

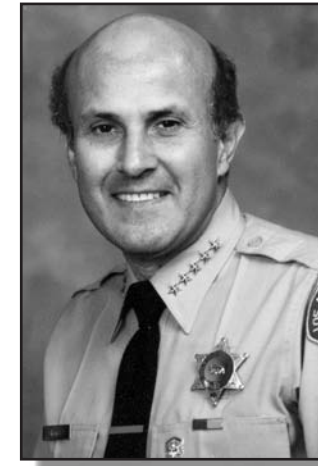
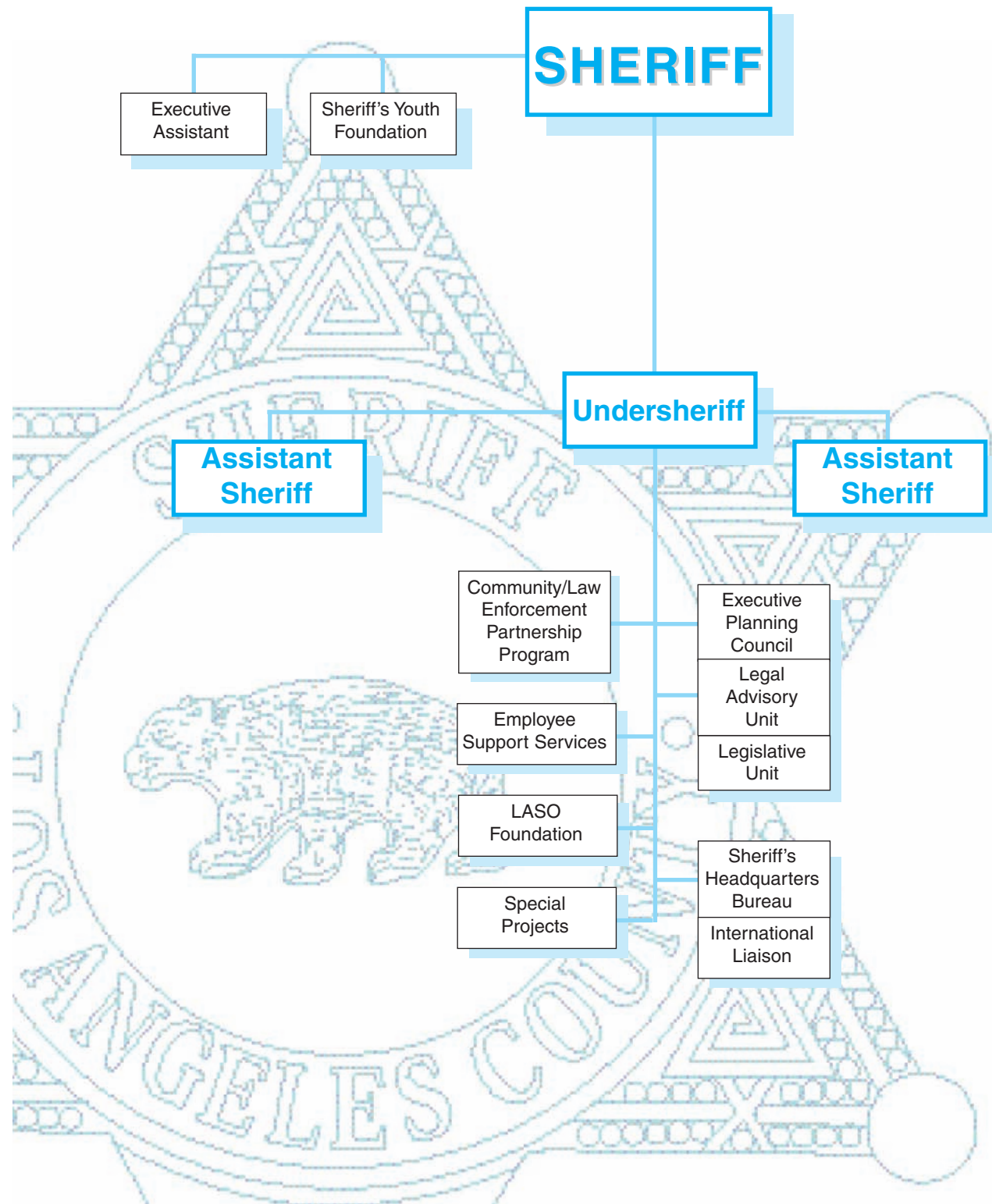


