



The Los Angeles County Sheriff's Department

is the largest Sheriff's Department in the world. With an annual \$2.4 billion budget, the LASD provides law enforcement services to 42 contract cities, 130 unincorporated communities, ten community colleges, and over a million daily commuters of the Metropolitan Transportation Authority trains and buses, and 42 Superior Courts. The Department is also responsible for housing, feeding, medically treating and securing about 18,000 inmates in seven custody facilities.

- 4,057 square miles (6,437 km) in the County; 10+ million total population
- 3,171 square miles (5,103 km) LASD patrol jurisdiction; Sole law enforcement agency to 3+ million people
- Nearly 10,000 sworn, 8,000 professional staff, 841 reserve deputies, 420 youth explorers and 3,805 civilian volunteers

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Public Trust

Public trust policing is the use of police resources in a manner that includes the public's participation in the mission of public safety.

The purpose of public trust policing is to provide a higher level of public safety.

It is incumbent upon law enforcement to recognize that without the full faith and cooperation of the public, the mission of public safety is severely impaired.

The process of public trust policing involves moving from what was generally known as a closed system to an inclusive and open system of public participation in the public safety mission.



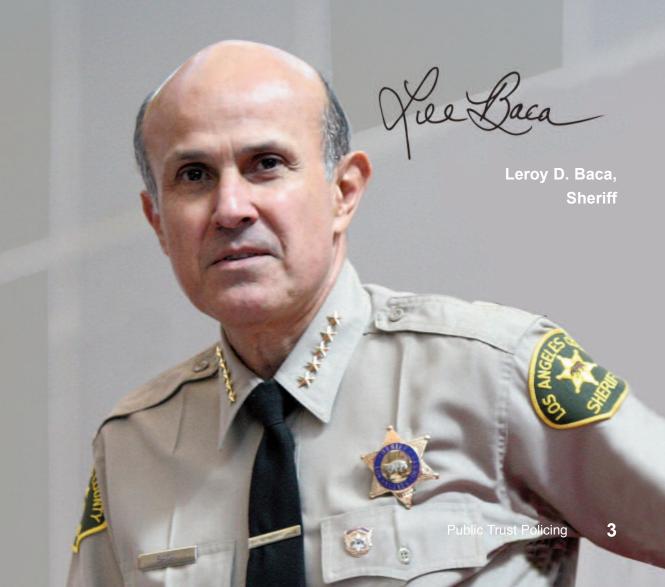
The theory and practice of public trust policing can be described in an answer to this question: How best can 19,000 sheriff's and police departments in the United States protect more than 330 million people and their property? The answer under any model of policing techniques must first involve the principle of public trust. Developing public participation is critical to

A Message from the

public trust policing in the modern world of an increasingly diverse population. The need for police to establish a clear and convincing trust-based relationship with the public is a fundamental tool in law enforcement.

In my professional travels throughout the United States, Europe, Middle East, Asia and the Americas, I have seen the constant, ubiquitous public desire to receive respect and quality service from the police. Police cultures, however, tend to appear closed and somewhat authoritarian-centered.

Positive public contact in local jurisdictions is often difficult to achieve. Due to police personnel shortages, police radio car methods are the primary delivery systems of enforcement services and the prevention of crime. However, in terms of building public trust, the police car has limited effectiveness as a human communication tool for the multitudes of people and property targeted by criminals and terrorists.





Develop Methods of Public Participation

The creative planning of public participation programs that build public trust is the responsibility of the public safety service. Many sheriffs and police chiefs have moved toward youth and adult-oriented police service programs. The following are examples of helping hands, eyes and ears used in the Los Angeles County Sheriff's Department:



Community Law Enforcement Partnership Program (CLEPP)

This office organizes community groups and programs to fight gangs, drugs and violence, in addition to providing support to stations through the Volunteers on Patrol program. It also assists in planning and executing special events, such as sheriff's station grand openings, town hall meetings, Neighborhood Watch meetings and National Night Out.



Community Academies

These programs are specifically designed to educate community members on law enforcement's role. For 8 weeks, attendees participate in classes that focus on topics such as criminal law, firearms, internal investigations, patrol procedures and gang enforcement. They observe deputies on patrol and tour the Weapons Training Center, Emergency Operations Bureau and a custody facility. (Also see page 15)

Dozens of committees act as liaisons between sheriff's stations and the diverse communities they serve, consisting of members selected to best represent the diversity of the area. They provide direct input from the public on local issues and assist in the development of programs suited to their communities.



