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COUNTY OF LOS ANGELES
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, CA 90012
(213) 973-1101 ceo.lacounty.gov

CHIEF EXECUTIVE OFFICER
Joseph M. Nicchitta

"To Enrich Lives Through Effective and Caring Service"

September 01, 2026

ADOPTED
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

27 September 1, 2026

EDWARD YEN
EXECUTIVE OFFICER

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

Dear Supervisors:

RESPONSES TO THE 2025-2026 CIVIL GRAND JURY FINAL REPORT RECOMMENDATIONS
(ALL DISTRICTS AFFECTED)
(3-VOTES)

SUBJECT

Approval of the Los Angeles County (County) responses to the findings and recommendations of the 2025-2026 Los Angeles County Civil Grand Jury (CGJ) Final Report, and the transmittal of responses to the CGJ, as well as the Superior Court, upon approval by the County Board of Supervisors (Board).

IT IS RECOMMENDED THAT THE BOARD:

1. Approve the responses to the findings and recommendations of the 2025-2026 Los Angeles County CGJ Final Report that pertain to County government matters under the control of the Board.

2. Instruct the Executive Officer of the Board to transmit copies of this report to the CGJ, upon approval by the Board.

3. Instruct the Executive Officer of the Board to file a copy of this report with the Superior Court, upon approval by the Board.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Section 933(c) 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 June 12, 2026, the 2025-2026 CGJ released its Final Report containing findings and recommendations directed to various County and non-County agencies. County department directors have reported back on the CGJ findings and recommendations, and these responses are incorporated and enclosed as the County's official response to the 2025-2026 CGJ Final Report.

Findings and recommendations that refer to non-County agencies have been referred directly by the CGJ to those entities.

Implementation of Strategic Plan Goals

The findings and recommendations in the CGJ Final Report and the County's responses are broadly consistent with all three of the County's major Strategic Plan North Star goals:

North Star No. 1 - Make Investments that Transform Lives: We will aggressively address society's most complicated social, health, and public safety challenges. We want to be a highly responsive organization capable of responding to complex societal challenges - one person at a time.

North Star No. 2 - Foster Vibrant and Resilient Communities: Our investments in the lives of County residents are sustainable only when grounded in strong communities. We want to be the hub of a network of public-private partnering agencies supporting vibrant communities.

North Star No. 3 - Realize Tomorrow's Government Today: Our increasingly dynamic and complex environment challenges our collective abilities to respond to public needs and expectations. We want to be an innovative, flexible, effective, and transparent partner focused on advancing the common good.

FISCAL IMPACT/FINANCING

Any costs associated with implementing CGJ recommendations will be considered in the appropriate budget phase.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Certain CGJ recommendations require additional financing resources. Departments will assess the need for additional funding during the 2026-27 budget cycle and beyond, as appropriate.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

N/A

Respectfully submitted,

Joseph M. Nicchitta
Chief Executive Officer

JMN:JG:CDM
PN:jn

Enclosures

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Children and Family Services
Health Services
Medical Examiner
Mental Health

County of Los Angeles Responses

August 11, 2026

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS; CHIEF EXECUTIVE OFFICE; SHERIFF'S DEPARTMENT

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
THE LOS ANGELES COUNTY SHERIFF'S DEPARTMENT: CHANGING CULTURE AND INCREASING TRANSPARENCY

SUMMARY (**REPORT 1**)
"This report is concerned with the Los Angeles County Sheriff's Department (LASD) and the scope of LASD's responsibilities. The report also covers the civilian and governmental oversight of LASD, as well as recommendations for improved transparency. The report covers positive improvements within LASD and makes recommendations on other areas the Civil Grand Jury (CGJ) members were concerned with including jail facility conditions and labor issues.[1]"

CIVIL GRAND JURY FINDINGS

FINDING NO. 1.1
The two-Captain system initially implemented at three Sheriff stations shows promise for improving station culture and community relations, due to the splitting of managerial duties of Station leadership into more manageable spans of control. One Captain focuses on administrative duties (Human Resources, Scheduling, Deputies on medical leave, Union issues) while the other Captain focuses on patrol deputies in the field (monitoring stops, use of force, citizen complaints) and community relations.

RESPONSE
Agree.

FINDING NO. 1.2
The Virtual Deputy Program, currently in use, has shown to be an advantage in response time over in-person response to calls. The public benefits from reduced response times and LASD benefits from fewer staffing challenges.

RESPONSE
Agree.

FINDING NO. 1.3
The LASD conducts background checks internally for job applicants. The California Highway Patrol has, by outsourcing this function, processed applicants faster, allowing for fewer applicant losses.

[1] 2025-2026 Los Angeles County Civil Grand Jury Final Report, The Los Angeles County Sheriff's Department: Changing Culture and Increasing Transparency, pp. 19-92.

RESPONSE
Agree. However, LASD can only respond to the portion of this finding related to LASD operations. The California Highway Patrol is a non-County agency.

FINDING NO. 1.4
County Counsel simultaneously represents the Board of Supervisors, LASD, and the Sheriff Civilian Oversight Commission. Recent trends in oversight now call into question whether they can equally and fully represent the "public interest." The primary concern of the County's lawyers is prevention/reduction of legal risk to the County. While this is understandable, it often delays or impedes the timely investigation of problem deputies and custody officers.

RESPONSE
Partially disagree. Under Article VI, Section 21 of the County's Charter, the Office of the County Counsel (County Counsel) is exclusively charged with providing legal advice and representation to the Board of Supervisors (Board) and its departments, officials, and commissions, including the Sheriff Civilian Oversight Commission (COC), in all matters and questions of law pertaining to their duties. A change to the County Charter requires a vote by County voters. While there may be perceived a conflict of interest, the Chief Executive Office (CEO) believes that County Counsel has addressed this by having separate attorneys representing LASD and the COC and appropriate ethical walls in place to provide legal advice and representation to LASD, the COC, and a multitude of other departments and public officials.

FINDING NO. 1.5
The Civilian Oversight Commission and the Office of Inspector General are aligned in strategy, yet they overlap in function and reporting. Restructuring to include the OIG, Sybil Brand, COC, and Independent Counsel under the same organization, would offer the public more clarity, as well as increase the public's belief that the intended missions are being addressed.

RESPONSE
Partially disagree. Re-evaluating roles and responsibilities and consolidating oversight structures might improve impact and communication with public safety departments that currently receive overlapping feedback from oversight entities, although multiple structures should likely be considered to maximize effectiveness. Any restructuring should comply with applicable law, including requirements that the Board continue to control litigation; that County Counsel is charged with providing legal advice and representation to the Board and its departments, officials, and commissions; and any other legal restrictions on investigative tools or techniques or the disclosure of law enforcement personnel information.

FINDING NO. 1.6
"Meet and Confer" negotiations between the LASD and its unions, who cannot strike, are used to balance the influence of management. This often results in the inability of the COC to secure confidential deputy testimony required for oversight.

RESPONSE
Partially disagree. The County acknowledges that meet and confer requirements have affected the timing and manner in which the COC has been able to seek confidential deputy testimony. The County disagrees, however, with the

characterization of meet and confer as a mechanism "used to balance the influence of management." Meet and confer is a legal process required by the Meyers-Milias-Brown Act and the County's Employee Relations Ordinance. That obligation exists regardless of whether the represented employees may lawfully strike.

Government Code sections 3504 and 3505 require public agencies to meet and confer in good faith over matters within the scope of representation. While the underlying decision to establish or exercise lawful oversight authority generally is not subject to bargaining, the effects and manner of implementing that decision may be subject to bargaining when they significantly and adversely affect wages, hours, or other terms and conditions of employment.

Accordingly, delays or limitations attributable to the meet and confer process reflect compliance with the Meyers-Milias-Brown Act, the County's Employee Relations Ordinance, and applicable court rulings, not an effort to impede COC oversight. The County and LASD will continue to comply with these requirements and follow the advice of counsel.

FINDING NO. 1.7
Recent positive change at LASD appears to have been primarily the result of external pressure, e.g., settlements, oversight, publicity, as opposed to internal evolution in organizational culture, which tends to change in concert with changes in personnel and leadership.

RESPONSE
Partially disagree. The CEO confirms that LASD actively collaborates with a broad range of oversight bodies, commissions, community organizations, advocacy groups, faith-based organizations, and members of the public to ensure diverse viewpoints are considered in LASD operations, policy development, training, and community engagement efforts. LASD regularly participates in public meetings, listening sessions, community forums, facility visits, policy discussions, and stakeholder engagement efforts designed to improve transparency, accountability, constitutional policing, and public trust.

The CEO acknowledges that there are external forces that drive change at LASD, but the Department has shown strong willingness to collaborate with those external entities in recent years. There have been internal structural changes, including new leadership and establishment of the Office of Constitutional Policing, that have led to significant changes.

FINDING NO. 1.8
The replacement of Men's Central Jail, despite universal recognition as a necessary measure, remains unresolved after many years of being in a state of political limbo - to the frustration of all.

RESPONSE
Agree. However, there are ongoing efforts underway to help close Men's Central Jail. Additional details about these efforts can be found through the following webpage: https://ceo.lacounty.gov/jcit/.

FINDING NO. 1.9
The absence of daycare services provided at the STARS Academy for Deputy Sheriff Trainees with children is an additional barrier to competitive recruitment and the successful completion of the training.

RESPONSE
Partially disagree. While daycare services are not provided directly, Academy Trainees are paid County employees who have access to employee benefits, including a dependent care spending account to help pay for childcare expenses.

FINDING NO. 1.10
LASD's hiring campaigns have emphasized the diversity of job assignments not available in smaller or more singularly focused agencies, yet many smaller competitors are nimble in offering signing bonuses and other benefits in this competitive environment.

RESPONSE
Agree.

FINDING NO. 1.11
LASD is challenged to fund purchases of vehicles, helicopters, and inmate transport buses. Often, budget decisions highlight more pressing challenges with a "hope" that deferred maintenance can wait until capital requests are approved by the Board of Supervisors. Aging helicopters present both maintenance costs and potential liability problems. LASD's lack of inmate transport buses leads to the cancellation of court dates, which results in financial consequences for the LASD, Courts, and family members.

RESPONSE
Partially disagree. The CEO acknowledges that while there have been challenges in funding the purchase of vehicles and limited inmate transport buses have led to numerous missed court dates in the past, many buses have been purchased and outfitted over the last two years, with 26 new buses now operational, with more on the way.

This has substantially reduced the number of missed court dates due to lack of transportation, dropping from over 1,000 per week a couple years ago to under 20 per week in mid-2026. The CEO is working with LASD to further analyze transportation needs, including the purchase of new helicopters.

CIVIL GRAND JURY RECOMMENDATIONS

RECOMMENDATION NO. 1.1
Expand the two-Captain structure to additional Sheriff Stations.

RESPONSE
Partially disagree. The CEO recognizes that the two-Captain structure also exists at the larger jails managed by LASD and offers value in dividing complex duties. LASD agrees that the two-captain model can be very effective and has written a report about the benefits of the two-captain model (https://lasd.org/wp-content/uploads/2024/10/Transparency_oversight_LASD_Rpt-on-2-Capt-Model.pdf).

However, implementing this at additional Sheriff Stations would require further analysis to determine the impact and value at new locations and is subject to available funding during the budgetary challenges the County is experiencing. Budget proposals to add additional captains at some of the busiest patrol stations have previously been presented, but such requests could not be funded due to these budgetary challenges.

Requests for funding such positions need to go through the County's annual budgeting process. Departmental budget requests are prepared and submitted for consideration to the CEO annually.

Pursuant to California Government Code Section 29040, each budget submission should include a base budget and an official budget request reflecting critical and unmet needs.

The Recommended Budget is the first step in the County's multi-part budget process, which includes Public Hearings in May; deliberations leading to Board approval of the Adopted Budget in June; and the Supplemental Budget culminating with Board approval of the Final Adopted Budget in the fall.

The CEO considers all new requests for funding during the County's annual budget process and will revisit such requests, along with requests from other departments, in the budget package that is presented to the Board for approval.

RECOMMENDATION NO. 1.2
Expand the Virtual Deputy program to the remaining LASD stations in the County.

RESPONSE
Partially disagree. While the CEO and LASD acknowledge that the Virtual Deputy program is an efficient and valuable way to communicate with members of the public (on non-emergency matters) in a cost-effective manner, more analysis (in both the next six months and beyond) is needed to determine the costs and impacts of expanding the Virtual Deputy program to all remaining LASD stations. This is especially true given the current budgetary challenges the County is experiencing.

The Virtual Deputy program started at the Palmdale Sheriff's Station and then expanded into 12 stations. The program now includes a Spanish-language option to improve accessibility and service delivery to diverse communities. The patrol stations using the Virtual Deputy Program can be found on LASD's website at: https://lasd.org/transparency/virtual-deputy-program/. It is anticipated that additional LASD stations will be implementing the program and LASD will continue to add this program at its stations, as resources permit.

The Virtual Deputy Program has demonstrated measurable improvements in both service delivery and operational efficiency, since its implementation at Palmdale Sheriff's Station. At Palmdale Sheriff's Station alone, the program has processed 1,389 community submissions, resulting in 462 official reports and 229 detailed log clearances, allowing residents to receive timely assistance without requiring an in-person response.

By leveraging virtual appointments and online reporting capabilities, the program has eliminated more than 4,697 miles of deputy sheriff travel in the Palmdale area, generating an estimated $38,233.58 in cost savings and cost avoidance through reduced fuel consumption, vehicle usage, and maintenance-related wear and tear. Additional savings, while difficult to quantify, have been realized through the effective use of deputy sheriff personnel with temporary work restrictions or limitations that prevent field deployment, enabling them to continue providing valuable public services in a virtual capacity.

By streamlining the handling of non-emergency incidents, the program improves public access to services while allowing field personnel to remain focused on higher priority calls for service.

Requests for funding for any further expansion, beyond what current resources will permit, would need to go through the County's annual budget process. Departmental budget requests are prepared and submitted for consideration to the CEO annually.

Pursuant to California Government Code Section 29040, each budget submission should include a base budget and an official budget request reflecting critical and unmet needs.

Any new requests for funding a program expansion can be revisited during the County's annual budget process and considered along with requests from other departments and Board priorities.

RECOMMENDATION NO. 1.3
LASD should outsource the background process and find other internal opportunities for the staff members currently assigned to this process.

RESPONSE
Agree. The CEO and LASD confirm that this recommendation is currently being implemented. LASD is working to bring on a contractor to supplement background checks for LASD, which would add more bandwidth on top of the background checks already performed by LASD staff.

LASD also agrees with this recommendation and recognizes the importance of analyzing ways to expedite the background process and onboard as many deputy sheriff personnel as possible. Finalizing the process with this contractor will assist in clearing the backlog of background cases being processed. The overall goal of this is to reduce the number of personnel vacancies in LASD, as well as to secure sufficient staffing for upcoming major events, such as the 2027 Super Bowl (for the National Football League) and the 2028 Summer Olympic Games.

RECOMMENDATION NO. 1.4
The Civilian Oversight Commission should have its own independent legal staff. County Counsel should not be involved in recommending or selecting outside counsel for the COC.

RESPONSE
Disagree. While the CEO understands that there are concerns about perceived conflicts of interest, under Article VI, Section 21 of the County's Charter, County

Counsel is exclusively charged with providing legal advice and representation to the Board and its departments, officials, and commissions, including the COC, in all matters and questions of law pertaining to their duties. A change to the County Charter requires a vote by County voters. The CEO believes that County Counsel has addressed the perceived conflict of interest by having separate attorneys representing LASD and the COC and appropriate ethical walls in place to provide legal advice and representation to LASD, the COC, and a multitude of other departments and public officials. Further analysis would be needed to identify any additional alternative actions that could be taken to further address this concern.

