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LOS ANGELES COUNTY SHERIFF
CIVILIAN OVERSIGHT COMMISSION
OCTOBER 14, 2022

SPECIAL HEARING ON DEPUTY GANGS IN THE SHERIFF'S DEPARTMENT

MEMBERS

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COMMISSION CHAIR SEAN KENNEDY

COMMISSIONER ROBERT BONNER

COMMISSIONER PATTI GIGGANS

COMMISSIONER HANS JOHNSON

COMMISSIONER IRMA HAGANS COOPER

COMMISSIONER JAMES P. HARRIS

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3	Commission Chair, Sean Kennedy	
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7	Patti Giggans	
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15	County Counsel: Danielle Vappie	
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1 P-R-O-C-E-E-D-I-N-G-S

2 CHAIR KENNEDY: Okay. It's 9:02, so I think we are going
3 to -- I think we're going to start our seventh special hearing
4 on deputy gangs. I think the first thing we need to do is do
5 the roll call.

6 MS. WILLIAMS: Commissioner Bonner?

7 COMMISSIONER BONNER: (No audible response.)

8 MS. WILLIAMS: Commissioner Cooper?

9 COMMISSIONER COOPER: Here.

10 MS. WILLIAMS: Commissioner Garcia?

11 COMMISSIONER GARCIA: Here.

12 MS. WILLIAMS: Commissioner Harris?

13 COMMISSIONER HARRIS: Here.

14 MS. WILLIAMS: Oh, I'm sorry. I skipped -- Commissioner
15 Giggans?

16 COMMISSIONER GIGGANS: Here.

17 MS. WILLIAMS: Vice Chair Hicks?

18 VICE CHAIR HICKS: (No audible response.)

19 MS. WILLIAMS: Commissioner Johnson?

20 COMMISSIONER JOHNSON: (No audible response.)

21 MS. WILLIAMS: Chair Kennedy?

22 CHAIR KENNEDY: Here.

23 MS. WILLIAMS: And Commissioner Rubin?

24 COMMISSIONER RUBIN: (No audible response.)

25 CHAIR KENNEDY: She may be attending via Zoom, but I don't

1 see her.

2 Well, I think we -- I think we have enough
3 commissioners to proceed so we're going to start this.

4 First -- first thing on the agenda are reports from
5 myself and our able special counsel, Bert Deixler. So why
6 don't we begin.

7 I just want to start...

8 DIRECTOR WILLIAMS: We have one other item.

9 CHAIR KENNEDY: Okay. You want to begin that?

10 DIRECTOR WILLIAMS: Sure. Just very, very quickly.

11 As you know, we've been having these special
12 hearings, and we, as a result, have cancelled our regular
13 commission meetings during the same months to give staff the
14 time and the commission time to prepare for the special
15 hearings. I was thinking that it might be appropriate at this
16 point to just go ahead today and cancel our October 20th,
17 November 17th, and perhaps December 15th meetings until we
18 finish the special hearing period. That'll also take us past
19 activities that are happening early November in terms of the
20 election as well. Some of our staff will be involved in
21 volunteering for the election process.

22 CHAIR KENNEDY: I think that we're going to have an eighth
23 special hearing two weeks -- is it two weeks from today?

24 Is that right?

25 MR. DEIXLER: Yes. And I was going to report procedurally

1 that on Monday morning at 8:30, the motion to enforce the
2 subpoena for the testimony of the Sheriff and to have him held
3 in contempt is going to be heard in the Los Angeles Superior
4 Court and --

5 CHAIR KENNEDY: This is one of the --

6 MR. DEIXLER: One of --

7 CHAIR KENNEDY: -- the contempt hearings; right?

8 MR. DEIXLER: Yes. The one that's being heard on Monday.

9 There's another one that has now been pushed to
10 December 7th, the day that'll live in infamy, and in connection
11 with that, the County Counsel's outside lawyer who had -- who
12 is handling that matter has asked for a specific date to
13 request the Court to order the Sheriff to appear for his
14 testimony. I suggested October the 28th -- it's a Friday, and
15 it's two weeks hence. If that doesn't work, then it'd be
16 helpful for me to know so I can communicate that before Monday
17 morning so the counsel will be in a position to inform the
18 Court should -- should the Court order testimony to proceed.

19 CHAIR KENNEDY: Okay. How does that sound, Mr. Executive
20 Director?

21 DIRECTOR WILLIAMS: That's fine.

22 CHAIR KENNEDY: Okay.

23 DIRECTOR WILLIAMS: That's fine.

24 CHAIR KENNEDY: I will try to book this room and let you
25 know if I'm successful.

1 COMMISSIONER HARRIS: Hang on. Hang on before we start
2 the victory lap here. I've got a real hard conflict that day
3 because I -- I anticipate that day may take more than four
4 hours.

