



March 20, 2014

Dear Concerned Voter,

Dignity Now: Safety for All is a coalition dedicated to ensuring that Los Angeles County voters make informed decisions about the next L.A. County sheriff. The coalition is made up of organizations across the county, including the ACLU of Southern California, Dignity and Power Now, Justice Not Jails and the Los Angeles Regional Reentry Partnership.

Though the coalition does not endorse any candidate, our aim is to inform voters about the candidates' positions on issues relevant to the voter. In addition to hosting the L.A. Sheriff Debates, we are providing voters with a "Sheriff Candidates Questionnaire." Prior to the first debate, all seven candidates received questions covered in the questionnaire. We have published responses from all the candidates who have replied so far in alphabetical order.

The L.A. Sheriff's Department is one of the largest law enforcement agencies in the U.S.; it runs the country's largest jail system. And every day, L.A. County residents interact with the Sheriff's Department in some capacity. Because the sheriff is an elected official, who oversees a department that impacts the lives of millions of residents, it is crucial that voters understand the kinds of policies and reform measures the candidates plan to implement.

Please take time to read the responses from each candidate carefully ahead of the June 3rd election. Be sure to vote, and do share our questionnaire with your friends, family, co-workers and community.

If you'd like to get involved in our voter education efforts, please contact Patrisse Cullors at endsheriffviolence@gmail.com or Jess Farris at jfarris@aclu-sc.org.

Sincerely,

The Dignity Now: Safety for All Coalition

CANDIDATE: Assistant Sheriff James Hellmold

POSITION: Los Angeles County Sheriff

1. There have been recent reports, including the 2012 report by the Jail Commission, which have concluded that there has been a significant problem with excessive use of force by LASD personnel on inmates. Do you agree or disagree that there have been problems with excessive use of force on inmates within the past few years, and why? Please include how you would address the issue.

Hellmold: *I agree. The evidence was presented by the US Attorney, and LASD has also disciplined and fired deputies for excessive force. After the allegations, I was brought in with a team of Commanders to work with the Jail Commission to clean up the mess which was created by mismanagement, and poor command officers who allowed problems to expand. Ironically, some of the very people who failed to properly manage are now pointing fingers and blaming others.*

2. In 2013, the United States Department of Justice concluded that there was a pattern of racial discriminatory policing, use of excessive force, and lack of accountability in the LASD's policing in the Antelope Valley. Do you agree or disagree with those findings, and why? Please include how you would address the issue.

Hellmold: *When I was promoted to Assistant Sheriff of all patrol operations, I was briefed about the allegations in the Antelope Valley and have supported the effort to provide information to the Department of Justice in order to fix the problems. Due to the fact that the matter is under litigation, it is not appropriate to discuss specifics of the case. I apologize for the general response, but I will clearly state that as Sheriff, my focus is to restore public trust through total openness and transparency, which includes inspection and oversight to verify reforms are effective.*

3. As Sheriff, how will you foster an environment that ensures fair treatment of all people that are served by LASD? Please provide an example.

Hellmold: *As Sheriff, I will foster an environment that ensures fair treatment of all people by establishing clear expectations of conduct, and implementing the policy, supervision, training, and oversight. An example of this was*

demonstrated during my involvement as a Commander working with the Jail Commission to implement reforms. While the Jail Commission provided valuable input and theories about reform, I worked inside the Department and went to every command, during every shift, to establish clear expectations of conduct, and helped develop the structure behind a new Inspectional Command to ensure actual compliance throughout the jails. The result has been extremely low levels of inmate to staff violence, and expansion of programs such as Education Based Incarceration.

4. What discipline policy do you intend to implement for LASD custody personnel who engage in excessive use of force on inmates?

Hellmold: *There are already clear policies and procedures for LASD personnel who engage in excessive force on inmates. The systemic problem behind the jail misconduct was ineffective leadership and lack of proper oversight, such as the commanding officer and commander over MCJ.*

5. How do you see your role in relation to the recently established Office of Inspector General recently established as a structure of oversight of the Sheriff's Department?

Hellmold: *The Office of Inspector General will serve as an independent entity and I will ensure full access where legally permissible. LASD will respect their role, and be cooperative and responsive to their needs to identify potential problems.*

6. Currently the County Board of Supervisors (BOS) is considering a motion for a Civilian Review Board for the Sheriff's Department? What are your views on the BOS proposal for a Civilian Review Board?

Hellmold: *I am supportive of openness and transparency for the Sheriff's Department, and if defined properly, a Civilian Review Board could provide a front line community perspective regarding the performance of the Sheriff's Department. Since there are currently so many review boards, commissions, inspection groups, and other entities reviewing LASD operations, I fear we could have unclear, competing, or inconsistent oversight. We should convene a working group to map out the specific scope and function of each oversight body to establish useful and effective oversight.*

7. The mentally ill population in custody is very high. What resources do you think are best to address the high levels of people with mental illness who are charged with criminal offenses?

Hellmold: *I am opposed to using prisons and jails as de facto mental health facilities. As Sheriff, I will fight to fully fund community mental health and substance abuse programs, to lower the population of people in jail with mental health needs.*

8. Do you believe that there are too many people held in jail pending trial? If so, what steps would you take to reduce the pretrial jail population?

Hellmold: *I agree that there are currently too many people held in jail pending trial. As Sheriff, I would focus enforcement efforts on violent offenders and predators, and prevent over reaching for minor offenses. This has been an effective strategy in driving down violent crime in our communities. The next step is to develop viable alternatives to custody to reduce jail population for minor offenses, to ensure those who are an actual danger to society are held in custody, rather than having a jail system full of people with drug offenses and minor violations.*

9. What steps would you would take to reduce the current jail population?

(No answer.)

10. How do you understand public safety and what policies and practices are you planning on implementing to help ensure public safety?

Hellmold: *Public safety is protecting the community from danger, responding quickly to calls for service and the needs of the community, and being prepared for school safety and all emergencies. Another critical component of public safety is ensuring public trust. This occurs only through community involvement, total openness and transparency, and youth outreach to ensure future generations are aware and engaged enough to demand justice.*

CANDIDATE: Long Beach Police Chief Jim McDonnell

POSITION: Los Angeles County Sheriff

1. There have been recent reports, including the 2012 report by the Jail Commission, which have concluded that there has been a significant problem with excessive use of force by LASD personnel on inmates. Do you agree or disagree that there have been problems with excessive use of force on inmates within the past few years, and why? Please include how you would address the issue.

McDonnell: *It was my privilege to serve as a member of the Citizens' Commission on Jail Violence (the "CCJV"). After an extensive investigation, our Commission issued a detailed report that brought to light many of the abuses that have occurred in the Los Angeles County Sheriff's Department and our county's jails. As our Commission found, the LASD has had a pervasive problem of excessive use of force in the jails that has existed for far too many years. These documented and deeply troubling concerns – in custody as well as in other parts of the department – did not occur in a vacuum. They were, fundamentally, the result of a failure of leadership.*

Due to a lack of leadership and disturbing conduct by high level managers that undermined attempts to promote accountability or impose consequences for excessive force, some within the LASD have followed the poor example of a few and acted outside the bounds of policy, the law and common sense. There are clear examples of misconduct, including corruption, inappropriate use of force, and participation in unprovoked violence both on- and off-duty. These acts by a few have resulted in criminal indictments, civil rights investigations, millions of dollars in litigation costs and judgments, and strained relations with our community. This misbehavior was exacerbated by lax, untimely and inconsistent enforcement of discipline.

As Sheriff, I would make clear that these past practices can no longer continue and will no longer be tolerated. I would put in place enhanced discipline procedures whereby there is (a) zero tolerance for false statements, dishonesty or a code of silence, (b) prompt and thorough investigation of force incidents (including more staff resources for the Internal Affairs Bureau (IAB) and Internal Criminal Investigations Bureau (ICIB)), (c) the assignment of strong leaders and personnel to those bureaus, to thoroughly handle investigations, clear any

existing backlogs and speed up the investigatory process, and (d) appropriate and consistent penalties for excessive use of force.

The public must have confidence that individuals entrusted with the public's protection are operating within legal and constitutional bounds, ferreting out and addressing misconduct, and enforcing discipline in a consistent and timely manner. It is only through these approaches that troubling past practices of the LASD will be remedied and reforms implemented in a lasting and meaningful manner.

