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ELECTION OPERATIONS



2022 – 2023

**LOS ANGELES COUNTY
CIVIL GRAND JURY**

**BOARD OF
SUPERVISORS**

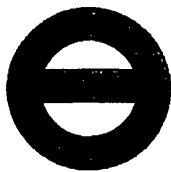
Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District



**Chief
Executive
Office.**

COUNTY OF LOS ANGELES

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, CA 90012
(213) 974-1101 ceo.lacounty.gov

CHIEF EXECUTIVE OFFICER
Fesia A. Davenport

August 31, 2023

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

From: Fesia A. Davenport *[Signature]*
Chief Executive Officer *for*

2022-2023 LOS ANGELES CIVIL GRAND JURY FINAL REPORT

Attached are responses to the 2022-2023 Civil Grand Jury Final Report. We are responding to specific recommendations dealing with the following sections:

- Aging Out: Transitional Aged Youth
- All Aboard: Is Metro Rail on Track
- Civil Grand Jury Compensation
- Election Operations
- Have We M.E.T.? Mental Health Evaluation Teams and How They Work
- Housing Vouchers For Low income and Homeless Angelenos
- The Inmate Reception Center: An Outdated Process Imperils Staff, Inmates, and the Justice System
- Juvenile Justice CYA
- Lack of Housing: The Social Injustice of the 21st Century
- Los Angeles County Fire Department Workers Compensation
- Medi-Cal Reimbursement: The Final Resolution of an Ongoing Issue
- Proposition 19: Implementation and Related Matters
- Sheriff's Operations: Examining Transparency, Accountability, and Community Policing within the LASD
- Storm Water Capture and Wastewater Reuse
- Zero Emissions: Air Quality Monitoring

Attachment A represents the Chief Executive Officer's responses; Attachments B through V represent the departments' responses; and Attachment W represents a matrix of the questions and responses from each department.



"To Enrich Lives Through Effective And Caring Service"

Each Supervisor
August 31, 2023
Page 2

If you have any questions regarding our responses, please contact me, or your staff may contact Cheri Thomas, by phone at (213) 974-1326 or by email at cthomas@ceo.lacounty.gov.

FAD:JMN:CT:md

Attachments

c: Executive Office, Board of Supervisors
County Counsel
District Attorney
Assessor
Sheriff
Auditor-Controller
Children and Family Services
Fire
Health Services
Human Resources
Internal Services
Mental Health
Probation
Public Health
Public Social Services
Public Works
Regional Planning
Registrar-Recorder/County Clerk
Los Angeles County Development Authority
Los Angeles County Metropolitan Transportation Authority
Los Angeles County Sanitation Districts
Los Angeles Homeless Services Authority

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

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

2022-2023 CIVIL GRAND JURY RECOMMENDATIONS FOR ELECTION OPERATIONS

RECOMMENDATION NO. 1.1

Reduce staffing early on in the election cycle. We believe this recommendation is already in progress and should continue to be implemented.

RESPONSE

Agree. The recommendation is in the process of being implemented. Registrar-Recorder/County Clerk (RRCC) has implemented a staffing system where Vote Center staffing levels are ramped up the last few days of the voting period and for Election Day when the highest levels of turnout have been observed. Staffing levels are reassessed by RRCC after every election to make future elections more efficient.

RECOMMENDATION NO. 1.3

Consolidate some poll worker positions to reduce staffing early in the election cycle.

RESPONSE

Partially agree. This recommendation is in the process of being implemented. Election Worker positions are cross-trained on a variety of tasks performed at a Vote Center and are given opportunities to learn various tasks during the early voting period in preparation for the last few days of voting and Election Day. RRCC's Safe Election Plan has been updated as COVID-19 has become endemic and Election Worker responsibilities will be updated accordingly.

RECOMMENDATION NO. 1.4

Schedule in-person training closer in time to elections.

RESPONSE

Disagree. This recommendation will not be implemented. RRCC trains over 12,000 Election Workers for a countywide election. Given the scale required for a countywide election, RRCC must begin training election workers up to two months before an election. Nearly 1,000 training sessions take place over approximately ten weeks.

RECOMMENDATION NO. 1.5

Allow poll workers to repeat in-person training or provide a recorded session to Vote Center workers.

RESPONSE

Partially agree. This recommendation has been implemented. RRCC conducts virtual and online training as a supplement to in-person training and there is no restriction on the number of times an Election Worker can attend online or virtual training. RRCC trains more than 12,000 Election Workers for a countywide election and allowing Election Workers to attend more than once would require a capacity larger than the Department has. This recommendation would require a longer election worker training schedule and could increase costs to provide more trainers and classes.

RECOMMENDATION NO. 1.6

Split the eight-hour, in-person training for LA County poll workers into two four-hour sessions.