5 CHAIR KENNEDY: The problem is that everyone has a
6 conflict no matter what date we have, JP.

7 COMMISSIONER HARRIS: Okay.

8 COMMISSIONER GIGGANS: What is the actual date? What's he
9 talking about?

10 CHAIR KENNEDY: He said October 28th.

11 MR. DEIXLER: Two weeks from today.

12 CHAIR KENNEDY: Well, let's hold that thought because, JP,
13 I don't even know that -- that I can get this room, you know,
14 so -- but that's our plan.

15 MR. DEIXLER: And I might -- I might also say it's
16 outcome-determinative on the hearing on Monday, should the
17 judge decide to not do it or to set a different date.

18 COMMISSIONER COOPER: Okay.

19 MR. DEIXLER: I have one more administrative matter, if I
20 could attend to it, which is --

21 COMMISSIONER HARRIS: Oh, okay. There you go. We are
22 confused a lot, I know this.

23 DIRECTOR WILLIAMS: So just to be sure Mr. -- Mr. Chair,
24 we will cancel October 20th and November 17th meeting, and then
25 we will wait to see what happens in December --

1 COMMISSIONER GIGGANS: Sound is not working. These
2 mics -- I'm not -- I'm not hearing anyone.

3 DIRECTOR WILLIAMS: Testing. Testing. Yeah. I think --
4 I think they're just low.

5 So we'll act accordingly.

6 Thank you.

7 CHAIR KENNEDY: Okay. Commissioner Bonner has joined us,
8 so we -- we have an almost full house.

9 JP, we're going to try to work it out.

10 COMMISSIONER HARRIS: I -- I -- I understand. I
11 appreciate that. As long as you know, and if it can't be
12 worked out, oh, well, we'll -- we'll work around it.

13 CHAIR KENNEDY: So we're going to begin this hearing, and
14 I just -- it's time to make some initial remarks.

15 So I want to highlight the fact that last February,
16 Sheriff Villanueva openly challenged officials to give him the
17 facts about deputy gangs and to name individuals in the
18 Department who are gang involved. The COC accepted that
19 challenge, which is why we are holding these special hearings.
20 This is our seventh special hearing with live witnesses.

21 Myriad deputies have already testified under oath
22 that deputy gangs exist in the Department, and some witnesses
23 have identified specific individuals who have deputy gang
24 tattoos, including Undersheriff Murakami and the Sheriff's
25 former chief of staff, Larry Del Mese.

1 The Sheriff's response has been to attack this
2 commission and his own deputies and pronounce at a recent
3 televised debate that deputy gangs are like, quote, "unicorns,"
4 unquote, meaning they are the stuff of fairy tales rather than
5 things that actually exist. Sheriff Villanueva simultaneously
6 argues during the campaign that he is the only sheriff in LA
7 history to take decisive action to eradicate deputy gangs from
8 the LASD.

9 These inconsistent positions cannot be reconciled
10 with each other, and for that reason and others, this
11 commission has subpoenaed Sheriff Villanueva to explain his
12 inconsistent positions, but he has refused to appear, citing
13 these reasons:

14 He is simply too busy to testify. He fears for his
15 safety at Loyola Law School. It is unconstitutional to compel
16 him to testify under oath at an oversight hearing. He cannot
17 be expected to testify about deputy gangs without first being
18 given all the questions in advance of the hearing. And
19 finally, the COC has no right to investigate deputy gangs in
20 the department that it exercises oversight over.

21 Most recently, Sheriff Villanueva has barred the
22 inspector general, Max Huntsman, from entering all LASD
23 facilities or accessing any LASD documents. The effect of this
24 order is to further inhibit oversight officials from
25 investigating deputy gangs.

1 We will not be dissuaded from our mission to
2 investigate deputy gangs within the LASD. The Sheriff's
3 intimidation tactics will not prevent this commission from
4 moving forward, and to that end, I turn it over to our special
5 counsel to make any remarks and call any witnesses he would
6 like to call today.

7 COMMISSIONER BONNER: I wonder, before counsel does that,
8 I just wanted to perhaps add a footnote to the comments of the
9 Chair here, and that is that the claim by the Sheriff that he's
10 taken decisive action against deputy gangs, cliques, and
11 exclusionary subgroups, I mean, the proof is always in the
12 pudding. The reality is the actions that he claims he took in
13 February of 2020, over two years ago, have not been effective.
14 They have not been effective. They have not eradicated deputy
15 cliques, gangs, or exclusionary subgroups from the Sheriff's
16 Department, and the evidence that's been produced so far by
17 special counsel in this hearing demonstrates that beyond doubt.