2. In 2013, the United States Department of Justice concluded that there was a pattern of racial discriminatory policing, use of excessive force, and lack of accountability in the LASD's policing in the Antelope Valley. Do you agree or disagree with those findings, and why? Please include how you would address the issue.

McDonnell: *I am aware of, and deeply troubled by, the allegations of discriminatory policing alleged to have occurred in the Antelope Valley. I also know that the investigation into these issues is ongoing. It is telling, however, that the concerns and patterns identified by the Department of Justice were remarkably similar to the misconduct in the jails recounted in great detail by the CCJV.*

Racially-biased policing has no place in our diverse society and I will not tolerate it as Sheriff. As second in command of the LAPD under Chief Bratton, I was an integral part of the department's reform efforts following the Rampart scandal, as well as its compliance with the federal consent decree. The LAPD now reflects the communities it serves and enjoys significantly improved community respect and relationships.

I would bring these same strategies to bear, including the community-based policing approaches I developed while with the LAPD, in addressing the current concerns in Antelope Valley and in also, more generally, rebuilding public trust in the LASD.

3. As Sheriff, how will you foster an environment that ensures fair treatment of all people that are served by LASD? Please provide an example.

McDonnell: *Law enforcement agencies are paramilitary organizations. They are civilian, yet are structured within a firm chain of command. Consequently, everyone looks to the top for leadership and to set the tone regarding acceptable conduct. As the CCJV noted, the deeply disturbing problems facing the LASD stem from a failure of leadership over a period of years. It is easy for any candidate in this race to profess a commitment to the highest standards of ethical conduct and a willingness to lead the Department forward. In my case, these are more than simply words. My record for over 30 years, in both Long Beach and Los Angeles, is clear: I have set a firm example of the highest standards of constitutional policing, been clear about acceptable and unacceptable conduct, and have retained the strong support of the community as well as my personnel. I am the only candidate who can say this. I will address this issue in further detail in response to your next (related) question.*

4. What discipline policy do you intend to implement for LASD custody personnel who engage in excessive use of force on inmates?

McDonnell: *In any law enforcement agency, the tone is set from the top and leadership will define the level of compliance within that department with prescribed guidelines and regulations. Unfortunately we have seen too many examples in recent years of a failure of leadership at LASD and a troubling culture among some of misconduct – both on- and off-duty – accompanied by untimely and lax enforcement of discipline. Those concerns are documented in great detail in the CCJV report.*

As Sheriff, I would not only make clear that these past practices can no longer continue, but I would also put in place enhanced discipline procedures set forth in my response to Question 1, above.

We know the LASD cannot restore public trust without strong, effective, and experienced leadership – leadership that can bring in a new and fresh set of eyes. That leader must also have credibility within the community; an understanding of the troubling problems facing the Department, an enduring commitment to moving beyond past practices; and an adherence to the strongest principles of constitutional policing.

Through my service on the CCJV, I have intimate knowledge of the problems facing the jails and of the solutions necessary to improve them; indeed, the CCJV report sets forth a roadmap for reform through over 60 detailed recommendations. I know what progress has already been made and what remains incomplete, and I am the only candidate with the professional and public credibility to enable the LASD to turn the corner and move forward.

5. How do you see your role in relation to the recently established Office of Inspector General recently established as a structure of oversight of the Sheriff's Department?

McDonnell: *I not only believe in the necessity of the Office of the Inspector General, but the recommendations of the Jail Commission on which I sat was the impetus for this new entity.*

I firmly believe that transparency is a key ingredient of instilling a sense of renewed public trust in the constitutional operation of the Sheriff's Department. Indeed, this was one of the areas of focus of the Citizens' Commission on Jail Violence. It has also been one of the hallmarks of the community-oriented policing work I designed and led both at the LAPD and during my four-year tenure as Chief of the Long Beach Police Department.

Since the CCJV issued its report a year and a half ago, a number of our recommendations have been implemented, including very recently the selection of an Inspector General to lead a newly created Office of Inspector General – a reform that our Commission suggested as a vehicle for more effective transparency and independent oversight of the LASD. As Sheriff, I would offer this Office and the new IG my full support and complete access to department personnel, facilities and records (as allowed by law), while also ensuring that further steps are taken to institutionalize lasting and effective civilian oversight of the Department.

6. Currently the County Board of Supervisors (BOS) is considering a motion for a Civilian Review Board for the Sheriff's Department? What are your views on the BOS proposal for a Civilian Review Board?

McDonnell: *I support the development of an independent civilian oversight body that would enable the voice of the community to be part of the pathway*

forward and that provides a forum for ongoing transparency and accountability. Indeed, in my experience at the LAPD and LBPD, I have seen first-hand how such Commissions function as valuable two-way streets, providing necessary oversight to the department while also allowing a well-run department to communicate challenges and needs.

As Sheriff, I would work with the Board of Supervisors to move forward with the creation of such an oversight body and would also endeavor to ensure that such a Commission operates with full transparency and has the independence and resources to function as an effective voice and the eyes and ears of our community.

7. The mentally ill population in custody is very high. What resources do you think are best to address the high levels of people with mental illness who are charged with criminal offenses?

McDonnell: *During my many years leading the Long Beach Police Department and the Los Angeles Police Department (under Chief Bratton), I have come to believe it is wrong and inefficient to use our jail system to incarcerate the mentally ill and homeless among us. Instead, justice system leaders must work together to increase our investment in treatment, community supports and alternative living options. We must also give our officers more training on how to handle the mentally ill out on the street, where mental health crises can rapidly escalate into uses of force.*

The Los Angeles County Jail is one of the largest mental health institutions in the world. While many inmates may have committed crimes, they have underlying mental health challenges which, if better managed, would not only reduce their likelihood to reoffend but save tremendous judicial system and custodial resources in the process.

Moreover, as Sheriff, I would also seek to take full advantage of new health insurance and funding options, including the Affordable Care Act, to improve the health and mental health service options for individuals leaving our jails and reentering our community. A large percentage of the individuals that cycle through the justice system do not have health insurance and suffer from a myriad of health problems, including mental illness and addiction. These unresolved health problems contribute to high recidivism rates and high costs not simply for LASD, but also for our entire community. Common sense approaches including

enrolling people in jails and on probation into newly available health plans is an enormous opportunity that will increase both safety and savings.

8. Do you believe that there are too many people held in jail pending trial? If so, what steps would you take to reduce the pretrial jail population?

McDonnell: *On average, approximately 60% of inmates in local California jails are held in custody pending trial. I believe our justice system leaders can – and must – work together to develop effective strategies for reducing this figure, while not sacrificing community safety.*

As Sheriff, I would ensure that the LASD implements programs to assess the violence and recidivism risk of inmates and reduce the barriers for low-risk inmates to remain productive members of society pending the result of their case. This would include new approaches to risk assessment, diversion, sentencing options and probation that can maintain public safety while reducing our pretrial jail population.

9. What steps would you would take to reduce the current jail population?

McDonnell: *My experience as a leader in the law enforcement community on a local, state, and national level has given me unique insight into the demands facing L.A.'s next Sheriff in today's complex environment. I have partnered with numerous law enforcement and community-based organizations that have explored new and more effective approaches to justice system diversion, sentencing reforms, risk assessment and reentry that would allow the jails to be used more cost effectively and only for those who truly need to be separated from the community. These are strategies I would closely examine and pursue, with the input and engagement of community and justice system leaders.*

10. How do you understand public safety and what policies and practices are you planning on implementing to help ensure public safety?

McDonnell: *Throughout my work in law enforcement over the past three decades, I have embraced approaches that promote not simply effective justice system responses to crime, but also equally important strategies aimed at achieving violence prevention and crime avoidance. It is my view that early and proactive interventions can help keep our communities safe, while also positively supporting struggling families and youth at risk. These "smart justice" approaches*

need to be as much a part of the fabric of law enforcement thinking and engagement as more traditional responses to crime. It is this thinking that has guided my endeavors not simply in the communities where I have served as a law enforcement leader, but also in high-level state and national bodies developing new justice system approaches and that I have been privileged to be part of in recent years.

I have dedicated my career to serving the community and the public as a civil servant. For 33 years, I have been in law enforcement and, in that capacity, have worked closely with community and business leaders to promote safety, crime prevention, and a fair and just system of law enforcement. I believe my record speaks for itself and distinguishes me from all the other candidates in this race.

