32nd Sheriff of Los Angeles County
Jim McDonnell

Promises Kept

2018 Year In Review
Special Edition
The LASD

- 18,000 Employees
- 1.2 Million Calls for Service
- 130 Unincorporated Communities
- 1.2 Million Contacts with the Public
- 42 Contract Cities
- One-Third of the Metropolitan Transit Authority
- 38 Superior Court Houses
- 9 Community Colleges
- Largest Jail System in the Nation
- 1.2 Million Calls for Service

Our Deputies

- 45% are Hispanic
- 5% are Asian
- 9% are African-American
- 2% are other diverse members
- 18% of deputy personnel are women.

Sheriff Jim McDonnell, Oath of Office 2014
“I am here to commit myself to the future of the Los Angeles County Sheriff’s Department”
“Promises Kept”

I have spent four decades in public service focused on one mission: protecting the people of Los Angeles County. I grew up as the son of immigrant parents; my dad was a laborer and my mom was a domestic worker. We lived in a working-class neighborhood where I witnessed the hopes and dreams of families seeking a better life. I learned the value of hard work at an early age and I knew—by all that surrounded me—that where there is poverty, there are no guarantees. I knew that parents wondered daily, “Will my child come home safely?” Business owners questioned whether their store would be the next to be targeted. But I also learned at an early age that lives improve and opportunity can take root in communities that are stable and safe. I have invested my entire professional life in that nexus between hope and opportunity, and the role that law enforcement plays in providing both.

I think my upbringing is why I became a champion of community policing. It is why I found myself leading early reform efforts at the Los Angeles Police Department, the Long Beach Police Department, and ultimately, the Los Angeles County Sheriff’s Department. People need to be able to trust the police. The police need the trust of the community. Without that trust, there is chaos. However, to accomplish this balance in the modern era, our deputies must be more than just good street cops. The expectations for police are high and the scrutiny is intense.

When I was elected the 32nd Sheriff of Los Angeles County, it was to lead an organization that was deeply fractured by scandal and internal politics. Four years later, I am proud to say that the LASD is a very different organization, one poised to be a national leader in jail reform, emergency response, and preparedness for major catastrophes. We have increased accountability and bolstered our oversight, and we have seen the results in decreased uses of force, increased training in crisis intervention, and in a culture of renewed leadership and compassion.

We are now more willing to ask ourselves the tough questions about policy and procedure. For example, I instituted a shooting review process to do case analyses of deputies who have been involved in multiple shootings. And our once troubled jail system is now a national model for the reform of large jail systems.

In 2015, we created the LASD Human Trafficking Bureau and the Los Angeles Regional Taskforce on Human Trafficking. We have rescued over 300 women and children from the horrific reality of sex trafficking. In doing so, we have also played a major role in changing the dialogue about those being exploited, rather than labeling them prostitution suspects, they are now rightfully recognized as sex trafficking victims. We have also pioneered progressive policing policies that aim to protect the rights of transgender individuals and undocumented immigrants.

Jim McDonnell, Sheriff
A FRESH START – MOVING FORWARD
NOW is the time for us to move beyond past divisions and fractures, to heal, and to emerge as a better and stronger organization. Today, we have the opportunity to start fresh, to hit the reset button and welcome in a new era at the Sheriff’s Department. The opportunities ahead of us will dwarf the foibles and slight of the past. We will succeed, but only by coming together.

LASD’S PROUD TRADITION
As we move ahead, we must not forget the proud traditions and history of this Department that dates back over a century and a half. Many have served this Department honorably and with great pride. And too many have, tragically, sacrificed their lives in service to this Department and our community. I feel privileged to be taking the helm of the Los Angeles Sheriff’s Department and to have received a strong vote of confidence from the voters, enabling me to serve as their, and you, 32nd Sheriff. Yet to the members of this Department, let me be clear – it is your vote of confidence and your respect that I intend to earn as I chart our organization’s bright future.

WHAT MAKES LASD UNIQUE
The Los Angeles Sheriff’s Department stands alone. Its history, the breadth of its responsibilities, and the unique leadership role it has within law enforcement locally, nationally and throughout the world is – and should be – second to none. We have over 18,600 employees spread over a county larger than some states and providing law enforcement services to millions. (Indeed, if our county were a state, we would be the eighth largest in the nation.) Our deputies stand guard in the open desert and in neighborhood streets, on mountain peaks, in ocean waters and in underground tunnels. They make difficult decisions, often under tremendous stress and at great personal sacrifice. They are often (and appropriately) second-guessed for years about what they had to decide in a matter of seconds. They carry through their careers the lives of those they could not save. Of partners who were struck down, but are never forgotten. And they come to work the next day, once again ready to protect those we need to serve our community and its residents. LASD stands alone in the magnitude, complexity and sheer diversity of work its deputies and professional staff undertake every day – day in, day out. We don’t simply accept, but rather we embrace, these obligations. But let us agree that we can, we will, and WE MUST set the bar high in all we do. We will stand for the best of what law enforcement can – and should – be about.

NONE OF US – NEITHER YOU NOR ME – SHOULD SETTLE FOR “GOOD ENOUGH”
We need to strive for excellence in our hiring and create promotion and career paths that reward merit. Make clear that you will be judged by how you perform, not what you know. And enable the right people to be hired for and placed into the right positions. This must become an agency of choice for the best and the brightest our community has to offer and a Department that reflects the rich diversity of our community. We must be a leader in law enforcement’s responses to major emerging criminal issues such as cybercrime and human trafficking. We need to invest in training and supervision that is second to none and that gives our deputies the tools they need to navigate a job that gets harder every day. We must ensure that in fighting crime, all of us – and particularly our new deputies – do not lose sight that their first job is to defend and uphold the Constitution. And we must continuously earn the trust of our community – Though our actions, Through accountability and transparency and Through ownership of the good news as well as the bad. And let me be clear, that as your Sheriff, I want to hear both the good and the bad news. No leader can fix things he doesn’t know about or that subordinates are afraid to tell him. The LASD should be the flagship for law enforcement in the nation. We owe it to ourselves to be the best. And we owe it to our community to be the best – not simply in crime metrics, but also in respect for all. Throughout my campaign I often spoke about restoring the shine to the badge. From time to time, some deputies said that this language offended them – that their badges had never lost their luster and it was just a few rogue others whose badges were dull. Yet the public sees just one badge: The one on every deputy’s uniform; The one on the side of every black-and-white. And the one that has been diminished in the eyes of some by events of the past that we need to put behind us. We are one Department – each of us will be successful only if all of us are successful.

WHAT I EXPECT OF YOU, WHAT YOU SHOULD EXPECT OF ME
I have heard many times over the past year that the men and women of the LASD are ready to move forward, meet the challenges ahead, and simply need clear and firm direction regarding what is expected of them. So allow me for a moment to speak directly to the men and women of the Sheriff’s Department.

As we begin this new chapter, I want to be crystal clear about my expectations of you, as well as what you can expect of me: We will set aside disputes and factions of the past and focus, together, on our core mission and building our future. We will identify and build upon our strengths, and also be equally forthright in identifying – and working to address – our weaknesses. We know that Patrol is important, but so is Custody. We will treat Custody as an equally vital mission of the Department and respect this key aspect of our work, just as we respect those entrusted to us and in our care within our jails. We will welcome the watchful eye of our community and work with our federal partners to address past problems; we will embrace oversight as a mechanism to help us move beyond our challenges and achieve our shared goals. We will develop a culture in which career paths and promotions in the Department are the result of character, competence and compassion, as performed with a sense of humility and based upon a foundation of respect. Everyone will be afforded a fair chance to succeed and merit, not external considerations, will serve as the guideposts for success in this Department. To the men and women of the Sheriff’s Department, let me remind you that you have the greatest job in the world: the job of serving the public and know every day that you have made a difference in someone’s life. This is something many go their entire careers without being able to say. Yours is a noble profession and a sacred duty. Yet with such privilege and power comes tremendous responsibility.
So what can all of you, in turn, expect of me?

I will make personal integrity, in the service of constitutional policing, the highest value of the Los Angeles Sheriff’s Department. I will listen to — and openly consider — all sides of an issue, whenever possible, before making decisions. I will be accountable for my decisions: to the public, to the Board of Supervisors, to our many stakeholders, and to everyone within this Department. And I will be committed to keeping our communities safe and protecting our residents from harm. No one will work harder on your behalf. I will celebrate your successes and share in your failures. I will fight for the resources we need to achieve excellence. But also know that no one will hold you to a higher standard. When ethical or legal lines are crossed and our standards are not met—by employees at any rank—action will be taken. I will hold you accountable — just as I will hold myself accountable. Finally, I will act with the humility befitting a servant of the public—and I will expect each of you in this Department to do the same.

CHALLENGES AHEAD
So what lies ahead?
The challenges we face together are great. But I believe the opportunities are even greater. Some changes will be put in place starting today — through a mandate of fairness, accountability and transparency. Other changes will take time. In the coming months, I will ensure all of our leaders and senior managers are in the right seats. That they are qualified for the jobs they hold and that they have earned the respect of those they lead. Put systems in place to measure performance and hold people accountable: Enhance all of our ability to promote public safety and protect our residents from crime; Work with our justice system partners to develop new approaches to prevention and diversion for those that need it in our jails; and be clear with all of you — with our personnel and with the community — about what LASD is doing and why.

We will also start work on longer-term priorities.
Addressing the many ongoing challenges facing our Custody Division: The modernization of our processes, technology and communications; Designing career opportunities and a hiring process that attracts and promotes the best, the brightest and the hardest working; and Investing in the training that our personnel needs and that the community expects.

THE COMING MONTHS — MY TOP PRIORITY TO FOCUS INWARD
Over the past 10 months, I have had the education of a lifetime, in meeting with thousands of people across a county I never realized was so large — yet had always hoped would be so welcoming. I have learned there are many people outside the Sheriff’s Department who care deeply about us: retirees, community members, law enforcement partners, and many more. To all of you … Thank You I look forward to continuing our dialogue over the coming months. Yet I also ask you to understand that my first priority is to take the time to meet and come to know the people within the Sheriff’s Department. The men and women of the LASD have been waiting for new leadership for a long time. Getting to know the devoted members of this Department will be my top priority.

THANK YOU
To the elected leaders and many community voices who have supported me and helped guide the LASD, thank you. I pledge to you that this Department will be the leader you need it to be on issues of county, state and national consequence. To the members of the Board of Supervisors, thank you for your support and I look forward to our partnership ahead. I pledge to be open with you about the LASD’s successes as well as its challenges — and also its needs. To District Attorney Jackie Lacey, thank you for your friendship and your leadership in working toward a smarter criminal justice system. And to Sheriff John Scott, thank you for shepherding the ship these past 10 months. I could not imagine a more dedicated steward from whom to be accepting the baton of leadership.

CALL TO ACTION & CLOSE
Our Founding Fathers wisely wrote that to “preserve” our nation’s precious hard-fought rights, “governments are instituted among men, deriving their just powers from the consent of the governed.” At this timeless message reminds us, whatever authority we have as a government is granted to us — and derived from — our citizens. We must never lose sight of that. So I stand before you today: Proud to wear the tan and green that represents over a century of tradition; Humbled at the trust you have all placed in me; And intensely aware of where my authority comes from — you, our citizens.
Sheriff McDonnell, Oath of Office 2014

“We will welcome the watchful eye of our community and work...to
address past problems. We will embrace oversight as a mechanism
to help us move beyond our challenges and chief our shared goals.”

“...built upon the bedrock of this Departments values:
Integrity, Accountability and Service...”

A Department of Integrity

Sheriff McDonnell made integrity one of the cornerstone's of his administration by
developing policy that provided clear direction on what constitutes honesty while
incorporating training for first line supervision and executives. This, he believed would
help personnel develop their moral compass to guide their decisions as Department
leaders.

Honesty Policy - “Prior to my joining the Sheriff’s Department in Dec. 2014, there was no general statement of
policy about the Department’s commitment to honesty as a fundamental standard for all to adhere to. I believe
that our expectations become clearer if we state in writing that honesty is at the forefront of the Department’s
ethical standards. I also wanted to make crystal clear what we mean by the word honesty, and also what specific
kinds of behavior constitute dishonesty. The new policy creates a lead-in to the regulations about honesty and
explains why dishonesty is such a serious kind of misconduct.”

* Excerpt from Sheriff McDonnell LA Times Interview, Feb 2016

Honesty Policy in Effect 6/4/2015 - Department members are held to the highest standards of integrity and
erthics. In particular, honesty and trustworthiness are of paramount importance to the credibility and integrity of
all Department members. Honesty and maintaining the trust of those we serve depend on candor, forthrightness,
sincerity, and accuracy. Dishonesty destroys trust and violates Department policy. Examples of dishonesty and
violations of trust include not only false statements, but also deliberate distortions of truth; intentional
exaggerations, concealment of or failure to disclose material facts, observations, or recollections, and failure to
make full, complete and truthful statements when required. Department members who violate this section are
subject to discipline up to and including discharge.

Principled Policing Course 2016 - This one day course created by the California Department of Justice in
collaboration with Stanford University. The objective of the course is to unpack the concept of procedural
justice and how it strengthens the relationship of trust between police and communities and to present the
concept of implicit bias

Sergeants Mentoring Initiative - This initiative will help to maximize the opportunity for our personnel to
thrive and grow within our profession and concentrate more effort on elements of public trust that we can
influence, if we work together. One way is to create additional opportunities for us to learn from one another
by increasing mentoring within the Department. The “Sergeants’ Mentoring Initiative,” will provide our
many hundreds of sergeants extra training about effective, frequent mentoring and leadership development.
It is an 8-hour training day about mentoring with respect to decision-making in the field, custody operations,
court services, and associated functions. After completing the 8-hour training session, sergeants will be better
prepared as mentors, i.e. “coaches” who can focus their “team’s” efforts on learning from past events, decisions,
experiences, successes, and mistakes.
A Department of Accountability

Sheriff McDonnell fully implemented the Citizen’s Commission on Jail Violence’s (CCJV) recommendation to create the Audit and Accountability Bureau (AAB) in order to provide the Sheriff an independent, objective, and thorough analysis designed to assess and improve our policies, procedures, and practices.