Community-Tailored Programs

The commanders of all patrol stations as well as community sheriff's stations have full discretion to implement participation programs of all types, depending on the needs of the communities they serve.



COPS Bureau

Community-Oriented Policing Services

Deputies are assigned to each station to attend Neighborhood Watch meetings and conduct door-to-door surveys to help determine the community's needs in terms of quality-of-life issues and crime prevention.



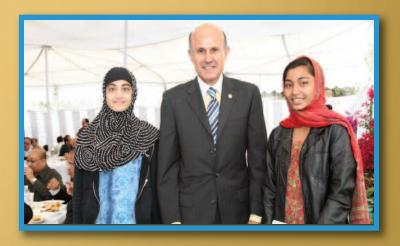


The COPS Bureau also runs an outreach program that offers social services to the homeless in an effort to improve their lives.

Ethnic Advisory Councils

Hearing from the community

There are a dozen councils dedicated to bridging cultural gaps and connecting with groups that historically might have felt disenfranchised. Sheriff Lee Baca meets with these councils to hear their concerns, facilitate dialogue and discuss the implementation of programs.





Interfaith Advisory Council

Comprised of clergy and religious leaders, the aim of this group is to raise the level of communication between the Department and citizens and improve communities' quality of life by addressing important issues and concerns. It also assists and intervenes with spiritual guidance during crisis situations.

International Liaison Unit

Sheriff's Headquarters Bureau

As the Department representative to the Los Angeles international community, this unit works with foreign consulates regarding law enforcement issues. It also provides translation services for investigations.





Muslim Community Affairs

The Muslim Community Affairs Unit was established under the direction of Sheriff Leroy D. Baca in 2007 with the purpose of building trust and a stronger relationship with the Muslim community for better understanding and cooperation with law enforcement.

SHARE Tolerance

The S.H.A.R.E. (Stop Hate and Respect Everyone) Tolerance program was developed by LASD to tackle bigotry, discrimination and hate crimes. Deputy Sheriffs show a riveting film about hate crimes; then facilitate a discussion aimed at creating leadership about tolerance among the participants—most typically high school students. The program reaches over 5000 youths each year, and has been accompanied by a noticeable drop in hate crimes in the areas it serves. www.sharetolerance.org



STAR

Success Through Awareness & Resistance

Since 1985, Sheriff's deputies in the STAR Unit have helped teach drug, gang and violence prevention in the Los Angeles County schools. The program is geared toward grades four through seven, when drugs and gangs are more prevalent. STAR reaches more than 100,000 youths in 370 schools each year.

24-Hour Media and Public Information Newsroom

Sheriff's Headquarters Bureau

This unit is available around the clock to provide up-to-date information to the public and media about crimes or other incidents of interest by phone and eCommunications.



"FOR THE INDUSTRY STATION VO

Reserve sheriff's deputies work part time to supplement the Department's manpower. They are professionally trained and sworn law enforcement personnel. They have the same powers of arrest and perform general law enforcement duties, including responding to calls, investigating crimes and controlling traffic.

Number of reserve deputies: 841

Public Trust Policing



Uniformed Volunteers

These citizens are the eyes and ears of the Department in the community. They volunteer to perform nonhazardous patrol duties, including traffic control, searching for missing children and conducting residential vacation checks.

Number of volunteers: 3,805



os Angeles County Sheriff's Department

VIDA

Vital Intervention and Directional Alternatives

The 16-week program aims to help teenagers get along with parents and look toward the future. It includes physical fitness, family counseling and other intervention measures. A total of 9 sites are available.

Since its inception in 2000, more than 3,000 youths, ages 10-18, have enrolled.

YALS Youth Activities Leagues

Youth Activities Leagues provide a safe and supportive haven for counseling, educational tutoring and after-school recreational activities for youth. The program includes academic classes, computer labs, tae kwon do, dance classes, fishing, overnight camping, cultural trips, basketball and soap-box derbies. These programs provide an alternative to gangs and drugs.

Sixteen stations organize YALs. Participants: 20,000 yearly

Principle

Model the Department's Core Values to the Public and the Police

A law enforcement organization's set of core values is the lens that keeps the focus on what the public should expect from those providing the service.

An example of core values that engender public trust may be found in the Los Angeles County Sheriff's Department's Core Values statement (below).