RECOMMENDATION NO. 1.5

Restructure the COC to allow stronger independence and reduce the overlap in reporting structures:

- County Counsel is conflicted in equally representing the BOS, LASD and the Sheriff Civilian Oversight Commission. Accordingly, we recommend:
  - COC would have its own legal staff, i.e., no longer represented by County Counsel.
  - No use of Pro Bono Counsel representation (paid only).
  - Office of OIG would be under the COC.
  - To avoid the cancellation of the Sybil Brand Commission and the perception of overlapping duties ($40,000 annual budget), it would be moved under the COC.

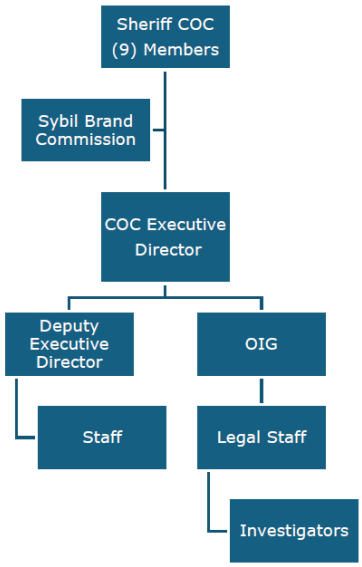

Figure 4 Proposed Restructuring of LASD Civilian Oversight

RESPONSE

Partially disagree. COC is an advisory body to the Board of Supervisors. Therefore, there is no conflict with County Counsel representing both the Board, LASD, and the COC, because the COC is a subordinate entity to the Board.

While our understanding is that such a proposed structure would include requesting independent counsel, under Article VI, Section 21 of the County's Charter, County Counsel is exclusively charged with providing legal advice and representation to the

Board and its departments, officials, and commissions, including the COC, in all matters and questions of law pertaining to their duties. A change to the County Charter requires a vote by County voters. The CEO believes that County Counsel has addressed the perceived conflict of interest through having separate attorneys representing LASD and the COC and appropriate ethical walls in place to provide legal advice and representation to LASD, the COC, and a multitude of other departments and public officials. It is worth noting, in fact, that in the event of an actual conflict, it is the elected sheriff that gets separate independent counsel pursuant to State law, not the Board or the COC.

The CEO believes that additional analysis would be needed to better understand the potential impacts this proposed restructuring would have on operations.

RECOMMENDATION NO. 1.6
We recommend that "Meet and Confer" issues with the unions are limited to labor issues and not State law (e.g., AB 847, access to law enforcement personnel records). Additionally, we strongly recommend that the process is completed within 60 days and not allowed to drag on for extended periods of time.

RESPONSE
Disagree. The CEO and LASD agree that this recommendation will not be implemented. State law governing labor issues, including the "Meet and Confer" process, must be followed. Additionally, negotiations for anything that impacts union members must be done in good faith.

LASD must follow State law in this area which includes the impact laws and policies may have on its members. LASD cannot place time limits on the process, as it must engage in fair bargaining practices with its labor unions. LASD has and must continue to follow State law with respect to the meet and confer process, and will follow the advice of counsel in this regard.

For example, in a recent case, the court ruled that "the County has an obligation under [California law] to bargain with the Association for Los Angeles Deputy Sheriffs for the significant and adverse effects from the implementation of Penal Code Section 13670(b)," which the County had claimed exempted it from bargaining. The court also found that the "County provides no authority that it need not bargain over the significant and adverse effects of complying with a new state law setting forth a ground for discipline. Nor does it provide any rationale that would excuse such effects bargaining."

On appeal, the Appellate Court agreed with the lower court's finding and stated that: "We agree with the trial court that, '[t]here is a difference between meeting and conferring over the adoption of Penal Code section 13670 and the [County's] decision to conduct an investigation - which is clearly a managerial decision - and the effects of a policy directing the ... [d]eputies to an interview pursuant to that statute. The [County's] decision to implement Penal Code section 13670 is not subject to bargaining, but the effects of that decision and the manner in which the County implements that decision are."'

Additionally, time limits on the completion of the meet and confer process could, in and of itself, give rise to the argument that the County is not negotiating in good faith and that the process is tainted by time restrictions and duress on behalf of the

unions. State law requires that the agency and the employee organization must engage in good-faith efforts to reach agreement over matters within the scope of representation. State law requires genuine effort to negotiate and a time limit on this process undermines the effort.

RECOMMENDATION NO. 1.7
The Department needs to be more proactive regarding internal versus external institutional change, in part, by being open to new approaches and listening to new voices.

RESPONSE
Agree. The CEO and LASD confirm that this recommendation has already been implemented and will continue to be implemented. LASD also agrees that meaningful institutional change requires engagement with diverse stakeholders, openness to new perspectives, and a commitment to continuous improvement.

LASD actively collaborates with a broad range of oversight bodies, commissions, community organizations, advocacy groups, faith-based organizations, and members of the public to ensure diverse viewpoints are considered in LASD operations, policy development, training, and community engagement efforts.

Examples include: active collaboration with the COC, Office of Inspector General, Sybil Brand Commission, County LGBTQ+ Commission, Human Relations Commission, and numerous community-based organizations and advisory groups. Through these partnerships, LASD regularly participates in public meetings, listening sessions, community forums, facility visits, policy discussions, and stakeholder engagement efforts designed to improve transparency, accountability, constitutional policing, and public trust.

The CEO confirms that LASD has made structural changes, including establishing the Office of Constitutional Policing, and shifted its culture in recent years to better listen and respond to outside voices and to enact institutional change. LASD also proactively convenes and participates in advisory groups, town halls, listening sessions, and stakeholder meetings to gather feedback and inform policy, training, and operational practices.

LASD has made itself directly available to the CGJ upon request, facilitating tours and meetings to provide Grand Jurors with firsthand insight into LASD operations, facilities, and ongoing initiatives.

LASD routinely responds to requests for information from oversight entities, proactively shares information regarding LASD operations, and seeks stakeholder input on policies, training initiatives, and emerging public safety issues. Recent examples include community engagement efforts related to the Prison Rape Elimination Act, immigration-related issues, military equipment, constitutional policing initiatives, accountability-related community forums, LGBTQ+ outreach, and other topics of public interest.

LASD remains committed to fostering meaningful partnerships, listening to community concerns, and incorporating diverse perspectives into its ongoing efforts to strengthen public safety, service delivery, and public trust. The CEO and LASD recognize that it is an ongoing effort that LASD will continue to actively pursue.

RECOMMENDATION NO. 1.8
We recommend that the new jail location be in close proximity to the Inmate Reception Center, the downtown courthouse, and the Los Angeles General Medical Center. What is not acceptable is the continued delays in resolving this issue.

RESPONSE
Partially disagree. The CEO and LASD believe that additional analysis in the next six months and beyond is needed to be able to implement this recommendation, and the assessment should be part of a facility master planning effort.

Sheriff Robert Luna, along with his entire leadership team, is actively engaged in the development of a Community Care Center, which is a facility that can address the long-term medical needs of holds inmate-patients in the least restrictive environment possible within a secure facility according to the patients clinical needs and in-custody behavior. If developed and implemented, this would be the only facility within the County jail system ever designed and built specifically to serve the medically fragile, those with substance use disorders, and those with serious mental illness.

The specific location of such a facility has not been determined, and additional County partners would be part of that decision-making process. However, the CEO agrees that consideration should be given to proximity to courthouses and issues related to ease of transportation access.

RECOMMENDATION NO. 1.9
LASD should offer paid daycare services for candidates attending the LASD STARS Academy, which is currently arranged between candidates with babysitting challenges.

RESPONSE
Partially disagree. The CEO and LASD agree that offering benefits and incentives to new recruits and current employees is important for effective hiring and retention purposes. This is especially true when it comes to recruits and employees who are starting families and frequently have limited support for the challenging schedules that are needed to support the community's public safety needs.

However, the CEO and LASD disagree with the recommendation in that it is unclear whether this proposal is the most effective method to achieve LASD's hiring and retention goals. Additional analysis in the next six months and beyond is required to evaluate whether this proposal would be the most effective.

LASD is continually reviewing what incentives and approaches work best to recruit new hires, and recruitment and hiring numbers have continued to improve for the last two years. This recommendation would have a very significant cost to implement, and it is not feasible for LASD to provide full daycare services at no cost. It is important to note that academy trainees are County employees and have access to a dependent care spending account to help with child support costs.

The current budgetary restraints the County is facing have presented a challenge to the enhancement of any employee benefit programs. Labor negotiations for LASD sworn employees are ongoing, so expansion of benefits to academy students before

existing sworn employees have an updated labor contract in place has the potential to adversely impact morale.

RECOMMENDATION NO. 1.10
LASD should consider offering signing bonuses, as it also monitors other benefits offered by competing law enforcement agencies.

RESPONSE
Partially disagree. The CEO and LASD confirm that this recommendation has been previously considered and implemented, where possible. LASD continually reviews what incentives and approaches work best to recruit new hires, and recruitment and hiring numbers have continued to improve for the last two years. While a signing or other pay bonus has been considered in the past and should always be considered as a possibility, such bonuses have not always shown themselves to be effective, such as with the City of Los Angeles Police Department, and they are often not financially feasible.

While LASD agrees that offering benefits and incentives to new recruits, and current employees, is important for effective hiring and retention purposes, any expansion of benefits to incoming academy students before the expansion of such benefits to existing employees needs to be carefully weighed against other potential concerns, including the potential adverse impacts to the morale of existing employees that could occur.

The CEO concurs that current budgetary restraints the County is facing have presented a challenge to the enhancement of any employee benefit programs. Labor negotiations for LASD sworn employees are ongoing, so expansion of benefits to academy students before existing sworn employees have an updated labor contract in place has the potential to adversely impact morale.

LASD believes additional cost-benefit analysis is required to determine whether such benefits are the most effective way to make significant impact in this area. Each month, hundreds to over one thousand candidates apply for sworn positions in LASD. As such, the potential effectiveness of this proposed program and its ability to attract additional candidates beyond the applications currently received would have to weighed against the budgetary impact such a benefits program would have.

RECOMMENDATION NO. 1.11
The aging condition of equipment (helicopters, vehicles, and inmate transport buses) directly impacts the quality of legal services or medical treatment offered to inmates in custody. This "downstream impact" needs to be factored into budget priorities by the LA County Board of Supervisors.

RESPONSE
Agree. The CEO confirms that this recommendation has been implemented. The importance of replacing aging vehicles is already factored into budget priorities and there have been tens of millions of dollars invested in transportation buses in the last couple of years to improve inmate transportation, particularly with transportation to court dates.

The County will continue to work on the assessment of LASD's transportation needs in the next six months and beyond, including further analysis on the purchase of new helicopters.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS; DEPARTMENT OF CHILDREN AND FAMILY SERVICES; DEPARTMENT OF MENTAL HEALTH

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
LOS ANGELES COUNTY FOSTER CARE

SUMMARY (**REPORT 2**)
"This report is concerned with the foster care system in the County of Los Angeles (County), in response to news reports about the abuse claims settlement. The report covers the significant reforms that have occurred within the foster care system in response to lawsuits and outside scrutiny. The report also makes recommendations that seek to support the commitment to quality and continuous improvement that exist within the Department of Children and Family Services (DCFS) and the Department of Mental Health (DMH)."[2]

CIVIL GRAND JURY FINDINGS

FINDING NO. 2.1
The public has a negative impression of the foster care system and DCFS, mostly driven by adverse and sensationalized media coverage of events and lawsuits.

RESPONSE
Agree.

FINDING NO. 2.2
DCFS, in partnership with other government agencies, has made great progress in improving the foster care system. Many organizations involved in child welfare, including DCFS, have taken a critical look at foster care. Several initiatives came out of these reviews resulting in significant improvements in the care and support of children, families, and workers in foster care.

The Foster Care Committee commends the leadership of DCFS, DMH, and other government agencies in their efforts to provide more and better ways of keeping children safe at home and helping children and families in foster care heal and thrive.

RESPONSE
Agree.

FINDING NO. 2.3
Los Angeles County has been plagued by expensive civil lawsuits and remains vulnerable.

[2] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Los Angeles County Foster Care, pp. 93-146.

Plaintiff lawyers looking for ways to make money off the foster care system can look for a child who was in foster care, pay $435 in filing fees, and have the possibility of receiving millions of dollars in compensatory and punitive damages for their client and themselves.

Mass settlements of class action claims, covering years of alleged abuse, while intended to manage financial exposure, are fertile arenas for fraudulent or unsubstantiated claims. Los Angeles County has spent billions of dollars on settlements, diverting critical financial resources which could otherwise be used to benefit children/families in foster care and other county agencies.

RESPONSE
Agree.

FINDING NO. 2.4
FFAs' inability to pay expensive liability premiums may cause more closures.

Unless additional government funding is available to help FFAs pay for liability insurance, more FFAs may be forced to stop supporting resource families. When this happens, children placed with the FFAs' foster families will have to be transferred to another foster family or to a DCFS foster family, causing more trauma for the children and straining the foster care system.

Although FFAs are outside of this Committee's jurisdiction, our concern is that a critical link in the foster care system may be in jeopardy if the FFAs' inability to pay insurance premiums causes more FFAs to close their resource family operations.

RESPONSE
Agree.

FINDING NO. 2.5
Community-based organizations are helpful in keeping children at home. Children who would otherwise be sent to foster care are able to stay home with their families because of the additional help they provide. DCFS has effectively partnered with these organizations to provide support services needed by children and families in foster care.

RESPONSE
Agree.

FINDING NO. 2.6
Finding foster families for teenagers and children with special needs is a challenge. Infants and children up to pre-teen are usually placed with relatives, adopted or easily placed with foster families. Unfortunately, foster families are less willing to accept teenagers and children/youth with special needs, behavioral issues, dealing with substance abuse, or identify as LGBTQ+.

RESPONSE
Agree.

FINDING NO. 2.7
Racial disparity poses a challenge, especially with Black and Hispanic children. Proportionately, there are more Black and Hispanic children in foster care than the relative share of the Black and Hispanic population in Los Angeles County. This creates a challenge in finding resource families, social workers, and mental health clinicians of the same culture to care for and work with them.

When children are placed with foster parents who have no understanding of the child's culture, it makes the adjustment more difficult for both. Communication gaps and misunderstandings are more likely to occur. The same is true when social workers or mental health clinicians with no knowledge or exposure to the child's culture are assigned to work with them.

RESPONSE
Partially disagree. DMH strengthens cultural competence and workforce diversity through equitable recruitment practices, training, and documentation of cultural needs. Hiring decisions must remain merit based and consistent with County Civil Service Rules.

Additionally, DMH requires its staff and contractors to practice through a culturally humble lens. When cultural or linguistic needs are present, DMH requires documentation of those needs and a plan to address them. Cultural consideration may include race, ethnicity, religion, spirituality, gender, sexual orientation, and other personally expressed identity factors.

DMH also provides a variety of training sessions that emphasize cultural awareness. DMH is required by the Culturally and Linguistically Appropriate Services (CLAS) standards and the Medi-Cal requirements to provide effective, equitable, culturally respectful services to diverse community members, including low-income families. DMH further supports these efforts by providing a variety of training sessions that emphasize cultural awareness.