The Audit and Accountability Bureau (AAB) is granted Department internal oversight authority and reports directly to the Sheriff. AAB supports the Department by undertaking systematic disciplined audits in the effectiveness of the Department’s risk management, internal controls, and governing processes. AAB assists in bringing transparency and accountability to the Department’s operations and management. To date AAB has made over 200 audit recommendations and approximately 100 have been implemented and the balance of recommendations is in progress. AAB hosts a Shooting Analysis Committee at the request of the Critical Incident Review Panel when a Department member is involved in three or more shootings or in any shooting incident necessitating an immediate review and analysis for risk management, tactical, and training concerns. A total of shooting analyses have been completed on more than five dozen employees analyzing approximately 200 shooting incidents.

To date over 100 examinations, reviews, agreed upon procedures, and special projects have been completed. Examples include:

- Annual Audit Plans
- Johnson Agreement Compliance Methodology Procedures
- Youth Activity League Action Committee
- Military Veterans Affairs Unit
- Northwestern University Data Analysis Project
- Weekend Duty Commander Project
- Community Policing Plan
- Department Responses for OIG reports
- Department Risk Assessment Survey
- Executive Presentations
- Custody Agreement Assessments
- Patrol Agreement Assessment
- Antelope Valley Civil Claims Project
- Unit Mentoring Program Development
- Critical Incident Panel Development
- Shooting Analysis Development
Sheriff Jim McDonnell
The value of constitutional Policing Advisors statement to the LA County Board of Supervisors, August 4, 2015

I spent the first three years focused internally at the LASD.

Today the Board has the opportunity to consider my request that the Department create two internal Constitutional Policing Advisor (CPA) positions -- a cost-neutral action that would resurrect a real-time monitoring and internal accountability mechanism that was lost when the Office of Independent Review (OIR) was eliminated. As you know, this is a reform I have sought to advance from the month I assumed office.

I have not made this request lightly. I view this as an integral part of my efforts to enhance accountability within the Los Angeles County Sheriff’s Department and make sure that we are abiding by the highest standards of constitutional policing. It is my sincere hope that the Board will approve this concept today, without further delay, and enable us all to work together in moving the LASD beyond past problems.

What is the role and value added of the CPA’s?

It is my aim for these CPAs to assist in numerous important aspects of Department operations, including reviewing and assessing the quality of misconduct investigations, providing input as to discipline, monitoring Civil Service case outcomes, enhancing internal auditing and inspection functions, responding to and assessing critical incidents, guiding policies and procedures, collaborating with the Inspector General and future Civilian Oversight Commission, and monitoring developments in best police practices.

Civilian CPAs with law enforcement oversight experience can provide me and my command staff with an additional set of eyes and an invaluable perspective which frequently and importantly differs from the traditional police management paradigm.

I saw firsthand during my tenure at the Los Angeles Police Department (LAPD) the key role these individuals can play in the operation, and specifically in the reform initiatives, of a policing agency. Drawing on my LAPD experience and speaking with law enforcement leaders across the country, I -- and others -- now consider the employment of constitutional policing advisors within a policing environment a “best practice” among law enforcement agencies nationwide.

CPAs embedded within LASD and reporting directly to the Sheriff can help the Department move beyond past problems.

In order to accomplish the progressive changes within the LASD which I have committed to and which our community deserves, I believe that it is important that these positions be embedded within the Department and report directly to me.

The CPAs’ mission is to provide me and my staff with unvarnished, trusted and objective input about how our decisions, practices, and policies are falling short and might detract from public trust or erode our Department’s integrity. We need to hear and evaluate such unconstrained input, normally in the form of constructive criticism, in order to strike the best balance among the many conflicting factors in critical decision- and policy-making. And I want my Department to see and know that these individuals report to me and, as such, need to be listened to; their views cannot and shall not be disregarded or marginalized. That starting point, in my mind, will truly enable the CPAs input to make a difference and enable us to bring about enhanced policies and practices and change from within.

CPA function differently than County Counsel.

I realize that some have questioned whether this role can be performed by existing County Counsel. Please make no mistake that I have the utmost respect for our County Counsel’s dedicated attorneys and capable leadership. Yet despite the County Counsel’s admirable and much-appreciated cooperation and assistance, there is a potential dampening effect on the CPAs’ ability to provide us unfettered, critical input while assigned to an office whose mission is multifaceted and includes providing legal advice to a variety of County clients, limiting the County’s liability, and defending the actions or mistakes of our deputies after the fact. I need and value both roles and perspectives, offered in the purest, hardest-hitting fashion, to guide us against our making future mistakes and to maximize my opportunities to make the best possible decisions.

I am well aware that County Counsel alone represents LASD in court and pending litigation and I greatly value the role they play. That function is not my intent for the CPAs. Instead, the CPAs will offer the internal monitoring and advisory role that OIR, in part, provided when it afforded past Sheriffs with privileged and candid real-time internal advice in key areas that should enable us to better serve our community, raise the bar high, and avoid matters escalating to the point of litigation.

CPAs must be structured to encourage candid and privileged advice.

Due to the sensitive and confidential nature of the inquiries, audits, reviews, assignments and projects which the CPAs undertake, it is imperative that their input and work product be forthright, candid and protected by any applicable legal privileges. If CPAs and others in the Department are not confident that their input to Sheriff Department executives is protected against future disclosure, they may be hesitant to ask hard questions, find it difficult to get candid information, and be cautious in their observations and conclusions.

This starting point is nothing new. In previous oversight arrangements, non-County Counsel attorneys including OIR and Merrick Bobb were successful in providing the kind of analytical, penetrating input I will expect from the CPAs. Other law enforcement departments including LAPD, San Diego Sheriff’s, NYPD and others, similarly are guided by the insights of these internal advisors.
The Time to Act is Now.

I know that some may have articulated a view that we should hold off on creating this best practice mechanism for enhanced internal oversight until the Board resolves issues around the pending creation of a Civilian Commission and/or we formalize the mechanisms for access by our Inspector General. As the Board knows well, I have supported from the day I assumed this office strong and independent external oversight by the Inspector General and the creation of a Civilian Commission. It has been my view that LASD should welcome, and not fear, external oversight and that added eyes on what we do and how we do it will only make us better.

But there is no reason that we should delay the ability to put in place robust mechanisms for enhanced internal accountability while we are working through the final details of external oversight. Indeed, from the beginning of my tenure as Sheriff I have put in place a litany of internal oversight mechanisms — including personal review by me of discipline matters, higher scrutiny of cases involving false statements or dishonesty, building out our internal auditing and inspection function, and other policy and practice changes aimed at maintaining the highest standards of constitutional policing.

I know that no member of this Board would have encouraged me to wait on those reforms, or others, until we complete the build out of external oversight. Just as I am hopeful that the Board will not further delay the implementation of this internal best practice of constitutional policing advisors simply because we have yet to finalize all the details of the separate and equally worthy goal of external oversight.

I believe we all are committed to working together to make the Department better wherever and however we can. Our County’s residents deserve no less.

In sum, I view the creation of this internal constitutional policing function to be a key part of the at-times difficult process of reform and improvement I am aiming to bring to LASD. I know we all share that goal and look forward to your support today to help us move one step closer to that objective.

Accountability and the Public

Public Data Sharing - In 2015 Sheriff Jim McDonnell launched the LASD Public Data Sharing Project. The overall goal was to report data going back to at least 2010 regarding deputy involved shootings, use of force, discipline and public complaints. The shooting data (going back to 2010) was completed and is continually updated.

The LASD provides public data via its website WWW.LASD.ORG The webpage has information for: Deputy Involved Shootings, Use of Force, Public Complaints, Employee Discipline, Public Complaint Procedures, Custody Division Quarterly and Yearly reports, Manual of Policy and Procedures, Guidelines for Discipline, Unmanned Aircraft System Reports and Internal Audits from the AAB

Body Worn Cameras (BWC) - Equipping law enforcement officers with BWC can further improve trust and confidence in the communities we serve. The introduction of BWC technology into the criminal justice system will fundamentally transform the manner in which we perform our duties. BWC will enable law enforcement to collect better, more objective evidence for criminal investigations, provide law enforcement agencies greater ability to review its performance and practices, and provide the public an opportunity to engage in an important discussion about law enforcement actions and crimes that garner interest. How we capture, store, secure, analyze, interpret, and share the video will have a direct correlation to the integrity and credibility of our criminal justice system.
From the beginning of my administration, I made a commitment to our public to the principles of transparency and accountability. I was an early and vocal supporter of a Civilian Oversight Commission for the Los Angeles County Sheriff’s Department.

I anticipate that our working relationship will be very much a partnership. Your role as key advisors will bring much needed, and welcomed, outside expertise and points of view.

The public’s trust in the LASD will be stronger and more effective, and be viewed with greater trust with the additional layer of accountability from this Commission.

It is important to note, you provide a valuable conduit to the community and will help our public understand the LASD’s challenges, capabilities and needs.

I look forward to working with an exceptional group of professionals with a wealth of experience in law, advocacy groups, and government. Your combined expertise and knowledge about the people we serve, whether it be youth, communities in need, or best practices in intervention and prevention strategies, will be invaluable.

We as a County, have the opportunity to rise above politics and form a positive and constructive relationship, by listening to each other, and even hear from those with more divisive motives.

We have been able to accomplish good work with the Office of the Inspector General (OIG) with whom we have a strong and open working relationship. As you may recall, the OIG was born out of recommendations of the Civilian Commission on Criminal Violence (CCIV), where I served as a member. This relationship works because we intended to create a partnership based on mutual respect.

Hard times may have brought us together, but history will judge our intentions to work collaboratively, because we have the same goal in mind: for Los Angeles County to be the national model for the highest standards of Constitutional policing.

Law enforcement is routinely tested by dynamic and highly public circumstances. Whether it is a deputy involved shooting of an armed suspect, or the compassionate rescue of a mentally ill individual, the nation watches to see how Los Angeles County rises to the challenge. There is much at stake in our work together.

We at the LASD understand that to build community relations, we also must build ‘community credibility’ and show that government can work well together in the best interests of our public.

Doing so will strengthen the LASD to combat crime and promote safety. A working relationship between the LASD and the Commission has the best potential to address even the most complex issues that may be encountered.

We are moving forward at the LASD and welcome this opportunity to show what we can accomplish together. Thank you.

Sheriff Jim McDonnell
Deputy Misconduct and Public Records, January, 2018

Whether or not the Los Angeles County Sheriff’s Department provides the names of deputies who have founded cases of misconduct in their personnel file is an important issue and touches upon the challenges we face in managing a large complex organization in a civil service environment.

It is important to note that there wouldn’t be a list of names if we weren’t holding people accountable. I cannot speak to past administrations, but today when we find something, we do something. I chose for the LASD to lead the way and take the Brady Case to the California State Supreme Court to seek legal clarity and reconcile the conflict between a United States Supreme Court ruling to provide defense attorneys exculpatory evidence such as information contained in a peace officer’s personnel file, and California state law that guarantees privacy rights to peace officers.

Public trust is our currency and so I support transparency that is guided by the law. My administration has a demonstrated record of providing more information to the public including our Public Data Sharing website which reports our statistics on deputy involved shootings, uses of force, discipline and provides information on our policies as it relates to use of force, discipline and public complaints.

Meanwhile, I am committed to improving the quality of investigations to ensure evidence is at the core of case management and that we are timely in our investigations. It should not take months or years to address deputy misbehavior.

However, in a civil service system, you cannot create true change with a hammer and a fist. You risk creating a cancer in the organization that can grow and fester over a 20 or 30 year career.

Promotions and Dismissals are painstaking decisions with long term implications for the deputy, their families, AND our communities.

I was an outsider entering an enormous challenge at an historic time. I must balance the mandate for change to create lasting meaningful reform and change in a manner that is fair and equitable. I also have an obligation to offer praise and support for the vast majority of the men and women of this organization who do an outstanding and difficult job every single day.

They deserve the respect of our public and the media for recognizing the impossible task of 21st century policing.
Sheriff Jim McDonnell
Message to the LASD
The Brady Ruling, February 27, 2017

In February of 2017, a California State Appeals Court ruling temporarily blocked the LASD from sending names of personnel who had a history of past misconduct to the District Attorneys Office. The LASD had determined that there may be a legal obligation to do so based on a U.S. Supreme Court Decision, known as the "Brady Decision. This is the message Sheriff McDonnell sent to his Department regarding this historic case.

Many of you may have seen the recent media coverage regarding the Department's plan to comply with its "Brady" obligations and the challenge to that plan by ALADS. Based on the presentation in the media, I completely understand that many of you may have concerns, or at least questions.

I want to assure you that the intent was NEVER to give away your rights. I absolutely respect your right to privacy as guaranteed under Penal Code section 832.7. At no time was the Department seeking to voluntarily turn over information from anyone’s personnel file. The goal was simply to comply with our Brady obligation, per the U.S. Supreme Court, while at the same time, ensure the appropriate processes would be followed under the "Pitchess" statutes.

And although everything is currently on hold pending the court ruling, a Pitchess Motion would still be required in order for Prosecutors or Defense Attorneys to access any information contained in the personnel file of a peace officer. Nothing in that regard has changed.

The Pitchess process would still mean that a judge, in the privacy of chambers, would review the information and determine if it should be shared with the defense.