CANDIDATE: Commander Olmsted (LASD Retired)

POSITION: Los Angeles County Sheriff

1. There have been recent reports, including the 2012 report by the Jail Commission, which have concluded that there has been a significant problem with excessive use of force by LASD personnel on inmates. Do you agree or disagree that there have been problems with excessive use of force on inmates within the past few years, and why? Please include how you would address the issue.

Olmsted: *Yes, I do agree and have personally attempted to intervene and cease this abuse. Unfortunately, the LA County Sheriff's Department has seen an epidemic of jail abuse problems for years. However, while I was in charge of MCJ, I'm proud to have reduced jail violence by 25% without any increase in staff, without any extra supervisors, and without any additional funding or cameras. I accomplished this reduction in force by simply holding personnel accountable for their actions and insisting that they follow the rules. When the Executive Command Staff of the Sheriff's Department refused to do anything about the persistent jail abuse that followed my tenure, I was the highest ranking officer in the Department with the courage to go to the FBI and tell them about the problems in the Department, an act that ultimately led to the resignation of Sheriff Lee Baca. Still there is much more work to be done. The fix is not difficult. It's holding people responsible and accountable for their actions and I have seen the success.*

As Sheriff, I will:

- ***_Personally walk the floors of Departmental Jail Facilities, holding the command staff accountable.*** *It's impossible to know what's going on in a jail if you never walk the floors and see what's going on for yourself. I believe that you can expect what you inspect, and will regularly walk the floors with the command structure of each jail and check in with the officers on duty to ensure that everybody is held accountable and that nobody is acting outside of the law.*
- ***_Rebrand the Custody Division as a coveted assignment.*** *I will assign some of his most talented command officers to run the jails, rather than to distant desk jobs. Custody is fertile ground for new personnel, and we must be cognizant and attentive to instilling our core values from the onset. I am going to send talent where the problems are.*

- ***_Work out of Men's Central Jail once per week until the problems are cleaned up.*** As long as the problems with the Department are in Men's Central Jail, I will work directly out of an office inside that facility once per week. My senior executives and I will do the same thing with any other problematic units.
- ***_Bring back weekend duty inspections.*** I will bring back weekend duty inspection teams, and repurpose these teams to work directly for the Sheriff for the express purpose of conducting detailed inspections of all areas within the organization. These teams will be designed to hold the Department's Command Staff accountable.

2. In 2013, the United States Department of Justice concluded that there was a pattern of racial discriminatory policing, use of excessive force, and lack of accountability in the LASD's policing in the Antelope Valley. Do you agree or disagree with those findings, and why? Please include how you would address the issue.

Olmsted: *The findings of the DOJ report in the Antelope Valley area seem to support and breed an inappropriate internal culture that does not support our Core Values and I promise to do all I can to fix the culture described. These problems originate with leadership, or the lack thereof. We need a culture shift in the Department and that starts with a new Sheriff. I will fire or discipline any leader found to have not done the right thing in this and other situations such as the culture at MCJ. Again, it is holding personnel accountable and responsible for their actions. This fix can be addressed by reinstating our Sheriff's Critical Information Forum, a matrix used to track trends, complaints, criminal activity, and such.*

3. As Sheriff, how will you foster an environment that ensures fair treatment of all people that are served by LASD? Please provide an example.

Olmsted: *As Sheriff, I will embrace community policing and expand the interaction with the communities served and view those as partners in public safety. Residents who feel comfortable with those serving them in law enforcement are much more likely to be assets in stopping crime. Rekindling stakeholder's interest and listening to the public is the answer. For example, I am the first and only candidate to endorse and support the Citizen's Oversight Commission as recommended by Gloria Molina and Mark Ridley Thomas. I also*

suggested that the Commission be expanded to include a three minute per person public offering similar to city council meetings. This will provide the public a voice, although minimal, to express their ideas and concerns.

4. What discipline policy do you intend to implement for LASD custody personnel who engage in excessive use of force on inmates?

Olmsted: *Excessive force is totally unacceptable. I believe many deputy sheriffs are now aware they work in a flawed department and things are changing. I have been, and will continue to be, a leader who has zero tolerance for excessive force. Some force is required at times; however, it should be a last resort option instead of the first thought in dealing with tough situations. More importantly, my supervisory command staff must set the example and the tone for what is acceptable and unacceptable behavior. It all starts at the top. The policies for applied force, and disciplinary protocols, have been established and appear reasonable. Unfortunately, it has been the lack of leadership, no immediate oversight, purposely attempted cover-ups and fabrication of events that has led to the issues at hand. Specifically, two months ago, in a Federal lawsuit, five MCJ supervisors (including the Captain, a Lieutenant and several Sergeants) were held liable for punitive damages for engaging in excessive use of force on several inmates. That is the problem. We need hands on leadership. Supervisors who fail to set the acceptable tone and behavior must be fired or disciplined.*

5. How do you see your role in relation to the Office of Inspector General recently established as a structure of oversight of the Sheriff's Department?

Olmsted: *As the only true reform candidate in this race, I've put forward several ideas on how to transform the department and root out its corruption. We desperately need to increase transparency in the department, which is why I was the first candidate in the race to endorse a permanent Citizens' Oversight Commission, similar to the recent County Citizens' Commission on Jail Violence. I've also endorsed a number of reforms to subject the office of the Sheriff to more accountability and transparency, including term limits and gift limits.*

I support and will work with the Office of the Inspector General to make a better Sheriff's Department. As I see it, the Inspector General's role is to consolidate all independent oversight operations (OIR, Merrick Bobb, Ombudsman, etc...) under

the auspices of this office to help focus and direct meaningful reform to the LASD. I see this office as another avenue for the public to be able to express their concerns and ideas when they are apprehensive or fearful to make a complaint against the Sheriff's department. Sir Robert Peel, the Father of Law Enforcement, once said, "the police are the public and the public are the police." We, law enforcement, must continually remind ourselves of our true mission.

6. Currently the County Board of Supervisors (BOS) is considering a motion for a Civilian Review Board for the Sheriff's Department? What are your views on the BOS proposal for a Civilian Review Board?

Olmsted: *As I answered in the previous question, I support Civilian oversight.*

7. The mentally ill population in custody is very high. What resources do you think are best to address the high levels of people with mental illness who are charged with criminal offenses?

Olmsted: *Fifteen percent of the inmates incarcerated in LA County jails are deemed to be mentally ill. The Twin Towers Correctional Facility, one of the largest mental health facilities in the Nation, was not designed to be a mental health facility. I will work hard to collaborate with the community, mental health providers, legislators, other law enforcement agencies, the District Attorney's Office, and public health organizations to handle the mental health component of every case as early on as possible. This means we must intervene in the early stages of incarceration. Although some mentally ill people commit serious crimes, the great majority are brought in for minor offenses that flow from mental illness, such as petty theft. Often they have been arrested 20, 30, 40 times (often spending a tremendous amount of time in jail only to be sentenced to time served) when the best course of action for these individuals is diversion from the criminal justice system by sending them directly to a mental health facility. This process requires a complete paradigm shift with how we do business. Support and changes in law will be needed from all those listed above. In essence, the criminal justice system has become a de facto mental health facility and I truly believe that this is not what society has intended.*

8. Do you believe that there are too many people held in jail pending trial? If so, what steps would you take to reduce the pretrial jail population?

Olmsted: *Our jails have never been under-crowded. We have always been over-crowded, and so we must find ways to lessen this burden. Those charged with non-violent crimes that are not a flight risk and have ties to the community should be given consideration to diversion, house arrest, community service, etc.... Just today, the LA Times reported a prediction that there will be an increase of 10,000 inmates in the State prisons within the next four years. We WILL feel this increase at the local level. So, the question is, how are we going to be prepared to handle this influx and the residual fallout of the future. We must prepare now for these future events. We will only be successful if we work at lowering our inmate population for low risk offender and pre-trial releases. If designed successfully, and if constructed in a meaningful way, this will also allow us the necessary bed space to keep violent and high risk offenders in jail for the duration of their trial or sentencing.*

9. What steps would you would take to reduce the current jail population?

Olmsted: *One of the biggest problems with realignment is that it has created fragmented goals for custody and corrections in our State. As Sheriff, I will work with other Counties to look at best practices policies, and with the State to establish standardized protocols to aid in lowering the prison population. Additionally, I will continue to embrace treatment options for mentally ill and non-violent drug offenders as a better way to help these individuals over the long term, reduce our jail population, and save taxpayer dollars.*

10. How do you understand public safety and what policies and practices are you planning on implementing to help ensure public safety?

