 1, 2015, the Department's grievance processes are subject to monitoring by the court-appointed monitors on the *Rosas* litigation. The OIG will continue to monitor the Department's progress in this important area.

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

*Status: In progress (alternative implementation)*

The Department continues to move forward with its five-year implementation plan for fixed cameras. The Department reports that it began receiving the necessary infrastructure to install the Closed Circuit Television (CCTV) system network at Century Regional Detention Facility. The Department anticipates receiving the system's entire infrastructure by October 2015, when installation is slated to begin, and reports that it remains on target for the December 2015 completion date.



Lastly, the Department reports that it is seeking funding to accelerate the installation of the CCTV cameras at PDC.