Brady Background

Just to provide you some background... In 1963, in Brady v. Maryland, the U.S. Supreme Court ruled that the "Prosecution" must disclose to the defense ALL exculpatory evidence in a criminal case. Because of the conflict between 832.7 and the duty of the Department to disclose information under Brady, the law has been unsettled as to when and how to provide the information. ALADS has challenged this and we welcome the opportunity for legal clarity on the issue.

Consequences for non-compliance

If we do not provide the information, as required by the Supreme Court, the consequences could be severe: Convictions may be overturned, as happened in the original Brady case. We could be held civilly liable if someone is wrongfully convicted and a court finds that the Sheriff's Department improperly withheld information relevant to the case.

This is not a personal or political decision. It is a legal decision and we have to abide by the law.

We are aiming for clarity from the courts because you and other law enforcement agencies need clear direction on what may... and may not be done to comply with the law. We expect the Court of Appeal to issue its ruling by April 20th. We are closely monitoring the outcome and will keep you informed.

Thank you for all you do.
SERVICE

We will also continue our Tradition of Service -- by effectively fighting crime, and also working with our community and other partners to prevent crime and proactively address the reasons underlying it.

None of us -- neither you nor me -- should settle for “Good Enough.”

Under the leadership of Sheriff McDonnell, LASD continuously worked to earn the trust of the community through its actions.

The LASD increased its outreach to diverse communities. The Sheriff requested a thorough review of the Sheriff’s Advisory Boards by the Sheriff’s Community Outreach Director and the LASD Community Partnerships Bureau and asked them to develop a new plan to engage community groups who were sincerely interested in working with the LASD on public safety issues. Sheriff McDonnell directed the formation of the Sheriff’s Interfaith Group, the re-constitution of the Sheriff’s Youth Foundation, and the reinvigoration of the Sheriff’s Information Bureau, which acts as the primary conduit to providing information to the public through publications, events, and media relations.

Sheriff McDonnell also created new policy to address more compassionate policing of Los Angeles County’s growing homeless population by stating that homelessness is not a crime. Under his administration, the Department launched several homeless initiatives, directing that arrest is not the first response to an encounter with a homeless individual. The Homeless Outreach Services Team (HOST) was created and deputies would undergo First Responder Training to prepare them for safe, effective and compassionate interaction with homeless individuals and their families, centered on providing help and assistance. They have responded to countless reported homeless encampments within Sheriff’s Department policing areas and conducted outreach missions with Los Angeles Homeless Services Authority connecting homeless persons to much needed services and shelter. HOST also established task forces to assist the homeless during storms and wildfires by conducting geo-coded pictures of homeless encampments, to link first responders and outreach organizations with people in need.
Sheriff Jim McDonnell

Remarks at Press Conference commemorating a successful and innovative 3-year Federal partnership that dramatically reduced crime in the city of Compton

Public Safety Partnership (formerly the Violence Reduction Network) Compton Civic Center
September 11, 2018

In September of 2015, we made a promise to the people of Compton. Launch this partnership with the federal government and the LA County Sheriff’s Department, give us two years, and within that time, you will see a reduction of violence in your community.

This will take the tremendous resources and commitment of the U.S. Department of Justice, FBI, DEA, ATF, US Marshalls, and the Los Angeles County Sheriff’s Department, Probation and working together. We will do this in a way that will send a strong message to the gangs and organized crime that has preyed too long on Compton. That message to the criminals is: We are coming for you. And when we do, many of you will be looking at hard time in a federal prison, far from home and far from your gang affiliations. We will work together in ways you won’t expect. We will dismantle criminal organizations, take massive amounts of weapons and drugs off the streets and put in place community outreach programs that give youth hope. We will be guided by what has worked in other cities and we will not let bureaucracy be the death of opportunity to put a menace to society behind bars. That was the promise.

The Violence Reduction Network program, or the “VRN”, worked so well that Compton didn’t give us just two years. Compton and our Federal partners committed to three years. What initially launched as the Violence Reduction Network, and today, continues today as the “Public Safety Partnership.” The name alone, tells you how far we’ve come since September of 2015. While the VRN was about reducing violence, the Public Safety Partnership will endure beyond the pre-set parameters of the federal collaboration.

During the Public Safety Partnership’s three years:

- 4,092 people have been arrested and/or indicted.
- Federal Agencies have arrested or indicted 165 documented gang members.
- We have taken 636 illegal firearms, or firearms used in the commission of a crime, off the streets.
- 80 pounds of explosives have been confiscated.
- 647 total pounds of illegal Marijuana, Methamphetamines, Cocaine, Heroin, and Fentanyl were seized.

Let’s take a moment and consider the 18 pounds of Fentanyl that agents seized. 18 pounds of Fentanyl is enough to kill nearly 4 million people (3,960,000).

Collaboration was the key. An Assistant U.S. Attorney was based out of the Sheriff’s Compton Station to coordinate resources and work closely with the L.A. County District Attorney’s office. They were able to quickly determine which cases would stand up in federal court. Word got out quickly on the streets; those who commit crimes in Compton may be looking at time in federal prison. Agents with the AFF and the DEA worked side-by-side with our deputies, making real time decisions on operations and arrests. We were able to identify efficiencies such as how we could access the AFF database to match weapons used in the commission of a local crime, to crimes in other parts of the region, state or nation. Our Sheriff’s Department Compton Station’s gang enforcement, narcotics and cyber-crimes teams were able to strategically partner with Justice Department counterparts on intelligence-gathering, warrants service and major operations. And, our deputies received technical assistance and access to resources, training and exposure to evidence-based best practices across the country.

While the Public Safety Partnership cracked down on the criminals, it lifted up Compton’s children with youth programs such as the “Cops and Kids” program that teaches positive relationships with police to elementary school students and the year-round tennis program at Leiders’ Park.

This extraordinary collaboration has placed Compton at an important tipping point. We have the city leadership in place. Crime is going in the right direction. There is a tremendous opportunity for Compton to continue to move past prior challenges with chronic violence and continue to attract businesses, jobs and opportunity. While the formal Public Safety Partnership program has ended, its principle agencies and relationships are still in place:

- We are working on a 5 Year Strategic Plan to identify federal partnership tasks and involvement beyond the Public Safety Partnership.
- The FBI has embedded two agents with the LASD Compton OSS to coordinate gang and firearms related matters. In addition, two of our Gang Unit investigators will remain Task Force Officers credentialed by the FBI.
- ATF and the LASD will continue to focus their collaborative efforts on investigating the most violent and active offenders through the use of technology that allows the tracking of weapon sales and the connections between guns that have been used in crimes.
Sheriff Jim McDonnell  
*Welcoming Remarks*  
The Launch of Community Partnership Groups  September 19, 2018  

I spent the first three years focused internally at the LASD.  

What I envision is a large number of groups with leadership credentials that help bridge our department to the communities we serve. We want to bring information “to” you but also listen and benefit from your knowledge and expertise. I want your input and suggestions. I would like to hear your concerns, and yes, your criticism but also your commendations for our personnel. In turn, we would like to educate you on emerging public safety trends, opportunities…and threats. In some communities, that might be “knock-knock” burglaries, or fraud or elder abuse.  

The Los Angeles County Sheriff’s Department is like no other in our diversity of responsibilities. In addition to patrolling the vastness of more than 4200 square miles, we have security responsibility for the county courts, parks, hospitals, 9 community colleges and one-third of the transit authority. We run the largest jail system in the nation where more than 30 percent of our inmates are suffering from mental illness. One in four inmates are self-reporting as homeless.  

The nature of crime used to be local. Today, it is transnational in nature. The LASD must take the long view on serious issues such as counter-terrorism, the opioid epidemic which includes lethal synthetic drugs such as Fentanyl, human trafficking and more.  

The public’s expectations of a deputy sheriff have never been greater. Imagine, a 21-year-old deputy sheriff who is now expected to deal with society ills of drug addiction and mental illness. Is this fair or reasonable? Policing needs you. Police only make up one-third of one percent of the population. There are too few of us to accomplish the mission of public safety.  

We would like your role to be, among many things, the eyes and ears of the community, our advisors, critics and supporters.
**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

**DEPARTMENT-WIDE VIOLENT CRIMES**

**JANUARY 1 - DECEMBER 31, 2013-2017**

**JANUARY 1 - OCTOBER 31, 2018**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>13,121</td>
</tr>
<tr>
<td>2014</td>
<td>12,791</td>
</tr>
<tr>
<td>2015</td>
<td>13,525</td>
</tr>
<tr>
<td>2016</td>
<td>14,832</td>
</tr>
<tr>
<td>2017</td>
<td>14,745</td>
</tr>
<tr>
<td>2018</td>
<td>11,736</td>
</tr>
</tbody>
</table>

*2018 total is for January 1, 2018 through October 31, 2018*

Note: Sheriff McDonnell took office on December 1, 2014.

Source: Larcis 5C

SAU# 18-111-LS

Prepared by CIB-SAU Statistical Staff on 11/27/18

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

**DEPARTMENT-WIDE CRIMINAL HOMICIDES**

**JANUARY 1 - DECEMBER 31, 2013-2017**

**JANUARY 1 - OCTOBER 31, 2018**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>167</td>
</tr>
<tr>
<td>2014</td>
<td>151</td>
</tr>
<tr>
<td>2015</td>
<td>189</td>
</tr>
<tr>
<td>2016</td>
<td>210</td>
</tr>
<tr>
<td>2017</td>
<td>175</td>
</tr>
<tr>
<td>2018</td>
<td>147</td>
</tr>
</tbody>
</table>

*2018 total is for January 1, 2018 through October 31, 2018*

Note: Sheriff McDonnell took office on December 1, 2014.

Source: Larcis 5C

SAU# 18-111-LS

Prepared by CIB-SAU Statistical Staff on 11/27/18
**Los Angeles County Sheriff's Department**

**Department-Wide Aggravated Assaults**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018*</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1 - December 31</td>
<td>8,217</td>
<td>8,172</td>
<td>8,395</td>
<td>9,076</td>
<td>9,046</td>
<td></td>
</tr>
<tr>
<td>January 1 - October 31</td>
<td>7,325</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Sheriff McDonnell took office on December 1, 2014.*

Source: Larcis 5C

SAU# 18-111-LS

Prepared by CIB-SAU Statistical Staff on 11/27/18

---

**Los Angeles County Sheriff's Department**

**Department-Wide Rapes**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018*</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1 - December 31</td>
<td>467</td>
<td>493</td>
<td>786</td>
<td>816</td>
<td>796</td>
<td></td>
</tr>
<tr>
<td>January 1 - October 31</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>727</td>
</tr>
</tbody>
</table>

*Note: Sheriff McDonnell took office on December 1, 2014.*

Source: Larcis 5C

SAU# 18-111-LS

Prepared by CIB-SAU Statistical Staff on 11/27/18
Note: Sheriff McDonnell took office on December 1, 2014.

Source: Larcis 5C
SAU# 18-111-LS
Prepared by CIB-SAU Statistical Staff on 11/27/18

LOS ANGELES COUNTY SHERIFF’S DEPARTMENT
DEPARTMENT-WIDE ROBBERIES
JANUARY 1 - DECEMBER 31, 2013-2017
JANUARY 1 - OCTOBER 31, 2018*

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018*</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>4,270</td>
<td>3,975</td>
<td>4,155</td>
<td>4,730</td>
<td>4,728</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>3,537</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Projected 2018 High, Average, and Low are calculated as the sum of the year-to-date total and the highest, average, and lowest Part I Crime total over the last 5 years for the months of November and December, respectively.

Source: Larcis 5C Report
SAU# 18-108-LS
Prepared by CIB-SAU Statistical Staff on 11/27/18

LOS ANGELES COUNTY SHERIFF’S DEPARTMENT
DEPARTMENT-WIDE PART I CRIMES
JANUARY 1 - DECEMBER 31, 2014-2017
JANUARY 1 - OCTOBER 31, 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>67,430</td>
<td>72,306</td>
<td>77,007</td>
<td>75,201</td>
<td>71,365</td>
</tr>
<tr>
<td>March</td>
<td>69,134</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Projected High, Average, and Low are calculated as the sum of the year-to-date total and the highest, average, and lowest Part I Crime total over the last 5 years for the months of November and December, respectively.

Source: Larcis 5C Report
SAU# 18-108-LS
Prepared by CIB-SAU Statistical Staff on 11/27/18

Effective 2015, the Rape category was revised to include male victims, sodomy, oral copulation, and digital penetration per FBI UCR guidelines.

Revised Definition of Rape

Prop 47
Positive Outcomes of Integrity, Accountability and Service

Under Sheriff McDonnell, the LASD prioritized a number of training initiatives to reduce the use of force in the jails as well as during calls for service for patrol deputies. Critical Incident Training is part of the evolution of training to meet the challenges of a growing number of calls involving individuals suffering from mental illness.

25 years ago, when a deputy graduated the Academy, worked in Custody, went to patrol and became a field training officer, they received a total of six hours of mental health/disabilities training.

Critical Incident Training
Sheriff McDonnell strongly advocated for the expansion of Critical Incident Training (CIT) so that a minimum of 1100 personnel over six years could benefit from CIT which more than doubles the number of training hours to 15 hours, received by deputies in the Academy. CIT training also includes:

- 32 hours of De-escalation and Verbal Resolution Training in custody
- 8 hours Mental Health Awareness Training
- 8 hours Mental Health Update to Field Training Officers
- 32 hours of LASD CIT training

CIT is funded to train a total of 1,106 personnel in 6 years. The department will absorb the training cost for an additional 1,750 personnel for a total of 2,856 total personnel trained.

De-Escalation and Verbal Resolution Training Or Dvrt is a form of CIT training customized for jail personnel. It was implemented in August 2015. The 32-hour course examines core concepts that emphasize effectively working with inmates with mental illnesses, disabilities, and/or in situations within the jails that warrant the use of de-escalation techniques and communication strategies.