Olmsted: *Public Safety is when a child feels comfortable walking to school and when a woman feels safe walking from her car to her front door. Public safety is when criminals do not feel comfortable dealing drugs, tagging businesses, or harassing the community openly. As a 30 year veteran of the Sheriff's Department, I have always believed that it is my duty to do the right thing. That is why, when I witnessed corruption in the department, I notified Sheriff Lee Baca, former Undersheriff Paul Tanaka, and others on their executive team about the misconduct.*

After my warnings fell on deaf ears, I went to the FBI, so that they could put an end to the proliferating misconduct. This spawned a series of investigations that led to the indictments of 18 Los Angeles Sheriff's Department officials. They were arrested for obstruction of justice, excessive force, violation of civil rights, and other crimes. Additional indictments are expected in the near future.

It is bad enough that obstruction of justice occurred in the department, but what's worse is that former Undersheriff Paul Tanaka, Todd Rogers, Jim Hellmold, and others on Lee Baca's leadership team did nothing to stop it.

I became a whistle-blower because I care deeply about the Sheriff's Department and I want to help fix it by ridding the department of corruption and wrongdoing. That's why I'm running for Sheriff—not because I'm motivated by political ambition, like others in this race.

Law enforcement is ingrained in my DNA. My father served as a Lieutenant in the LASD before me. Now, I want to reform the department, so that I can help ensure that my son, Michael, who is considering becoming a Sheriff's deputy, is able to join a Department that he can be proud of.

To me public safety comes from a police force with good morals, that is well led, that is engaging and working with the community to solve crimes and prevent future crimes. The fundamental change we need is altering how our Sheriffs are led, getting them out of the patrol cars and into living rooms to re-instill a sense of trust in every neighborhood we serve.

In essence, I want to bring back the Nobility of Policing by hiring of character and promoting of character and hiring of integrity and promoting of integrity. We need to bring the luster back to the badge – the citizens of Los Angeles County deserve this.

Candidate: Assistant Sheriff Todd Rogers

POSITION: Los Angeles County Sheriff

1. There have been recent reports, including the 2012 report by the Jail Commission, which have concluded that there has been a significant problem with excessive use of force by LASD personnel on inmates. Do you agree or disagree that there have been problems with excessive use of force on inmates within the past few years, and why? Please include how you would address the issue.

Rogers: *Yes, I believe there has been a significant problem with excessive force in the jails. I primarily attribute this to a failure of leadership. We had (have) certain leaders within the organization who sent the wrong message to personnel that was interpreted as tacit or overt approval to use excessive levels of force to assert dominance of the jail environment, i.e. show the inmates who's running the place. Also part of this dynamic was the absence of policies relative to force prevention, insufficient training on alternatives to using force, and a lack accountability for those deputies who used excessive force.*

I believe the best way to fix this is by assigning additional supervision to the jails and ensuring that all leaders in the jails chain of command, from the Sheriff on down, send the consistent message about force being used as a last resort and operating our jails in a constitutional manner, always. This needs to be reinforced with strong and clear policies on force and force prevention, reinforcement through training, and clear accountability through the disciplinary process. Accountability will not only apply to those deputies who used excessive force but also to those supervisory personnel who failed to proactively prevent it from happening.

Similarly, I strongly support professionalizing our custodial staff to create a more stable workforce in the jails instead of a transitory group anxious to simply "do their time" until their number comes up for a patrol assignment. Career custodial officers will better understand their "keeper" role and have a higher level of expertise relative to jail operations. They will also develop and sustain a greater appreciation for the importance of constitutional jailing.

2. In 2013, the United States Department of Justice concluded that there was a pattern of racial discriminatory policing, use of excessive force, and lack of accountability in the LASD's policing in the Antelope Valley. Do you agree or disagree with those findings, and why? Please include how you would address the issue.

Rogers: *I believe there was a problem with some of our personnel being overly aggressive regarding their tactics in the Antelope Valley. I also think, however, that some of DOJ's conclusions are overly broad and based on insufficient, anecdotal data that we're finding may not be valid. Los Angeles County Counsel has hired an independent expert who is finding that there is not a pattern and practice of discriminatory policing in the Antelope Valley and DOJ has yet to release their data for comparison purposes.*

On the other hand, we made some mistakes regarding our participation in Section 8 compliance checks and those have been acknowledged and our policies re-written to remove ourselves from the process absent emergent circumstances. This was the correct thing to do.

What I find very troubling is the perception among some Antelope Valley residents that the Sheriff's Department does not treat everyone equally. This perception is their reality and, therefore, must be addressed.

I believe the best response is the one I used when I was Captain of Carson Station.....the implementation of a comprehensive community policing strategy. The basic idea is that we reach out to each neighborhood in an effort to forge partnerships with law-abiding residents. We then work together to identify, prioritize, and develop solutions to quality of life/public safety problems in the area. Through this process, we maintain open lines of communication and evolve a true partnership. These relationships build trust and mutual understanding. This model is time tested and, when I was at Carson Station, we won a statewide award for the results we achieved. As Sheriff, I will expand it department-wide.

3. As Sheriff, how will you foster an environment that ensures fair treatment of all people that are served by LASD? Please provide an example.

Rogers: *Community policing is key. I have taught these concepts to thousands of police officers, local government officials, and community members throughout the State of California. My Blueprint for Community Policing has also been published nationally and used as the basis for the police academy curriculum being used throughout the State.*

The basic premise is this: Community policing means working with the good guys, not just against the bad guys.

As Sheriff, my message will be that the vast majority of the people who live within the communities we serve are hard working, law abiding people who are just trying to provide a life for themselves and their families. The criminal element comprises only a very, very small percentage of the populace. Therefore, it is not acceptable to work from the standpoint that everyone we stop is a bad guy who needs to be searched and placed in the back seat of a radio car. Some do, but most don't.

As mentioned before, the implementation of comprehensive community policing will be implemented department-wide. These concepts will also be reinforced through all department training and the disciplinary process. Deputies will be reminded that officer safety and treating people with dignity and mutual respect can co-exist.

4. What discipline policy do you intend to implement for LASD custody personnel who engage in excessive use of force on inmates?

Rogers: *Zero tolerance. Clearly defined, "bright line," guidelines for discipline that cannot be modified by department commanders. Unequivocal acts of unnecessary or excessive force will result in discharge.*

5. How do you see your role in relation to the recently established Office of Inspector General recently established as a structure of oversight of the Sheriff's Department?

Rogers: *It is my responsibility to see that the Inspector General receives the level of unimpeded access he needs to do his job. A Sheriff's Department that has nothing to hide has nothing to fear. I will also welcome his critiques of the department as opportunities for improvement. This is in the best interest of all involved.*

6. Currently the County Board of Supervisors (BOS) is considering a motion for a Civilian Review Board for the Sheriff's Department? What are your views on the BOS proposal for a Civilian Review Board?

Rogers: *Credible accountability measures must be institutionalized and proactive. I will support the efforts to create an oversight commission if the BOS chooses to move forward. The primary concern I always have about such ideas is the creation of additional bureaucracy that raises hopes but cannot deliver in terms of being meaningful.*

I strongly support the concept of a collaborative reform process, such as that was used by the Las Vegas Metropolitan Police Department in 2012. They actually invited the Department of Justice into the department to assist them in dealing with an increase of officer-involved shootings. The final report included several voluntary reforms by the agency.

My idea is to invite the DOJ into the LASD along with a collaborative panel of experts who represent best practices in several different areas of expertise. The intent is to open our policies and practices up to these experts and proactively identify areas for improvement until waiting for the next scandal to erupt. I want to make the Sheriff's Department a model for best practices in the country. This would be a great way to get there sooner rather than later.

7. The mentally ill population in custody is very high. What resources do you think are best to address the high levels of people with mental illness who are charged with criminal offenses?

Rogers: *I want to create mental health response teams within the jails. This team of specially trained deputies and clinicians would be available 24/7 to be first responders to mental health crises. The hope is that they would be able to diffuse these crises before they escalate to uses of force.*

It is critical to provide mental health treatment services to these inmates while they're in our care. We also need to do a better job of identifying a continuum of care for them once they're released. Otherwise, they cycle of incarceration will continue indefinitely.