FINDING NO. 2.8
Child fatalities due to neglect or abuse still occur despite all the improvements in foster care. Although it is commendable that child fatalities have significantly gone down over the years, the number to strive for will always be zero; however, it's an unrealistic expectation that all human error, which may result in tragic consequences, can be eliminated. The Committee believes current and future improvements in foster care will continue to further reduce preventable child fatalities.

RESPONSE
Agree.

FINDING NO. 2.9
A number of today's youth in foster care are more knowledgeable of their rights. They may try to influence various aspects of their care and treatment, which may result in unintended negative consequences.

RESPONSE
Agree.

FINDING NO. 2.10
Hiring and retention of social workers is a challenge among FFAs. This is not a problem with DCFS.

RESPONSE
Agree.

FINDING NO. 2.11
Some DCFS and DMH managers/supervisors cannot empathize with their field staff, which causes frustration and limits the ability of those workers to provide a higher quality of care for the child.

The job of working with children in foster care can be demanding and challenging for both DCFS social workers and DMH clinicians. Throughout the years, the demands and regulatory aspects of the job have changed significantly, and the attitudes and expectations of children/youths have changed. Our interviews revealed that, in some instances, DCFS supervisors/managers who have not done field work in recent years may not fully understand what their staff face in the field. Similarly, supervising DMH clinicians, who have not done field work recently, could not relate to what field clinicians deal with every day.

RESPONSE
Partially disagree. Existing DCFS departmental policy already requires Supervising Children's Social Workers (SCSWs) to make periodic field visits in the company of their social workers.

Pursuant to Management Directive 09-11, Standards for SCSWs (Rev. 04/23/2026), SCSWs are required to accompany Children's Social Workers (CSWs) during their home calls with client families on a periodic basis (no less than two occasions per year, per CSW) to provide guidance and learning opportunities for the CSW in their fieldwork practice, with the SCSW documenting the contact in the Child Welfare Services/Case Management System (CWS/CMS) database and in the CSW's annual Performance Evaluation.

DCFS agrees that managers and supervisors benefit from periodic exposure to field work to maintain a current understanding of practice realities, workload demands, safety considerations, and the challenges experienced by field staff. Regional Managers may direct Assistant Regional Managers to accompany staff on field visits, as appropriate, to support practice, provide guidance, and maintain familiarity with field operations.

In addition, at least one regional office has implemented quarterly field visits for designated leadership staff, providing opportunities to observe work conducted in resource family homes, relative caregiver homes, family homes, and other community-based settings, consistent with the recommendation's inclusion of foster homes, Foster Family Agencies (FFAs), and children in their parents' or relatives' homes.

Most DMH managers and supervisors have delivered field-based services in the past, even though they may not be delivering field-based services currently, and they are familiar with the complexities of service delivery. These DMH managers and supervisors regularly handle complex cases, such as working with children or

parents in clinical crisis, completing assessments, conducting psychological testing, attending Child and Family Team meetings, or accompanying staff in the field.

FINDING NO. 2.12
DMH clinicians in Antelope Valley and the Inner City have higher caseloads and are more susceptible to burnout because of a shortage of field clinicians in these locations. Most clinicians prefer to work in other locations due to the distance of their homes from Antelope Valley, and they prefer fewer complex cases than the ones at Inner City offices.

RESPONSE
Partially disagree. DMH conducts analyses of service needs to enable contracting for additional services. This allows contractors to expand their service capacity, and, when needed, DMH has implemented programs to address shortages or complex cases, ensuring access to services in Antelope Valley and Inner City.

Based on the Behavioral Health Transformation Initiative, for Fiscal Year (FY) 2026-27, DMH is moving toward greater parity between the services and caseloads of DMH's directly operated clinics and those of DMH's contracted providers. This is contrary to this finding that there are higher caseloads and more complex cases in the Antelope Valley and Inner Cities.

FINDING NO. 2.13
There is limited knowledge and use of non-traditional therapies. Mental health clinicians typically use traditional therapies like Cognitive Behavior Therapy (CBT) in foster care. However, there is a significant variance in the use of non-traditional therapies because not all mental health clinicians are trained in such modalities.

RESPONSE
Disagree. DMH is the Local Mental Health Plan, the entity that enters into an agreement with the State of California's (State) Department of Health Care Services (DHCS), under the State Contract, to arrange for and/or provide specialty mental health services within the County.

Specialty Mental Health Services (SMHS) consists of Rehabilitative Mental Health Services, which include mental health services, medication support services, intensive care coordination, intensive home-based services, day treatment intensive, crisis intervention, psychiatric health facility services, peer support services, psychiatric inpatient services, and some evidence-based practices.

For example, yoga is considered a non-traditional therapeutic service. However, DMH is not required to train mental health professionals in yoga because it is not an approved service by DHCS and is not within the mental health professionals' scope of practice.

DMH does contract with community-based organizations (CBOs) that deliver non-traditional services as an adjunct to SMHS. There are also opportunities to fund non-traditional services or more culturally specific services through flex funds or case rate dollars allocated to the contractors.

FINDING NO. 2.14
While current technology is helpful, there remains a lag in the exchange of information regarding diagnoses, therapies, treatments, progress reports, and legal rulings. More efficient access to information and data exchange is still needed.

RESPONSE
Agree.

FINDING NO. 2.15
DCFS and DMH use too many acronyms in verbal and written communication with the public, which creates confusion, misunderstanding, and frustration.

RESPONSE
Partially disagree. While there are numerous acronyms used, there have been efforts to help create better understanding and reduce confusion.

For instance, while DCFS agrees with this finding, DCFS has been deliberate in shifting to the use of plain language and spelling out acronyms on first reference, in recognition of the importance of using accessible language in external communications.

However, despite these efforts, some child welfare terminology remains in use for those who work in the field. In response, DCFS has added resources to its website, including a glossary (https://dcfs.lacounty.gov/resources/glossary/) and trauma-informed journalism toolkit (https://www.ctipp.org/post/toolkit-trauma-informed-journalism), that are intended to introduce community members and news reporters to common child welfare verbiage and concepts.

CIVIL GRAND JURY RECOMMENDATIONS

RECOMMENDATION NO. 2.1
To improve the public's perception of DCFS and foster care, the Office of Strategic Communications of DCFS should implement a public communication strategy highlighting positive changes and outcomes in foster care, particularly personal success stories of children in foster care. Featuring success stories of celebrities and public figures who were in foster care either as a child or parent may serve to inspire children and families. Partnering with news agencies such as *Los Angeles Times* and *The Imprint* may ensure these positive stories get sufficient video and print coverage.

RESPONSE
Agree. This recommendation has been implemented and continues to be implemented. Since 2020, DCFS' Office of Strategic Communications has attempted to enhance its public image by way of its website (https://dcfs.lacounty.gov/), social media channels (Facebook: https://www.facebook.com/lacountydcfs; Instagram: https://www.instagram.com/lacountydcfs) and "DCFS at Work," an external newsletter issued monthly to more than 30,000 subscribers including community members and news reporters.

Newsletter stories include profiles on former foster youth achieving notable feats such as Mycia Terry (https:/dcfs.lacounty.gov/wp-content/uploads/2021/07/DCFS-

at-Work-Vol-2-Ed-14.pdf) who graduated magna cum laude from Lane College in Tennessee (July 2021), and Davina Hill (https:/dcfs.lacounty.gov/wp-content/uploads/2022/03/DCFS-at-Work-Vol-3-Ed-3.pdf), now a DCFS Children's Social Worker (March 2022).

In 2024, DCFS welcomed actor Tiffany Hadish (https://dcfs.lacounty.gov/celebrating-the-class-of-2024/), a former foster youth, to Scholarship Extravaganza, an annual graduation ceremony for young people pursuing higher education.

Additionally, DCFS has regularly worked with "The Imprint," an online news publication focused on child welfare and juvenile justice issues, to demystify shifting State trends (https://dcfs.lacounty.gov/the-number-of-children-in-los-angeles-county-foster-care-has-plunged-the-imprint-set-out-to-discover-why/); uplift impactful programs for children, youth, and families (https://dcfs.lacounty.gov/a-ymca-membership-for-every-older-foster-youth/); and provide timely updates on topics of public interest (https://dcfs.lacounty.gov/hundreds-of-los-angeles-foster-youth-uprooted-as-the-los-angeles-wildfires-rage-on/).

DCFS has routinely worked with reporters from *Los Angeles Times* on such issues as responding to records requests and providing timely information and context on complex issues. DCFS will continue to work on strengthening its engagement with the news outlet.

DCFS is also in the process of developing a landing page on its website that documents the evolution of the County's child welfare system and chronicles more than two decades of reforms, to correct misinformation and address misperceptions.

RECOMMENDATION NO. 2.2.1
To prevent expensive lawsuits, protect itself against fraudulent lawsuits, and reduce settlement costs:

2.2.1. DCFS should ensure case managers receive timely notifications of events in their cases such as, but not limited to, court orders, new diagnoses, therapy treatments, etc., so they can promptly review and make correct and timely decisions.

RESPONSE
Partially disagree. DCFS confirms that this recommendation has been implemented and continues to be implemented. To help with the sharing of court orders, DCFS has Court Liaison CSWs working as "Court Officers" in Juvenile Dependency courtrooms alongside judicial staff in the Superior Court of California, County of Los Angeles.

Court Officers promptly relay important and time-sensitive information to field staff and ensure that messages are received by assigned workers and/or supervisors. Timely notification of case activity and events can help reduce fiscal exposure and mitigate potential losses.

However, because decisions at critical junctions are made in consultation with County Counsel, law enforcement, medical providers/experts, mental health

clinicians, and professionals from other pertinent disciplines, DCFS believes that meaningful and effective risk management is contingent upon every partner fulfilling assessment and communication obligations.

RECOMMENDATION NO. 2.2.2
To prevent expensive lawsuits, protect itself against fraudulent lawsuits, and reduce settlement costs:

2.2.2. Social workers and clinicians assigned to a case should be given easy access to a uniform system of reports, updates, and related important data so that every worker, of every skill level and skill set, is completing items that every other involved staff needs to know.

RESPONSE
Partially disagree. This recommendation has been implemented, but DCFS believes that it also requires further analysis within the next six months and beyond for further improvements. DCFS and DMH have collaborated to develop the DCFS portal, a mechanism for DCFS to submit referrals, along with all supporting documents, consents for mental health treatment, court reports, and orders, to the co-located mental health staff. Additionally, DCFS and DMH collaborated on the DCFS 179 Protected Health Information (PHI) form, which is the form that must be signed by the parents, caregivers, or the youth to authorize the release of information regarding the client's mental health.

Access to a uniform system of reports, updates, and related important data may help DCFS CSWs and the DMH clinicians to have a more integrated understanding of their cases. However, an inherent challenge with further establishing such a system are the confidentiality statutes and regulations designed to protect individuals' rights to privacy. For DCFS, Welfare and Institutions Code Section 827 protects the identity of "delinquents and wards" of the Juvenile Court and renders child welfare information confidential.

Similarly, DMH is bound by California Civil Code Section 56 et seq. and needs to adhere to other privacy requirements outlined in laws like the Health Insurance Portability and Accountability Act (HIPAA). The agencies may need both State and federal support to align systems and/or establish the requisite level of reciprocity for optimal information sharing.

DMH agrees with the finding that clinicians should have a uniform system for reports, updates, and key data so that every worker can complete their tasks. However, DMH staff and contractors must adhere to HIPAA, which safeguards clients' identifiable health information, known as PHI, including medical records, test results, and any information that can identify a client and their health issues. Mental health and health information may not be shared with DCFS unless the parent, caregiver, or youth authorizes the release of specific information about their treatment.

RECOMMENDATION NO. 2.2.3
To prevent expensive lawsuits, protect itself against fraudulent lawsuits, and reduce settlement costs:

2.2.3. Social workers should ensure sufficient documentation of necessary information, establishing their due diligence and legal compliance.

RESPONSE
Agree. DCFS and DMH both have implemented this recommendation and it continues to be implemented. The CSWs from DCFS' Assembly Bill (AB) 218 Litigation Team conducted reviews and analyses of cases to determine merit and legitimacy and will share what was learned from these efforts. They will also serve as "ambassadors" of the lessons that were learned. Documentation issues and trends from ongoing litigation matters, as well as documentation practice tips, will also be shared with child welfare services leadership as part of this campaign.

Additionally, DMH implemented this recommendation on July 2, 2026, for its staff and contractors by revising and releasing the Short Doyle/Medi-Cal Organization Provider Manual for Specialty Mental Health Services. This manual provides information on documentation of service delivery. In addition, DMH offers training in clinical documentation.

RECOMMENDATION NO. 2.3.1
To verify the accuracy of allegations in potentially fraudulent class action lawsuits and the validity of mass settlement claims:

2.3.1. The Litigation Department of DCFS should partner with the LACO District Attorney's office to create a credibility checklist identifying factors, conditions, and circumstances to substantiate the validity of claims.

RESPONSE
Partially disagree. This recommendation requires further analysis in the next six months and beyond. DCFS could partner with the County's District Attorney's Office (DA) to develop a checklist of credibility factors, conditions, or circumstances to use when evaluating the accuracy of allegations within class action lawsuits or mass settlement claims. However, this should be done on a case-by-case basis, and only after a comprehensive case analysis is completed to determine whether a checklist would be helpful to determine allegation validity and legitimacy.

The AB 218 litigation cases were unique in that the legislation extended the statute of limitations and revived historic cases, with some alleged incidents of abuse occurring decades prior to the establishment of DCFS as an independent agency. The absence of case records and challenges with record retention made it very difficult to confirm or negate numerous claims of abuse. In such cases, having a checklist would not have altered the situation for DCFS.

RECOMMENDATION NO. 2.3.2
To verify the accuracy of allegations in potentially fraudulent class action lawsuits and the validity of mass settlement claims:

2.3.2. The credibility checklist should be shared with law enforcement agencies when fraud is evident.

RESPONSE
Agree. This recommendation requires further analysis in the next six months and beyond. The legal teams for the County and DCFS (both County Counsel and

contract attorneys) and the DA would need to further analyze such information sharing, given the sensitivity and confidentiality of case information.

RECOMMENDATION NO. 2.4.1
To address the shortage of DMH mental health clinicians:

2.4.1. Have foster children receive treatment in field offices whenever it can be arranged, or through video/phone (telehealth) when telehealth can be as effective as in-person treatments, such as for teenagers or youth. This allows clinicians to spend more time providing mental health services rather than driving to different locations.

RESPONSE
Agree. This recommendation has been implemented. DMH implemented telehealth services during the COVID pandemic, and these services have been available since then. DMH currently uses the VSee platform, a secure telehealth solution designed for remote mental health treatment. VSee is recognized for its HIPAA compliance.

Additionally, all field-based clinicians are provided with laptops, hotspots, and cell phones to deliver services anywhere in the County. This allows clinicians to spend more time providing mental health services rather than driving to different locations.

RECOMMENDATION NO. 2.4.2
To address the shortage of DMH mental health clinicians:

2.4.2. Encourage more mental health clinicians to work in locations where there is a shortage by providing incentives such as higher pay, bonuses, subsidized transportation, and student loan payments.

RESPONSE
Agree. This recommendation continues to be implemented. However, all monetary incentives, including higher pay, bonuses, and student loan repayment programs, must be negotiated with the appropriate labor partners before implementation. County departments, including DMH, cannot unilaterally establish or modify pay incentives.