An awareness of the important role that law enforcement personnel have in the care and management of mentally ill inmates. An understanding of LASD’s policy and procedures that specifically addresses working with inmates that suffer from a mental illness and suicide. During this interactive session, students get to hear stories directly from persons living with a mental illness.

Championing a New Interactive Range Facility
- This range facility will allow us to train up to 28 deputies at a time in a variety of custom designed simulations to better prepare them for field encounters and critical decision-making in the field.

- The addition of the simulators in the range facility allows us to emphasize communications and tactics in a role playing scenario, strengthening our de-escalation training.
Deputy Involved Shootings

Use of Force

Deputy Involved Shootings

Category 1 Force

*The data and other information provided is subject to change or revision after further review or analysis. The data was provided by Professional Standards and Training Division from the Performance Planning and Monitoring System as of November 19, 2018.
The data and other information provided is subject to change or revision after further review or analysis. The data was provided by Professional Standards and Training Division from the Performance Recording and Monitoring System as of November 19, 2018.

Facility


CRDF
1
1
1
3

EAST
1
1
2

IRC
3
2
3
3
1
1
1
13

MCJ
7
9
10
3
7
1
3
1
1
1
1
44

MLF
0

NCCF
4
1
6
1
1
1
1
1
1
1
15

NORTH
1
1

SOUTH
0

TTCF
5
4
4
6
1
2
1
23

TOTAL
15
19
16
19
12
4
7
2
4
2
3
1
101

Notes:
• 2013 - 2018: Information extracted from e-LOTS on March 27, 2018 by CSS Data Analysis Team
• Statistical information contained within this report may change during the course of an investigation
The data and other information provided is subject to change or revision after further review or analysis. The data was provided by Professional Standards and Training Division from the Performance Recording and Monitoring System as of November 21, 2018.
Sheriff Jim McDonnell, Oath of Office 2014

“A Fresh Start. Moving the LASD Forward. Now is the
time to emerge as a better and stronger organization...”

RE-ORGANIZATION OF SPECIAL OPERATIONS

By the time Jim McDonnell was elected Sheriff in 2014, the U.S. State Department
had declared that worldwide terror attacks had increased by more than 30% from
the previous year.

In 2015, terror struck close to home when on December 2, 2015, 14 people were killed and 22 others were
seriously injured in a mass shooting at the Inland Regional Center in neighboring San Bernardino County.

The reorganization of the LASD Special Operations Division was inspired by the changing landscape
of emerging threats. The high profile status of Los Angeles County, known for its iconic landmarks, the
entertainment industry, and one of the world’s busiest airports and port, has long been considered a target-
rich environment.

The Special Operations Division evolved to be more intelligence based and more responsive ready in its
training and tactics. The goal was to centralize crime analysis in to an ongoing intelligence mission, while
building tactics to address emerging terror threats, such as mass shootings, the use of improvised explosive
devices, and the interest in using weapons of mass destruction. The Special Enforcement Bureau, as the
primary response unit to those high risk situations, would combine special weapons and tactics with specialists
in explosive devices. The LASD Transit Services Bureau would be part of this strategic organization of
resources since numerous cases of terrorism actively target trains and buses around the world in order to
prevent, mitigate or respond to an attack against transportation.

And finally, strategic partnerships would be developed with international government outreach as well as the
Los Angeles Crime Stoppers program to ensure all threat reporting was identified, assessed and addressed.
Department Operation Center

The Department Operations Center (DOC) serves as the intelligence clearing house for the LASD. It is the final piece (and the proposed hub) of a complete Intelligence-led Policing model that is unlike any other in the nation.

In a more complex world where the threat of mass shootings and home grown violent extremism to natural disasters are ever present, Sheriff Jim McDonnell sought to create a 24 hour, 7 day-a-week Sheriff’s Department Operations Center (DOC) that could maintain situational awareness of potential threats, as well as support field operations with personnel, logistics and information.

We are continuously sharing information with our local and national law enforcement and intelligence partners. This would include the Fusion Centers, the FBI Joint Terrorism Task Force, the Department of Homeland Security, and the National Counter Terrorism Center.

We maintain high visibility patrols in all areas that draw large crowds, events and venues

We have been focusing on preventative measures in the effort to help those who may going down the wrong path. If we can provide an off-ramp for those individuals who are becoming extremists we should be able to (1) help that individual, and (2) prevent future terrorist incidents. This comes in many forms. We are finding that some individuals are suffering from mental illness and may need to be connected with mental illness professionals. Education seminars featuring religious teachers from different faiths is another deterrent. Reaching out and becoming a part of the community, such as with our Muslim Community Affairs Unit, which consists of a team of dedicated personnel who have a mission to strengthen relationships within the Muslim community.
STATE OF READINESS - EMERGING CRIMES
LASD OPIOID COLLABORATIONS

In an effort to better assist the public with the opioid crisis, the Department reached out to other agencies to join forces in collaborative endeavors:

- LASD worked closely with the Department of Public Health and Department of Mental Health.
- LASD Cyber Crimes and Narcotics Bureaus collaborated on the enforcement, specifically how the Dark Web is being used.
- LASD Criminal Intelligence Bureau worked on how best to analyze data to be most effective.
- Narcotics Bureau detectives from:
  CALMET (California Multi-Jurisdictional Methamphetamine Enforcement Team)
  L.A. IMPACT (Los Angeles Interagency Metropolitan Apprehension Crime Task Force)
  Southwest Border Task Force
- HIDTA (High Intensity Drug Trafficking Area) worked closely with the DEA and other local police agencies on long term investigations related to drug organizations trafficking all types of illicit drugs including Fentanyl.
- LASD publication of a safety bulletin (Safety Bulletin #40) describing Fentanyl and the dangers it poses.
- Field Operations Directive (FOD 17-002) related to the deployment of NARCAN (Naloxone).

STATE OF READINESS - EMERGING CRIMES
NARCAN EPIDEMIC

LASD worked collaboratively with other County Departments, led by the Departments of Public Health and Mental Health, with representation from CEO, Fire Department, Office of Diversion and Re-entry, the Medical Examiner to establish best practices for a community to respond to the epidemic.

Approximately 600 deputies were equipped with naloxone in July of 2017 pilot program. With the assistance of the coalition, since December 2017, all patrol deputies on the line are equipped with Naloxone.

To date, we have had 10 administrations by first line deputies. Of those, 8 patients were saved! Two did not respond to the medication and did not survive.

The administrations have been throughout the County: 1 in Crescenta Valley, 2 in Santa Clarita, 2 in East LA, 1 in Lancaster, 1 in Norwalk, 1 in Century, 1 in Lomita and 1 in Palmdale

Following the use of naloxone, deputies have made attempts to re-contact the patients to offer them options for treatment and recovery. To date, no one has accepted assistance.

LASD has shared our policy, procedures, training video and directives of how to get a NARCAN program started with other law enforcement agencies across the country and the country. (LAPD, Pomona PD, Azusa PD, El Monte PD, Santa Monica College, UC Santa Barbara, LA Port police, Nashville PD, TN and Marathon County Sheriff, FL)

The Department began work in Sacramento to get a “standing order” (prescription) so all law enforcement agencies in the state can purchase and deploy Naloxone in their communities.

The Heart Collaborative is working to establish a pilot program in the North County that provides a 24/7 treatment center availability, and exploring the potential to provide a tele-health option in Emergency Rooms for patients to connect with addiction specialists when appropriate. This is a work in progress but would be a significant step in the County’s response.
Responding to Mental Health Crises in LA County

MET OVERVIEW AND EXPANSION

The Los Angeles County Sheriff’s Department (LASD) and the Department of Mental Health (DMH) were the first full time co-response mental health units in the nation – dating back to a trial in 1992. For nearly twenty-five years, the Mental Evaluation Team (MET) had just five (5) units Countywide.

The MET primary objectives are to:
1. Help de-escalate crisis involving patients with serious mental illness and
2. Evaluate and divert those patients away from the criminal justice system whenever possible (93% of MET cases).

In 2015, Sheriff McDonnell commissioned the “Investment in Mental Health Committee” to determine the corrective actions necessary to improve upon and expand resources for handling mental health crises Countywide. That committee recommended the expansion of the MET in gradual phases – to eventually become a Mental Health Bureau at some point in the future.

In 2015, Sheriff McDonnell commissioned the “Investment in Mental Health Committee” to determine the corrective actions necessary to improve upon and expand resources for handling mental health crises Countywide. That committee recommended the expansion of the MET in gradual phases – to eventually become a Mental Health Bureau at some point in the future.

In fiscal year 2016-17, with financial assistance from the newly established Office of Diversion and Re-Entry, five (5) MET units were added for a total of ten (10) MET field units, which was still woefully short of the actual minimum needs for the County of Los Angeles. This expanded to 24 teams by 2018. By next year, the number of MET teams will have expanded six-fold. MET is responsible for 90% of “Type 1” cases (Court lock-up or Station Jail detention) being de-escalated and gaining compliance from an inmate without any use of force.

State of Readiness - Responding to the Mental Health Crisis in LA County

The Los Angeles County Sheriff’s Department (LASD) and the Department of Mental Health (DMH) were the first full time co-response mental health units in the nation – dating back to a trial in 1992. For nearly twenty-five years, the Mental Evaluation Team (MET) had just five (5) units Countywide.

State of Readiness - Emerging Crimes

School Violence 2018

Violence in the schools have reached an alarming amount. The problem is exasperated by the enormity of the our school system.

In LA County alone:
- 70 School Districts
- LAUSD being the largest with 900 schools K-12
- 2,213 Public Schools
- 1,525 million students
- 1,115 Private Schools
- 200,000 students

Between February 14th - March 8th alone, LASD documented the following threats:
- CIB received and reviewed 52 tips and leads related to school threats following the February 14, 2018 school shooting in Parkland, Florida.
- At least 32 of these threats were made by students, and the original source of the threat has been identified in at least 39 cases.
- At least 7 cases have resulted in an arrest and at least 7 have resulted in a mental health hold.

LASD responded to this increase by assigning thirty-eight dedicated, on-site school resource deputies assigned to 18 school districts and creating the Community College Threat Assessments (CIB). We also established ongoing relationships with elementary schools, middle schools and high schools across L.A. County and the nine Community Colleges we are contracted to serve.
STATE OF READINESS - EMERGING CRIMES
HUMAN TRAFFICKING

The Founding of the LASD Human Trafficking Bureau (HTB) and the Los Angeles Regional Taskforce on Human Trafficking.

The Los Angeles County Sheriff’s Department’s Human Trafficking Bureau (HTB) houses the LA Regional Human Trafficking Task Force. The LA Regional Human Trafficking Taskforce is the nation’s largest co-located human trafficking task force in the nation. The Task Force is a collaboration of federal, state, county and local law enforcement, social service agency and non-government and community-based organizations investigating and serving the needs of commercially exploited adults and minors victimized for the purpose of sex and labor.

Task Force is unique

The co-location of many of the primary partners in the effort. The squad room no longer is restricted to Deputy Sheriff’s alone, but includes a regionalized effort of Federal, State and Municipal law enforcement officers, Department of Family Services (DCFS) case workers, probation officers, Deputy District Attorneys and non-governmental service providers for victim care. The Coalition to Abolish Slavery and Trafficking (CAST) and Saving Innocence (SI), routinely respond to emergencies involving recovered victims of trafficking, alongside their law enforcement partners. These agencies provide trauma-informed, victim centered services for those rescued during the enforcement of trafficking laws. Research and Crime Analysts assigned to the unit assist investigators in scouring the internet, in search of victims exploited by traffickers. Social media and smartphone “Apps” have made the commercial sex industry more available than ever before. Enforcement efforts, including undercover operations, target those who use the internet to advertise and sell minors for commercial sex.

Social Milestone

Early in 2016, Sheriff McDonnell directed that arresting minors would no longer be the practice when enforcing commercial sex laws. The “No Such Thing as a Child Prostitute” campaign became the mantra for the Bureau. Since children cannot consent to the act, they should be treated as the victims of molestation and exploitation that they are.

The LASD HTB IS COMMITTED TO A 3-Proved Approach to Combat Human Trafficking:

1. Victim:
Identify and rescue commercially sexually exploited children and address the individualized needs of these victims through a victim-centered, trauma-informed approach;

2. Traffic:
Work with our justice partners to aggressively investigate, arrest and prosecute the perpetrators to the fullest extent of the law;

3. Demand:
Identify and address demand. Buyers (Johns) of commercially sexually exploited children will be arrested and charged as child molesters. Assist in educating the public to report and reduce the cycle of abuse.

Progress

Year to date in 2018, since the Human Trafficking Bureau launched in November 2015, our detectives have RESCUED 299 victims of trafficking, including 209 minors; and arrested 1463 people:

- 442 Male Sex Buyers,
- 593 for Human Trafficking related offenses,
- 242 for Internet Crimes Against Children and
- Detectives have served 1453 search warrants to obtain evidence and document the crimes, for court filing
- 11 federal cases filed

The problem we are trying to address.

What do we know about this issue?