The core values have been widely praised by the vast population of Los Angeles County. They are a simple way of defining the Department's allegiance to the American people, their Constitution, Bill of Rights, civil rights and human rights.

Our Core Values

As a *leader* in the Los Angeles County Sheriff's Department,

I commit myself to honorably perform my duties with respect for the dignity of all people,

integrity to do
right and fight wrongs,

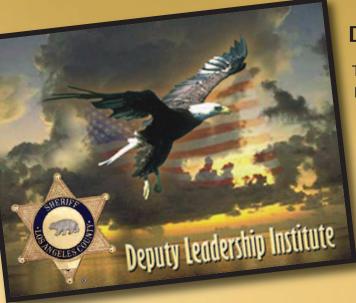
wisdom to apply common sense and fairness in all I do and

courage to stand against racism, sexism, anti-Semitism, homophobia and bigotry in all its forms.



Principle Train and Support All Department Employees to be Leaders

A major goal of public trust policing is to reduce or eliminate police misconduct. Inappropriate behavior by police will reduce public trust, particularly in high-crime areas. Encouraging all levels of police to incorporate leadership skills into their lives will lead to stronger, more defined ethics. A leadership academy with a comprehensive curriculum for all employees is one of the best methods with which to solidify individual integrity.



DLI Deputy Leadership Institute

The Deputy Leadership Institute (DLI) is a ground breaking leadership development program that will set the standard for all law enforcement agencies. It was founded on the principle that leadership is intrinsic in the professional law enforcement officer and can be developed in each of us. DLI is designed to enhance our ability to be leaders in the communities we are entrusted to protect. It helps each of us recognize our leadership responsibilities and enhance our leadership skills, personally and professionally. All LASD employees have the opportunity to benefit from the DLI experience.

EBD Education Based Discipline

Education-Based Discipline (EBD) is an innovative alternative to traditional disciplinary suspensions. EBD reduces management-employee conflict and embitterment that results from withholding employees pay. Instead, offering optional behavior-focused education and training department-wide, enhances communication, character, competence and trust. This program develops an individualized remedial plan, with the involvement of the employee, that emphasizes education, training, and other creative interventions, thereby promoting a more comprehensive and successful outcome. Education-Based Discipline was fully implemented throughout the Los Angeles County Sheriff's Department on May 1, 2009.

RCPI-CA Regional Community Policing Institute - California

This institute provides high-quality training and technical assistance to approximately 440 law enforcement agencies, local governments and communities throughout California. Seminars focus on a wide variety of training related to community policing and specialty areas such as school violence and disaster preparedness, counterterrorism prevention and leadership development. www.rcpi.ca.org





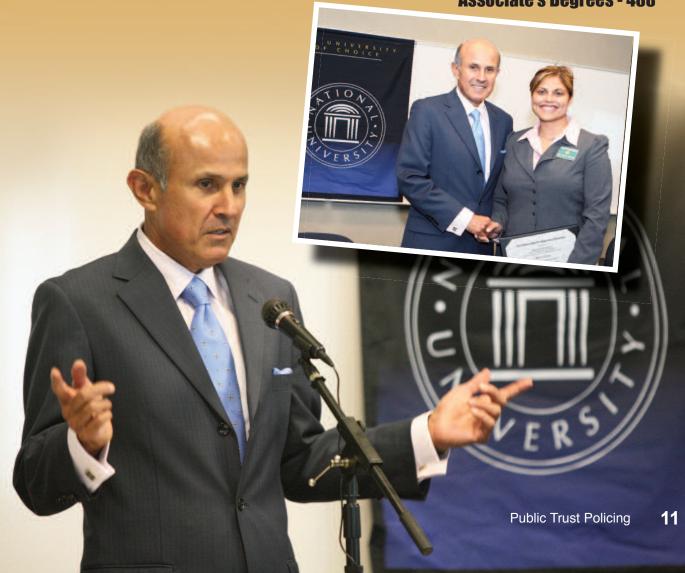
Policing in the 21st Century requires today's law enforcement official to be a versatile thinker, performer and citizen. This primary reality is driven by the complexity of modern society and the complicated issues crime creates. There is no single solution to solving today's crime problems. The only factor that is constant is that human beings will always be involved, either as a victim or perpetrator. Education is the cornerstone in successfully responding to the multi-faceted, intricate demands of modern public safety.