RESPONSE

Disagree. This recommendation will not be implemented. RRCC trains over 12,000 Election Workers for a countywide election. This recommendation would double the number of days required to train an Election Worker. There is also a logistical impact on the scheduling of Election Workers and tracking of completion. Additionally, the frequency of no-shows and the amount of training that needs to be rescheduled could also increase.

RECOMMENDATION NO. 1.7

Continue marketing efforts with other jurisdictions for VSAP software to offset development costs.

RESPONSE

Partially agree. This recommendation is in the process of being implemented. RRCC's intent is not to market its voting system to other jurisdictions and function as an elections system vendor. The intent of the Voting Solutions for All People (VSAP) is to share the technology and allow other jurisdictions to leverage the technology and information we have developed. The VSAP Open Source Workgroup was established to aid in the creation of an open source plan and the establishment of a governance model. The workgroup created a high-level plan to define the required steps to establish a governance team, determine licensing models, define infrastructure and policies, and determine the ongoing lifecycle and management of VSAP Open Source. This plan is a recommended approach based on research and input from industry experts. All final recommendations and approaches should be governed and authorized by the Secretary of State or relevant regulatory authority before moving forward with implementation.

RECOMMENDATION NO. 1.8

Produce a published report of the 2022 Gubernatorial Election and previous elections using the Vote Center paradigm focusing on possible improvements in staffing; staff training; Vote Center locations; Vote Center equipment; and election processes and procedures for the BOS.

RESPONSE

Disagree. This recommendation will not be implemented. RRCC is committed to a continuous improvement process. Following each election, a debrief/critique is conducted to identify areas for improvement. Surveys are also used to measure different performance metrics such as voter experience and election worker experience. RRCC is committed to continuing to gather data to improve voting experience and make processes more effective and efficient.



July 31, 2023

TO: Fesla A. Davenport
Chief Executive Officer

FROM: Dean C. Logan 
Registrar-Recorder/County Clerk

LOS ANGELES COUNTY CIVIL GRAND JURY RESPONSE – ELECTION OPERATIONS

Please find attached the Registrar-Recorder/County Clerk responses to the 2022-2023 Los Angeles County Civil Grand Jury Report on Election Operations.

If you have any questions, please contact me at (562) 462-2716 or email dlogan@mcc.lacounty.gov.

DCL:AA

Attachment

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES
REGISTRAR-RECORDER/COUNTY CLERK

2022-2023 CIVIL GRAND JURY RECOMMENDATIONS FOR ELECTION OPERATIONS

RECOMMENDATION NO. 1.1

Reduce staffing early on in the election cycle. We believe this recommendation is already in progress and should continue to be implemented.

RESPONSE

Agree. This recommendation is in the process of being implemented. The number of staff is one of the foundational elements we take into account when determining staffing levels at Vote Centers. The number of staff assigned to a Vote Center is primarily determined by the size of the location and the number of devices. In addition, there are other important considerations for ensuring our staffing plan complies with legally required service levels. Specifically, around maintaining multilingual support in communities where those services are needed. The Department provides assistance in 19 languages. In addition, our staffing levels ensure our ability to provide curbside voting services to voters with disabilities who are physically unable to vote inside the Vote Center.

Our office has implemented a staffing system where we ramp up our Vote Center staffing levels as we get into the last few days of the voting period and for Election Day when we observe the highest levels of turnout. Staffing levels are reassessed after every election to make our future elections more efficient.

RECOMMENDATION NO. 1.2

No recommendation.

RESPONSE

No response

RECOMMENDATION NO. 1.3

Consolidate some poll worker positions to reduce staffing early in the election cycle.

RESPONSE

Partially agree. This recommendation is in the process of being implemented. There are currently three Election Worker positions used in the County, they are Vote Center Lead, Assistant Lead, and Clerk. These positions are cross-trained on a variety of tasks performed at a Vote Center which includes but is not limited to checking in voters, assisting voters, answering questions, receiving ballots, and providing replacement envelopes. Election Workers are given opportunities to learn the various tasks during the early voting period in preparation for the last few days

of voting and Election Day. Our Safe Election Plan has been updated as COVID-19 has become endemic and our Election Worker responsibilities will be updated accordingly.

RECOMMENDATION NO. 1.4

Schedule in-person training closer in time to elections.

RESPONSE

Disagree. This recommendation will not be implemented because it is not reasonable. The Department trains over 12,000 Election Workers for a countywide election. Given the scale required for a countywide election, we have to begin training election workers up to two months before an election. This training takes place over approximately ten weeks and nearly 1,000 training sessions. In addition, we have to accommodate the logistics of scheduling Election Workers for training and tracking the completion. Our schedule is designed to provide Election Workers with options to increase their participation in the training. It also allows us to reschedule Election Workers if we have no-shows or other reason that prevents them from attending training.