executive offices



EXECUTIVE OFFICES

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Sheriff
Leroy D. Baca

Executive Offices

Executive Offices is comprised of the Office of the Sheriff, Office of the Undersheriff, and Office of the Assistant Sheriffs. Responsibilities for the Office of the Sheriff include the Professional Standards and Training Division, and the Sheriff's Youth Foundation. Responsibilities for the Office of the Undersheriff include Office of Administrative Services, Employee Support Services, Executive Planning Council, Sheriff's Headquarters Bureau and the Community/Law Enforcement Partnership Program. Responsibilities for the Office of the Assistant Sheriffs include all the Divisions and Regions.

Community/Law Enforcement Partnership Programs

The Community/Law Enforcement Partnership Programs Office (CLEPP) provides stations with training, strategies and expertise in mobilizing and organizing their communities against gangs, drugs and violence. These successful approaches to solving community problems involve the coordination of law enforcement, schools, community-based organizations, local businesses, churches, government agencies and residents.

The Unit is responsible for coordinating all Department-approved Crime Prevention, Community Relations and Community Oriented Policing Programs. CLEPP provides staff support to all

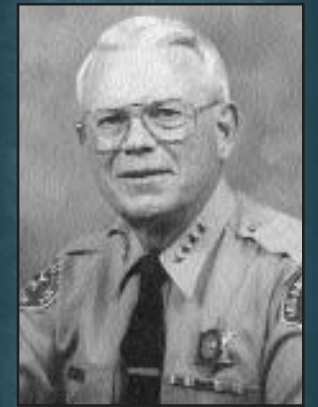
patrol stations relating to local program implementation and training, and provides community mobilization expertise to station commanders. In addition, the unit is responsible for reviewing and evaluating community-based organizations and programs that seek the support of the Department.

CLEPP assists with the planning and execution of special events and programs, such as Sheriff Station Grand Openings, Town Hall Meetings, Strategic Planning sessions, Box Tops for Education, Kids and the Power of Work (KAPOW), Neighborhood Watch, Business Watch, and many others.

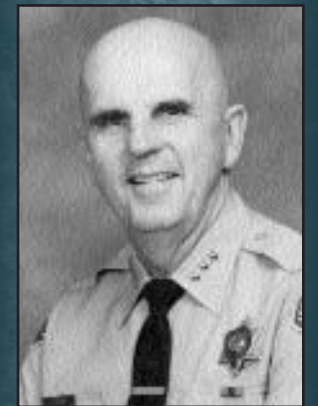
The Unit maintains an extensive library of crime prevention videotapes, brochures and publications for use by Department personnel. Not only do members of the Department benefit from this "warehouse of knowledge," but many of them are sent to specialized training around the country which is coordinated and sponsored by the CLEPP office.

Thousands of crime prevention brochures were printed by the office in 1998 for distribution to residents throughout the County of Los Angeles. The CLEPP Materials Committee writes new brochures and updates or eliminates outdated ones.

Helping Department personnel to put on first class community meetings is a priority of the Unit. To this end, CLEPP maintains specialized state-of-the-art "Senheiser" translation equipment, digital projectors and laptop computers, all of which enhance the effectiveness of our presentation and allow for greater communication between residents and the Deputies who serve them.



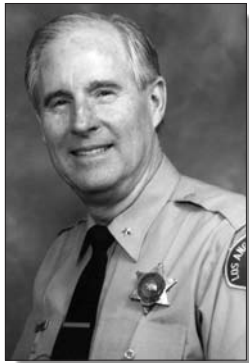
Undersheriff
Paul E. Myron



Assistant Sheriff
William T. Stonich



Assistant Sheriff
Larry L. Waldie



Commander Lee A. Davenport
(Acting)
Executive Assistant
Office of the Sheriff

Community Advisory Committees attend an annual training conference which is put on by CLEPP. The Unit also assists with the coordination and planning of City/Town Council and Community Academies. Since its inception in 1991, the Community/Law Enforcement Partnership Programs Unit has continued to grow and take on new challenges.

Nineteen ninety-eight saw the addition of three Community Specialist Deputies to assist residents with their quest for gang and violence-free neighborhoods.