Los Angeles Sheriff's Department University

(LASDU) is a consortium of colleges and universities whose mission is to provide Department employees with accessible, multi-varied learning programs that will enhance personal and professional growth, promote a lifelong commitment to learning, and enable all employees to better serve their community.

1,597 LASDU graduates since 2002

Juris Doctorate Degrees - 2
PhD Degrees - 10
Master's Degrees - 308
Bachelor's Degrees - 789
Associate's Degrees - 488





Transparency, key to the community's faith

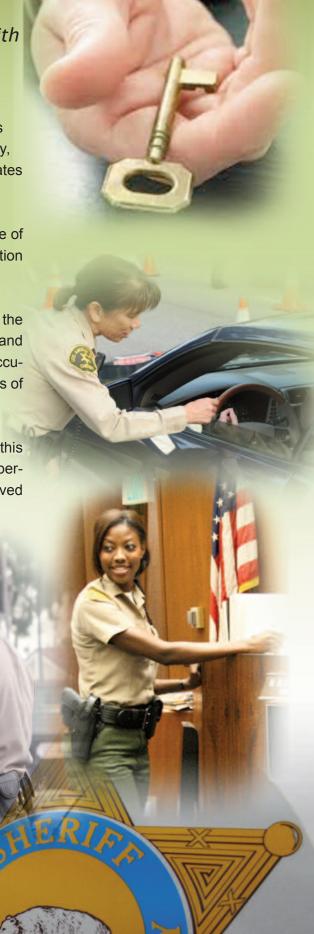
Public trust policing is the key engine for engaging the public to believe in their police or sheriff's department. Beyond the need for good, respectful communication between the public and the police is the need for transparency when things go wrong. Historically, when misconduct occurs, the law enforcement agency investigates itself without any outside assistance.

An internal investigation can be done with great accuracy, but in this age of media analysis and influence, public opinion may still be led in the direction of greater mistrust of the police service.

This is why the Los Angeles County Sheriff's Department created the Office of Independent Review (OIR). The OIR monitors all criminal and internal affairs investigations from start to finish. Its goal is to ensure accuracy, objectivity, fairness and compliance with the disciplinary standards of the Department.

The OIR is staffed by six civil rights attorneys. For the past six years, this office has ensured that all incidents, big or small, are investigated properly, reported accurately, and that policy and management were improved when necessary.

The Sheriff's Department also works with an independent ombudsman who responds to the public's complaints regarding the quality or status of any complaint inquiry. This backup process ensures that all public-initiated grievances are heard and explained to the fullest extent possible.





County of Los Angeles Oversight

Civil Grand Jury County of Los Angeles http://grandjury.co.la.ca.us/

A Grand Jury...the citizens of the county before a court of competent jurisdiction, and sworn to investigate or inquire into county matters of civil concern...The California grand jury system has its historical roots in the Old English grand jury system, the purpose of which was to protect citizens from the arbitrary power of the Crown. The California system continues to retain the goal or protecting residents from abuse by local government. In civil matters, the jury performs oversight functions of Los Angeles County, 88 cities, all school districts and other local government agencies. The Civil Grand Jury is an independent and confidential body and may not, except for legal cause, be prevented from acting within its jurisdiction..."

Criminal Grand Jury County of Los Angeles http://grandjury.co.la.ca.us/
In Los Angeles County the Criminal Grand Jury attends hearings to weigh evidence brought by the District Attorney's Office in order to determine on the basis of this evidence whether certain persons should be charged with crimes and required to stand trial in the Superior Court. The Criminal Grand Jury is an accusatory body and not a trial jury; therefore, the burden of proof is much lower. Specifically, the Criminal Grand Jury must decide if there is a strong suspicion the individual committed the crime alleged.



Coroner's Department

County of Los Angeles http://coroner.co.la.ca.us

State law requires that the Coroner inquire into and determine the circumstances, manner, and cause, of all deaths that are, or seem to be sudden, violent, unusual, or deaths where the decedent has not been seen by a physician 20 days prior to death. The deceased will be taken to the Coroner's Office and examined by a



physician to discover the cause of death. The Deputy Medical Examiner will decide if an autopsy is necessary to establish the cause and circumstances of death.