8. Do you believe that there are too many people held in jail pending trial? If so, what steps would you take to reduce the pretrial jail population?

Rogers: *Yes. The issue of pre-trial release is very controversial and there are very strong arguments made on all sides of the issue. Since the Sheriff is not the only stakeholder in the matter, I will use my position to move the debate forward with the Board of Supervisors, judges, district attorney, allied law enforcement agencies and interested advocacy groups to find a mutually agreeable solution to managing the pre-trial jail population without compromising public safety. There are solutions out there but they will only work if all parties are on board.*

9. What steps would you would take to reduce the current jail population?

Rogers: *I think the best option at this point is community placement of offenders who would benefit from in-patient treatment programs over incarceration. Until we can do a better job of providing the needed treatment within the jails themselves, we need to work harder at finding credible and affordable options within our communities who can help to break the cycle of recidivism among certain types of offenders, such as those who habitually offend to support a narcotics addiction.*

10. How do you understand public safety and what policies and practices are you planning on implementing to help ensure public safety?

Rogers: *Public safety is best achieved through a combination of suppression, prevention, intervention, and rehabilitation. Each component is critical and cannot be under-valued.*

There is a direct correlation between proactively investigating career criminals and a reduction in crime. However, we cannot arrest our way out of crime and disorder. The best crime fighting tool is preventing a crime from being committed.

When I was the captain at Carson Station, we started a Gang Diversion Team. We developed a partnership with every willing community based organization within our service area, and beyond, in an effort to build a collaborative approach to steering youth away from gangs and/or a life of crime. When such a youth was identified through a station walk-in, referral, arrest, etc., my assigned deputy would conduct an assessment of the individual relative to all of his/her personal factors (school attendance, behavior at home, criminal record, etc). The individual would then be presented to a collaborative panel of involved CBOs who would collectively develop a "treatment plan" for the individual. The plan would be presented to the family and, if accepted, the deputy would guide the client through completion. This approach has proven to be extremely effective and over 800 families have now been served by the program, which has also expanded to three LASD stations.

I will expand Law Enforcement Assisted Diversion (LEAD) to every station within the Sheriff's Department.

Within the jails, it is imperative to have a continuum of rehabilitative services available to interested inmates to assist their re-entry into our communities and avoid re-offending. Similarly, our Community Transition Unit needs to become more robust in terms of the level of assistance they are able to provide inmates during their transition from custody to reclaiming a productive life on the outside.

CANDIDATE: Detective Lou Vince

POSITION: Los Angeles County Sheriff

1. There have been recent reports, including the 2012 report by the Jail Commission, which have concluded that there has been a significant problem with excessive use of force by LASD personnel on inmates. Do you agree or disagree that there have been problems with excessive use of force on inmates within the past few years, and why? Please include how you would address the issue.

***Vince:** I agree that there have been problems with an excessive use of force in the County Jail System. The episodes of prisoner abuse at the L.A. County jails are wholly unacceptable. Someone who has been arrested for or convicted of a crime can be reasonably expected to serve time as part of his or her debt to society. But it is not reasonable to expect them to face guards who callously beat them.*

Marty Horn, the former Commissioner of New York City Department of Corrections and a lecturer at John Jay College of Criminal Justice, in his testimony to the Citizens Commission on Jail Violence (CCJV), told the commissioners that the "Sheriff... inevitably pays more attention to street patrols that are more visible to the public than to what happens in his jails." Patrols are important, but the jails are one of the Sheriff's primary responsibilities, and in a jail system that has been suspected of problems for over a decade, it is unthinkable that the Sheriff, or his current or former executive level command staff, could be so dismissive of this responsibility.

The good news is that there are solutions to the problems in the jails, and after years of studies and reports about the problems, it is time to implement the solutions. It's time to elect a new Sheriff.

One of the biggest problems is overcrowding in the jails. High density of inmates in the County facilities puts Deputies on edge. Due to a number of factors, the jails are operating beyond a reasonable capacity, and they can't do it indefinitely.

I will discuss the challenges of jail overcrowding later, but for now, I will say this: the challenges are not insurmountable. With "virtual incarceration" methods, new data collection initiatives, and conditional, post-conviction release bonds for non-violent offenders, we can sharply reduce the County jail population.

Another major problem in the County jails is the mental deterioration of prisoners with mental illnesses who are receiving little to no services while incarcerated. This problem is directly linked to violence in the jails.

The Los Angeles County jail system has been described by many experts and commentators as the largest psychiatric hospital in the country. The popular social movement of “De-institutionalization” of some years ago has turned into what some mental health experts now term “trans-institutionalization” because our society has transferred the population that once resided in psychiatric hospitals and mental institutions to our jails and prisons. 64% of jail inmates suffer from a significant mental health problem.

According to the opinions of Dr. Terry A. Kupers in a 2008 ACLU report, few inmates in the L.A. County jails were receiving mental health treatment and about 350 per 2,000 inmates were receiving only medications while being subjected to severe overcrowding or isolation but no mental health programming.

Additionally, in tours of Men’s Central Jail, Twin Towers, and the Inmate Reception Center Kupers encountered a significant number of inmates who were either never diagnosed or were discharged from the caseload and transferred from mental health housing, administrative segregation, or disciplinary housing into the general population.

The connection between jail violence and mental illness should be obviously clear. Add jail overcrowding and you have a recipe for increased rates of violence, psychiatric breakdown, suicide, a loss of impulse control, temper flares, and increased noncompliance with rules and regulations.

Also of great concern was the fact that it was found that these mentally-ill inmates were rarely seen by psychiatrists and were being managed by Deputy Sheriffs who had no training in handling psychiatric patients. Deputies react to behaviors exhibited by the mentally ill. They become gruff, which is interpreted by the inmates as being “disrespected” and they, in turn, become angry. Their anger can and does result in being punished and so the anger escalates. Deputies react and so the cycle continues. As your next Sheriff, I would end this cycle!

As Sheriff, I would lobby the County Supervisors to mandate the Department of Mental Health to evaluate the need for substance abuse and mental health services among pre-trial and sentenced offenders, in both the incarcerated and

community-supervised population, and develop a plan to fund and provide such treatment and services both in the correctional facilities and the community.

Finally, there is the problem of those deputies guilty of prisoner abuse. While prisoner abuse is not widespread among the Deputies in the jails, it is well known that there are "cliques" of Deputies who proudly engage in unprofessional behavior. There are also reports of Deputies being instructed to abuse inmates by their superiors.

This behavior is unacceptable and has been accepted by the Sheriff's Department for too long. I would make it a top priority to weed out those Deputies who are guilty of conduct unbecoming of a law enforcement officer. I would reassign, reprimand, or even dismiss deputies who have violated the public's trust.

Ultimately, the tasks of solving the problems in the County jails require leadership. Former Sheriff Baca and his underlings who are now candidates, have had more than enough time to spitball, plan, lead, guide, direct, train, motivate and implement any number of reforms, proposals and ideas. Instead, while there has been some interest in reform only lately, it has only been stimulated by community outcry and the media shining the light on the issues that plague the County jails, and the LASD for that matter.

Leadership is action, not just a position or title. I will not tolerate inhumane or brutal treatment of inmates in my care and custody. As Sheriff, I will rely upon my integrity, experience, and desire for positive action to build a Sheriff's Department that the community can be proud of again.

2. In 2013, the United States Department of Justice concluded that there was a pattern of racial discriminatory policing, use of excessive force, and lack of accountability in the LASD's policing in the Antelope Valley. Do you agree or disagree with those findings, and why? Please include how you would address the issue.

Vince: *I agree with the findings. After an exhaustive two-year investigation, the United States Department of Justice concluded that the Los Angeles County Sheriff's Department violated the Constitution and federal laws in its treatment of Blacks, and to a lesser extent Hispanics, in public housing in the Antelope Valley. Officials found a "pattern or practice of discrimination against African Americans*

in its enforcement of the Housing Choice Voucher Program in violation of the Fair Housing Act".

As the next Sheriff of Los Angeles County, I will ensure that all employees of the Los Angeles County Sheriff's Department will enforce the law consistent with the Constitution of the United States of America. I will ensure that equal protection of the law is guaranteed to everyone. One of the Department's most fundamental principles will be our commitment to treat all people with dignity, fairness and respect. Whenever the actions of members of the Sheriff's Department are perceived to be, or found to be as in the DOJ investigation, biased, unfair or disrespectful, the trust of the diverse communities we serve is severely diminished. The ability of the Sheriff's Department to perform our job is dependent on the public's approval and trust. We need to maintain the trust and respect of the public in order to be effective at what we do. I will not tolerate any less.