Natalie Macias
Director

EMPLOYEE RELATIONS

Employee Relations serves as facilitator, lead negotiator and/or the Departmental representative for contract negotiations, “meet and consults,” and “meet and confer” issues with the appropriate certified employee organizations which cover more than 28 Memoranda of Understanding (MOU) and more than 300 classifications. In addition, Employee Relations functions as the Department’s central control for all Departmental grievances, non-discipline appeals, non-discipline arbitrations, and related settlement agreements.

Employee Relations participated in recent contract negotiations which included salary increases to represented Departmental personnel. In addition, Employee Relations provided instruction and recommendations, regarding various employee-relations matters and programs, to all levels of Management.

Employee Relations is responsible for notifying employee organizations of anticipated policy changes, and meets with those organizations upon request.

EMPLOYEE SUPPORT SERVICES

Employee Support Services provides assistance, both organizationally and individually, to help employees achieve a healthy resolution to life’s problems.

The unit is organized into five sections. The sections coordinate their interventions to provide comprehensive assistance. The five sections are: Counseling and Consulting Services, the Organizational Consultant Program, the Peer Support Program, the Alcohol Program, and the Chaplain Program. Counseling and Consulting Services provides confidential counseling and 24-hour emergency response availability to Department personnel and their families. It also conducts debriefings for officer-involved shootings and other critical incidents. ESS psychologists participate in Field Officer Training, Sergeant Superschool, Civilian Supervisory School and Academy recruit training. In addition to their regular duties, members of the unit serve on a variety of task forces and they also act as advisors to the Executive Planning Council, the Department Training Committee, and the Strategic Planning Committee.

The Organizational Consultant Program places onsite consultants at various Department units, currently limited to Patrol and Custody. The consultants provide supervisors with training on how to identify early warning signs of stress, leadership capabilities, etc. The consultants also provide follow-up consultations covering how to access Department resources in order to support those employees in need of assistance. The consultants are regularly available to all shift supervisors who require a problem-solving consultation. The consultants also provide unit personnel with support in addressing broader systemic issues.

The Peer Support Program offers peer counselors to Department personnel who desire support from those fellow employees who have successfully worked through a life difficulty similar to their own. There are currently 157 trained Peer Support Personnel, with representation from almost all units throughout the Department. The program encourages employees to recognize their problems and seek assistance early, by destigmatizing the process of asking for and receiving help.

The Alcohol Program is linked to the Peer Support Program. The Alcohol Program offers assistance to those employees who have come to rely on alcohol as a substitute for effective problem solving. This program provides education on the 12 Step recovery process.

The Chaplain Program is the latest addition to Employee Support Services. Like the Alcohol Program, it is linked to the Peer Support Program. The Chaplain Program focuses on providing spiritual guidance to employees seeking to solve life’s problems. The Chaplains are also available to assist psychologists on emergency roll outs and requests for assistance.

The Director of Employee Support Services oversees all of the above programs. She also serves as chair of the Wellness Advisory Board, and helps to identify those issues that are significant to the wellness of Department employees and which promote Department core values. Under her direction, the unit addresses critical issues like Domestic Violence in proactive and fiscally creative ways, such as developing a training program with the assistance of a grant from the National Institute of Justice.

Executive Planning Council

Executive Planning Council Staff/Legislative Unit is assigned to the Office of the Undersheriff. This small unit, consisting of one deputy and one administrative assistant, has several notable responsibilities. The Executive Planning Council duties include planning, coordinating, and recording the minutes and preparing the agenda for weekly executive meetings. Responsibilities also include the completion of research projects as requested by the Department executives, the maintenance of historical files, and the issuance of responses to requests for information relating to surveys, research, and Department procedures.

The legislative duties include coordinating analysis and correspondence of all legislation that may pertain to the Department on local, state, and federal issues.

The legislative advocate communicates with Senate and Assembly members through testimony and personal contacts, expressing the Department's support and concerns on various legislative proposals. The unit acts as the principal legislative liaison to law enforcement and State agencies regarding legislative matters, and represents the Department in law and legislative committees statewide.

California legislative proposals enacted in 1998 emphasized issues such as requiring the State to reimburse the County for sentenced State inmates. This resulted in longer sentences for County inmates, making it a felony to incite a riot in a correctional facility, and requiring mental health officers to tell law enforcement if they are housing a known wanted felon.