Depending on the job classification, DMH currently provides several monetary incentives, including, but not limited to, field assignment bonus, Alternative Crisis Response recruitment/retention bonus, call back, shift differentials, standby, advanced educational degree bonus, student loan repayment programs, and other such incentives. DMH will continue to explore additional options through the collective bargaining process.

While DMH does not offer transportation subsidies, the County does offer the Commuter Benefits Program, which allows employees to set aside pre-tax dollars to pay for work-related commuting expenses, such as bus or rail passes or transit vouchers, Metrolink passes, Transit Access Pass Care, vanpool fees, and parking.

RECOMMENDATION NO. 2.4.3
To address the shortage of DMH mental health clinicians:

2.4.3. Prevent burnout and reduce attrition by decreasing the number of caseloads per clinician and implementing a maximum number of assigned cases per clinician. This may require transferring cases to other offices, contracting with more third-party service providers, or hiring more clinicians in certain locations.

RESPONSE
Agree. This recommendation has been implemented. For FY 2026-27, DMH has revised and created Program Service Exhibits and Specialty Service Exhibits.

The revision of these exhibits aims to reduce and realign caseloads for clinicians both within DMH and among contractors. DMH will monitor the new exhibits to identify gaps in services or staff at various locations.

RECOMMENDATION NO. 2.5.1
To increase the effectiveness of mental health treatments, train DMH clinicians in the use of non-traditional therapies such as Infant Massage, Parent Child Interaction Therapy, and creative arts therapies (i.e., art, music, play):

2.5.1. Assign DMH clinicians who are experienced in specific non-traditional therapies to train other clinicians in field offices that would benefit from it. For example, ask DMH clinicians with expertise in Infant Massage to train clinicians in offices with more infants in their care.

RESPONSE
Partially disagree. DMH is responsible for delivering Specialty Mental Health Services (SMHS), as required by DHCS, a State entity. Non-traditional services are provided through contractors when needed and are funded by non-Medi-Cal sources.

Infant Massage is a non-traditional therapy, and training is offered through a vendor who specializes in this area. Unfortunately, Infant Massage does not offer a training-the-trainer model.

Parent-Child Interaction Therapy is an evidence-based practice approved by DHCS, and as such, it is not a non-traditional therapy. DMH offers a train-the-trainer option and delivers this training internally.

Currently, DMH partners with numerous CBOs that provide non-traditional practices, and seeks out additional CBO partnerships, as necessary. These contracted CBOs bring valuable community expertise, cultural knowledge, and trusted relationships that can support service delivery in ways that are meaningful and accessible to families.

DMH secures contracts with CBOs to deliver training, as needed. This allows for implementation of the concepts behind this recommendation through alternative means. DMH will continue to work collaboratively with its contracted provider network to identify opportunities to strengthen access to non-traditional and community-defined practices.

RECOMMENDATION NO. 2.5.2
To increase the effectiveness of mental health treatments, train DMH clinicians in the use of non-traditional therapies such as Infant Massage, Parent Child Interaction Therapy, and creative arts therapies (i.e., art, music, play):

2.5.2. Hire outside experts in non-traditional therapies to provide group training or send clinicians to classes, potentially as part of their continuing education credit.

RESPONSE
Agree. This recommendation has been implemented, in part. DMH contracts with CBOs who specialize in delivering non-traditional therapies and can offer training, as needed. However, not all non-traditional therapy training meets the threshold for clinicians to receive continuing education credits.

DMH supports access to specialized training opportunities, such as neurofeedback, when appropriate and aligned with program needs, clinical practice standards, and available resources. These trainings help expand clinician knowledge, build specialized competencies, and support the delivery of developmentally appropriate and responsive services across the DMH system of care.

DMH assesses workforce training needs each year and identifies opportunities to support clinicians in obtaining relevant training or certification to enhance service quality, strengthens early intervention efforts, and improve outcomes for children, youth, and families.

RECOMMENDATION NO. 2.5.3
To increase the effectiveness of mental health treatments, train DMH clinicians in the use of non-traditional therapies such as Infant Massage, Parent Child Interaction Therapy, and creative arts therapies (i.e., art, music, play):

2.5.3. Make non-traditional therapy training available for clinicians to learn at their convenience.

RESPONSE
Partially disagree. DMH already offers and supports various training opportunities for clinicians, and under California Advancing and Innovating Medi-Cal (CalAIM) payment reform, provider training costs are embedded in service rates.

DMH relies heavily on its contract CBOs to provide non-traditional services, as they are trusted members of the communities they serve and bring cultural knowledge, community relationships, and specialized expertise that help ensure services are delivered in a responsive and accessible manner. Additionally, providers can use client support funds to provide non-traditional services to clients.

RECOMMENDATION NO. 2.5.4
To increase the effectiveness of mental health treatments, train DMH clinicians in the use of non-traditional therapies such as Infant Massage, Parent Child Interaction Therapy, and creative arts therapies (i.e., art, music, play):

2.5.4. Keep track of the relevance and effectiveness of non-traditional therapies to determine whether they should be part of standard training for clinicians, and to use as evidence of efficacy when asking for additional funds for training.

RESPONSE
Agree. This recommendation has been implemented. DMH is currently monitoring several non-traditional services.

DMH will continue to work collaboratively with its contracted, non-traditional provider network (e.g., Wolf Connection, Friends of the Children, Creative Wellbeing, Prevention and Aftercare, Community Family Resource Centers, United Mental Health Promoters, and other such providers) to identify opportunities to strengthen access to non-traditional and community-defined practices.

RECOMMENDATION NO. 2.6.1
To encourage more resource families to care for teenagers and children with special needs:

2.6.1. Provide incentives and additional support to the families, such as respite care, hosting local support group meetings, hosting teenagers' night outs, and providing mentors for the parents.

RESPONSE
Agree. This recommendation has been implemented and continues to be implemented. DCFS currently provides incentivized rates and additional support to resource parents caring for children with special needs.

Every resource parent caring for dependent children in their home is assigned a Resource Family Support (RFS) CSW. This RFS CSW provides ongoing support and refers families to available resources such as support groups, respite care, resource appreciation events, and tangible items that help meet the needs of children and caregivers.

In addition to these services, relative caregivers have additional access to Relative Support Services, a contract that uses CBOs to provide a variety of services, including parent mentors, recreational events for youth and families, tangible goods such as beds, and one-time monetary assistance. There are also other services available that are designed to strengthen and support relative caregivers and the children in their care.

All dependent children and youth in care are assessed based on their needs and resource families receive compensation for care based on the dependent child's Level of Care (LOC) assessment. DCFS also offers two programs for placement of youth with special needs: Therapeutic Shelter Homes (TSH) and Intensive Services Foster Care (ISFC).

TSH provide short-term placements for youth who require a structured and supportive environment to stabilize and heal. The goal of the TSH placements is to help youth achieve stabilization so they can transition to a traditional resource family home. The ISFC provides intermediate-term placements for youth with serious emotional and behavioral needs.

Both the TSH and ISFC resource parents receive higher incentivized rates and support such as an additional assigned social worker and support from CBOs, including 24-hour support. All resource parents and youth in care also have access

to the Family Urgent Response System (FURS), a 24/7 program that provides immediate help during a crisis. FURS includes trained mobile response teams that can arrive in person, often within an hour, to assist families during a crisis.

RECOMMENDATION NO. 2.6.2
To encourage more resource families to care for teenagers and children with special needs:

2.6.2. When people apply to become foster parents, whether through DCFS or FFAs, let them know about the greater need for families to foster teenagers and children with special needs. Inform them of relevant incentives and additional support available for these types of placements.

RESPONSE
Agree. This recommendation has been implemented and continues to be implemented. DCFS currently provides prospective foster parents with information about incentivized rates and additional support for these types of placements.

The Outreach and Recruitment Unit within the Resource Family Approval Division (RFA) advances the goal of recruiting resource families for teenagers and children with special needs by providing relevant information during community outreach and recruitment activities. This encouragement continues in the mandatory RFA Orientation training, where prospective resource families are actively urged to consider fostering this population.

RFA conducts targeted recruitment activities in collaboration with other DCFS specialized programs such as Medical Case Management and Deaf Units.

Resource family applicants are informed of additional support available for fostering teenagers and children with special needs during outreach activities, the mandatory initial RFA Orientation, and through the RFA pre-approval training sessions.

These supports include, but are not limited to: LOC, Special Care Increment (SCI), FURS, Mental Health Specialty referrals, and Adoption Promotion and Support Services (APSS).

RECOMMENDATION NO. 2.6.3
To encourage more resource families to care for teenagers and children with special needs:

2.6.3. Provide online foster family applicants with a means to indicate their willingness to foster teenagers and/or children with special needs.

RESPONSE
Agree. This recommendation has been implemented and continues to be implemented. DCFS currently provides prospective foster parents with the opportunity to indicate their willingness to care for teens and/or children with special needs.

Form RFA01 currently requests that applicants indicate their preferred foster age range and whether they are open to accepting sibling sets.

In addition, RFA uses the "Resource Family Home Preferences" form, which is completed upon initial RFA approval and subsequently updated. This form captures the characteristics and populations applicants are willing to accept for placement, including age ranges (0–21 years old) and other factors such as medical or mental health challenges.

RFA will continue to explore additional opportunities to more readily identify applicants interested in fostering teenagers and children with special needs through the online application process.

RECOMMENDATION NO. 2.7
To inform resource families' care for foster youth, include a section in their training on how to recognize and respond to youths who try to influence various aspects of their care and treatment, which may result in unintended negative consequences. In addition, creating a local support group for foster parents of teenagers, or connecting them with one will provide those with an opportunity to share their experience and learn from each other.

RESPONSE
Agree. This recommendation has been implemented and continues to be implemented. DCFS currently provides prospective resource families with training on how to recognize and respond to youth who attempt to influence aspects of their care that may result in unintended negative consequences.

The RFA Pre-Approval training provided to prospective resource families provides relevant information about:

- Harm reduction (including information on how to access and use Narcan);
- Keeping children safe during visitation;
- Caring for Commercially and Sexually Exploited Children (CSEC);
- Specialty mental health services for children with complex care needs; and
- Sexual and reproductive health.

Local support groups and peer support opportunities are available through community organizations such as Fostering Unity and Faith Foster Family Network, among others.

RECOMMENDATION NO. 2.8
To further benefit from community involvement in foster care, inform local organizations about specific needs in their area. Many city/neighborhood councils, local civic organizations (i.e., Rotary, Kiwanis, etc.) and local faith-based organizations may not be aware of these needs. Reach out to local organizations individually or invite them to events intended to inform and recruit their assistance and turn public concern into practical solutions.

RESPONSE
Agree. This recommendation has been implemented and continues to be implemented. DCFS currently partners with community and civic organizations, including local faith-based organizations, to achieve this purpose.

RFA actively participates in recruitment opportunities with the DCFS Faith-Based Program to promote and recruit new resource families. These opportunities have

included engagement with community leadership, such as local mayors and council members.

For example, on April 29, 2026, RFA served on the planning committee for the "Breaking Bread Together" event held at the Youth Orchestra of Los Angeles, which was attended by the Mayor of Inglewood and local faith leaders. RFA also partners with the Foster ALL agency to reach individuals in the faith community to raise awareness and educate about the need for resource families.

Additionally, RFA maintains long-standing partnerships with local faith leaders whose congregations host RFA Orientations and/or RFA Resource Fairs, including Downey Calvary Chapel and Bethany Baptist Church.

RFA will continue to explore additional opportunities with local civic organizations, such as Rotary and Kiwanis Clubs, to enhance and broaden outreach, especially for teenagers, siblings, and children with special needs.

RECOMMENDATION NO. 2.9.1
To improve communication and understanding between all members of the resource family, including foster youth and involved agency workers, DCFS, DMH, and to shorten adjustment periods when there is racial disparity between a child and the foster family, social worker or mental health clinician assigned to care for the child:

2.9.1. Create or purchase short cultural awareness training modules for each specific culture as it becomes more prevalent in foster care. Each training module should go beyond cultural sensitivity and include practical information about a given culture, such as hair care for Black children, common foods and recipes, traditions, celebrated events, and family dynamics. The short training modules may be added to standard training when necessary. They should also be available online so foster families, social workers, and clinicians can learn at their convenience.

RESPONSE
Partially disagree. This recommendation has been implemented and continues to be implemented. DCFS currently uses the Relative Home Assessment Services (RHAS) contract, Foster Parent College (FPC), and Foster and Kinship Care Education (FKCE) programs to provide this training to resource parents.

DCFS supports the importance of cultural awareness and culturally responsive practices for children and youth in foster care and agree that building cultural awareness and understanding among resource families, CSWs, and clinicians is essential to creating supportive environments where children and youth feel seen, valued, respected, and connected. DCFS has implemented this recommendation through existing training programs and requirements.

The State RFA Written Directives require pre-service training for resource parents regarding "Cultural needs of children, including instruction on cultural competency and sensitivity, and related best practices for providing adequate care for children or youth across diverse ethnic and racial backgrounds as well as children or youth identifying as lesbian, gay, bisexual, or transgender." DCFS works with CBOs through the RHAS contract to provide this pre-service training.

Additionally, DCFS works with two other organizations (FPC and FKCE) that provide cultural training for resource parents. FPC provides web-based, on-demand trainings such as "Cultural Issues in Parenting" and "Supporting LGBTQ Youth in Care." FKCE has online and in-person classes related to parenting children of different ethnicities, including the importance of hair care for Black children. Both agencies are open to adding additional trainings, as needed, to meet the needs of resource parents.

DMH already offers multiple training sessions to address cultural awareness to increase knowledge and comfort when working with underserved youth and families. Topics include Black Fatherhood Engagement, Fortaleza de Pardes, and other such subject matter. DMH believes that such training modules do not necessarily need to be in a short format, as described in this recommendation. DMH will continue to collaborate with the UCLA Center of Excellence to assess needs and develop training sessions for staff and contractors.

RECOMMENDATION NO. 2.9.2

To improve communication and understanding between all members of the resource family, including foster youth and involved agency workers, DCFS, DMH, and to shorten adjustment periods when there is racial disparity between a child and the foster family, social worker or mental health clinician assigned to care for the child:

2.9.2. When foster families, social workers, and clinicians have limited or no knowledge about the culture of the child in their care, they should be required to take the cultural awareness training.

RESPONSE

Agree. This recommendation has been implemented and continues to be implemented. DCFS requires resource parents to take cultural awareness training as part of the pre-approval training to become a resource parent. Additional training in this area is available when requested or when deficiencies are noted for the resource family.

All approved resource parents with children placed in their home are assigned to a RFS CSW. This RFS CSW is responsible for providing ongoing monitoring and support to help the resource family better meet the individual needs of children and youth in their care.

Resource parents may request cultural competency training to better parent the children and youth in their care. In other cases, the RFS CSW may identify deficiencies in this area and will refer the resource parents to training as part of the Corrective Action Plan.

In addition to training, RFS CSWs often refer resource parents to community agencies to provide mentoring for the parents and services for young people. For example, the Los Angeles LGBT Center provides "closets" where youth can obtain clothing and other gender-affirming items that align with their gender identity and expression.

DMH is required by DHCS to submit an annual Cultural Competence Plan report. This State requirement ensures that DMH staff and contractors adhere to cultural competence training and DMH will continue to adhere to these DHCS requirements.

RECOMMENDATION NO. 2.10.1
To help supervisors and managers of DCFS and DMH support their subordinates more effectively:

2.10.1. DCFS managers and supervising social workers who have not done field work in recent years should be required to make periodic field visits in the company of a social worker. These field visits should include foster homes, FFAs, and children in their parents' or relatives' homes. The experience will allow them to better empathize with social workers and be more effective in supporting them.