According to the CNN Freedom Project, human trafficking is the third largest international crime industry (behind illegal drugs and arms trafficking). It reportedly generates a profit of $12 billion every year. Of that number, $15.5 billion is made in industrialized countries. Between 14,500 and 17,500 people are trafficked into the U.S. each year. The average age a teen who enters the sex trade in the U.S. is 12 to 14 years old. Many victims are runaway girls who were sexually abused as children. Here in California, we have the dubious distinction of harboring three of the FBI’s 13 highest child sex trafficking areas in the nation: Los Angeles, San Francisco and San Diego. We also know that as those who commit this horrible crime become more sophisticated and as the criminal activity has become that much more lucrative, we need to – we have to -- work together to find new strategies

NONE OF US WILL BE ABLE TO HAVE AN IMPACT ALONE – if we are truly to make a difference, not simply in prosecuting and punishing wrongdoers, but equally as importantly, in preventing these acts. We need systems that a Regional and interdisciplinary approach to criminal actions that cross jurisdictional and agency lines

Our mission and aim will be to:

Identify and rescue commercially sexually exploited children and address the individualized needs of these victims through a victim-centered, comprehensive approach; Aggressively investigate both the supply and demand side -- we won’t truly make a difference, unless and until, we curb demand and strip this activity of its fiscal heartbeat – as we bring individuals and organizations responsible to justice; and Inform and mobilize law enforcement and the citizens of Los Angeles County by raising public awareness and outreach on this critical issue. Education is key – people need to know what to look for and help engage the eyes and ears of our community. There is no single strategy that will work effectively against the perpetrators and purchasers of human exploitation. I have always said that ALL OF US is more powerful than any one of us.
Los Angeles County Sheriff Jim McDonnell participated today in the national launch of the “No Such Thing As A Child Prostitute” campaign. This initiative addresses the deeply troubling commercialization of child rape and advocates for changes in how law enforcement interacts with at-risk young victims. In connection with this event, Sheriff McDonnell sent the following message this week to all 18,000-plus LASD personnel:

As law enforcement professionals, effective and appropriate communication is critical in our day to day interaction with the communities we serve. Perceptions can often result from the language we use. The use of inappropriate terminology, whether intentional or inadvertent, can foster distrust, anger, and resentment, and can also harm those whom we are committed to protect. We must be particularly sensitive to these concerns – and how individuals are “labeled” – when dealing with young victims of sex trafficking.

We know that the average age of a teen bought and sold for sex by traffickers and child molesters is between 12 and 14 years old. With the benefit of a recent $1.5 million federal grant, our Department will be building out a regional task force that will enable us to enhance efforts to combat human trafficking and the exploitation of young people in our community. Working with state, local and federal partners, we will not simply seek to dismantle criminal enterprises and bring to justice traffickers as well as individuals who create the demand that sustains these crimes, but we will also develop new approaches aimed at rescuing young victims and addressing their needs in a victim-centered way.

As all of us engage in this work, we must recognize the importance of law enforcement’s clear communication regarding who these victims truly are — they are child victims and survivors of rape. Portraying these vulnerable children as anything else fails to acknowledge the trauma and victimization they have endured and serves to cloud the role of the criminally involved offenders. While at times some have used the terms “child prostitute” or “underage prostitution” to describe victims of child rape, children cannot consent to sex. With this starting point in mind, I ask you all not simply to eliminate any use of these inappropriate terms, but also to encourage others to avoid this labeling of young victims.

Thank you for joining me in the important fight against child sex trafficking in Los Angeles County and for advancing the compassionate attention and assistance we all seek to promote for the most vulnerable members of our community.
Commissioner Ramsey, Professor Robinson, my fellow Angelenos Ms. Rice, and other distinguished Task Force members, thank you for the opportunity to participate in your important work and address you today. It is a particular pleasure to be joining on the panel my friend Commissioner Bill Bratton, as well as distinguished scholars and leading criminal justice system leaders such as Phil Goff, Larry Sherman and Jeremy Travis.

As you can likely tell, I hail from one of America’s oldest great cities, Boston. I have spent most of my life and career, however, in one of our nation’s youngest metropolitan areas, Los Angeles, where I was recently sworn in as the 32nd Sheriff and the first person in over a century to be elected to that position from outside of the Los Angeles Sheriff’s Department.

My parents were immigrants (from Ireland) and provided me with an example of the rich multicultural fabric that makes up our great nation. I grew up in a working class neighborhood, with a deep appreciation for the value of hard work and education.

I came to Los Angeles nearly 34 years ago with little more than a dream and an abiding desire to protect and serve the community. For 29 years, I wore the uniform and badge of the LAPD, holding every rank up to second in command and (at that time) reporting to Commissioner Bratton — one of the finest law enforcement leaders in the country. In nearly three decades at the LAPD, including some deeply challenging times in Los Angeles’ history, I learned about crime and its causes, effective policing responses and the vital importance of policing with and not merely in the community we serve.

Five years ago I was offered the opportunity to serve as the Police Chief for the City of Long Beach, the second largest city in LA County. I had the honor to serve in that capacity until November of last year, when LA County’s voters elected me as their new Sheriff.

On December 1, 2014, I took command of a law enforcement agency facing many challenges. Past troubled leadership, serious allegations of excessive force and corruption, and a culture among some that failed to address misconduct or discipline wrongdoers had, for too long, eroded community trust and cast a cloud over the many dedicated and hard working men and women in our department. I also took command of an agency that has flown below the radar for years, not always appropriately acknowledged for its cutting edge work and deep institutional expertise. I have seen firsthand in these past two months incredible resilience and a strong desire to move beyond past problems and assume a place of well-deserved prominence and respect.

So, I speak to you today as both a new Sheriff with an agenda driven by the need for change, and as someone who has become fiercely proud of the organization I now lead. I know that this department has the ability and the talent to lead law enforcement nationally in so many of the vitally important areas that your Task Force is considering. And I know that we can and should be second to none in rebuilding community trust and modeling best law enforcement practices.

Los Angeles and the LASD

Los Angeles County spans over 4,700 square miles, with a population of over 10 million people, living in 88 independent cities and within enormous unincorporated urban, mountain, desert and island areas.

With this massive geographic starting point, it is not surprising that the Los Angeles Sheriff’s Department ("LASD") is the largest sheriff’s department in the country and the second-largest policing agency in the nation, behind only Commissioner Bratton’s NYPD. In addition to our unincorporated areas, we police 42 of LA’s 88 cities and also protect the safety of our County’s 1,969-mile transit system, a court system that is the largest in the nation, as well as a massive community college system. We run an immense bus network to accommodate the many people we transport from Custody to courts to outlying facilities and also run the nation’s largest jail system. We provide extensive detective, rescue, training and other services for LA County and many other cities and agencies operating in the County. With this expansive reach and coverage, the LASD is potentially the most complex law enforcement agency in the world.

The Focus of Today’s Remarks

In my remarks to you today, I want to focus not on the challenges of managing a large and complex law enforcement organization, but rather on what it has taught us about the challenges and opportunities facing policing today. While there are clearly areas where we need additional resources and support, we are equally in need of fresh thinking and new strategies that can enable us to approach the job of policing in different ways and learn from each other as we do so.

At LASD we are looking at emerging priorities in law enforcement and the need to refocus resources on current challenges including cybercrime, child sex trafficking, transnational gangs, and homeland security. Today, however, I have been asked to focus on the unique role of LASD as not simply a massive law enforcement agency, but also as an agency that runs the largest jail system and largest mental health facility in the nation. I do, however, welcome the opportunity to address other areas that may be of interest to the Task Force in any follow up questions.

Running the Nation’s Largest Jail System

The LA County jail system provides housing for up to 20,000 inmates at any given time in seven facilities that extend as far as 50 miles away from each other. We have over ten thousand people circulating in and out of our facilities every month, with roughly half serving sentences and the other half being housed pre-trial. All inmates receive legally mandated medical care in our facilities.

We are facing many challenges in our jails, which I saw firsthand a few years ago as a member of a citizens’ commission appointed to investigate jail conditions and allegations of abuse. We manage a jail population that includes rival gang members, inmates of varying security and threat levels, LGBT inmates and more. Most of our facilities are antiquated and poor management in the past resulted in unacceptable inmate abuse. Recidivism rates are far too high.

Many of the inmates in our charge need to be separated from society. But many are also there because society has left them behind. They are among the 20 percent of our inmates who are committing crimes due to untreated mental illness or substance abuse or because they cannot afford to make bail. For too long and for too many, jail has become a default placement. And too often, it is merely the latest stop in a cycle that, upon release, repeats itself. Too many people leave jail more damaged than when they came in. None of us benefits from this state of affairs.
While I have seen these many challenges, I have also seen how far we have come in improving conditions in our jails despite daily hurdles and intolerable physical facilities. In Los Angeles, we have come to see custody as an opportunity to break the cycle. We are embracing education-based programs that enabled over 300 inmates to secure high school graduation diplomas over the past year, we are developing (in partnership with our Attorney General’s Office) a “back on track” program that will provide intensive in-custody and recency programming in a collaborative approach involving education institutions, case managers, probation and non-profit providers. We are also partnering with the Department of Veterans Affairs, increasing drug treatment programs, and targeting the homeless population for housing assistance.

These efforts are happening despite the environment in which we work, not because of it. Yet we can and we must do more. But we can’t get there alone. We need federal help in developing:

1. Support for building correctional treatment facilities, rather than jails where we simply warehouse offenders – Federal funding streams need to help us address, for those who need to be removed from society, the panoply of substance abuse, mental health and health concerns they bring with them into our jails.

2. Resources to expand education and vocational training within the custody environment – The only way we can truly break the justice system cycle for many is by helping them build the skill set to end up on a better and different path upon release.

3. Flexible funding streams that can enable us to address the medical and mental health concerns of those in our charge in the most effective and least restrictive manner.

4. New strategies that can embed principles of community-based policing in a custodial setting – We are exploring with the COPS Office an innovative pilot that will enable us to train inmates and deputies on how to manage conflict through community-based policing approaches.

5. Support for efforts, as Assistant Attorney General Vanita Gupta spoke about last week, to design a bail system which is more equitable for those charged with crimes and also for taxpayers who often bear the cost of unnecessary pre-trial incarceration.

6. Reentry planning and system coordination that can help us break through bureaucratic walls and existing obstacles and provide a better pathway to housing, vocational and other resources for those leaving our charge and returning to our communities.

Addressing the Unique Needs and Concerns of the Mentally Ill

One of law enforcement’s biggest challenges today stems from how we interact with and manage the needs of those who are dealing with mental illness. Our jails in LA County house over 3,500 inmates (from 17 to 21% of our total jail population) in need of mental health services and we are running what amounts to the largest mental health facility in the nation. Roughly 70% of our mentally ill inmate population are in our jail pending trial due to lack of resources in the community and approximately 30% of the mentally ill are in custody for non-serious, non-violent and non-sex related offenses. We have around 300 inmates in need of inpatient mental health treatment, but have only 40 licensed beds. Over 95% of the mentally ill also suffer from addiction disorders and over 80% are homeless or lack stable housing upon release.

Jails were not built as treatment centers or with long term treatment in mind. Moreover, in California, and in particular in Los Angeles County, the mentally ill population has the highest recidivism rate of any offender group, averaging roughly a 75-75% return rate within a three year period. In short, jail is the worst possible place to house or attempt to treat the mentally ill. We simply cannot cope with a complex population that could be better served in a different setting, where more effective and efficient strategies would not only be more humane, but also better advance public safety.

We are similarly ill equipped to address the challenges of this population in patrol. Patrol personnel lack the requisite mental health training and we have a dearth of Mental Evaluation (or “MET”) Teams and community supports to help deputies properly handle and deescalate contacts with mentally ill persons. In 2013, nearly 40% of all use of force incidents involved individuals suffering from mental illness and in too many cases we “arrest” our way out of these encounters rather than diverting individuals to the community treatment and care they need.

The strategies that can enable us to change this paradigm exist and are in place in pieces around the nation, but have yet to be brought to scale throughout the country. We need:

1. Resources to support crisis intervention ("CIT") training so deputies working the streets (as well as within Custody) know how to identify and respond to individuals with mental disorders and, wherever possible, divert entry into the justice system.

2. Support for MET teams where we pair deputies with mental health clinicians and create a comprehensive response to those in crisis. In LA these teams are few and far between – often they operate only during business hours and can be as much as an hour away from a critical incident.

3. Support for community-based resource centers with multidisciplinary treatment in a therapeutic environment that avoids incarceration. These models exist elsewhere and, in the long run, result in improved outcomes as well as fiscal savings.

4. A new paradigm with strategies that focus on alternatives to incarceration – including mental health courts and other diversion strategies.

For too long, jailing the mentally ill has somehow passed as an acceptable way of keeping out of sight and out of mind human beings who need our help. Our jails should be the last resort, rather than our first response. As someone who became a police officer to help people, I see a population and a public who need our help on this issue. I believe we must prepare law enforcement to address the needs of this population, rather than continuing to perpetuate failure.

Addressing the Impact of Trauma and Investing in Our Next Generation

Finally, it is my view that an officer’s public safety role must, necessarily, go beyond enforcement. For generations, police have responded to violence, arrested the suspect, and ignored the family and trauma left behind. So many of our youth – particularly those in urban communities – are exposed to a level of violence equivalent to that of a war zone. While the young person or victim of trauma may not have been physically struck by a bullet, we know that their brains are permanently damaged by exposure to violence.
Law enforcement needs to strengthen communities so that they are and feel safe. Taking guns off the streets is important, but so is having an officer nearby at all times to reduce the likelihood someone will use a gun in the first instance. Safe tactics are important, but so is a thorough and fair investigation, which results in just convictions and fortifies faith in the justice system. We must realize that law enforcement’s responsibility does not end when the yellow tape comes down; violent crime has many victims and we must do more to support them. We should be tough on crime but also provide options for children and teens at risk of, or already heading down, the wrong path.

There is a saying that up until the third grade you are learning to read, and after that time you are reading to learn. But, if a community is unsafe, if children are not well-supported, if their schools are inadequate or discipline practices overly punitive, and they have not learned to read by as young as the third grade, they are behind. Many will never catch up and we then too often see the predictable justice system results that have brought us together here today.

With these challenges in mind:

1. We must better understand the needs of the traumatized communities in which we operate and recognize that every interaction we have shapes the future, both of individuals and of our community.

2. Law enforcement must be trained on how to interact on the street with young people and those who are trauma-impacted. We need to tailor law enforcement responses to the needs, age and characteristics of the individual.