I will not tolerate any discriminatory conduct on the basis of race, color, ethnicity, national origin, gender identity, gender expression, sexual orientation, or disability in the conduct of law enforcement activities. Los Angeles County Sheriff's Deputies will not use race, color, ethnicity, national origin, gender identity, gender expression, sexual orientation, or disability to any extent or degree in conducting stops or detentions, except when engaging in the investigation of appropriate suspect specific activity to identify a particular person or group. Sheriff's Department personnel seeking an individual or group who have been identified in part by their race, color, ethnicity, national origin, gender identity, gender expression, sexual orientation, or disability may only rely in part on race, color, ethnicity, national origin, gender identity, gender expression, sexual orientation, or disability and only in combination with other appropriate identifying factors. Deputies shall not give race, color, ethnicity, national origin, gender identity, gender expression, sexual orientation, or disability any undue weight in taking law enforcement action.

Failure to comply with the above policy is a violation of an individual's constitutional rights and is counterproductive to effective and professional policing. It amounts to biased policing and will be considered to be a serious act of misconduct. As Sheriff, I will demand that all Los Angeles County Sheriff's Department personnel are committed to serving all of the diverse communities of Los Angeles County while protecting the rights of all people.

Justice may be blind, but the residents of Los Angeles County cannot be. The "ostrich optimism" so many have had relative to the Sheriff's Department being able to fix itself has been rebutted by decades of scandal after scandal. This latest biased policing investigation is just one more reason we need a change in leadership at the Los Angeles County Sheriff's Department. I am the change that is needed because I have the inside knowledge and outside perspective. LASD command and executive level staff who believe they can sit idly by and wait out my LASD revamp will be moved aside. I will stand strong and resolute to ensure that high level executives have their positions because of their qualifications and performance, not cronyism.

3. As Sheriff, how will you foster an environment that ensures fair treatment of all people that are served by LASD? Please provide an example.

Vince: *One of the first items of business on my agenda to change the current environment and culture of the LASD is to conduct a review and evaluation of the curriculum of the LASD training academy. This is imperative so that when Deputies first enter the ranks of the LASD they begin their careers in a positive manner when it comes to interacting with the public that they serve. I believe that it is necessary to alter the mindset of the Deputies at the start and change the focus of the academy from simply turning out law enforcement officers charged with working the jails and apprehending criminals to providing them with a more extensive skill set. This skill set should encompass the following competencies for establishing a positive working relationship with the public: communication skills, human relations, critical thinking, motivation, interacting with persons with mental illness and problem-solving.*

For those Deputies already out of the academy- from the Deputy in the jails or on the street to the top executive level ranks- workshops will be mandated in order to provide tenured Deputies with the same skill set. These workshops and training are also necessary so I can clearly communicate my expectations to all LASD personnel, as well as the consequences for failing to meet those expectations.

Every member of the LASD will be strongly encouraged to develop leadership skills which will support the creation of a process through which the community can assist itself with the identification and development of solutions to problems impacting their community. I intend to move the LASD into this century with the institution of Community-Based Policing so that the public interacts with front line

Deputies, eventually builds trust in the LASD, and works in concert with the Deputies assigned to their neighborhood for the good of all. It has been found that ethical leadership development for all Deputies regardless of rank, position, or title is extremely important because leadership skills are required of the individual Deputies on the street.

Furthermore, Deputies out in the communities will be expected to become involved in the community-based organizations currently working on community betterment and support them in their efforts to prevent crime, provide programs for youth, and provide counseling for individuals and families in need, to name just a few. By becoming an integral part of the community they serve, the Deputies will develop a personal bond and personal responsibility with and for the neighborhoods.

4. What discipline policy do you intend to implement for LASD custody personnel who engage in excessive use of force on inmates?

Vince: *My mindset on all discipline is “fix them or fire them.” If a Deputy makes a mistake and it is somewhat minor, I see that as an opportunity to fix, or retrain them, on whatever that particular issue is. However, when it comes to serious misconduct, such as excessive force, there is no room for retraining. Excessive force is serious misconduct and it is my expectation that my employees do not engage in that behavior. Therefore, I would seek to terminate any Deputy found to have engaged in the use of excessive force. Furthermore, I would ensure an in-depth investigation was conducted and the results forwarded to the District Attorney’s Office for prosecution.*

5. How do you see your role in relation to the recently established Office of Inspector General recently established as a structure of oversight of the Sheriff’s Department?

Vince: *As I understand it, this office was created as a result of the compilation of scandals occurring within the LASD. This occurred even though the LASD already is already being watched closely by the ACLU, the FBI and several other entities. It was intended to create a transparent process so that information would become public knowledge in an effort to increase the LASD’s transparency and accountability with the public. I support this mandate. To accomplish this, ideally the Inspector would have unrestricted access to LASD records, video footage, witness interviews, facilities and personnel.*

However, the Inspector General was not given the ability to discipline the Sheriff and was not given access to personnel records deemed confidential under the Peace Officer's Bill of Rights. The Inspector General more or less was assigned the responsibility of informing the public when there is a problem in the LASD, especially the jails. In his words in an interview with the LA Daily News in December 2013, Mr. Huntsman stated that "Usually, by the time a prosecutor (Mr. Huntsman) shows up, you can't undo the damage that's already been done," he said." This would be a wonderful opportunity to avoid the damage in the first place."

I agree with Mr. Huntsman that the LASD needs to "avoid the damage in the first place." As Sheriff, I would work in partnership with the Office of the Inspector General and provide unfettered access to the LASD. We would be partners in restoring the public's trust in the LASD.

6. Currently the County Board of Supervisors (BOS) is considering a motion for a Civilian Review Board for the Sheriff's Department? What are your views on the BOS proposal for a Civilian Review Board?

Vince: *In an LA Times article of September 24, 2012, it was written that "Investigators for a panel looking into L.A. County jail abuse find that watchdogs don't regularly study data on violent encounters between deputies and inmates and how inmate complaints are handled." The article also goes on to state that cover-ups inside the jails had exposed significant shortcomings in the LASD's civilian watchdog system which was created to prevent such misconduct. Also, when those watchdogs did uncover major problems in the jails, the Sheriff's Department failed to carry out some of the recommended reform. This blatant abuse of power by disregarding civilian concerns and recommendations must not continue.*

As your Sheriff, I support and pledge to work hand in hand with a Civilian Review Board- not in a defensive or adversarial posture. To be clear, I do not want to meddle with the Board, but provide as much support and access as possible. It should most certainly be independent from the Sheriff. However, as Sheriff, I would see the Civilian Review Board as partners in reforming the LASD and restoring the trust of the public.

Some thoughts on the issue:

-The Board of Supervisors should not control the composition of the Board in order to avoid having the ability to unduly influence its performance.

-The Board of Supervisors should provide adequate funding and staffing for the operation of the Civilian Review Board.

-The composition of the Board must be a mix of legal experts and regular citizens from diverse cultures, ethnic groups and religions.

-The Civilian Review Board must be provided with up to date statistics covering topics such as incidence and types of crimes (violent and otherwise), complaints filed by citizens, disciplinary reports about Deputies, and findings of LASD internal investigations including Internal Affairs investigations.

-The Civilian Review Board should make disciplinary and policy recommendations to the Sheriff. As Sheriff, I would afford these recommendations the highest level of credence and reverence as they are coming from the very people that the Sheriff derives his authority from- the civilian residents of LA County.

As your Sheriff, I will work in a partnership with a Civilian Review Board to restore citizen trust in the LASD, and thereby the LASD and public safety will be improved.

7. The mentally ill population in custody is very high. What resources do you think are best to address the high levels of people with mental illness who are charged with criminal offenses?