RESPONSE
Partially disagree. This recommendation has been partially implemented. Existing DCFS departmental policy already requires SCSWs to make periodic field visits in the company of their social workers.

Pursuant to Management Directive 09-11, Standards for SCSWs (Rev. 04/23/2026), SCSWs are required to accompany CSWs during their home calls with client families on a periodic basis (no less than two occasions per year, per CSW) to provide guidance and learning opportunities for the CSW in their fieldwork practice, with the SCSW documenting the contact in the CWS/CMS database and in the CSW's annual Performance Evaluation.

DCFS agrees that managers and supervisors benefit from periodic exposure to field work to maintain a current understanding of practice realities, workload demands, safety considerations, and the challenges experienced by field staff. Regional managers may direct Assistant Regional Managers to accompany staff on field visits, as appropriate, to support practice, provide guidance, and maintain familiarity with field operations. Open communication between leadership and staff promotes employee engagement, strengthens organizational effectiveness, and supports continuous quality improvement in service delivery, which can enhance the ability of supervisors and managers to more effectively support, guide, and understand the experiences of their frontline staff.

In addition, at least one regional office has implemented quarterly field visits for designated leadership staff, providing opportunities to observe work conducted in resource family homes, relative caregiver homes, family homes, and other community-based settings, consistent with the recommendation's inclusion of foster homes, FFAs, and children in their parents' or relatives' homes.

RECOMMENDATION NO. 2.10.2
To help supervisors and managers of DCFS and DMH support their subordinates more effectively:

2.10.2. Similarly, DMH supervising clinicians who have not worked directly with a child in a long time should periodically take on cases or experience field service visits with clinicians they supervise. A better understanding of their clinicians' challenges will make them more effective in supporting them.

RESPONSE
Agree. This recommendation has been implemented. DMH already requires clinical supervisors to take cases. The clinical supervisors tend to take on more complex cases; they assist the field staff and address clinical crises, as they arise.

RECOMMENDATION NO. 2.10.3
To help supervisors and managers of DCFS and DMH support their subordinates more effectively:

2.10.3. DCFS and DMH should conduct bottom-up or 360-degree performance reviews. Bottom-up reviews allow a subordinate to provide feedback about a superior's effectiveness as their boss. The 360-degree reviews extend it further to include reviews of peers and subordinates. These can be done formally or informally, as long as subordinates feel safe about giving their honest feedback without fear of backlash from their superiors.

RESPONSE
Partially disagree. This recommendation has been partially implemented by DCFS. The 360-degree performance review process has been implemented on a limited basis, with some higher-level managers participating. However, this will require further analysis before department-wide expansion.

DCFS agrees that eliciting feedback from subordinates regarding a superior's effectiveness can create opportunities for growth within management, and that soliciting feedback in an informal manner from field workers on an ongoing basis can also provide professional development for supervisors and managers. DCFS believes that 360-degree performance reviews should remain anonymous to create an environment of safety in which subordinates can freely provide honest feedback without fear of backlash. Before expanding the process department-wide, additional analysis is needed to evaluate its effectiveness, identify best practices, and establish a fair and sustainable implementation process.

However, DMH disagrees with this recommendation. DMH believes that while 360-degree feedback can be useful as a voluntary developmental tool, changes to the performance review processes are subject to meet-and-confer processes with the respective unions.

As such, as part of an effort to help supervisors and managers support their subordinates more effectively, DMH may explore optional, non-evaluative feedback tools such as leadership coaching, climate surveys, or facilitated team feedback within existing frameworks to facilitate employee feedback.

RECOMMENDATION NO. 2.10.4
To help supervisors and managers of DCFS and DMH support their subordinates more effectively:

2.10.4. Managers should solicit feedback from field workers about the level of support they receive from supervisors by holding informal and confidential one-on-one meetings with field workers.

RESPONSE
Partially disagree. This recommendation has been implemented by DMH and has been partially implemented by DCFS. DMH agrees with the recommendation and has already implemented this recommendation through the open-door policy that their managers have. Any DMH staff member can request an informal, confidential one-on-one meeting with their manager.

DCFS has already partially implemented this recommendation, through a variety of formal and informal methods to solicit employee feedback, including Regional Office Practice Collaborative meetings, open-door practices, individual meetings, listening sessions, staff meetings, and other opportunities for dialogue between employees and management, across multiple DCFS offices. While these practices have been implemented in many DCFS offices, they are not currently standardized as a department-wide requirement. A procedure and/or protocol to train and encourage staff to solicit feedback may be helpful.

DCFS notes a few practical limitations to this recommendation, as written. The first issue noted is that "confidential" one-on-one meetings cannot be fully guaranteed because even when managers strive to foster an environment in which employees feel comfortable raising concerns, certain issues disclosed during these discussions may require consultation, reporting, or administrative action, in accordance with County policies, collective bargaining agreements, applicable laws, and mandated reporting responsibilities.

The second issue noted is that conducting individual meetings with every staff member may not be feasible, given scope of the managers' supervision. Alternatively, quarterly one-on-one meetings with one or two randomly selected field staff could provide meaningful feedback, while remaining operationally manageable.

DCFS will continue to evaluate opportunities to strengthen and promote consistent approaches for soliciting employee feedback while balancing employees' ability to communicate openly with management's responsibility to respond appropriately to issues that require action.

RECOMMENDATION NO. 2.11.1
To improve coordination between DCFS, DMH, and other departments, and to children and families in foster care:

2.11.1. Provide field social workers with mobile applications to search for support services in the area and coordinate with the organizations that supply it. For example, when a DCFS social worker determines that a family needs extra food to keep the child at home, they should be able to use their phone to find community-based organizations in a centralized and coordinated application with confirmed readily available resources in the area that can help and call them right away to schedule the food delivery or pick-up.

RESPONSE
Agree. This recommendation has been partially implemented and continues to be implemented. CSWs currently have access to County-issued mobile devices and use existing resources, including 2-1-1, the County's CareConnect platform, and other community resource tools to identify services for children and families.

CareConnect, which continues to expand, pursuant to a 2024 County Board of Supervisors motion (https://file.lacounty.gov/SDSInter/bos/supdocs/af16b498-558f-4fa1-9c78-376f613149c2.pdf), serves as a centralized resource directory that enables County staff and community members to search for service providers, identify available programs based on individual needs, and facilitate referrals to participating organizations. The platform is intended to improve coordination across County departments and CBO's by increasing access to timely and accurate resource information.

However, additional technological enhancements would be needed before a comprehensive, field-based application such as the one this recommendation describes can be implemented. A mobile application on County-issued cell phones that assists CSWs with quickly connecting with community resources and obtaining tangible needs, such as food, housing assistance, behavioral health services, parenting programs, and transportation resources, would allow CSWs to deliver immediate and needed services in a timely and practical manner. This capability is particularly critical in geographically large service areas, such as the Antelope Valley, where timely access to accurate, real-time resource information directly affects service coordination and outcomes for families.

RECOMMENDATION NO. 2.11.2
To improve coordination between DCFS, DMH, and other departments, and to children and families in foster care:

2.11.2. Identify instances in the foster care process where delays in sharing information with other departments affect a worker's ability to care for foster children/families and consider how technology can be used to facilitate information exchange.

Determine whether programs can be written to automatically notify and send the information, record, report, or file entry to the person waiting for it in another department, rather than having department workers chase it down online. New MOUs may have to be entered for this to happen.

RESPONSE
Agree. This recommendation has been partially implemented and continues to be implemented. DCFS continues to evaluate and implement opportunities to improve information sharing and interagency coordination because delays in sharing information with other departments can affect a CSW's ability to care for foster children and families. Such efforts include enhancements to referral processes with Regional Centers and ongoing collaboration with DMH to improve referral processes and coordination of services for children, youth, and families.

DCFS currently uses the Referral Portal and other established referral mechanisms to facilitate information sharing; however, many existing processes continue to rely on manual referrals, staff data entry, and obtained information from CWS/CMS.

Automated notifications and enhanced electronic information exchange could further improve coordination by allowing authorized users to more efficiently access referral statuses, service updates, records, reports, and other case-related information. Such improvements would reduce duplicative efforts, support more

informed and timely decision-making, and improve service delivery for children, youth, and families.

DCFS is also preparing for the State's transition from CWS/CMS to the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES). DCFS will carefully evaluate and prioritize system enhancements during and after this transition because many existing reports, referral processes, interfaces, and business workflows rely on CWS/CMS. Significant effort is required to redesign reports and business processes, modify system interfaces, test new functionality, and provide staff training to support successful implementation of CWS-CARES while maintaining continuity of operations.

RECOMMENDATION NO. 2.12
To improve the public's understanding of DCFS communications and services, materials used to train resource families, DCFS web pages, and verbal discussions with the public, avoid using acronyms unless they have been previously defined. For online materials, when an acronym is used, provide the option of hovering over the acronym or clicking on the acronym to read the full name, description, and its purpose.

RESPONSE
Agree. This recommendation has been implemented and will continue to be implemented, as needed. DCFS has been deliberate in shifting to the use of plain language and spelling out acronyms on first reference, in recognition of the importance of using accessible language in external communications.

However, despite these efforts, some child welfare terminology remains in use for those who work in the field. In response, DCFS has added resources to its website, including a glossary (https://dcfs.lacounty.gov/resources/glossary/) and trauma-informed journalism toolkit (https://www.ctipp.org/post/toolkit-trauma-informed-journalism), that are intended to introduce community members and news reporters to common child welfare verbiage and concepts.

DCFS has also developed materials in accordance with accessibility requirements put forth by the Americans with Disabilities Act.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS; DEPARTMENT OF MEDICAL EXAMINER

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
OUR MEDICAL EXAMINER'S CHALLENGE: PROVIDING STATE-OF-THE-ART SERVICES IN A CONFINED, AGING FACILITY

SUMMARY (**REPORT 3**)
"This report is concerned with the County of Los Angeles Medical Examiner, including an analysis of their operations relative to other jurisdictions. The report covers three main subject matter areas: (1) accreditation and facilities, (2) misconceptions by the public, and (3) the security of decedent property. The report recognizes the improvements that have been made in these areas and makes recommendations on further improvements."[3]

CIVIL GRAND JURY FINDINGS

FINDING NO. 3.1
The Medical Examiner creatively developed "workarounds" and (toxicology) efficiencies which allowed him to apply for and achieve national accreditation.

RESPONSE
Agree.

FINDING NO. 3.2
The examination/autopsy facilities of the LACO Medical Examiner are inadequate compared to those of other counties and located in an outdated 1974 building. The inadequacy issues lead to an inability to increase forensic staff, resulting in increasing delays in processing, which will only become more extensive as workloads increase. The lack of adequate numbers of pathologists leads to existing staff being overworked and stressed.

RESPONSE
Partially disagree. Medical Examiner (ME) support staff have been added, including forensic technicians and the newly acquired position of pathologist assistant. The new pathologist assistant is expected to begin this summer and will help manage the existing caseload.

Forensic technician positions have increased in number over consecutive budget cycles. The number of forensic technicians help ensure a forensic pathologist is assisted on a case, with another assisting with peripheral tasks.

[3] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Our Medical Examiner's Challenge: Providing State-Of-The-Art Services in a Confined, Aging Facility, pp. 147-176.

FINDING NO. 3.3
While larger facilities are critical, the existing LACO ME facilities cannot be expanded. Creating sufficient space capable of handling caseloads and modern equipment will require building a new facility or extensively renovating an existing county building. The Board of Supervisors has approved a study to determine if remodeling an existing building is feasible.

RESPONSE
Agree.

FINDING NO. 3.4
Currently the LACO CEO is working on necessary repairs to the existing building, delaying the feasibility study regarding new facilities that have been authorized by the Board of Supervisors.

RESPONSE
Partially disagree. The assessment/implementation of necessary repairs to the existing facility and the feasibility study for a new facility are moving forward on parallel tracks. The necessary repairs are being implemented, but that work is not delaying the feasibility study.

FINDING NO. 3.5
The LACO ME's office has taken several key measures to tighten the safeguards of decedent personal property. A more secure inspection area and the implementation of a digital case management system improved the ability to keep tabs on property. Questions concerning the security of the bin, cage, and vaults remain.

RESPONSE
Partially disagree. While there is agreement that more security measures have already been implemented, it is also important to note that funding for security cameras to be installed for the bin, cage, and vault areas has been acquired to address these concerns and work is ongoing.

FINDING NO. 3.6
The digital case management system decreases the likelihood of property going missing.

RESPONSE
Agree.

FINDING NO. 3.7
There is no public report that accounts for the personal property items logged and disposed.

RESPONSE
Agree.

CIVIL GRAND JURY RECOMMENDATIONS

RECOMMENDATION NO. 3.1
The Board of Supervisors should continue to express its support for acquiring and maintaining national accreditation of the ME's office and budget for additional pathology staff to effectively and efficiently process an increasing number of cases.

RESPONSE
Agree. The ME reports that this recommendation has been implemented. A Board of Supervisors motion entitled "Supporting the Department of Medical Examiner's National Association of Medical Examiner's (NAME) Accreditation" (https://file.lacounty.gov/SDSInter/bos/supdocs/207363.pdf) passed with five votes on September 30, 2025. This includes supporting staffing and developing efficient processes.

RECOMMENDATION NO. 3.2
The BOS should acknowledge that expanded facilities are essential to maintain accreditation standards.

RESPONSE
Agree. The ME reports that this recommendation has been implemented. Previous public budget hearing presentations in Fiscal Years (FY) 2024-25 and 2025-26 include such considerations.

RECOMMENDATION NO. 3.3
The Board of Supervisors should instruct the CEO to conduct a feasibility study to modernize the ME facilities.

RESPONSE
Agree. The ME reports that this recommendation is being implemented. Funding was procured in the FY 2025-26 budget, and vendors were selected in collaboration with the Chief Executive Office (CEO). The first visit/inspection is expected to occur in mid-summer 2026.

RECOMMENDATION NO. 3.4
The Medical Examiner should add support staff to increase pathologist efficiency.

RESPONSE
Agree. The ME reports that this recommendation has been implemented. The support staff include forensic technicians and the newly acquired position of pathologist assistant. The new pathologist assistant is expected to begin this summer and will help manage the existing caseload.

Forensic technician positions have increased in number over consecutive budget cycles. The number of forensic technicians help ensure a forensic pathologist is assisted on a case, with another assisting with peripheral tasks.

RECOMMENDATION NO. 3.5
The Medical Examiner should add support staff to address the expected additional premature and undetermined deaths.

RESPONSE
Agree. The ME reports that this recommendation has been implemented. There has been an increase in staff over the past two fiscal years that are directly related to the investigation of premature and undetermined deaths. This includes investigators and the new addition of a forensic pathologist assistant position to help circumvent the nationwide crisis of availability of forensic pathologists.

RECOMMENDATION NO. 3.6
Security cameras should be installed that monitor the property bin, cage area, and the doors to the vaults.

RESPONSE
Agree. The ME reports that this recommendation is being implemented. Funding has been acquired to install additional security cameras to monitor the property bin, cage area, and the doors to the vaults and work is ongoing.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
YOUR LOS ANGELES ZOO NEEDS YOU

SUMMARY (**REPORT 4**)
"This report is concerned with the history and operations of the Los Angeles Zoo. The report focuses on the operational structure and the funding sources for the Los Angeles Zoo. The report also makes recommendations on updates to the governance structure of the Los Angeles Zoo."[4]

RESPONSE
Upon careful review, it is confirmed that the Los Angeles Zoo is a City of Los Angeles entity, not a County of Los Angeles (County) entity. Furthermore, the findings and recommendations specified in this investigative report pertain exclusively to entities of the City of Los Angeles. As such, the County does not have responses to the findings and recommendations in this investigative report.