The Legislative Unit was extremely successful with regard to budgetary issues. The State reimbursement bill saved the Department in excess of \$18.5 million. The Department received \$740,000 for a new 3-1-1 system, \$800,000 for infrastructure costs for the Altadena Station, and \$9 million for the CLEARs program. In addition, the Department was guaranteed continuous funding for the COPS program, which provides the Department with \$5,558,000 each year. The unit was also successful in assisting lobbying efforts to increase funds by \$6.5 million for the training of our correctional officers, to increase the POST budget to \$28 million per year, and in the passage of a \$27 million mental health grant from which we are seeking \$7.2 million.

The unit received more than 7,000 legislative bills and actively tracked more than 1,000 bills that could impact law enforcement.

LEGAL ADVISORY UNIT

Assigned to the Executive Planning Council, Office of the Undersheriff, this unit is responsible for providing legal services to the Department. The unit is staffed by Department personnel and Deputy County Counsels



Dr. Audrey L. Honig
Employee Support Services



Jeffrey E. Hauptman
Director
Employee Relations



Gordon W. Trask
Legal Advisory



Dalila Corral
Legal Advisory



James M. Owens
Legal Advisory

assigned to the Department. Functions of the unit include: serving as Department liaison and providing coordination with County Counsel, interpreting and defining the impact of newly passed legislation on Department operations, responding to Department telephonic requests for legal assistance pertaining to law enforcement problems encountered in day-to-day operations, conducting research projects which address Department questions on a variety of law enforcement operations, maintaining a legal library for use by Department personnel, and assisting in the instruction of sworn personnel at Advanced Officer Training programs and Cadet Training Courses.

SHERIFF'S HEADQUARTERS BUREAU

Perhaps the most memorable event of 1998 was the passing of the reins of power from one Sheriff to the next. Sheriff Sherman Block, who died of natural causes on October 29th, had been the only Sheriff that many Department members knew during their careers. The legacy of his hard work and dedication to this Department will continue to be apparent in the commitment of Department members to "A Tradition of Service." With his passing, Leroy D. Baca became the 30th Sheriff of Los Angeles County. His many goals and aspirations for the Sheriff's Department will provide the basis for its entrance into the 21st Century. Also during 1998, several programs were implemented aimed at the prevention of domestic violence. In addition, facelifts were given to several facilities, inmates began serving 100 percent of their sentences, and a promotional exam was finally given for the Sergeant position.

End of an Era

The entire law enforcement community and the residents of Los Angeles County mourned the death of Sheriff Sherman Block in late October. After 42 years with the Sheriff's Department, the last 17 of which he spent as Sheriff, Sherman Block will

be remembered for his dedication and selfless commitment to the men and women of this Department and to the people served by it. Sherman Block's memory will continue to live on in the many programs, innovations, and honors he brought to the Department.

New Sheriff Sworn in

After being elected in November, Leroy D. Baca was sworn in as the 30th Sheriff of Los Angeles County on December 7, 1998, at the Pasadena Civic Auditorium. The ceremony took place before an audience of more than 3,000 people, and included such dignitaries as California State Treasurer Matt Fong and Sheriff Emeritus Peter J. Pitchess. Sheriff Baca vowed to be a hands-on Sheriff, and expressed his desire to work closely with all law enforcement agencies throughout the County. He also pledged to develop a Deputy Leadership Institute to help reinforce the Department's values, noting that leadership qualities at every level of the Department – especially the deputy rank – need to be strengthened and improved.

Awards and Honors

Hard work and dedication by Department personnel were instrumental in the Sheriff's Department being awarded three of the top ten Quality and Productivity Awards presented by the Board of Supervisors, with the Consolidated Criminal History Reporting System (CCHRS) Program taking top honors. With an estimated annual cost savings of \$12.4 million to the County of Los Angeles, CCHRS retrieves, consolidates, and organizes information from nine separate databases from the Sheriff's Department, District Attorney's Office, and the Los Angeles Police Department.