3. We need to help create and support an environment in which our children can learn, develop and thrive and move away from punitive discipline approaches that push young people out of schools and into our justice system.

As Sheriff, my job is to ensure we do a better job making all parts of our community safer. But it is also my job to tell you that we cannot do it alone — that other parts of our system need more help, none more so than our schools. And that every dollar and bit of creatively harnessed energy not spent investing in our children through our schools and a supportive education environment is spent many times over through the price we all pay when individuals end up in our criminal justice system.

Closing

In 1776 our Founding Fathers wisely wrote that to “preserve” our nation’s precious hard-fought rights, “governments are instituted among men, deriving their just powers from the consent of the governed.” As this timeless message reminds us, whatever authority we have as a government is granted to us, and derived from, those in our community.

Community-oriented policing is not something we do on the side or to satisfy critics — it is how a well-run police department operates. But it is also a two-way street. While we must explain to the public what we are doing and why, we must also communicate with them about the challenges we are facing and our needs. And we must all engage in responsible and respectful dialogue in regard to these challenges and how we can do better.

Peace officers are type-A personalities. We don’t like asking for help. But to do what is expected of us in today’s challenging times, we need help. And I am here before you today to say that I, for one, welcome it.

Thank you for your work, your wisdom, and your help. I welcome any questions you may have.
Sheriff Jim McDonnell

Statement before the House Committee on the Judiciary Subcommittee on Crime, Terrorism, Homeland Security, and Investigations

As the Sheriff of the largest County in the United States, and as a peace officer for more than 35 years, it is an honor to represent the Sheriffs who are sworn to protect more than 100-million people across this great nation.

Policing Today

Policing in America has never been more complex because we are the first responders to some of America’s greatest social challenges—whether it is the growing Opioid epidemic...the emerging threat of cyber terrorism, homegrown extremism and the growing prevalence of mental illness across our nation; these are the 21st Century challenges we should...and must...meet together.

I have submitted written testimony that expands on what I can share here due to time, but it is available on the website. I will however be able touch briefly on a number of critical topics. Last Friday’s cyber-attack that attempted to strike 150 countries should make it crystal clear just how vulnerable we are and the potential scale that such an attack can have. Complex threats often lurk just beneath the surface of today’s news headlines. Often they become known only after the imminent threat of a pending attack is made, or worse...after the assault itself. These are threats that challenge our government and bureaucratic institutions to be adaptive in our solutions and our collective response.

There isn’t a Sheriff’s Department in this nation that is immune to the impact that mental illness and drug addictions are having on public safety and our jail systems. The de-institutionalization of the mentally ill occurred in the 1960’s and 1970’s has turned our jails and prisons into de-facto mental health hospitals. My jail system in Los Angeles County is the nation’s largest mental health institution. Seventy percent (70%) of the inmates processed into our jails report a medical or mental illness. Nearly one-third of my jail population suffers from some sort of serious mental health issue. On any given day, up to 3,000 inmates need treatment for their illness. That population is forecasted to double over the next 10 years.

In LA County, we will need to invest more than $2.2 Billion dollars in a new Consolidated Correctional Treatment Facility that can provide the mental health and medical services for this population which has nowhere else to go. The Los Angeles County Jail...along with the Rikers Island Complex in NYC and the Cook Country Jail in Chicago are the top three largest mental health care providers in the nation.

This a failure of our criminal justice system nationwide.

Are there times when jail is the best or most appropriate option? Yes, but it is our experience that jail is frequently not the best solution. As a nation, we have a critical need and a moral obligation to build capacity for treatment options in our communities. We have the ability to support strategic partnerships with our mental health and social service agencies to provide the kind of wrap around treatment services that can stabilize these individuals and keep them out of the jail system. We have a professional obligation to provide training for our officers, of whom we expect too much.

Too often our deputies arrive to a call for service, always facing the unknown, and frequently facing a situation where they are asked to take on the role of a mental health professional. In Los Angeles County alone in areas policed by the Sheriff’s Department, 911 calls involving people with mental illness have grown 55% since 2010.

CRISIS INTERVENTION TRAINING

We need to fund and provide Crisis Intervention Training to all first responders, both law enforcement and fire department personnel, particularly paramedics.

MENTAL HEALTH TEAMS

Let us work together towards a nationwide expansion of a highly successful program of teaming up mental health professionals with law enforcement officers who work as an intercept first responder team. In Los Angeles County for instance we have had these teams since the 1990’s. Some other major cities and counties throughout the nation have some variation of this program and they are highly successful, but seriously overworked and understaffed. Most cities and counties that operate such a program cannot provide the service 24-7 and in many places because of the geography it becomes very difficult to respond in a timely manner. However, in our experience when a team such as this is called to a scene, we have been able to divert the individual away from the criminal justice system and into proper mental health treatment facilities in 99% of the encounters.

DIVERSION

The third step, is diversion. I would like to thank Congress for passing the “National Stepping-Up Initiative” which provides counties and cities with funding to divert those dealing with mental health illness from the county jails. We should also look at dedicated mental health courts that could recommend better options for those suffering from mental illness other than jail or prison. Lastly, we need to have an adult conversation about what to do with those suffering from mental illness that do end up in the criminal justice system and in our jails and prisons. We as a nation can agree that not everyone suffering from mental illness or other disabilities can be diverted. Some individuals who are pre-trial, and classified as a harm to themselves and to others, will end up in our jails. As such, we need to provide the most humane, modern and safest setting for them, so they can receive the treatment and get the help they need. The MCSA and NSA seek to be positive sources of ideas.

We look forward to continuing a dialogue and working with you. We can’t be successful unless we, as a nation, are committed to finding solutions.

I thank the Chairman for his commitment to collaboration and willingness to engage local law enforcement on these issues that are so critical to all of us.
Nations Largest Jail System Sets National Standard in Reform

By 2018, Sheriff McDonnell created change in culture, innovation and leadership at the Los Angeles County Jail System. To date, there is a new Custody Division command staff. The Custody Division also has the largest compliment of female leadership within the Sheriff’s Department.

- Newly created Correctional Health Service (CHS) within the Department of Health Services.

  In May, 2017, Sheriff McDonnell strongly advocated for collaboration that elevated medical care for a growing inmate patient population. Now, inmate patients have both urgent care and regular doctor visits that include dental, OB/GYN in a ‘community of healthcare’ model that is onsite.

- Newly created LASD Access to Care Bureau;

  In July, 2018, Medical Service Bureau changed its mission to include the Access to Care Bureau, which ensures inmates, some of whom are not ambulatory, or who are dealing with mental illness, are transported and served in a clinic setting. More consistent, proactive treatment can prevent emergency care.

- Family / Labor Support Program;

  In April 2018, the Century Regional Detention Facility (CRDF) initiated a program so that pregnant inmates who deliver while in custody, can have a family member present during, and after, the birth of their new born. To date, three women have delivered babies with the ability to share the moment with their loved one.

- Voter Registration partnership with the ACLU;

  In 2017, our partnership with the ACLU expanded to focus on an inmate voter registration and education program. As part of this program, Custody partnered with the County Registrar Recorder to gather voter ballots and pass them out to registered inmate voters for the 2018 elections.
• Living Module program;  Within the mentally ill population, the Living Module provides a stable environment that accommodates the mental health needs of a severely mentally ill inmate who has stabilized enough to move from High Observation Housing (HOH) to Moderate Observation Housing.

• Newly created LASD Access to Care Bureau;  In July, 2018, the Medical Services Bureau changed its mission to include the Access to Care Bureau, which ensures inmates, some of whom are not ambulatory or who are dealing with mental illness, are transported and served in a clinic setting. More consistent treatment proactively can prevent emergency care.

• The HOPE dorm at Men’s Central Jail;  This living setting focuses on the rehabilitation process of severely mentally ill inmates by relocating them from a single-man cell to a dorm setting. Deputy personnel along with clinical staff are located within the dorm and provide services to the inmates, as well as direct supervision.

• Gender Identity Review Board (GIRB);  The GIRB is a panel comprised of the Department’s PREA Coordinator, Department executives, mental health and medical personnel, GIG, County Counsel, facility PREA Compliance Managers, as well as members from Lesbian, Gay, Bi-Sexual, Transgender, Intersex, Queer (LGBTIQ) community. The purpose of the panel is to identify appropriate and safe housing for transgender and intersex inmates as required by the PREA Standards. A culmination of information is used, including input from the inmate for final consideration of housing. The GIRB meets on a regular basis to discuss necessary changes or inmate status.

• Pay For Success Grant;  Pay for Success is an initiative that leverages philanthropic and private investor capital used for preventative services that will measurably improve the lives of an at risk population.

• Mentally Ill Offender Crime Reduction (MIOCR) Grant;  In July, 2018, Medical Service Bureau changed its mission to include the Access to Care Bureau, which ensures inmates, some of whom are not ambulatory or who are dealing with mental illness, are transported and served in a clinic setting. More consistent treatment proactively can prevent emergency care.

• The HOPE dorm at Men’s Central Jail;  The MIOCR grant is an enhanced discharge planning program with jail in-reach by Community-based organizations to provide wrap-a-round services, intensive case management, and housing upon release for seriously mentally ill offenders with co-occurring mental and chronic medical conditions.

• Homeless Initiatives - Discharge Planning Guidelines;  The Community Transition Unit has partnered with the Department of Health Services, Department of Children and Family Services, Department of Mental Health, Department of Public Health, Probation, Veterans Administration, and the L.A. Homeless Services Authority (LAHSA), to utilize best practices to develop/increase discharge planning guidelines with the goal of preventing individuals from being homeless upon release from an institution.

Key, ongoing challenges facing our Custody Division
There was a dramatic reduction of Cat 3 Force despite dramatic rise in mentally ill and violent offenders which, combined, make up more than 70% of our jail population. Implementation of four (4) settlement agreements. An increase in staffing (more than 300 sworn) as result of CCJV recommendations Nearly 100% Custody supervisors trained in improving inmate grievance procedures. 6,000 personnel trained in “Rosas” related classes (force, ethics, investigations, crisis intervention in jail settings. 1900 CCTV cameras were used. Weekly Command staff review of ALL force and force video
I am pleased to be here to join with the United States Department of Justice and our County leaders in both announcing – and embracing – today’s joint agreement. This agreement enables the Sheriff’s Department, and our entire County, to look to the future, rather than the past, as we build upon significant progress and seek to enhance the treatment of those entrusted to our care and custody. It presents an opportunity to close the book on challenges of the past and write a new chapter in the treatment and care of those suffering from mental illness who end up in our jails and will eventually return to our communities. I believe we can all agree that we have already accomplished a great deal, and our jails are a far different place. Over the past few years, I saw first-hand the complex challenges facing the largest jail system and largest de facto mental health facility in the nation, as a member of the Citizens’ Commission on Jail Violence in 2012.

In the months and years since that report issued, we have seen: New Leadership, New Practices, and New Accountability. Put In Place

We are moving in the right direction, but we can all agree that continued challenges remain. As we address these challenges, please know that I am personally committed to seeing us achieve the standard of care that those in our jails struggling with mental illness expect and deserve.

Changes already underway

The agreement announced today is our promise not simply to the Department of Justice, but to our entire community. We will create a safer environment for inmates as well as personnel who work in our jails, and we will enhance the policies and practices that will ensure the humane and constitutional treatment of those in our charge, and increase the likelihood of better outcomes upon their release to our community.

Why this agreement is different

This agreement is a collaborative and comprehensive approach to reform that I and others leaders in this Department welcome. It will establish the LA Sheriff’s Department as being on the leading edge of modern correctional systems. The agreement spells out in clear terms what is expected and how improvements will be evaluated, so we all know what we are aiming to accomplish and how success will be measured. The agreement provides, among other things, for increased clinical and custody staffing ratios to assure that inmates are being properly evaluated for and receive needed mental health services; Improved training to identify signs and symptoms of mental illness and apply appropriate de-escalation techniques; Improved conditions of confinement for the inmates; Enhanced review of critical trends and follow up of critical incidents; Improved oversight of compliance; and increased and enhanced staff observation of inmates to identify and disrupt self-abusive and suicidal behavior.

The dedicated men and women who work in our Custody environment face numerous challenges every day. They have been committed to improving mental health services well before today and were instrumental in identifying problems and solutions in partnership with DOJ.

2018 DOJ Status

Recent reports by Department of Justice monitors states that the Los Angeles County Jails have made substantial progress in complying with the terms of all three settlement agreements. The following is a status report as of November 2018.

**DEPARTMENT OF JUSTICE SETTLEMENT AGREEMENT**

- 69 substantive provisions and 208 components that apply to each jail facility separately
- 57 out of 69 have reached substantial or partial compliance
- The DOJ lawsuit, which was filed by the U.S. Department of Justice ("DOJ"), concerns:
  - Mental health services • Suicide prevention • Use of force in the jails

**THE COUNTY HAS ACHIEVED:**

- Substantial Compliance for 34 provisions at some or all facilities
- Partial Compliance for 24 provisions at some or all facilities
- Non-Compliance for 7 provisions at some or all facilities.

**ROSAS SETTLEMENT 2015**

- The Rosas lawsuit is a federal class action lawsuit:
  - Alleging a pattern of excessive use of force in the jails
  - Over the last year the Department has made great improvements in the reporting and tracking of force
  - Consists of 104 substantive provisions that fall into seven general categories:
    - (1) Administrative
    - (2) Use of Force
    - (3) Training
    - (4) Force reporting and investigations
    - (5) Grievances
    - (6) Restraints
    - (7) Early Warning System

Of the 104 provisions 54 are assessed by the Department. 46 of the 54 are compliant 6 are considered partial or non-compliant.