[4] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Your Los Angeles Zoo Needs You, pp. 177-206.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS; CHIEF EXECUTIVE OFFICE

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
EMERGENCY MANAGEMENT PREPAREDNESS FOR THE CITY AND COUNTY OF LOS ANGELES

SUMMARY (**REPORT 5**)
"This report is focused on the preparation, response, and recovery efforts in large-scale emergency and disaster events in both the City of Los Angeles and the County of Los Angeles (County). The report includes a focus on the operations of the County of Los Angeles' Office of Emergency Management (CEO-OEM) within the County's Chief Executive Office (CEO). The analysis is framed within the context of the 2025 wildfires and preparation for major events in the future, such as the 2028 Olympic Games."[5]

CIVIL GRAND JURY FINDINGS

FINDING NO. 5.1
The City Emergency Management Department's (EMD) and County OEM's responsibilities are not well understood by some elected officials, making it difficult for these departments to secure adequate funding and staffing.

RESPONSE
Partially disagree. The County is advancing a multi-year transformation of CEO-OEM to strengthen operational capability, administrative support, and governance.

In Fiscal Year (FY) 2026–2027, the County approved the addition of 44 positions and increased CEO-OEM's overall budget, including services and supplies. Over the course of FYs 2027-2028 and 2028-2029, the County plans to add an additional 39 positions to CEO-OEM and increase the services and supplies budget, accordingly.

This response is for County operations only.

FINDING NO. 5.2
The City EMD's and County OEM's functions are not well understood by the public, making it difficult for some to know what resources are available and what to do in the event of an emergency.

RESPONSE
Agree. This response is for County operations only.

[5] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Emergency Management Preparedness for the City and County of Los Angeles, pp. 207-236.

FINDING NO. 5.3
The City EMD's and County OEM's budgets and staffing are inadequate, limiting their ability to carry out their missions effectively.

RESPONSE
Partially disagree. The County is advancing a multi-year transformation of CEO-OEM to strengthen operational capability, administrative support, and governance.

In FY 2026–2027, the County approved the addition of 44 positions and increased CEO-OEM's overall budget, including services and supplies. Over the course of FYs 2027-2028 and 2028-2029, the County plans to add an additional 39 positions to CEO-OEM and increase the services and supplies budget, accordingly.

This response is for County operations only.

FINDING NO. 5.4
The City EMD and County OEM do not have sufficient funding to prepare for major events such as the 2028 Olympic Games, resulting in inadequate emergency preparedness.

RESPONSE
Disagree. The funding to prepare for the 2028 Olympic Games will be distributed from the federal government, through the State of California, to the local governments. The County will also have access to one-time funding that can be leveraged for the coordination of safety and security, in preparation for the 2028 Olympic Games. The Los Angeles County Sheriff's Department and County of Los Angeles Fire Department will also play a role in this emergency preparedness coordination. This response is for County operations only.

FINDING NO. 5.5
The City EMD and County OEM do not have a fully functional Alternate Emergency Operations Center, resulting in a lack of operational effectiveness and redundancy should the primary Emergency Operations Center (EOC) be unusable.

RESPONSE
Disagree. The County can leverage the Department of Public Works' emergency operations center in the event of an emergency. Additionally, the location for a new EOC is currently being evaluated. If a new EOC is developed, the current EOC would serve as an alternate facility. This response is for County operations only.

FINDING NO. 5.6
During the 2025 fires, the responsibility to issue evacuation orders was split among several agencies, including the City EMD and the County OEM, resulting in an uncoordinated emergency response.

RESPONSE
Agree. This response is for County operations only.

CIVIL GRAND JURY RECOMMENDATIONS

RECOMMENDATION NO. 5.1
The City EMD and the County OEM should develop an *upwards* communications strategy to better inform officials about the vital missions of these two departments.

RESPONSE
Agree. The CEO-OEM reports that this recommendation has been implemented. This recommendation is consistent with the County's ongoing efforts to strengthen emergency management capabilities and communications. The recommendation aligns with the County's implementation of the McChrystal After-Action Report findings and supports continued improvements to emergency management coordination and communications.

Since the adoption of the Los Angeles County Emergency Services Ordinance, Chapter 2.68, on March 30, 2020, the CEO-OEM has instituted systems and processes, including, but not limited to, convening the Unified Coordination Group, to systematically inform officials and stakeholders of key information prior to, during, and following major emergencies and disasters.

This response is for County operations only.

RECOMMENDATION NO. 5.2
The City EMD and County OEM should seek funding for a social media consultant to develop an *outwards* communications strategy to better inform the public on what the departments do and what people should do in the event of an emergency.

RESPONSE
Agree. This recommendation is consistent with the County's ongoing efforts to strengthen emergency management communication with the public and increase community resilience, aligns with the County's implementation of the McChrystal After-Action Report findings, and supports continued improvements in communications and public preparedness.

CEO-OEM currently maintains a consistent presence on social media platforms and uses social media as one of its many tools to keep communities informed prior to, during, and following major emergencies and disasters.

This response is for County operations only.

RECOMMENDATION NO. 5.3
The City EMD's and the County OEM's operating budgets and staffing should be increased to the point where they can effectively accomplish their mission and responsibilities.

RESPONSE
Agree. This recommendation is being implemented. The County is advancing a multi-year transformation of CEO-OEM to strengthen operational capability, administrative support, and governance.

In FY 2026–2027, the County approved the addition of 44 positions and increased CEO-OEM's overall budget, including services and supplies. Over the course of FYs 2027-2028 and 2028-2029, the County plans to add an additional 39 positions to CEO-OEM and increase the services and supplies budget, accordingly.

This response is for County operations only.

RECOMMENDATION NO. 5.4
The City EMD and the County OEM should redouble their efforts to obtain funding from the Los Angeles Organizing Committee for the 2028 Olympic and Paralympic Games, the Federal Government, and any other available funding sources.

RESPONSE
Agree. The CEO-OEM confirms that this recommendation is being implemented. Additional funding from the 2028 Summer Olympics (LA28) host committee would help ensure that CEO-OEM can address all hazards, whole of community planning, and preparedness efforts, in addition to having adequate resources for response missions during the games.

It will allow CEO-OEM to support local jurisdictions hosting activities/events and provide assistance within those jurisdictions, while maintaining capacity and capabilities to respond to events not associated with the 2028 Olympic Games.

This response is for County operations only.

RECOMMENDATION NO. 5.5
Both the City EMD and the County OEM should make plans and obtain funding to have fully functioning Alternative Emergency Operations Centers.

RESPONSE
Agree. The CEO-OEM reports that this recommendation is already being implemented. The County is currently securing funding and developing plans to build a new state-of-the-art EOC and upgrade the current EOC. Initial plans are for the current EOC to serve as the alternate EOC and a training center, but this work is still ongoing.

This recommendation aligns with the County's implementation of the McChrystal After-Action Report findings and supports the continued improvements the County is already making to enhance facilities that can address capacity and capability needs.

This response is for County operations only.

RECOMMENDATION NO. 5.6
The City EMD and the County OEM should work with the City and the County to establish a single point of communications to the public for future catastrophic events.

RESPONSE
Agree. The CEO-OEM confirms that this recommendation will be implemented, in part. Emergency notifications, alerts, and warnings that communicate emergency protective measures during multi-jurisdictional emergencies should be issued by a

single jurisdiction, the County Operational Area, which would be consistent with concepts in the Standardized Emergency Management System.

However, jurisdictions should retain their authority and ability to provide disaster-related information and communications to their residents and stakeholders.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES

2025-2026 CIVIL GRAND JURY FINDINGS FOR
DISASTER PREPAREDNESS AND SAFETY: LOS ANGELES COUNTY PORTS AND HARBORS

SUMMARY (**REPORT 6**)
"This report examines the two ports and three harbors located within the County of Los Angeles (County). This report discusses their operations and the processes they have in place to handle disaster preparedness and safety issues. While all the ports and harbors covered in this report are geographically located within the County, only Marina Del Rey (one of the three harbors discussed) is under the direct control of the County."[6]

CIVIL GRAND JURY FINDINGS

FINDING NO. 6.1
A central concern addressed in this report is the vulnerability of our essential commercial "Lifeline" ports to emergencies and disasters, specifically whether a lack of preparation could compromise their effectiveness. After careful evaluation, the Grand Jury determined, and this report confirms, that the ports and harbors currently possess the readiness required to manage future incidents.

RESPONSE
Agree. This response is for County operations only.

FINDING NO. 6.2
To maintain and strengthen their ability to respond to emergencies, port and harbor authorities consistently enhance operations, environmental standards, safety protocols, and infrastructure. This ongoing commitment is especially important given the possibility of encountering multiple disasters at once. New threats may emerge. Key elements of this process include routine risk assessment, updated and comprehensive training for all personnel, and investment in advanced technologies. Maintaining resilience depends on this cycle of evaluation and proactive enhancement to stay ahead of emerging threats.

RESPONSE
Agree. This response is for County operations only.

[6] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Disaster Preparedness and Safety: Los Angeles County Ports & Harbors, pp. 237-282.

FINDING NO. 6.3
Both Port Authorities foster a culture of continuous improvement which is vital to improving port resilience. Stakeholders build this culture through active engagement and collaboration: independent business owners, port operators, workers, commercial suppliers, local residents, and representatives from city, County, State, and federal agencies.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County, as the two Port Authorities (for the Port of Los Angeles and the Port of Long Beach) covered in this report are city entities, for each of their respective cities. As such, the County does not have a response to this finding.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES

2025-2026 CIVIL GRAND JURY FINDINGS FOR
LOS ANGELES COUNTY ELECTION INTEGRITY

SUMMARY (**REPORT 7**)
"This report is concerned with the election process in the County of Los Angeles (County). This includes the transparent processes for the voting process and the timely and accurate counts at the County's new Ballot Processing Center (BPC). The report also contains a discussion of challenges with potential disruptions in elections, including cybersecurity (and voter data) and artificial intelligence (AI) tools (for developing misinformation); this report found that the County already has measures in place to address these issues."[7]

CIVIL GRAND JURY FINDINGS

FINDING NO. 7.1
The CGJ learned the RR/CC makes rigorous efforts to prevent cyber-attacks that otherwise would pose threats to election integrity.

RESPONSE
Agree.

FINDING NO. 7.2
The CGJ has determined that the RR/CC has an expert communications team in place that monitors the Internet for AI disinformation so false information can be corrected in real time.

RESPONSE
Agree.

FINDING NO. 7.3
We have found that the RR/CC makes election transparency a priority by inviting the public to observe ballot processing at the BPC or live online.

RESPONSE
Agree.

FINDING NO. 7.4
The CGJ finds that the goal of the LACO RR/CC is to afford every citizen an opportunity to participate in elections and still certify the election results within the 30-day State allowance.

RESPONSE
Agree.

[7] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Los Angeles County Election Integrity, pp. 283-318.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
LOS ANGELES SENIOR MULTIPURPOSE CENTERS

SUMMARY (**REPORT 8**)
"This report is concerned with the 19 multipurpose centers (MPCs) operating within the City of Los Angeles. This includes an analysis of the programs and services provided at these MPC locations, and the operations for these locations, in the context of the population they serve. The report also contains a discussion about the consolidation of the operating structure for the entities overseeing these MPCs."[8]

RESPONSE
Upon careful review, it is confirmed that the MPCs referred to in this report are overseen by the Los Angeles Department of Aging (LADOA) and the City of Los Angeles Community Investment for Families Department (CIFD), which are City of Los Angeles entities, not County of Los Angeles (County) entities. Furthermore, the findings and recommendations specified in this investigative report pertain exclusively to entities and operations of the City of Los Angeles. As such, the County does not have responses to the findings and recommendations in this investigative report.

[8] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Los Angeles Senior Multipurpose Centers, pp. 319-338.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS; SHERIFF'S DEPARTMENT

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
EMERGING TECHNOLOGIES USED BY LOCAL LAW ENFORCEMENT AGENCIES

SUMMARY (**REPORT 9**)
"This report is concerned with use of emerging technologies in the operations and workflows of local law enforcement agencies (LEAs). The report focuses on four such technologies used by the LEAs, including: (1) automated license plate readers (ALPRs), (2) drones, (3) real-time crime centers (RTCCs), and (4) facial recognition (FR). The report also discusses the civil oversight of various LEAs, including the Los Angeles County Sheriff's Department (LASD) and various city LEAs."[9]

CIVIL GRAND JURY FINDINGS

FINDING NO. 9.1
LASD's Civilian Oversight Commission generally focuses on incarceration and officer use-of-force issues, but does not regularly review and report on LASD's use of technologies at every meeting.

RESPONSE
Partially disagree. The Sheriff Civilian Oversight Commission (COC) has an existing ad hoc committee that serves this purpose of reviewing LASD's use of technology.

Additionally, it is important to note that LASD is a separate entity from the COC and does not run or manage the COC.

FINDING NO. 9.2
LASD's ALPR system has kept data for two years.

RESPONSE
Agree.

FINDING NO. 9.3
The BOS has directed the Sheriff's Civilian Oversight Commission to host at least one multi-lingual forum a year on LASD's ALPR Privacy policies.

RESPONSE
Agree.

[9] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Emerging Technologies Used by Local Law Enforcement Agencies, pp. 339-394.

FINDING NO. 9.4
LAPD sometimes receives donations specifying the technology types and vendors, which restricts LAPD's ability to choose technologies best suited to its needs and mission to serve all residents.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County of Los Angeles (County). This finding is related to City of Los Angeles operations. As such, the County does not have a response to this finding.

FINDING NO. 9.5
LAPD cannot easily access cameras and systems operated by some other public agencies, such as the cameras of the Los Angeles Department of Water & Power and the Bureau of Steet Services.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County. This finding is related to City of Los Angeles operations. As such, the County does not have a response to this finding.

FINDING NO. 9.6
The Long Beach Office of Police Oversight does not have a structure in place to review police technology, which provides less than ideal oversight of LEA technology.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County. This finding is related to City of Long Beach operations. As such, the County does not have a response to this finding.

FINDING NO. 9.7
The Long Beach Digital Rights Platform describes the Long Beach City's "Smart City" technologies and data collection practices but does not provide detailed information about the use of LEA technologies.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County. This finding is related to City of Long Beach operations. As such, the County does not have a response to this finding.

FINDING NO. 9.8
The Pasadena Community Police Oversight Commission is in the process of creating a Work Plan to directly address community concerns about surveillance technologies but has not yet completed that process.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County. This finding is related to City of Pasadena operations. As such, the County does not have a response to this finding.

FINDING NO. 9.9
The City of Beverly Hills has many citizen commissions and committees, but oversight of BHPD is provided by the City Council, resulting in less involvement by civilians in BPHD technology oversight.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County. This finding is related to City of Beverly Hills operations. As such, the County does not have a response to this finding.

FINDING NO. 9.10
The South Gate Police Department has no civilian oversight commission and handles compliance through its Internal Administration Division, resulting in less involvement by civilians in SGPD technology oversight.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County. This finding is related to City of South Gate operations. As such, the County does not have a response to this finding.

FINDING NO. 9.11
LA Metro plans to establish a civilian oversight committee when it launches its new in-house transit police force but has not yet established that oversight body.