Vince: *Let's consider the present situation with regard to the mentally ill and incarceration. With the closing of state hospitals for the mentally ill in the 1970's as the result of the popular deinstitutionalization programs, mentally ill persons were literally turned out on the streets. Adequate community-based care was not available and many of the formerly institutionalized ended up in the criminal justice system. Today, jails have to admit the mentally ill but this is not and never was the purpose of the jail system. It has been observed that the LA County jail system is the country's largest de facto mental institution; an institution without therapeutic interventions, psychiatric services and accommodations for the wide spectrum of mental disorders that affect the general population. Furthermore, jail personnel are not trained in the behavioral interventions necessary when managing people with mental illness. In all fairness to the Deputies assigned to*

the jails, they are forced to work with a unique population that can be unpredictable, violent, aggressive and inappropriate without any warning. The skills that the Deputies have learned and the punitive protocols they must follow are inappropriate for the mentally ill inmates. This creates a lose-lose situation.

I believe that the Department of Mental Health needs to exercise their political clout and start a campaign state wide to obtain both funding and professionally trained mental health practitioners to attack this problem that does not receive enough widespread attention. We need to have either adequate mental health facilities to house and help the mentally ill or we need to establish appropriate areas within the present jail system that will be staffed with specialized personnel (not Deputies) who will deal appropriately with these inmates.

Another problem is evident when these mentally ill prisoners are on parole/probations and are released into the community. Parole and probation officers face the same dilemma that the Deputies in the jails do every day. It is a proven fact that the recidivism rate for the mentally ill is far higher than the "normal" released prisoner.

Finally, I believe that the problems that revolve around the incarceration of the mentally ill cannot be resolved by the LASD alone. The entire LA County community needs to take ownership of this dilemma and, hopefully, if all organizations involved with serving the mentally ill form a coalition of service, we may reach a resolution that will assist these citizens, not punish them in a way they cannot understand. As your Sheriff, I pledge to be a leader in reinventing the criminal justice system in LA County and California, especially in regards to how persons with mental illness are served. I will lead the charge and not just complain about the challenges.

8. Do you believe that there are too many people held in jail pending trial? If so, what steps would you take to reduce the pretrial jail population?

Vince: *I believe that there are too many people held in jail pending trial. I support and will seek to make better use of Pretrial Release. Pretrial Release is an alternative to the conventional bail system that operates in many states, California among them, with high jail populations the result. Allow me to quote the National Association of Criminal Defense Lawyers, "The NACDL believes pretrial liberty must be the norm and detention prior to trial the carefully limited exception. Unless (an accused's) right to bail before trial is preserved, the presumption of innocence, secured after centuries of struggle would lose its*

meaning.” However, particularly in big cities – most notably Los Angeles-the opposite is true. Bails are set so high that a large percentage of people cannot afford the 10%, nonrefundable bond fee that a bondsman charges, much less the bail itself. Research has shown that it is not true that most people will not show up for trial without a hefty bond. And it is cost-effective: cost of Pretrial Release averages less than \$10.00/day, a fraction of the cost of housing, feeding and medical care required for defendants in local jails. What is needed at this point is an adequate risk based (not financial based) assessment tool for assessing who might be eligible for Pretrial Release.

9. What steps would you would take to reduce the current jail population?

Vince: *To address jail population and overcrowding, let us first look at AB 109/117 which not only transferred responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation (CDCR) to counties; it also tasked the local Community Corrections Partnership (CCP) with recommending a plan to the Board of Supervisors.*

The plan has three sections:

- 1. Post Release Community Supervision – the plan outlines the steps from case intake to case termination and describes roles of each entity to implement the plan. I support and will work to implement this section with the involved stakeholders.*
- 2. Revocation – AB 109/117 shifts the responsibility for holding revocation hearings for state parolees from the State Board of Parole Hearing to the County court system. Under these bills, parolees will only be able to serve violations of their community supervision once revoked in county jail – not state prison. I do not support this portion. Instead, I suggest that for parole and probation violators whether under Community, Probation or Parole supervision, that they be sent to a converted LASD dormitory facility after which it would be referred to as the Revocation Center. There would need to be an assessment of the cost of the conversion and a proposal for the institutional program and admission and release procedures for the Center. Once there, a concerted focus can be made by both government and community stakeholders to get the person who violated their conditions back on track to success. Just “violating” someone and sending them back to jail only exacerbates whatever problem or issue led to the behavior that caused the violation. I aim to stop that cycle, thereby reducing overcrowding.*
- 3. Jail Management Plan – AB109/117 changes the way certain felonies are sentenced. Individuals sentenced for non-N3 charges are no longer*

eligible for state prison sentences unless they have prior serious or violent felony convictions or are required to register as a sex offender. The bills do not impact length of sentence. This realignment does not adequately consider the felon's (complete) criminal history, the magnitude of the harm done and the number of victims. The State has tossed the proverbial hot potato to its counties. Although I do not like the flawed and knee-jerk legislation that results in these felons ending up in county jails, I am going to put on my oven mitt and effectively and efficiently manage this hot potato. Being smart, and not just tough, will get the job done. I will take smart and positive steps that will mitigate the situation; it doesn't do any good to just complain.

The following are steps outside the CCP plan but will none the less be instrumental in reducing overcrowding in the Los Angeles County Jail System:

- 1. Better management of the number of beds available in the L.A. County jails. While the long term objective is to close Men's Central Jail, by doing so the LASD will lose 5,260 beds. The so-called "new" part of this facility has 1,836 beds but is currently closed. There are nearly 500 beds that are reserved for administrative segregation inmates and others that must be kept separate from other inmates. All of these beds need to be managed more efficiently.*

Option 1: modify the current space at North County Correctional Facility, a modern maximum security complex.

Option 2: assume management of the five CDCR conservation camps which would add 500 beds. This also could allow inmates the opportunity to earn sentence credits and reduce their overall length of stay, thereby reducing overcrowding.

- 1. A problem exists with the limitations of the county's data collection system regarding Probation Violations and Non-Felony Bookings. There is insufficient reliable data to do a full scale analysis. It is recommended that a paper case review be done first and then the LASD create a pilot program that responds to the file review. LASD needs to facilitate policy analysis and improve the analysis of the flow of individuals and cases through the system. Special attention should be paid to the recording and tracking of case dispositions and custody status to allow LASD to distinguish between individuals who are held in pre-disposition from those serving their sentences.*

2. *Community Corrections are, by definition, “non-prison sanctions that are imposed on convicted adults or adjudicated juveniles either by a court instead of a prison sentence or by a parole board following release from prison. They are usually operated by probation and parole agencies and can include general community supervision as well as day reporting centers, halfway houses and other residential facilities, work release, and other community programs. All community corrections programs have the multiple goals of providing offender accountability, delivering rehabilitation services, supervision and achieving fiscal efficiency.*

Intensive community supervision combined with rehabilitation services can reduce recidivism 10-20%. These programs use a Risk/Needs Assessment; the Risk being the risk to reoffend, the Needs being the portion of the offender population that will benefit from rehabilitation programs. For high and moderate risk offenders, treatment programs and services have high payoff, but for the low-risk offender, life skills programs are more appropriate. This option also focuses on the importance of community and family as a form of informal social control. Participants in these programs can and many times will be subject to drug testing and electronic monitoring.

It is my belief that we, as law enforcement, can't arrest our way out of problems. The LASD is not a social service agency either. There is literally a host of social service agencies out there. The LASD does have to be in the matchmaking business. LASD can't just kick inmates out the door- and that doesn't have to happen. Deputies shouldn't be social workers, but social workers can be social workers, and the LASD should actively enlist their services as well as those offered and provided by non-profits and other community organizations.

On a related issue, former Sheriff Baca and his underlings flaunt Education Based Incarceration as a rehabilitative measure. Let me just say this about that program. Due to overcrowding, inmates do not get adequate instructional time during their limited time out of their cells to make any significant academic progress. Additionally, the implementation of this program leaves a great deal to be desired. The instructors are jail deputies – not credentialed teachers- deputies usually with a high school diploma and no teaching background, no class management training or awareness of how to educate students with

special needs which describes most of the inmate population. Instruction amounts to, "Everyone get out your math book and put away your learning disabilities." This has to be changed and now. I propose creating a team of credentialed volunteers with experience in teaching an adult special needs population with bilingualism being a recommended criteria for acceptance. Additionally, I have met with a superintendent of a Los Angeles County School District who is willing to sponsor a Charter School for inmates. Inmates who enter the county criminal justice system will be assessed and their educational needs and curriculum will follow them through the system. This includes "starting" and "re-starting" on their educational path should the inmate recidivate.