District Attorney's Office County of Los Angeles http://da.co.la.ca.us

Officer-Involved Shooting Response Program For Officer/Deputy-Involved Shootings and In-Custody Deaths: Matters involving the use of force, especially when death or serious bodily injury occurs, are often the most scrutinized matters involving a peace officer. The community has a right to know

whether or not an officer lawfully used deadly force in the application of his or her duties. It is incumbent upon the District Attorney's Office to investigate officer-involved shootings and deaths that occur while a person is in the custody of a peace officer.

To that end, the District Attorney's Office has established the District Attorney Response Team (D.A.R.T.). Whenever a law enforcement shooting within the County of Los Angeles injures or fatally wounds a person, an experienced deputy district attorney and a senior investigator respond to the scene and conduct an independent investigation into the matter. The District Attorney's Office also conducts independent investigations whenever force has been used against a person who is in the custody of a law enforcement officer and it appears that the force may have been the proximate cause of death.

Equity Oversight Panel (EOP) County of Los Angeles

The Los Angeles County Equity Oversight Panel's mission is to provide timely information, offer expert advice and constructive feedback, and make recommendations regarding equity matters to the Sheriff's Department through reviews, audits, and monitoring to assist the Sheriff's Department with its goal of providing every Department member a workplace free of harassment, discrimination, and retaliation. In its role as reviewers of equity investigations, the Equity Oversight Panel's mission is to make the fairest, most appropriate and accurate findings and recommendations possible for each investigation.

Office of Independent Review (OIR)

County of Los Angeles http://www.laoir.com
The mission of OIR is to monitor the Los Angeles
County Sheriff's Department (LASD) and provide
legal advice to ensure that allegations of officer
misconduct involving LASD are investigated in
thorough, fair, and effective ways. Based on an
idea that came largely from Sheriff Baca
himself, OIR consists of six attorneys with
backgrounds in criminal law and civil rights issues.



Ombudsman County of Los Angeles http://ombudsman.lacounty.info

The Ombudsman facilitates timely investigations of public complaints involving the Sheriff's Department. The Ombudsman only reviews completed service reviews or investigations which have been appealed to the Ombudsman by dissatisfied complainants. The Ombudsman does not have investigative authority and is not empowered to initiate or conduct an administrative investigation, nor will he involve himself in criminal investigations of misconduct.

Police Assessment Resource Center (PARC) www.parc.info/home.chtml

PARC assists Special Counsel to Los Angeles County Board of Supervisors (PARC President Merrick Bobb) in monitoring the Los Angeles County Sheriff's Department (LASD). After the Kolts Report was published in 1992, which highlighted a need for LASD improvements, the Los Angeles County Board of Supervisors voted to retain Mr. Bobb, who had been General Counsel of the Kolts Commission, to conduct monitoring duties and prepare semiannual reports describing findings and recommendations.

Public Oversight

Community Academy Los Angeles County Sheriff's Department (LASD) (See page 4)

The Community Academy Program provides community residents with insight into the Sheriff's Department and how we do our job. The academy is an eight week program. Members meet once a week and curriculum includes presentations by department members, ride-alongs and role-playing. Applicants must be at least 18 years old or be accompanied by a guardian and pass a very brief background check.

Community Partnership Programs Directory LASD

Summaries and contact information for over one hundred LASD community partnership and volunteer programs which involve nearly 4,000 community members.

Complaint/ Commendation Line LASD (800) 698-8255

A complaint or commendation may be filed 24 hours a day by calling the LASD Internal Affairs Bureau at 1-(800) 698-8255 (answered by Sheriff's Headquarters Bureau after business hours). They may also be filed by U.S. mail, through e-mail at www.lasd.org, or in person at any Sheriff's facility. When filing the complaint at a Sheriff's facility, you may ask for the Watch Commander or person in charge. A unique tracking number will be given to you for future reference.

Inquiries, Comments (commendations or complaints) for the Department

To contact the Sheriff's Department for general inquiries, select one of these options: Through the Department's website (www.lasd.org) with links to Sheriff's Stations or Police Departments for all Cities and Unincorporated Areas in Los Angeles County; Sheriff's Department General Mailing Address; Call the Sheriff's Department or your local police; or use the Feedback (This feedback system is NOT to be used for reporting a crime or criminal activity.) http://sheriff.lacounty.gov/wps/portal/lasd/contact

Inmate Complaints Los Angeles County Jail System, LASD

Any jail inmate within Custody Division may submit an appeal, and have grievances resolved, relating to any condition of confinement. Each unit commander designates a supervisor, at the permanent rank of sergeant or above, to assume the collateral duty of Inmate Complaint Coordinator. The unit commander shall also ensure that each housing unit LASD has an adequate supply of Inmate Complaint Forms available, and that the inmates have unrestricted access to them. All inmates are permitted to report a complaint, whether or not it is written on the specified form. Each housing area shall have a locked repository accessible to inmates, where they are allowed to deposit their completed forms without interference.