RESPONSE
Upon careful review, it is confirmed that this finding does not pertain to the operations of the County. This finding is related to the operations of an independent public entity (an independent public transportation authority established by State of California law) that is not a department of the County. As such, the County does not have a response to this finding.

FINDING NO. 9.12
Civilian oversight commissions have adult members who are interested in law enforcement. These oversight bodies generally do not include young people, like high school students, who are interested in and knowledgeable about technologies.

RESPONSE
Partially disagree. It is somewhat unclear as to the age group this finding refers to. Such parties are still able to participate in civilian oversight commissions, if they can meet the commitments required for such involvement.

CIVIL GRAND JURY RECOMMENDATIONS

RECOMMENDATION NO. 9.1
LASD's Civilian Oversight Commission should fortify its oversight of technologies by creating a permanent AI, Data Gathering, and Drones Committee that reports regularly to the COC.

RESPONSE
Partially disagree. LASD confirms that this recommendation is already being implemented. The COC already has an existing ad hoc committee that serves this purpose.

Additionally, it is important to note that LASD is a separate entity from the COC and does not run or manage the COC. As an independent entity, the COC is responsible for determining the composition of its committees, including whether to have permanent or ad hoc committees. Technology is an important topic, and such a committee already exists within the COC.

LASD believes that the COC's current ad hoc committee on Technology is active and engaged. Further, the COC's ad hoc committee is readily available to LASD when issues arise, and there is good communication on matters related to technology and technology advancement.

For example, in recent months, the COC ad hoc committee on Technology worked with LASD on an Artificial Intelligence (AI) policy, the use of AI language translation services during the 2026 World Cup, a new ALPR Privacy Policy, and a new Unmanned Aircraft System (UAS; although more commonly referred to as "drones") policy, among other subject matter areas.

LASD's understanding is that the ad hoc committee reports to the full COC regularly at the monthly public COC meetings.

RECOMMENDATION NO. 9.2
LASD should re-examine its ALPR data retention period of two years to determine when stored data provides the most value in crime prevention and investigations.

RESPONSE
Partially disagree. LASD recently reduced its ALPR data retention period from five years to two years, which was determined to be an appropriate period to retain such data for law enforcement purposes. LASD will regularly assess its data retention policies to determine the appropriate balance between public safety and privacy rights and civil liberties.

This recommendation has been considered but will not be implemented because LASD believes the current two-year retention period remains appropriate based on operational and investigative needs.

As reported to the Board of Supervisors (Board) and the Office of Inspector General, the current two-year retention period (which, until recently, was a five-year retention policy) provides a meaningful and appropriate window for legitimate law enforcement purposes, particularly in complex investigations where historical vehicle location information may become relevant months or years after an incident occurs. Examples include criminal stalking investigations, cold case homicide investigations, serial crime investigations, and cases where investigators must establish a potential suspect's pattern of activity over time.

This Civil Grand Jury (CGJ) report expressed concern that ALPR technology may create detailed profiles of individuals by tracking and recording their movements and habits. LASD notes that the CGJ did not identify specific instances of misuse or deficiencies in LASD's ALPR retention practices.

Further, LASD's use of ALPR technology is governed by comprehensive statutory and policy safeguards, including California Civil Code Sections 1798.90.5 through

1798.90.55 (Senate Bill (SB) 34), Government Code Sections 7282 through 7284.12 (SB 54), and LASD's ALPR Privacy Policy.

ALPR systems do not collect personal identifying information regarding vehicle occupants. Rather, the technology captures vehicle-related information, including license plate number, date and time of observation, location of observation, and an image of the vehicle and license plate.

In United States v. Yang (2020), the Ninth Circuit recognized that an ALPR query revealing a single vehicle observation did not disclose the "whole of [the defendant's] physical movements" or information regarding the defendant's associations, activities, or lifestyle, demonstrating the limited nature of ALPR data as an investigative tool. The court viewed the ALPR query as a limited investigative lead rather than continuous tracking of an individual.

While LASD believes the current retention period appropriately balances investigative needs and privacy interests, LASD will continue to assess the retention period based on operational experience, criminal investigative needs, legal developments, technological considerations, and privacy protections. Any future modifications will be evaluated to ensure LASD continues to effectively support public safety while safeguarding individual privacy rights and civil liberties.

RECOMMENDATION NO. 9.3
The COC should host frequent Town Hall meetings to inform residents about LEA technologies and gain community input.

RESPONSE
Partially disagree. LASD reports that this recommendation has already been implemented through a regularly scheduled multi-lingual meeting for this purpose each year.

LASD is a separate entity from the COC, which is an independent entity responsible for determining its schedule, including the frequency of its meetings and the topics that will be discussed at each meeting. LASD agrees that technology is an important topic and recognizes that the COC holds community meetings on a variety of important topics.

From LASD's perspective, the COC hosts frequent formal and informal meetings on a variety of important topics. The COC has frequent reports from its committees in its monthly public meetings, including the Ad Hoc Technology Committee. Further, the COC often hosts online community meetings, which frequently address technology-related matters. For example, the COC recently held a meeting on ALPR technology, which included LASD's recent policy revisions in this area.

LASD independently has a variety of mechanisms for the public to provide input on technology-related policy. These mechanisms include, but are not limited to the following examples:

- A portal on the LASD website, for any member of the public to provide input on any policy. The link to this can be found on LASD's transparency site, located at: https://lasd.org/transparency/policy-public-comments/.

- LASD, like other law enforcement agencies, is required to hold an annual meeting on military equipment, pursuant to California Government Code Sections 7070 et seq. The public is invited to attend this annual meeting and provide public input on existing policies. LASD's last meeting on this was held on July 22, 2026, and all members of the public were invited to attend and provide comments. Following these public meetings, the Board then holds a public meeting during which time they hear LASD's annual report; members of the public can provide public comments at that time as well.

- LASD has a Community Advisory Committee (CAC) at every patrol station throughout the County. The CACs are comprised of community members who bring issues to the attention of their local patrol station captain. The CACs meet regularly and present these issues at meetings where other members of the public can attend.

LASD welcomes more opportunities to share information about its technology needs, the use of technology, and how it addresses public concerns, and supports any future implementation of this recommendation by the COC.

RECOMMENDATION NO. 9.12
All Law Enforcement Agencies with civilian oversight should actively recruit young people, like high school students, to serve as non-voting members on the civilian oversight body.

RESPONSE
Partially disagree. While LASD agrees with this concept, LASD is not the appointing authority for its civilian oversight body, the COC. The Board serves that purpose and appoints the members of the COC.

However, LASD already actively recruits young people, and other diverse members of the community, to serve on the LASD's voluntary CACs. The reason for this is because LASD does agree that young people, and other diverse members of the community, add considerable value to any dialog about public safety.

Twice a year, during LASD's Risk Management Forum (RMF), every patrol station captain must report on its CACs. Included in this presentation, which is made to the Undersheriff and Department Command staff, is a discussion of the composition of the CACs, including whether the CAC has diverse representation in place. This specifically includes whether young people are recruited and whether they participate in the CAC. At this RMF, each area captain must explain the specific efforts being undertaken to recruit more young people for the group.

LASD supports the concept of diversity on the COC, and the inclusion of young people, LASD also believes that having people who are experienced with law enforcement is also important. These experiences should be diverse, regardless of whether the prior experiences were positive or negative. In addition, it is important to include people who have the time to dedicate to this important endeavor and who seek to provide recommendations aimed at improving LASD and its public safety efforts within the County.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
VISION ZERO TRIES, SPEED CULTURE SURVIVES

SUMMARY (**REPORT 10**)
"This report is concerned with a public program (Vision Zero) that seeks to reduce and eliminate traffic deaths through a focus on safety and the importance of "sharing the road" with non-automobile traffic. The Vision Zero program has four major components, including: (1) education, (2) enforcement, (3) engineering, and (4) evaluations. This report focuses on the Vision Zero program of the City of Los Angeles."[10]

RESPONSE
Upon careful review, it is confirmed that this investigative report analyzes the Vision Zero program administered by the City of Los Angeles, not the County of Los Angeles (County). Furthermore, the findings and recommendations specified in this investigative report pertain exclusively to entities and operations of the City of Los Angeles. As such, the County does not have responses to the findings and recommendations in this investigative report.

[10] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Vision Zero Tries, Speed Culture Survives, pp. 395-434.

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE FOR THE BOARD OF SUPERVISORS; DEPARTMENT OF HEALTH SERVICES (CORRECTIONAL HEALTH SERVICES); SHERIFF'S DEPARTMENT

2025-2026 CIVIL GRAND JURY RECOMMENDATIONS FOR
MENTAL HEALTH PROBLEMS IN LOS ANGELES COUNTY JAILS

SUMMARY (**REPORT 11**)
"This report is concerned with the mental health services that are provided to inmates in County of Los Angeles (County) jail facilities. This includes the findings from observations at jail facilities and research related to programs designed to help inmates deal with the stresses of their mental illnesses while in custody. The report analyzes what services are provided through these programs and makes recommendations on various needs for such programs."[11]

CIVIL GRAND JURY FINDINGS

FINDING NO. 11.1
The FIP Stepdown Program has been managed up to now by its MHA inmate founders, together with Correctional Health Services and sheriff staff. However, as MHAs are sentenced to state prisons or released, the FIP Stepdown Program loses continuity, resulting in weakened leadership.

RESPONSE
Disagree. The Forensic In-Patient Stepdown Program (FIP) Stepdown Program is managed by the Los Angeles Sheriff's Department (LASD) and the Department of Health Services' (DHS) Correctional Health Services (CHS) staff. This includes the training and oversight of Mental Health Assistants (MHAs). While individual MHAs may transition out of the program, new individuals are recruited and trained.

The MHA program has been co-led by MHAs, CHS, and LASD. CHS does not believe that changes in leadership are equal to weakened leadership and has not seen evidence of a weakened program. The leadership is shared, which is believed to strengthen the program.

Additionally, it is important to note that CHS is part of DHS, not the Department of Mental Health (DMH), as was stated in this report.

FINDING NO. 11.2
CHS needs more staff to assist in the ongoing needs of inmates with mental health issues at TTCF and CDRF.

RESPONSE
Partially disagree. The independent monitor of the United States v. County settlement agreement regarding mental health in the jails has found that CHS

[11] 2025-2026 Los Angeles County Civil Grand Jury Final Report, Mental Health Problems in Los Angeles County Jails, pp. 435-472.

staffing levels no longer present a critical barrier to compliance with requirements for the care of inmates with mental health issues per the requirements of the United States Department of Justice (USDOJ) Settlement Agreement. The number of staff allocated is deemed appropriate for the number of patients.

CHS staffing levels are currently sufficient to meet the operational needs at Twin Towers Correctional Center (TTCF) and Century Regional Detention Facility (CRDF) and are closely monitored and analyzed, including in connection with the USDOJ Settlement Agreement. Although staffing is always a challenge for mental health programs in carceral facilities, CHS has dramatically improved staffing levels in recent years and now has better staffing levels than most other facilities in the State of California (State) and nationwide and has sufficient staffing to provide appropriate levels of care for inmates with mental health issues.

While recruitment is an ongoing effort and challenge, CHS' typical 20 percent vacancy rate is far lower than most jails and prisons. There is currently a nationwide shortage in mental health professionals and for that reason, CHS has advocated for and has maintained a 20 percent retention bonus for mental health staff working in the County Jails.

FINDING NO. 11.3
The FIP Stepdown Program lacks written and fully documented procedures, resulting in uneven and differing operational standards.

RESPONSE
Disagree. Both LASD and CHS have guidelines, procedures, and other training materials in place and provide training to the MHAs who help administer the program.

The FIP Stepdown Program has procedures in place to address the mission of the program and provide directions for both LASD personnel and MHAs. The six-month program and training were developed and implemented in 2020. It underwent multiple structured revisions to elevate its impact.

MHAs have a six-month training curriculum which was developed soon after the inception of the program. It has been used for several years to guide the inmates volunteering and assisting High Observation Housing (HOH) inmates with managing and improving mental health.

Additionally, LASD has developed a guideline for custody personnel staff assigned to modules detailing schedules, goals, and rules for the program. The County will continuously review all policies and procedures to ensure that current needs and standards are in line with today's FIP Stepdown Program.

FINDING NO. 11.4
The inmates who participate in the six-month MHA training receive a certificate of completion, but do not receive any recognized accreditation from a school, which is a disincentive for some to participate in the program.

RESPONSE
Partially disagree. Inmates who complete the MHA training do receive a certificate of completion, which is one of several incentives to participate in the program.

Other incentives include special meals, supervised contact visits, extra phone access, extended out of cell time, and more.

FINDING NO. 11.5
The FIP Stepdown Program requires high observation housing to operate effectively, but the HOH space in jails is limited, which restricts the program's expansion.

RESPONSE
Partially disagree. FIP Stepdown Program units are therapeutic housing units designed for those who require HOH. While it is true that HOH housing is extremely limited in the County jails, the County has expanded therapeutic housing units in HOH (i.e., FIP Stepdown and HOH Dorm units) beyond what was required by court requirements in the USDOJ case (United States v. County) and is open to further expansion to accommodate all those who are able to safely program in those units.

The FIP Stepdown Program waitlist is never more than a handful of patients, who are waiting for assessment and movement. Converting an HOH pod to an FIP Stepdown Program pod would require at least 16 candidates. Currently, those referred to the FIP Stepdown Program are generally placed rapidly into a FIP Stepdown housing unit because there are currently sufficient pods to serve the population and space available for new referrals.

It is the consensus of CHS and LASD that the existing number of units can serve the appropriate patients, currently. Part of the success of FIP Stepdown Program is due to the screening of patients that will not victimize others and are willing to participate in the program.

FINDING NO. 11.6
Sheriff deputies are rotated into the Twin Towers mental health issues section as part of their duty tours. They do not always understand or appreciate the FIP's purpose and operations, resulting in their disinterest and non-support of the FIP Stepdown Program.

RESPONSE
Partially disagree. LASD deputies are rotated for a variety of reasons, including complying with rotational requirements in settlement agreements relating to the use of force in custody. Exceptions to these requirements are sometimes made to preserve continuity in special programs.

Currently, staff assigned to specialized HOH housing are on a 12-month staggered rotation. LASD Custody Division Policy, Custody Division Manual (CDM) 3-01/020.05 - Mandatory Rotation of Line Personnel in Custody (https://pars.lasd.org/Viewer/Manuals/12682/Content/12798) and, in accordance with LASD's Rosas Provision 18.1, prohibits permanent line assignments and requires personnel to rotate.

Moreover, staff assigned to HOH units at TTCF are provided with specialized training to prepare them for interactions with HOH patients and familiarize them with the FIP Stepdown Program and their responsibilities therein. LASD has specialized training for custody personnel assigned to HOH, including FIP Stepdown Program housing. Custody personnel complete De-escalation Verbal Resolution Training

(DVRT) de-escalation with mentally ill inmates, Suicide Prevention (Board of State and Community Corrections, California Assembly Bill (AB) 268), and Ethics.

Respond Observe Assess React (ROAR) training that specifically aims to equip deputies with the necessary tools to safely resolve encounters, particularly those involving individuals with mental health needs or developmental disabilities, has also recently begun to be incorporated into the training. De-escalation and strategic approachability are tactical concepts used by custody personnel to slowly control a crisis, gather information, and safely resolve encounters with individuals experiencing a mental health crisis.

Additionally, all custody personnel are provided with extensive training covering interactions with mental health inmates as it pertains to CDM policies. Custody personnel can benefit from specialized training opportunities on subjects pertinent to the FIP Stepdown Program. CHS provides training opportunities with LASD as invitees.