- 1. I will ensure the creation of a Formal Research, Planning and Analysis Division within the LASD. The LASD needs to stop playing "catch-up" and scrambling to react to things that happen. The LASD needs to forecast needs and be a leader in not only the Los Angeles County criminal justice system, but in California.*
- 2. I support and will seek to make better use of Pretrial Release. Pretrial Release is an alternative to the conventional bail system that operates in many states, California among them, with high jail populations the result. Allow me to quote the National Association of Criminal Defense Lawyers, "The NACDL believes pretrial liberty must be the norm and detention prior to trial the carefully limited exception. Unless (an accused's) right to bail before trial is preserved, the presumption of innocence, secured after centuries of struggle would lose its meaning." However, particularly in big cities – most notably Los Angeles-the opposite is true. Bails are set so high that a large percentage of people cannot afford the 10%, nonrefundable bond fee that a bondsman charges, much less the bail itself. Research has shown that it is not true that most people will not show up for trial without a hefty bond. And it is cost-effective: cost of Pretrial Release averages less than \$10.00/day, a fraction of the cost of housing, feeding and medical care required for defendants in local jails. What is needed at this point is an adequate risk based (not financial based) assessment tool for assessing who might be eligible for Pretrial Release.*
- 3. I would lobby for a pilot program that could be tried as a sentencing alternative. The program would be the use of a conditional post-conviction*

release bond. It would allow for the early release of inmates from jail – primarily non-violent offenders –but require that they post a bond. This bond would be revoked if they did not meet all the requirements of the program like maintaining gainful employment. Also, the program would require families and the community to take some degree of responsibility for future acts of the person who is displaying signs of trouble. The financial penalties of the bond would create incentives on the part of the guarantor to see that the participant abides by all the releasing authority's conditions of release or else they will be surrendered back into custody, thereby guaranteeing low recidivism.

4. *Under the Victim and Witness Protection Act of 1982, many states are making offenders pay for their supervision and rehabilitation. I am generally in favor of this and see it as a beneficial tool in making supervision and rehabilitation more readily available to inmates, thereby reducing overcrowding in our jail system. However, the costs must not be so overbearing as to create an undue strain on the offender. It needs to be set up for the offender to succeed, not create a separate and distinct insurmountable obstacle to exacerbate whatever circumstances led them down the criminal path in the first place.*
5. *Bail: It is estimated that about 30% of the jail inmate population could be reduced if they could (or would) pay to bail themselves out, either by paying the full amount or the 10% premium charged by commercial bail agents. To be clear- the jail population could be reduced by 30% through the proper use of bail alone. As Sheriff, I would focus on the number of bail-eligible inmates. I would also seek alternatives to bail, including ankle bracelet monitoring. Most offenders get probation anyway once convicted, or a short jail sentence that is reduced even more by the LASD since they are so overcrowded. In a very real sense, the LASD is feeding its own problem by failing to take a leadership stance on the need to reform the pre-trial release bail system. I will tackle that problem in partnership with the other criminal justice system stakeholders. (Please refer to No. 8 above.)*
6. *I am AGAINST the outsourcing of LA County inmates to other facilities. The former Sheriff recently made an unprecedented request to the Board of Supervisor to out-source the incarceration of 500 inmates to a correctional facility in Taft, Kern County. Future locations, if approved,*

would be in the towns of Shafter, Delano and Coalinga. The rationale is that while it costs \$112.84/day to house a prisoner in LA County, it only costs \$60.55/day in Taft. However, the contract will not cover inmates' bills at emergency rooms and hospitals which would have to be covered by the LASD. Mary Sutton, of Californians United for a Responsible Budget, fights jail expansion. "We don't see this as anything different than jail expansion." She goes on to say, "There are people sitting in the L.A. County Jail for 40 days awaiting trial. Some are in for jaywalking tickets or DUI's".

In my opinion, once we start to use the beds and they've hired people, it will be impossible to scale them back. Once L.A. County inmates are there, the pressure is going to be to use the space, not leave it empty. L.A. County should focus its resources on keeping people from going to jail in the first place by assisting people coming out of jail and prison with drug counseling and job training, rather than expanding the space in which LASD can lock them up again. Let's face it, recidivism is the norm. We don't need to make the vicious circle even bigger. And, finally, again in my opinion, the thing that works best from my experience in law enforcement is having family or community ties that help get and keep people on track. It's better for inmates to be kept close to home, where they can get support from their families and community groups or be motivated to be a good example to their children.

I believe that the most important recommendation of the VERA REPORT on the Los Angeles County Jail System is the following:

"To reduce the jail population and achieve system-wide savings, every criminal justice agency leader must commit to reducing unnecessary detention and incarceration in the interests of justice and the efficient use of taxpayer resources."

This same report found much inefficiency in the current criminal justice process that was collectively increasing the jail population and costs. Over 30 recommendations were made by VERA, most to reduce the jail population, and to date none of the recommendations have been fully adopted by the county's criminal justice system. As your Sheriff, I would work cooperatively with other criminal justice stakeholders around the issue of reducing jail overcrowding. However, I want to point out that the

State of California is the major stake holder in this scenario. In light of that, I would use my position as Sheriff of Los Angeles County to lobby the State Legislature to:

- 1. Provide state funds to reimburse non-profit agencies for full payment of local property taxes.*
- 2. Authorize state criminal justice agencies to purchase buildings to lease to non-profit service providers as part of a contract for treatment, rehabilitation, monitoring, supervision or other service/program.*
- 3. Require state criminal justice agencies to provide technical and/or financial assistance to non-profit service providers in the local zoning and siting process.*
- 4. Appropriate state funds as part of the Community Corrections budget that are specifically set aside to provide incentive payments to communities sufficient to encourage them to host a residential or non-residential program or service.*
- 5. Mandate the Department of Mental Health to evaluate the need for substance abuse and mental health services among the pretrial and sentenced, the incarcerated and community-supervised offender population and develop a plan to fund and provide such treatment and services both in the correctional facilities and the community.*
- 6. Provide adequate funding to ensure adequate staffing levels for community supervision through adult probation and parole.*

In conclusion, it is my firm belief that the issue of jail overcrowding can be addressed, but not by any one stake-holder such as the LASD. As numerous reports on the issue have made abundantly clear, all parties involved need to cooperate to solve the problem. Additionally, due to the unprecedented nature of the realignment, your Sheriff and the LASD must continue analyzing operations and evaluating and refining any proposed "final" plan to reduce overcrowding. You need an on the ball Sheriff who is out there making things happen- getting ahead of issues such as overcrowding- not a Sheriff who is content to sit back and react to things that impact the community he or she is supposed to be serving. I have the passion, energy, skills and drive to be just that Sheriff.

10. How do you understand public safety and what policies and practices are you planning on implementing to help ensure public safety?

Vince: *The standard definition of “Public Safety” is those operations requiring effective command, control, coordination, communication and sharing of information between the numerous criminal justice and public service agencies and the public. Incidents requiring mutual aid and coordinated response occur every day in LA County. Additionally, high-profile incidents require the ability of public safety organizations to collaborate on many levels to accomplish well-coordinated responses. It is critical that every member of the public safety contingent have the capability to communicate immediately and as authorized.*

The primary objectives of Public Safety units in LA County are to put an end to levels of crime and violence that adversely impact everyday life; provide life-saving services; prevent fires; and be ready to respond to acts of domestic terrorism and natural disasters. The goal of Public Safety entities is to provide a safe, healthy environment for its citizens.

I believe that Public Safety should not be focused solely on prevention, intervention or punishment. We need to take a more holistic approach and use any feasible proposed solutions in a united strategy with the communities we serve.

Let me offer a few feasible solutions:

-Support community policing efforts.

-Encourage adequate funds be allocated to anti-drug, anti-violence and anti-gang programs.

-Support and increase LASD policing of unincorporated areas in LA County.

-Involve municipal and community leaders in efforts to redirect available County, State and Federal funds to public safety issues. What I mean by this is to focus efforts and resources on keeping people out of the criminal justice system, not finding more or better ways to keep them in.

-Use crime statistics to determine allocation of resources and personnel to affected communities.

-Support school safety initiatives including provision of mental health programs for students and families.

In conclusion, the success of any Public Safety program in our communities relies not just on law enforcement. Every member of the community has both a role and responsibility in ensuring their quality of life. The LASD, under my command as Sheriff, will work in partnership with the diverse communities we serve to reduce the fear and incidence of crime.