Patrol Ride-Alongs and Jail Tours for Members of the Public, LASD www.lasd.org

Community members can participate in the "Ride Along" program to experience a "day in the life" of our field personnel. Participants get a close up view of field operations and are able to ask questions of the deputy in a less formal setting. http://www.lasd.org/stations/comm-progrms/index.html Los Angeles County jail system tours are also available. www.lasd.org/lasd_services/custody-services/custody.html

Service Audit Program Field Operations Regions, LASD

Audits and surveys assist in determining the effectiveness of services as perceived by customers. The LASD Service Audit Program helps determine citizen satisfaction and how we are performing our duties in the eyes of our customers, the citizens of the communities we serve. The "Service Audit Program" is designed to measure the quality of our total service to the community.

Visiting of Jail Inmates Los Angeles County Jail System, LASD

Members of the general public may visit inmates at any Los Angeles County Sheriff's Department Jail Facility. Visiting hours vary and are subject to change without prior notice. Current facility visiting hours are listed on www.lasd.org.

Communications

www.lasd.org Official website of the Los Angeles County Sheriff's Department

includes photos, videos, and frequently updated content, in a features-rich environment. Over 500,00 page views monthly show the public's interest in what we do. "Our website provides the public what, we believe, the public has long wanted, in the way they want it provided. It is useful and interesting information, presented in an engaging and highly visual way", said Los Angeles County Sheriff Lee Baca.



Language Translator on www.lasd.org

Over 50 languages can be translated on LASD.org using the language translator at the bottom of the website pages. The LASD.org website has made reasonable efforts to provide an accurate translation. However, no automated or computerized translation is perfect and is not intended to replace human or traditional translation methods. The official text is the English version of LASD.org website.

Crime and Arrest Statistics The LASD provides community-based crime statistics updated continously on lasd.org and crimemapping.com. Detailed monthly summaries are also posted and shared with thousands of subscribers through instant messaging. The Annual Crime and Arrest Statistical Summary (CAASS) contains the entire year's crime statistics.

Inmate Information Center LASD (213) 473-6080 www.lasd.org

Information concerning adults arrested and booked into the Los Angeles County Automated Jail Information System (AJIS). The Inmate Information Center contains inmate information on all persons arrested by the Los Angeles County Sheriff's Department, the Los Angeles Police Department, and the majority of other police agencies within Los Angeles County. It includes name, booking number, birth date, violation, bail amount, court date, and other legally available public info.

Direct LASD updates via text messaging or emails via Nixle®, Twitter® and Facebook® is being used by the Los Angeles County Sheriff's Department to send free geographically-specific e-mails and text messages directly to the public. Messages include arrests, neighborhood-specific alerts and advisories, traffic incidents, road closures, wanted persons, missing persons, crime trends, and more.



NIXLE (free) instant messaging: With over 30,000 Nixle subscribers, the LASD has the most subscribers of any one police agency in the nation. Nixle short codes have proven how much the public wants timely and quality topic-



specific information via text: 5,000 new subscribers joined during the two-day Crown Fire in July 2010. Register for "LASD – HQ Newsroom (SHB), Los Angeles County Sheriff" and your local station. Text your zip code to 888777 to receive text alerts only. Standard text messaging rates may apply. www.Nixle.com

grows daily and gets about 400,000 page views monthly. While constructive criticism is welcome, more than 75% of the feedback



comments are positive. http://www.facebook.com/LosAngelesCountySheriffsDepartment

TWITTER @LASD_News is auto-populated via Nixle and has thousands of followers including all major news media outlets and the public. Re-tweeting news stories via the Twitter feeds of PIO's has been particularly effective in amplifying our messages.