Referrals to the FIP Stepdown Program are made by CHS clinical staff and CHS and TTCF custody staff work closely to rapidly house those referred to the program in FIP Stepdown Program pods.

FINDING NO. 11.7
The CRDF has a modified version of the FIP Stepdown Program. It does not operate the same as Twin Towers and results in less-than-optimal provision of mental health services.

RESPONSE
Partially disagree. Although there are some differences in the FIP programs at CRDF and TTCF, the County disagrees that the program at CRDF is less effective and CHS does not agree that any differences result in "less-than-optimal provision of mental health services." CRDF and TTCF staff are working together to share their best practices and incorporate elements of each program at both facilities.

In April 2026, CRDF began using the TTCF training model. The six-month training for MHAs now incorporates the orientation booklet and training materials used at TTCF. CRDF also incorporated the Getting Out by Going In (GOGI) curriculum to the entire FIP Stepdown Program module as an additional training course in January 2025.

CRDF MHAs will also be provided with Peer Certification curriculum, as well as the training offered to MHAs at TTCF, passed down from other MHAs.

FINDING NO. 11.8
The Peter J. Pitchess Detention Center in Castaic does not have capability for MHA peer-assisted mental health services, resulting in less than optimal providing of mental health services.

RESPONSE
Disagree. FIP Stepdown Programs using MHAs are designed for severely acute individuals who need to be placed in HOH housing, but who can safely program in a therapeutic, pro-social environment when supported by the types of therapeutic features present in the FIP Stepdown Program.

Peter J. Pitchess Detention Center (PDC) does not have HOH housing and does not serve severely mentally ill inmates (with a P3 level of acuity). Any individuals that are assessed to need HOH placement are transferred to TTCF for appropriate mental health services. PDC does not house individuals requiring a FIP Stepdown Program level of care and as such, that facility does not have a physical plant conducive to this program, which is why it is purposely not included in that facility.

FINDING NO. 11.9
To support the FIP stepdown program, LASD needs various supplies (e.g., computers/laptops, dry erase boards, musical instruments, office supplies, books, art supplies, board games, holiday decorations, etc.) to reduce stress and make for a more calming environment.

RESPONSE
Agree.

CIVIL GRAND JURY RECOMMENDATIONS

RECOMMENDATION NO. 11.1
Appoint a permanent Correctional Health Services staff member to fully manage the FIP Stepdown Program. A full-time director/coordinator should be hired to ensure the integrity and continuity of the program.

RESPONSE
Disagree. DHS and LASD report that this recommendation will not be implemented because CHS' Mental Health Department has sufficient and flexible staffing at CRDF and TTCF to manage and oversee the FIP Stepdown Program already, in partnership with LASD and the MHAs.

The Mental Health Department in CHS has two program managers at TTCF who are involved in the oversight of the FIP Stepdown Program. In addition, there are four (4) supervisors, three (3) psychiatrists, 13 clinicians, and two (2) psychiatric technicians.

At CRDF, caseloads are not assigned by location, thus all clinical staff are involved (i.e., two (2) Program Managers, six (6) supervisors, 18 clinicians, and three (3) psychiatrists).

The FIP Stepdown Program has been managed by CHS and LASD staff since its inception and the MHA program has been co-led by MHAs. LASD does not concur with the assertion that MHA transfers weaken the leadership, since there has been no evidence of weakened leadership during the entirety of the program. LASD believes that shared leadership strengthens the program.

RECOMMENDATION NO. 11.2
CHS should conduct an analysis of current staffing and projected needs to fully support inmates with mental health issues that are part of the FIP Stepdown Program in other jail facilities, and hire staff, as needed.

RESPONSE
Agree. DHS and LASD report that this recommendation has already been implemented. A biannual staffing analysis is completed and submitted to the USDOJ in response to Provision 47 of the USDOJ Settlement Agreement. This analysis breaks down the numbers of all clinical mental health staff in each program, the vacancy rate, and the contract employees who compliment the services.

Additionally, the staff to client ratio is analyzed to ensure appropriate staffing levels. The USDOJ Consent Decree went into effect in 2016 and the biannual reports on staffing levels for the mentally ill have occurred since that time and will continue. LASD is in support of CHS' efforts on these matters of staffing analysis.

RECOMMENDATION NO. 11.3
Develop procedures that fully outline how FIP works. Create detailed procedures and training for MHAs and Sheriff deputies. An easy to follow manual and directive that describes and outlines all the procedures, policies, instructions, and program information for MHAs should be created.

RESPONSE
Agree. DHS and LASD report that this recommendation has already been implemented. CHS has written curricula and provides training for MHAs and LASD also has guidelines for its staff.

As previously described, there are policies and curricula for this program, which have been in place since 2020. The FIP Stepdown Program has procedures in place to address the mission of the program and provide directions for both LASD personnel and MHAs.

There is a six-month training curriculum for MHAs, which was developed soon after the inception of the program. It has been used for several years to guide the inmates who are volunteering and assisting the HOH inmates with managing and improving mental health.

Additionally, LASD has developed a guideline for custody personnel staff assigned to modules detailing schedules, goals, and rules for the program. All policies and procedures will be continuously reviewed to ensure that current needs and standards are in line with current FIP Stepdown programing.

RECOMMENDATION NO. 11.4
Develop a certification program with a local community college or school. The program provided in jail could become a class taught at the college level.

The inmates who successfully complete the training should receive accreditation for completing the program. This formal accreditation would be helpful if the inmate is sentenced to a state prison and helps them in establishing a program there. For those fortunate to be released, certification may assist them in obtaining gainful employment.

RESPONSE
Partially disagree. DHS and LASD concur that implementation of this recommendation has been attempted before, but it has been a challenge to find

organizations who can provide the accreditation. More analysis is needed, both in the next six months and beyond, to determine if and how such a certification program can be implemented in the future.

In May 2024, LASD posted a Request for Statement of Interest (RSFI) in providing certification for Peer Support Certification. CHS reached out to all agencies in the County authorized by Medi-Cal to offer peer support certification.

Although multiple agencies attended, only Tarzana Treatment Center completed the RSFI. CHS personnel coordinated with Tarzana Treatment Center and began the program, but there were inconsistencies and difficulties with their delivery of service. The MHAs requested using Prism Way as the agency to provide this certification and this agency subsequently trained all MHAs on their curriculum.

However, Prism Way has since stopped coming to TTCF or CRDF and is no longer an available resource. Both Tarzana Treatment Center and Prism Way could provide training but had no ability to provide certification which includes passing an exam that must be proctored at an authorized location. This is an obstacle that remains for any such program. CHS and LASD will continue to work with Tarzana Treatment Center and any other agency willing to provide this training.

RECOMMENDATION NO. 11.5
Develop more High Observation Housing units to grow the FIP Stepdown Program to accommodate the increasing number of inmates with mental health issues.

RESPONSE
Disagree. The existing number of FIP Stepdown Program pods serves the appropriate number of patients, currently. CHS and LASD will consider adding more pods, if enough additional patients become qualified for FIP Stepdown Program.

CHS and LASD regularly monitor the number of FIP Stepdown Program pods to determine the appropriate number of pods and the appropriate mix of HOH within the jails and will continue to do so and expand or contract the number of FIP Stepdown Program pods to serve those who can safely program in that model.

The FIP Stepdown Program waitlist is never more than a handful of patients, who are waiting for assessment and movement. Converting an HOH pod to an FIP pod would require at least 16 candidates.

It is the consensus of CHS and LASD that the existing units currently serve the appropriate patients. Part of the success of FIP Stepdown Program is due to screening of patients that will not victimize others and are willing to participate in the program.

RECOMMENDATION NO. 11.6
Develop specialized training for sheriff deputies assigned to the HOH where FIP operates. Deputies transferring into the section should receive a modified class of training as given to the prospective MHAs. The deputy should be trained to be sensitive to the special needs of the inmate with mental health issues. If possible, the department should create a voluntary rotation position for those deputies who want to work specifically in FIP as their on-going assignment.

RESPONSE
Partially disagree. DHS and LASD confirm that this recommendation has already been implemented. Currently, LASD has specialized training for custody personnel assigned to HOH, including FIP Stepdown Program housing.

Custody personnel complete DVRT deescalation with mentally ill inmates, Suicide Prevention (AB 268), and Ethics. CHS and LASD have also recently begun to incorporate ROAR training that specifically aims to equip deputies with the necessary tools to safely resolve encounters, particularly those involving individuals with mental health needs or developmental disabilities.

De-escalation and strategic approachability are tactical concepts used by custody personnel to slowly control a crisis, gather information, and safely resolve encounters with individuals experiencing a mental health crisis.

Additionally, all custody personnel are provided with extensive training covering interactions with mental health inmates as it pertains to CDM policies. Custody personnel can benefit from specialized training opportunities on subjects pertinent to the FIP Stepdown Program. CHS provides training opportunities with LASD as invitees.

Currently, staff assigned to specialized HOH housing are on a 12-month staggered rotation. LASD Custody Division Policy, CDM 3-01/020.05 - Mandatory Rotation of Line Personnel in Custody (https://pars.lasd.org/Viewer/Manuals/12682/Content/12798), and in accordance with LASD's Rosas Provision 18.1, prohibits permanent line assignments and requires personnel to rotate.

RECOMMENDATION NO. 11.7
Expand the training for the women at CDRF with the FIP model used by the MHAs at Twin Towers.

RESPONSE
Agree. DHS and LASD confirm that this recommendation has already been implemented. CRDF began using the TTCF training model as of April 2026.

The six-month training for MHAs now incorporates the orientation booklet and training materials used at TTCF. CRDF has also incorporated the GOGI curriculum into the entire FIP Stepdown Program module as an additional training course in January 2025.

RECOMMENDATION NO. 11.8
Develop a modified version of the FIP program at Peter J. Pitchess Detention Center to assist in mental health support of inmates who are not transferred to Twin Towers.

RESPONSE
Partially disagree. DHS and LASD report that this recommendation will not be implemented. The FIP Stepdown Program is designed specifically for HOH inmates and prepares them to successfully live in Moderate Observation Housing (MOH) or for release to a less restrictive housing environment in the community. PDC does

not have any HOH housing and does not house the severely mentally ill inmates for which the FIP Stepdown Program was designed. PDC North does house inmates in MOH, however, and the MOH housing at PDC North contains some of the features of FIP Stepdown Program including soothing colors and soft furniture.

This recommendation to develop a modified FIP Stepdown Program is broad, and it is unclear which elements of the program the Civil Grand Jury believes should be replicated. All HOH inmates are transferred to TTCF and placed in the FIP Stepdown Program when clinically appropriate.

The FIP Stepdown Program is designed specifically for inmates diagnosed with severe mental illness or identified as presenting an imminent suicide risk. The FIP Stepdown Program was implemented to improve care and living conditions for some of the most chronically mentally ill inmates, reduce the risk of psychiatric decompensation and readmission to FIP, increase the likelihood that participants can benefit from lower levels of care, and help prepare them for eventual placement in dormitory-style housing.

CHS and LASD agree that there are features of the FIP Stepdown Program housing areas (such as soothing colors, soft chairs, and games) which can be replicated in MOH, and CHS and LASD continue to look for opportunities to incorporate these features.

Inmates who successfully complete the FIP Stepdown Program are often reclassified as MOH inmates and transferred to the PDC North Facility and other locations. The PDC North Facility uses dormitory-style housing which promotes interaction and mutual support among inmates. This environment encourages inmates to assist one another in completing activities of daily living and maintaining daily routines. Additionally, when an inmate begins exhibiting signs of mental decompensation, fellow inmates frequently alert custody staff, allowing for timely intervention, which replaces the need for MHAs.

The primary objective of the FIP Stepdown Program is to help inmates achieve greater independence and develop the skills necessary to function successfully in less restrictive environments. The PDC North Facility's MOH housing environment is already structured to support these objectives by providing inmates with increased responsibility and opportunities for self-management while maintaining appropriate clinical oversight.

RECOMMENDATION NO. 11.9
LASD should help coordinate getting supplies in support of the FIP Stepdown Program by hosting donation drives, etc.

RESPONSE
Partially disagree. DHS and LASD confirm that there is already funding set aside for LASD to procure the necessary supplies to support the FIP Stepdown Program at all facilities and as such, this recommendation will not be implemented at this time.

The FIP Stepdown Program currently has sufficient funding and remains unaffected by budget constraints, as of now. Financial support is provided through donations and resources from non-governmental organizations, and although additional fundraising and donations would be welcomed, they are not necessary for

maintaining the program. As such, both CHS and LASD disagree with this recommendation. Additional funding will be formally requested if a budget shortfall ever occurs in the future.

DEPARTMENTS THAT RESPONDED TO RECOMMENDATIONS AND CORRESPONDING FINDINGS AS REQUIRED BY THE 2025-2026 CIVIL GRAND JURY FINAL REPORT

Department	Abbreviation	Report 1 (Sheriff's Department)	Report 2 (Foster Care)	Report 3 (Medical Examiner)	Report 4 (LA Zoo)	Report 5 (Emergency Management)	Report 6 (Ports & Harbors)	Report 7 (Election Integrity)	Report 8 (Senior Centers)	Report 9 (Law Enforcement Technologies)	Report 10 (Vision Zero)	Report 11 (Mental Health / Jails)
Board of Supervisors	BOS	R1.1, R1.2, R1.3, R1.4, R1.5, R1.6, R1.7, R1.8, R1.9, R1.10, R1.11	R2.1, R2.2, R2.3, R2.4, R2.5, R2.6, R2.7, R2.8, R2.9, R2.10, R2.11, R2.12*	R3.1, R3.2, R3.3	No response. The findings and recommendations specified in this investigative report pertain exclusively to entities of the City of Los Angeles, not the County of Los Angeles.	R5.1, R5.2, R5.3, R5.4, R5.5, R5.6	Responses to findings only. CGJ did not provide recommendations in this investigative report.	Responses to findings only. CGJ did not provide recommendations in this investigative report.	No response. The findings and recommendations specified in this investigative report pertain exclusively to entities of the City of Los Angeles, not the County of Los Angeles.	R9.1, R9.2, R9.3, R9.12	No response. The findings and recommendations specified in this investigative report pertain exclusively to entities of the City of Los Angeles, not the County of Los Angeles.	R11.1, R11.2, R11.3, R11.5, R11.7, R11.8, R11.9
Chief Executive Office	CEO	R1.1, R1.2, R1.3, R1.4, R1.5, R1.6, R1.7, R1.8, R1.9, R1.10, R1.11				R5.1, R5.2, R5.3, R5.4, R5.5, R5.6						
Children and Family Services	DCFS		R2.1, R2.2, R2.3, R2.6, R2.7, R2.8, R2.9, R2.10, R2.11, R2.12*									
Health Services	DHS											R11.1, R11.2, R11.3, R11.4, R11.5, R11.6, R11.7, R11.8, R11.9
Medical Examiner	ME			R3.1, R3.2, R3.3, R3.4, R3.5, R3.6								
Mental Health	DMH		R2.2, R2.4, R2.5, R2.9, R2.10, R2.12*									
Sheriff	LASD	R1.1, R1.2, R1.3, R1.6, R1.7, R1.8, R1.9, R1.10								R9.1, R9.2, R9.3, R9.12		R11.1, R11.2, R11.3, R11.4, R11.5, R11.6, R11.7, R11.8, R11.9

* Responses provided are for all corresponding subsections of these recommendations, as indicated in this investigative report.