Court appointed Monitor report (Rosas settlement Agreement)

Fourth Report filed November 15, 2018. Monitor comments:

- “After more than four years touring the Jails, interviewing staff and inmates, meeting with the Sheriff and the Custody Command staff, reviewing and approving training materials, and assessing force packages, the panel is pleased to note two important changes in Custody Operations that should not be overlooked...[1]”
“First, the staff culture in the Jails has changed. What had been a culture based upon enforcement now emphasizes communication, de-escalation, and the Department’s responsibility for the welfare of the inmates in its custody. Changing an organization’s culture is usually a difficult and slow process. This change has happened more quickly than might have been predicted, and it is the men and women of the who Department deserve credit for this change under the leadership of the Sheriff and Custody Operations.”

“The second important change is that Department members do not appear to be using force to punish or retaliate against inmates or force that results in severe injuries (such as broken bones that were too often the result of the force that was noted by the Citizens’ Commission on Jail Violence).

To date, Department members have been trained in Rosas related classes:

- Force Policy – 4,324
- Ethics – 5,366
- Crisis Intervention and Conflict Resolution (DeFRT) – 3,234
- Use of Force Investigations for Supervisors – 407

As of August 1, 2018
- Panel certified that LASD has implemented 101 of the 104 substantive provisions, including Custody Operations Employee Review System (Custody ERS) a.k.a. Early Warning System
- November 1, 2018, Custody ERS was implemented throughout Custody Division

JOHNSON SETTLEMENT AGREEMENT 2015

The Johnson lawsuit is a federal class action lawsuit alleging:
- Discrimination against mobility-impaired inmates in violation of the ADA.
- The Agreement took effect on April 22, 2015, and is intended to ensure that mobility-impaired inmates have equal access to programs, services, and activities available to non-impaired inmates.

The Johnson settlement agreement included
- the Los Angeles County Office of the Inspector General (OIG) as the appointed monitor panel.
- 49 substantive provisions that apply to TTCE, MCI, CRDF, and IRC collectively;
  - Programming
  - Physical therapy, Accessibility, Grievances
  - Training and transportation
- 29 out of 49 have reached sustained or substantial compliance, with the remaining 20 in partial compliance.
Constitutional Care of Inmates

Sheriff Jim McDonnell
Speaking Notes Prepared for April 2017 meeting with the Los Angeles Times Editorial Board

The replacement of MCJ and the construction of a Correctional Treatment Facility (CCF) is needed regardless of the County’s efforts toward diversion.

The Continuing Case for a Consolidated Correctional Treatment Facility (CCF) - If we do not plan to improve the conditions within the County Jail System, specifically by replacing Men’s Central Jail, each penny we save now, will likely cost us millions of dollars in the future. By building a CCF, we will design a facility to provide inmates with a Constitutional level of medical, dental, and psychiatric care in an appropriate therapeutic environment, that will include space to provide inmates with substance abuse treatment.

Retrofitting our current facilities to meet Court requirements would be expensive to complete, and will be staff-intensive to manage. When all is said and done, the retrofitted facility will not meet industry standards.

It is critical to understand that not all jail beds are appropriate for all inmates. The diversionary efforts described above apply to the non-violent offenders or inmates traditionally housed in dorm environments. Many of the inmates currently housed at Men’s Central Jail are actually classified as high-risk offenders and are confined to cells for their protection and the protection of those around them. When inmates are moved out of the dorms and into a diversion program, the high-risk inmates cannot safely be housed in the same dorm. Our more violent population is creating a jail housing crisis.

Men’s Central Jail also houses the vast majority of the inmates who require medical treatment (with the exception of the 196 licensed beds located in the Correctional Treatment Center) and contains all of the clinic space for medical and dental services for the entire jail system.

Alternatives to Custody - We do support Alternatives to Custody programming to help moderate to low offenders gain life skills in order to transition successfully back to community. Alternatives to Custody (ATC) are comprised of the following:

- Court sentenced individuals assigned to work release in lieu of jail.
- Inmates completing their jail sentence who qualify for treatment or transition back to community programming who are released for programming wearing an ankle monitor.
- Court sentenced individuals who serve time in the jails on weekends.
- Station trustees. They serve their jail time at the station jails and work as trustees on the station property.
- In 2016, on any given day an average of only 622 inmates were serving their sentences in an alternative to custody (ATC) setting.
- However, out of the 622 inmates, only 236 inmates qualified as not posing a high risk to the public. They were placed into community programs to specifically treat drug and alcohol addiction. (171 completed a program)
- LASD has partnered with the Department of Public Health and the Department of Mental Health to expand the ATC program.
PROGRESSIVE POLICING POLICIES

IMMIGRATION POLICY

Upon taking office, I learned that existing policy did not adequately protect the rights of undocumented immigrants. I strongly supported new policy to ensure that deputies not ask about the immigration status of individuals. Los Angeles County is home for residents that come from more than 200 countries around the world. Our policy is intended to assure all people, including those who are undocumented, to come forward to report crimes, without fear of deportation. We are committed to treating all persons with dignity and respect regardless of their race, ethnicity, national origin, or civil immigration status.

Laws, Policies, and Procedures Affecting Our Patrol and Countywide Operations

Legal Prohibitions: The following are specifically prohibited by law:
- Detaining an individual during a field contact on the basis of an immigration hold request;
- Arresting an individual on a civil immigration warrant;
- Detaining an individual for an actual or suspected immigration violation; and
- Denying a victim or witness to a crime who is not charged or convicted of committing any crime under state law for a suspected immigration violation or turning the individual over to immigration authorities without a judicial warrant (Penal Code section 679.015).
- Department members shall neither arrest nor book an individual solely on suspicion of violating a federal immigration law relating to illegal entry, being unlawfully present, or overstaying a visa;
- Department members shall not inquire about any person’s immigration status; and
- While interviewing victims and witnesses, Department members shall not inquire about a victim’s or a witness’ immigration status unless that information is an essential component in their investigation.

Place of Birth Inquires: To minimize the potential misperception and possible degradation of public trust, the following procedures shall take effect:
- Victims, witnesses, and temporarily-detained suspects shall not be asked their place of birth unless necessary under the particular circumstances to investigate a criminal offense;
- Booking/LiveScan process: Arrestees shall not be asked their legal immigration status nor whether they are documented or not.

Custody Division
- Detaining individuals solely on the basis of an immigration detainee;
- Sharing the personal information of inmates with immigration authorities;
- Providing office space that is exclusively dedicated to immigration authorities;
- Providing the release dates of inmates to immigration authorities unless the release date is available to the public.

Joint Task Force Participation
- An annual report shall be submitted by the Department to the California Department of Justice for each task force of which it is a member. The report must include the purpose of the task force, the agencies involved, the number of arrests made, and the number of people arrested for immigration enforcement purposes.

PROGRESSIVE POLICING POLICIES

TRANSGENDER POLICY

Our Transgender Policy is being praised by the Inspector General’s Office and the advocate community as one of the most progressive in the nation. The Los Angeles County Sheriff’s Department has enacted a policy that outlines how personnel must interact and treat the transgender community. We need to treat everyone in our community with the same respect. Everyone deserves the same quality of service.

The five-page policy addresses six topics:
- Terms such as LGBT, sexual orientation, gender identity, gender expression, transgender, gender non-conforming, transition and intersex are defined.
- Name and pronoun usage: Deputies and employees will use the name and pronoun of a person’s preferred gender identity. A person’s driver’s license or ID card doesn’t need to reflect their gender identity.
- Report writing: When a person’s legal name and/or gender don’t correspond with the name and gender they identify, the person’s legal name and gender will be used on the first page of the report.
- Privacy: Sheriff’s personnel won’t ask someone about the medical status of their gender transition process or genitalia. Unless appropriate to medical personnel, employees won’t disclose that a person is transgender to any non-law enforcement personnel.
- Searches: Under no circumstances will deputies or officers search someone to determine genital status or the presence or absence of breasts.
- Restroom Accessibility: Transgender individuals have the legal right under California law to use bathrooms that correspond to their gender identity.

Reaction: Porter Gilberg, executive director at the LGBTQ Center of Long Beach, said the Sheriff’s Department has taken a “strong, positive step forward” with a policy that provides “culturally sensitive responses that meet the needs of transgender and gender nonconforming people.”

Transgender Employees - The LASD’s internal 30-page transgender employee guide is possibly the first document of its kind in the nation for a law enforcement department on how to treat and address transgender employees.
IMMIGRATION

Sheriff McDonnell stood to protect the rights of all immigrants by ending the 287g program in the jails and prohibiting personnel from being deputized as ICE agents, creating policy that prohibited deputies from asking individuals about their immigration status, and working with Governor Brown to ensure that SB 54, the so-called “Sanctuary State” law balanced public safety with public trust.

As a first-generation American, Sheriff McDonnell appreciates the tremendous value that immigrant communities provide to Los Angeles and the nation. And as Sheriff, he is committed to protecting every person and helping every crime victim, regardless of immigration status. That’s why Sheriff McDonnell has taken steps to build relationships and trust with immigrant communities here in L.A. County.

Before Sheriff McDonnell took office, the Sheriff’s Department permitted officers to refer victims and witnesses to immigration authorities. Sheriff McDonnell ended that policy. In fact, Sheriff McDonnell prohibited department employees from asking about the immigration status of victims or witnesses. Before Sheriff McDonnell took office, personnel from the Sheriff’s Department were deputized to serve as ICE agents. Sheriff McDonnell, along with the Board of Supervisors, also ended that policy. The Sheriff’s Department complies with SB 54, the California Values Act. That means ICE does not have access to county jails, except to apprehend inmates convicted of specific crimes, such as serious and violent offenses, and other crimes specifically delineated in SB 54. "These are just some of the steps the Sheriff’s Department is taking to cooperate with and serve immigrant communities.

These efforts are paying off. In his first full year in office, Sheriff McDonnell cut the number of inmates transferred to ICE by 66 percent, compared to the year before. Far fewer inmates are transferred to ICE now compared to the previous administration. From 2015 to 2017, the number of inmates transferred to ICE plummeted 84 percent, compared to the three years before Sheriff McDonnell took office.

Additionally, the number of immigrants coming to our department for help with getting a U visa from the federal government has nearly tripled since 2014.

• 2014 - 372 applications submitted, 61% certified
• 2015 - 455 applications submitted, 70% certified
• 2016 - 956 applications submitted, 80% certified
• 2017 - 1,075 applications submitted, 90% certified

The certification increased significantly from 61% 2014 year-end to 90% by 2017 year-end.
**LOS ANGELES COUNTY SHERIFF’S DEPARTMENT**

**ICE STATISTICS - TOTAL INMATE RELEASES**

**JANUARY 1 - DECEMBER 31, 2013-2017**

**JANUARY 1 - OCTOBER 31, 2018***

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Released</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>141,273</td>
</tr>
<tr>
<td>2014</td>
<td>137,570</td>
</tr>
<tr>
<td>2015</td>
<td>119,180</td>
</tr>
<tr>
<td>2016</td>
<td>100,512</td>
</tr>
<tr>
<td>2017</td>
<td>116,443</td>
</tr>
<tr>
<td>2018*</td>
<td>97,883</td>
</tr>
</tbody>
</table>

*2018 total is for January 1, 2018 through October 31, 2018
Source: IRC Records
SAU# 18-109-LS
Prepared by CIB-SAU Statistical Staff on 11/27/18
## LASD ICE Statistics
### Executive Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Detainers Received</th>
<th>Inmates Released to ICE</th>
<th>Total Releases</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>*</td>
<td>7,842</td>
<td>141,273</td>
</tr>
<tr>
<td>2014</td>
<td>*</td>
<td>3,712</td>
<td>137,570</td>
</tr>
<tr>
<td>2015</td>
<td>*</td>
<td>1,272</td>
<td>119,180</td>
</tr>
<tr>
<td>2016</td>
<td>2,395</td>
<td>1,007</td>
<td>100,512</td>
</tr>
<tr>
<td>2017</td>
<td>4,941</td>
<td>1,223</td>
<td>116,443</td>
</tr>
<tr>
<td>2018</td>
<td>5,014</td>
<td>820</td>
<td>97,883</td>
</tr>
</tbody>
</table>

*Note: Numbers calculated as of November 30, 2018

### U-Visa Statistics, 2012-2018

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>200</td>
<td>320</td>
<td>455</td>
<td>772</td>
<td>982</td>
<td>1072</td>
<td>789</td>
</tr>
<tr>
<td>2013</td>
<td>2,300</td>
<td>329</td>
<td>322</td>
<td>455</td>
<td>772</td>
<td>982</td>
<td>1072</td>
</tr>
<tr>
<td>2014</td>
<td>2,300</td>
<td>329</td>
<td>322</td>
<td>455</td>
<td>772</td>
<td>982</td>
<td>1072</td>
</tr>
<tr>
<td>2015</td>
<td>2,300</td>
<td>329</td>
<td>322</td>
<td>455</td>
<td>772</td>
<td>982</td>
<td>1072</td>
</tr>
<tr>
<td>2016</td>
<td>2,300</td>
<td>329</td>
<td>322</td>
<td>455</td>
<td>772</td>
<td>982</td>
<td>1072</td>
</tr>
<tr>
<td>2017</td>
<td>2,300</td>
<td>329</td>
<td>322</td>
<td>455</td>
<td>772</td>
<td>982</td>
<td>1072</td>
</tr>
<tr>
<td>2018*</td>
<td>2,300</td>
<td>329</td>
<td>322</td>
<td>455</td>
<td>772</td>
<td>982</td>
<td>1072</td>
</tr>
</tbody>
</table>

*Certified | Submitted

*Note: Numbers calculated as of November 30, 2018*
FISCAL RESPONSIBILITY

Sheriff Jim McDonnell
LASD Budget Presentation to Board of Supervisors, April 10, 2018

The best outcomes happen when parties work together and what we are presenting today is largely the outcome of what some have told me is unprecedented collaboration between the Sheriff’s Department and your office and the Auditor and Controller.