It also reduces the number of multiple records, cuts down the number of court appearances, and brings down inmate transportation costs. Ingenuity, teamwork, and care were also recognized in the Department's Animal Shelter Blanket Program; approximately 2,000 blankets, formerly used by jail inmates, were provided to three of the County's Animal

Care Centers for use by animals housed in those shelters. Finally, the Sheriff's Department's Vehicle Refurbishment Program, which overhauls and upgrades 1994 and newer patrol cars at one-third the cost of new vehicles, was recognized for its annual cost avoidance of more than \$2.4 million. The cars are virtually as good as new, after technicians install a new engine, factory transmission, differential, front and rear suspension, a steering component, tires, a brake system, a radiator, and provide body work, interior and exterior paint, and recondition the interior.

Custody Improvements

Effective January 1, 1998, inmates sentenced to the Los Angeles County Jail began serving 100 percent of their sentences, due to the implementation of a comprehensive inmate population management program called Community Based Alternatives to Custody (CBAC). Inmates screened for the program are subjected to a rigorous risk assessment process and, if successful, are allowed to participate in one of four alternatives to traditional incarceration: work furlough, work release, home confinement, or other community-based programs. Additionally, a five-year contract to provide a computer system for tracking inmate medical records as they are transferred from one of twelve County jail facilities to another, will improve the level of health care for inmates. The new computer will replace the manual, paper-driven system. Scanning bar codes on wristbands will enable jail medical staff to retrieve an inmate's medical records instantly, and to enter treatment data and prescribed medications with greater efficiency.

Domestic Violence

Working with many community-based organizations, the Department implemented several programs to help end the cycle of domestic violence. Family Intervention Teams comprised of specially-trained deputies, in partnership with community-based agencies, are the keys to the success of Safety Through Our Perseverance (STOP). The early intervention program provides victims with risk assessments, intervention strate-

gies, risk reduction tactics, and family safety plans. The Victim Information and Notification Everyday (VINE) program was introduced in August. It is an early warning system which notifies victims of domestic violence and other crimes when their attackers are being released from custody. Provided free of charge, the system will automatically call those victims who register, and the system will continue to call every 30 minutes, for up to 24 hours, if no response is received. Victims can also obtain information regarding their attackers 24 hours a day, seven days a week. Because Department members may also become victims of domestic violence, a grant from the National Institute of Justice was accepted by the Department. This grant will fund the Family Violence Prevention and Recovery Project, which is a program designed to train sworn and civilian managers in recognizing and resolving domestic violence situations impacting both employees and members of the community.

Sergeant's Exam

Much to the relief of nearly 3,000 deputies, the Department was finally allowed to administer a promotional exam for the position of Sergeant. Eligible deputies participated in both the written qualifying exam in July and the contextual simulation exam in October. Both exams were held at the Los Angeles Convention Center, which was quite an undertaking itself. The long-awaited final list of qualified candidates is expected in early 1999.

Station Facelifts

Lennox Station and the Lennox Youth Activity Center both received much-needed facelifts. The addition of the Lawndale Service Center allowed the Department to better serve the residents of that community.

There are plans to establish a COPS team for Lawndale in 1999. The former Firestone Sheriff's Station was transformed into a full-service youth center and reopened in grand style. The center will be operated as part of the Sheriff's Youth Foundation, and will provide a

safe, supportive haven for counseling, educational tutoring, and after-school activities for youths. The jail cells were turned into a library and computer-equipped classrooms, and the parking lot will eventually include an outdoor roller rink.

SHERIFF'S YOUTH FOUNDATION

The Sheriff's Youth Foundation is the highlighted unit for The Executive Offices. (see page 126)

SPECIAL PROJECTS

This Unit was created to consolidate several functions of the Department relating to audits, inspections, systems review, and employee performance review. The Unit is also responsible for situation assessment and analysis, technology development, and administering the 1996-2000 Strategic Plan. The components of Special Projects are:

inspection process.

- *Conducting a variety of ongoing, periodic and random inspections, audits, examinations and reviews.*
- *Oversee employee performance review process.*
- *Conduct internal audits of fiscal operations.*
- *Conduct service comment quality assurance checks.*
- *Creation/staffing of ad hoc task forces for unit/systems/process reviews, examinations, and problem solving.*
- *Creation/administration of a system for processing critical information about current Department priorities and significant issues.*
- *Research and evaluation of technology for potential application to law enforcement (liaison with private industry and government, acquisition/testing of prototypes).*

- *Liaison with the Board of Supervisors' Special Counsel.*
- *Coordination of the Department's response to outside audits.*
- *Oversight of the Department's*



*Captain Jon K. Engebretsen
Special Projects*