The Department also conducts virtual and online training as a supplement to the in-person training. These additional trainings serve as a refresher course for Election Workers and also are a more focused session on a specific topic such as Conditional Voter Registration. We measure the effectiveness of our training through a variety of performance metrics and a survey provided to our Election Workers.

RECOMMENDATION NO. 1.5

Allow poll workers to repeat in-person training or provide a recorded session to Vote Center workers.

RESPONSE

Partially agree. This recommendation has been implemented. The Department conducts virtual and online training as a supplement to the in-person training. These additional trainings serve as a refresher course for Election Workers and also are a more focused session on a specific topic such as Conditional Voter Registration. There is no restriction on the number of times an Election Worker can attend online or virtual training. We measure the effectiveness of our training through a variety of performance metrics and a survey provided to our Election Workers.

The Department trains over 12,000 Election Workers for a countywide election. This training takes place over approximately ten weeks and nearly 1,000 training sessions. The priority is to get all Election Workers trained in time for the election. Allowing Election Workers to attend more than once would require a capacity larger than what we currently have. This recommendation would require a longer election worker training schedule and could increase costs to provide more trainers and classes.

RECOMMENDATION NO. 1.6

Split the eight-hour, in-person training for LA County poll workers into two four-hour sessions.

RESPONSE

Disagree. This recommendation will not be implemented because it is not reasonable. The Department trains over 12,000 Election Workers for a countywide election. This recommendation would double the number of days required to train an Election Worker. There is a logistical impact on the scheduling of Election Workers and tracking of completion. In addition, it could increase the frequency of no-shows and increase the amount of training that needs to be rescheduled. We measure the effectiveness of our training through a variety of performance metrics and a survey provided to our Election Workers.

RECOMMENDATION NO. 1.7

Continue marketing efforts with other jurisdictions for VSAP software to offset development costs.

RESPONSE

Partially agree. This recommendation is in the process of being implemented. The Department's intent is not to market our voting system to other jurisdictions and function as an election system vendor. This would require human resources that are not currently within our operation and may expose us to liability. The intent of VSAP is to share the technology and allow other jurisdictions to leverage the technology and information we have developed. The VSAP Open Source Workgroup was established to aid in the creation of an open source plan and the establishment of a governance model. The workgroup is composed of a diverse group of technology experts in the field of elections, technology, and open source. The workgroup created a high-level plan to define the required steps to establish a governance team, determine licensing models, define infrastructure and policies, and determine the ongoing lifecycle and management of VSAP Open Source. This plan is a recommended approach based on research and input from industry experts. All final recommendations and approaches should be governed and authorized by the Secretary of State or relevant regulatory authority before moving forward with implementation.

RECOMMENDATION NO. 1.8

Produce a published report of the 2022 Gubernatorial Election and previous elections using the Vote Center paradigm focusing on possible improvements in staffing; staff training; Vote Center locations; Vote Center equipment; and election processes and procedures for the BOS.

RESPONSE

Disagree. This recommendation will not be implemented because it is not warranted. The Department is committed to a continuous improvement process through various strategies such as our Lean Six Sigma program and other strategies. Following each election, a debrief/critique is conducted to identify areas

for improvement. As part of this process, we conduct surveys to measure different performance metrics such as voter experience and election worker experience. The California Voters Choice Act was adopted by the County in 2020 and the Department is still in the first full cycle after implementing Vote Centers. The Department is committed to continuing to gather data to improve our voting experience and make our processes more effective and efficient.

HAVE WE M.E.T.?

Mental Health Evaluation Teams and How They Work



2022 – 2023
LOS ANGELES COUNTY
CIVIL GRAND JURY

**BOARD OF
SUPERVISORS**

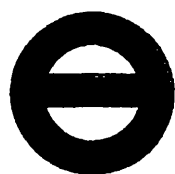
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CHIEF EXECUTIVE OFFICER
Fesia A. Davenport

August 31, 2023

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

From: Fesia A. Davenport *[Signature]*
Chief Executive Officer *FOR*

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Each Supervisor
August 31, 2023
Page 2

If you have any questions regarding our responses, please contact me, or your staff may contact Cheri Thomas, by phone at (213) 974-1326 or by email at cthomas@ceo.lacounty.gov.

FAD:JMN:CT:md

Attachments

c: Executive Office, Board of Supervisors
County Counsel
District Attorney
Assessor
Sheriff
Auditor-Controller
Children and Family Services
Fire
Health Services
Human Resources
Internal Services
Mental Health
Probation
Public Health
Public Social Services
Public Works
Regional Planning
Registrar-Recorder/County Clerk
Los Angeles County Development Authority
Los Angeles County Metropolitan Transportation Authority
Los Angeles County Sanitation Districts
Los Angeles Homeless Services Authority

RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

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

2022-2023 CIVIL GRAND JURY RECOMMENDATIONS FOR HAVE WE M.E.T.? Mental Health Evaluation Teams and How They Work

RECOMMENDATION NO. 1.1

DPH/Department of Health Services (DHS)/DMH/BOS should prioritize recruitment of additional mental health clinicians. Among other possibilities additional benefits, financial incentives, tuition reimbursements or student loan buyouts, and flexible schedules should all be explored.