I would like to thank the CEO, Sachi Hamai and the Auditor and Controller, Mr. John Nairoo and their staffs. We came together, and the three of us signed a financial report pledging a partnership that is both appreciated and necessary.

It is necessary because we owe it to our public to fund the nation’s largest Sheriff’s Department in a manner that is sustainable, responsible and in the interests of public safety.

I think through our joint effort, we have identified important budget realities that must be addressed. (This includes the very real possibility that the LASD is under-funded, but also the opportunity for the LASD to critically review past practices such as use of overtime, growth in projects and programming etc)

Having served only three years in office, I cannot state that, historically, this has always been the case. This report also highlights huge challenges that we face.

We must deal with the exponential rise in the inmate population in our jails. We anticipate that Tower One of our Twin Towers Correctional Facility will fully convert to housing only the severely mentally ill. We are looking at deferred maintenance on vehicles, helicopters, elevators and roof tops. We are seeking one-time funding solutions including but not limited to delayed personnel training and upgrades to our information technology enhancements.

Think about this one: Our personnel are our best assets and work in one of the most rewarding but challenging professions every day, they are expected to be right 100% of the time. Yet, they will have to do without. Our credibility is in our ability to communicate information that is accurate and timely. Yet, improvements to an already archaic information infrastructure must wait.

We have spoken together about ‘right-sizing’ the Department; ensuring that we account for the number of personnel and resources needed to support the public safety mission.

Do we have the personnel and the funds necessary to get the job done?

Yet getting to that answer is not easy when legislative mandates, DOJ settlement agreements and social and political pressures drive demand for even more services by a Department that is facing critical personnel shortages.

We want to be many things to all people, but we need to ask ourselves, can we afford this?

A $3.2 billion budget is complex. It is a tremendous responsibility and it certainly sounds like a tremendous amount of money.

However, when you break down the numbers, Los Angeles tax payers are getting a bargain. Our crime rate remains at historic lows and yet, our deputy to population ratio is one of the leanest in the nation. We get the job done, but at a price that is not always measured in dollars. We do our duty while continuing to manage a high vacancy rate, AND juggle to balance the rising costs of items we have no control over such as: workers compensation, retiree health costs, and separation pay.

Our net dollar cost to the county remains fixed, but these costs continue to rise. While in the past, the Department has managed to close the gap with one-time fixes, we have reached a fiscal tipping point. The CEO and Auditor Controller recognize this. And that is just one example of the budget hair ball. Our number one priority is recruiting enough personnel to meet our public’s expectations. We have the positions available. In fact we can’t hire fast enough. BUT we have to hold hundreds of positions empty as a cost savings in order to pay for the rising costs of items we cannot control. I inherited this responsibility – and I am working to fix it.

Here are some of our next steps:

- Re-aligning the budget,
- Right-sizing the organization,
- Working with the CEO and the Board of Supervisors on Conducting a review of service levels and funding sources.
- Controlling growth.

Already, we are planning:

- A review of service levels and funding sources.
- We have begun the process of reviewing our OT usage to ensure it’s warranted.
- And we are focusing on filling positions in order to reduce overtime usage.
Sheriff Jim McDonnell, Oath of Office 2014

"Everyone will be afforded a fair chance to succeed and merit, not external considerations, will serve as the guidposts for success in this Department."

REORGANIZATION OF EXECUTIVE TEAM

Throughout my campaign I often spoke about restoring the shine to the badge. The public sees just one badge; the one on every deputy's uniform, the one on the side of every black-and-white; and the one that has been diminished in the eyes of some by events of the past that we need to put behind us.

I took the oath to lead the nation’s largest Sheriff’s Department in a manner that put public trust at the core of what we do. I also made a promise to the 18,000 men and women at the Los Angeles County Sheriff’s Department (LASD) that this would, and could, be done by focusing on our future together and closing the door on the divisiveness and factions that once threatened this great organization.

We all knew from that day going forward, this would require thoughtful deliberation, a fresh perspective and ultimately, a change in personnel. Before I took office, this organization was recovering from a long period of uncertainty. I described it as a civil war. I pledged not to make change merely for the sake of change, but to give everyone a chance to show the kind of professional passion, or what I call “fire in the belly,” that could move the LASD beyond the dark days of the past.

I have sought to respect our great traditions, while also seeking new ideas around innovation, as well as an open dialogue about the enormous capabilities and responsibilities of the LASD.

I have been looking for the qualities in individuals that would show great competence, of which there are plenty within the LASD, but also deep compassion and character. Specifically, I have been looking to identify the Department’s future leaders who will withstand the public and internal scrutiny which is, and should be, the standard of all law enforcement executives as they work every day to earn the respect of their peers and their subordinates. Great organizations are built by developing great teams who work effectively with each other.

Since I took office in December 2014, 80% to 100% of the executive rank has changed. I am responsible for promoting 10 Chiefs, 26 Commanders and 56 Captains. I promoted 31 executives (Captain and above), 100% of my “top 5” are newly promoted, and we have a Chief Financial Officer.
HIRING AND RECRUITMENT

Since becoming Sheriff, we have hired more than 2,200 Deputy Sheriff Trainees since 2015. Reduced hiring standards can lead to reduced service and scandals. We seek only the most qualified recruits.

As of November 15, 2018, the last seven classes have started 97% full or higher.
The last four Academy classes were 100% full.
We have added 400 deputies this year.
22 sergeants promoted to lieutenant on November 4, 2018.
The total lieutenants promoted this year is 55.
The Department has received 16,186 applications year-to-date. 681 applications were received for the week ending 11/10/18. We have 225 recruits training right now in our Academy. It took about 5,625 applications to achieve these quality recruits. 4 out of 100 meet the LASD standards.

In 2010 the LASD hired 1. In 2011 only 120 were hired.

Since becoming Sheriff, we average 618 recruits per year for the past 3 years. 2015 had 573 Recruits. 2016 had 689 Recruits. 2017 had 593 Recruits. 2018 Year to date has 615 Recruits.

We need to strive for excellence in our hiring and create promotion and career paths that reward merit.

Since 2017, the LASD no longer administers the subjective oral interview for Sergeants and Lieutenants. Merit-based testing for Sergeants and Lieutenants is now based on an objective, pre-designated set of criteria administered in a written form of questions that strives to be performance-based. In the past, Sergeants and Lieutenants were frequently judged by Captains and Commanders who were once their peers, and all too often, their social friends.
Training and Supervision

Investing in the training that our personnel needs and that the community expects

Crisis Intervention Training (CIT) is a 2-hour course designed to immerse deputy personnel in the concepts of mental health, mental illness and tactical considerations. The purpose of this training is to apply concepts to mental health-related crisis calls in a new and enhanced manner. Managing personnel with the perspective of achieving the greater good, or right action is the focus. This program continues our evolution of better mental health training.

25 years ago, when a deputy graduated the Academy, that deputy worked in the jails, and then went to work at a patrol station, and became a field training officer. They received a total of six hours of mental health and disabilities training. Today’s deputy will have received approximately 95 hours of this training by the time they become a field training officer.

• 15 hours in the academy (increased last year from 6)
• 32 hours of De-escalation and Verbal Resolution Training in custody
• 8 hours Mental Health Awareness Training
• 8 hours Mental Health Update to Field Training Officers
• 32 hours of LASD CIT training

DeVRT Training - The De-Escalation and Verbal Resolution Training (DeVRT) is designed for law enforcement personnel working with an incarcerated population in the Los Angeles County jail system. The 32-hour course examines core concepts that emphasize effectively working with inmates with mental illnesses, disabilities, and/or in situations within the correctional environment.

Sergeants Mentoring Initiative - This initiative will help to maximize the opportunity for our personnel to concentrate more effort on elements of public trust that we can influence if we work together. One way is to create additional opportunities for us to learn from one another by increasing mentoring within the Department 8-hour training day about mentoring with respect to decision-making in the field, custody operations, court services, and associated functions.

New Interactive Range Facility - This range facility will allow us to train up to 28 deputies at a time in a variety of custom-designed simulations to better prepare them for field encounters and critical decision-making in the field. The addition of the simulators in the range facility allows us to emphasize communications and tactics in a role playing scenario, strengthening our de-escalation training.

Sheriff Jim McDonnell, Oath of Office 2014

“We need to invest in training and supervision that is second to none and that gives our deputies the tools they need to navigate a job that gets harder every day.”
LASD’s Proud Traditions

PEACE OFFICERS’ MEMORIAL WALL

Sheriff Jim McDonnell

Speaking at the Dedication of the Memorial Wall

49th Annual Los Angeles County Peace Officers’ Memorial, Wednesday, May 23, 2018

This memorial wall behind me sets in stone what matters to us most.

The marble that serves as the backdrop for the memorial plaques came from the Hall of Justice as it was configured in 1925. It carries with it memories of many years and serves as an historical memento on this hallowed ground. This is the physical embodiment of our collective memories of individuals and a profession dedicated to service. There are 520 peace officers honored on this wall. The most recent name is Whittier Police Officer Keith Boyer. Next year, we will be adding the name of Pomona Police Officer Greg Castillas who was gunned down during a pursuit and a stand-off with an armed suspect.

The Wall:

In the words of the artist, the physical wall represents Strength; a solid unwavering barrier that does not move and separates good vs. evil.

The Flag:

The American Flag draped along the wall represents the Protection of Freedom this nation provides to all of our residents. Freedom is not always free. In the center of the Memorial Wall, the American Flag is pulled back, exposing hundreds of plaques honoring the fallen heroes of Law Enforcement who made the ultimate sacrifice so that everyone in Los Angeles County has the opportunity to live, work, and raise a family in a safe community, free from fear and violence.

The Eternal Torch:

The flame is a constant reminder that we must never forget the men and woman who are memorialized on the Wall and the losses their families have endured.

The Artist:

Who is this artist who knows us so well? Ken McWaid, who at the time of the design, was a Lieutenant with the Los Angeles County Sheriff’s Department and today, serves as a Commander. He took our ideas and turned them into a reality along with so many other artists from our facilities team who brought this memorial to life.

Conclusion:

While the names on this wall symbolize lives that ended too soon, the plaques are a reminder of our unfinished work. There is a mission that remains in honor of these brave men and women. Their contributions and our enduring memories increases our devotion to the outstanding police work underway every day. It is my honor and privilege at this point to formally dedicate this memorial wall to past, present and future heroes, whose names are and forever will be etched in this special space. God bless all of you who continue to go out and do this difficult job, as well as it is done, anywhere. God bless our law enforcement families. May you always feel our eternal gratitude.
LASD’s Proud Traditions
The Valor Awards

Sheriff Jim McDonnell
"Courage, Bravery, Sacrifice" Valor Awards, October 17, 2018

Every year I look forward to this day. It affords us the opportunity to bestow upon our ranks, and those who support us, our Department’s highest honors in recognition.

We heard some amazing stories of courage, bravery and sacrifice. Many of these stories focused on simple, unconditional acts of compassion, and a willingness to help our fellow human beings at any cost.

Even as we recognize the achievements of our honorees today, new stories of heroism are certainly being written right now in the communities we serve.

It takes a special person to run toward gunfire, to enter a burning structure, or, to set aside one’s own personal safety in an effort to rescue a total stranger.

Today, we met many of these people, and got to hear their stories.

I’d like to extend special acknowledgment to all the friends and family members of our award recipients.

Your unwavering support, and untold sacrifices, are what make it possible for our Department members to focus on their duties and provide the highest level of service in keeping our communities safe.

To all the Department executives, and support staff in attendance, I cannot express enough to you, the importance of your involvement and endorsement, so that today’s honorees could have this recognition. These awards represent the foundation of what all of you do every day. It is your efforts that keep them from going unnoticed.

Each day there are new compelling stories of Valor. Just recently we had three deputies assigned to East Los Angeles Station who, in two separate incidents, came under fire from dangerous and violent criminals. They were each struck by gunfire, but they, and their partners, rose to the threat posed and prevailed, only through courage, bravery and sacrifice. Each are making a full recovery. They, and their partners, will certainly be part of our conversations at next year’s Valor Awards ceremony.

When it comes to the Las Vegas tragedy, we heard stories of humbling triumph and selfless actions. With 131 of our LASD family in attendance at that concert, I am certain we will continue to learn of even more stories of survival and compassion, and assistance, brought about by our Department members, their families, or complete strangers.

In your career in policing, the bell rings, the call comes in and you go toward the danger, even as others run from it.

Your calling is not for a paycheck ...but for a purpose in life that no amount of money can buy.
**Closing Message**

“I am proud that I made personal integrity, in the service of constitutional policing, the highest value of the Los Angeles County Sheriff’s Department. The stakes were high. Your expectations were even higher. I listened carefully, and openly considered, all sides of the incredibly complex issues before making decisions that would impact generations to come. Change for an organization of the size and stature of the Los Angeles County Sheriff’s Department has enormous consequences for the public and for our personnel.

I hope that I acted with humility befitting a servant of the public and that part of my legacy going forward is that I set the tone from the top that what we say and what we do in policing ultimately determines who we are and what place in history we will hold.

No doubt, the challenges are enormous in 21st century policing as society now expects law enforcement to stand on the front lines of major social issues, and yet also afford their protection of the rights of all people, regardless of their national origin, personal or religious beliefs or political party. I hope that our future leaders continue to embrace the fact that we derive our authority from the communities we serve. Hence, the well-being of our officers and deputies, and the level of cooperation and good will from our public may depend on the character and credibility of their leadership. I will forever remain committed to keeping our communities safe and continue be an outspoken voice for transformation and reform. I will continue to uphold the highest values of the policing profession and be forever humbled by the opportunity to engage our public on the major policing issues of our time. Thank you for the privilege of serving as your Sheriff.

Yours,

[Signature]

Sheriff Jim McDonnell
December 3, 2018
Los Angeles County
Sheriff’s Department