YouTube The LASD main newsroom channel continues to expand its video library of LASD-created videos and links to news videos about the LASD: http://www.youtube.com/LACountySheriff





ALERT LA COUNTY Emergency mass notification system to contact Los Angeles County residents and businesses via recorded phone messages, text messages and e-mail. An emergency message is created and sent to designated phone numbers in the affected area. It is available for use by all police agencies in LA County. Cell phones and voice over IP phones need to be registered, but millions of traditional "land line" phones are already in the system. http://alert.lacounty.gov

LA Crime Stoppers

Confidential and Anonymous communication to the LASD. The public can anonymously communicate with the LASD via "Crime Stoppers." Call 800-222-TIPS (8477), or text the



letters TIPLA plus your tip to CRIMES (274637) or www.lacrimestoppers.org.

SNAP Specific Needs Disaster Voluntary Registry is for persons in LA County who may need specific disability-related assistance and/or accommodations during major disasters. These may include alternative communications, specialized para-transit services, life sustaining medications or equipment, etc. It is a LA County Office of Emergency Management (OEM) project in cooperation with other cities and agencies in the LA County disaster response operational area. http://snap.lacounty.gov

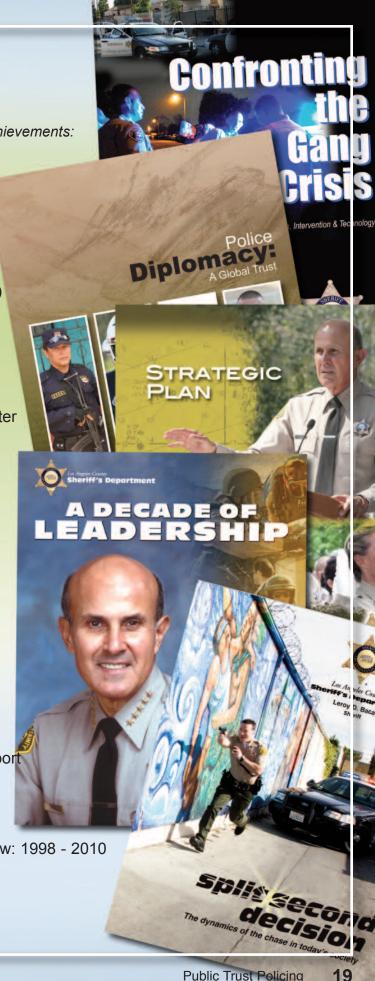


Publications Catalogs:

LASD booklets on dozens of topics

Numerous LASD publications including the Achievements:

- A Decade of Leadership (1998-2008)
- Community Based Intervention for Youth: Building a brighter future
- Confronting the Gang Crisis
- Crime and Arrest Statistics (1996-2010)
- Education-Based Incarceration
- "Hall of Justice" Restoring a Piece of History
- Hertzberg-Davis Forensic Science Center
- Law Enforcement Symposium -Gulf States Conference Report
- Parolee Monitoring Program
- Police Diplomacy A Global Trust
- Public Trust Policing (Rev. 2011)
- Sheriff Baca's Second Term in Office (2002-2006)
- Split-Second Decision
- Terrorism Early Warning -10 Years of Achievement
- The County of Los Angeles Annual Report 2009 - 2010
- The Leaders behind the Star
- The Sheriff's Department Year In Review: 1998 2010
- 2009 LASD Strategic Plan Book







Sheriff Leroy D. Baca



Assistant Sheriff Marvin O. Cavanaugh



Undersheriff Paul K. Tanaka



Assistant Sheriff Cecil W. Rhambo, Jr.

Chief William J. McSweeney Detective Division



Division Director Victor C. Rampulla Administrative Services Division



Chief Alexander R. Yim Correctional Services Division







Chief Richard J. Barrantes Court Services Division







* * Chief Dennis H. Burns Custody Operations Division





Chief Roberta A. Abner Leadership and Training Division

Chief Michael Grossman Homeland Security Division





Chief David R. Betkey Technical Services Division



The history of the Los Angeles County Sheriff's Department is rooted in an event that defined the West. The gold rush of 1848 brought more than 300,000 people to Northern California, all hoping to strike it rich. With no established government, chaos and lawlessness ruled the land.

Eventually, some semblance of order was developed through "lynch law." In order to escape death by hanging or severe penalties for their crimes, offenders headed south to Los Angeles County, which at the time included Kern, Orange, San Bernardino and Ventura counties. This influx of criminals led to more murders annually in Los Angeles County – in proportion to its population – than any other community in California at the time. This sparked statehood for California and the formation of the Sheriff's Department of Los Angeles County in April 1850. Since then, 25 men have served as sheriff, including Lee Baca, who has over a decade in this office.