RESPONSE:

Agree. This recommendation is in the process of being implemented. The departments continue to prioritize recruitment of clinicians and explore various recruitment incentives.

RECOMMENDATION NO. 1.2a

DMH/BOS should permit Mental Health Evaluation teams to use outside clinicians procured under contract from private companies, if DMH cannot provide sufficient personnel. Agencies should be reimbursed in whole or in part for such hires.

RESPONSE

Agree. This recommendation has been implemented. Recommendations for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.2b

DMH/BOS should allow agencies to hire specially trained employees (non-certified, but equally qualified), in place of DMH employed mental health professionals, if DMH cannot provide sufficient personnel. Agencies should be reimbursed in whole or in part for such hires.

RESPONSE

Agree. This recommendation has been implemented. Recommendations for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.3

BOS/Los Angeles Sheriff Department (LASD)/Los Angeles County Fire Department (LACoFD)/Los Angeles Police Department (LAPD) and the Los Angeles City Council (LACC) should authorize an update or replacement of the current Computer Aided Dispatch (CAD) system to integrate it with systems in use by other agencies.

RESPONSE

Agree. This recommendation requires further analysis. The BOS defers to the LASD's response for details of the analysis and evaluation of resource needs. Recommendation for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.4a

BOS/DMH/DPH/DHS should improve patient navigation services for recipients of emergency mental health services or allow agencies to provide their own patient navigation personnel to enable them to provide expanded services.

RESPONSE

Agree. This recommendation has been implemented. The departments have undertaken a variety of initiatives to facilitate patient navigation.

RECOMMENDATION NO. 1.4b

LACoFD should be authorized to provide their own patient navigation personnel. The agency should be reimbursed by the County in whole or in part for such hires.

RESPONSE

Partially Disagree. This recommendation requires further analysis. The BOS defers to LACoFD's response for details on the analysis and evaluation of resource needs. Recommendation for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.6

BOS/DMH/DHS/DPH should authorize the development and staffing of additional Psychiatric Urgent Care Centers and Sobering Centers in key locations to help provide sufficient placements of mental health patients.

RESPONSE

Agree. This recommendation has been implemented. Recommendations for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.7

DMH/DPH/DHS and the BOS should substantially increase the number of rescue transport vehicles in service to promote additional opportunities for persons in need.

RESPONSE

Agree. This recommendation has been implemented. Recommendations for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.8a

Given the need for the construction of additional mental health campuses and permanent supportive care for mentally ill patients, the BOS and LACC should endeavor to fully support and participate in the Governor's efforts to provide construction funding and programs.

RESPONSE

Agree. This recommendation has been implemented. Recommendations for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.8b

In order to provide additional long-term mental health campuses, residential settings, and permanent supportive housing the BOS and LACC should prioritize acquiring, renovating, and opening mental health facilities.

RESPONSE

Agree. This recommendation has been implemented. Recommendations for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.

RECOMMENDATION NO. 1.9

In order to provide the Mental Health Evaluation "H (Henry) 918" Division more autonomy and greater scope of service, the LASD should authorize creation of an independent Mental Health Evaluation Bureau. This will give the MET team the ability to expand its operations and to explore various pilot programs.

RESPONSE

Agree. This recommendation requires further analysis. The BOS defers to the LASD's response for details of the analysis and evaluation of resource needs. Recommendation for additional resources will be made within the context of the overall budget, numerous funding priorities, and requests.



DEPARTMENT OF MENTAL HEALTH

hope. recovery. wellbeing.

LISA H. WONG, Psy.D.
Director

Curley L. Bonds, M.D.
Chief Medical Officer

Connie D. Draxler, M.P.A.
Acting Chief Deputy Director

July 20, 2023

TO: Fesia A. Davenport
Chief Executive Officer

FROM: Lisa H. Wong, Psy.D.
Director *LHW, Psy.D.*

SUBJECT: RESPONSES TO THE 2022-2023 LOS ANGELES COUNTY CIVIL
GRAND JURY FINAL REPORT

Attached please find the responses to the Civil Grand Jury's final report from the Los Angeles County Department of Mental Health. The responses pertain to audit sections: "AGING OUT – Transitional Aged Youth" and "HAVE WE M.E.T.? – Mental Health Evaluation Teams and How They Work."

Please let me know if you need additional information.

LHW:ld

Attachments (2)