18 His policy's been -- it's not been effective, and
19 we'd like very much to have an opportunity to discuss that with
20 the Sheriff as to what -- why he believes his policy has been
21 effective when deputy -- deputy gangs and cliques still exist,
22 still have pernicious effects, both -- not just on the -- the
23 community, which they do, no doubt about that -- but they have
24 a terrible and disastrous effect on the Sheriff's Department
25 itself, its deputies and its personnel, and it's time that they

1 be eradicated. Whatever else the Sheriff may have done, he has
2 not done that. Full stop.

3 Thank you.

4 CHAIR KENNEDY: Bert?

5 MR. DEIXLER: Thank you. Good morning.

6 Our first witness is Neal Tyler, and if I can be
7 excused to get him.

8 CHAIR KENNEDY: Yes.

9 Can you state your name for the record.

10 MR. TYLER: Yes. It's Neal, N-e-a-l, Tyler, T-y-l-e-r.

11 CHAIR KENNEDY: Can you raise your hand.

12 Do you swear or solemnly affirm, under penalty of
13 perjury, to tell the truth, the whole truth, and nothing but
14 the truth?

15 MR. TYLER: I do.

16 CHAIR KENNEDY: Thank you.

17 MR. TYLER: Thanks.

18 CHAIR KENNEDY: Bert, could you make sure you speak into
19 the microphone because some commissioners are having a hard
20 time hearing you.

21 MR. DEIXLER: Yes. I will -- I will endeavor to do so.

22 And I should note for the record that Commissioner
23 Johnson has now joined us.

24 CHAIR KENNEDY: Welcome.

25 Commissioner Johnson is our newly appointed

1 commissioner for Supervisor Solis's district.

2 So welcome.

3 MR. DEIXLER: Let me begin if I can, and if my voice
4 drops, if somebody would make sure to remind me since this is
5 for your benefit, not for mine.

6 Mr. Tyler, have you any experience in law
7 enforcement?

8 MR. TYLER: Yes, I do.

9 MR. DEIXLER: And for whom did you work in law
10 enforcement?

11 MR. TYLER: The Los Angeles County Sheriff's Department.

12 MR. DEIXLER: And how long did you serve with the LASD?

13 MR. TYLER: Over a period of 42 years. About 40 full-time
14 years as a regular member of the Department.

15 MR. DEIXLER: And what was the highest position you held
16 in the LASD, sir?

17 MR. TYLER: It was undersheriff.

18 MR. DEIXLER: And during what period of time did you serve
19 as the undersheriff?

20 MR. TYLER: Between February of 2014 and March of 2017.

21 MR. DEIXLER: And would you provide the commission a very
22 brief summary of your career in the LASD, noting that it's 42
23 years so --

24 MR. TYLER: Okay.

25 MR. DEIXLER: -- give us the greatest hits, if you would.

1 MR. TYLER: I began in 1975 as a regular deputy. My two
2 assignments as a deputy were at Lennox -- well, Inmate
3 Reception Center first and then Lennox Sheriff's Station.

4 As a sergeant, I worked at Central Jail, again at
5 Lennox Station, and also in the Media Relations Section.

6 As a lieutenant, I worked at Lennox again, and then
7 at Temple and then also the Training Bureau. In there
8 sometime, I was on the Crisis Negotiations Team.

9 I was promoted to captain, and I served at a special
10 unit that was created to do audits and ensure accountability,
11 the Training Bureau; and then at Temple Sheriff's Station, I
12 was the station commander for two-and-a-half years. I remained
13 in the Patrol division that Temple was part of, which was
14 called Region One, as a commander, and for ten years as the
15 division chief of that division, overseeing the eight
16 northernmost sheriff stations in LA County.

17 I retired in 2012 as a division chief. I was gone
18 for a year and a half retired but serving as a reserve deputy.

19 Then in 2014, interim Sheriff John Scott asked me to
20 be his undersheriff for the 10 months that he'd be in office;
21 and when he left office, I was prepared to go out with him.
22 But Sheriff McDonnell didn't have a different idea about who to
23 appoint to that position and so he asked me to stick around for
24 a few months and it turned out to be two years. So then he was
25 ready to pick an undersheriff that wasn't inherited from the

1 previous guy, and that's when I left.

2 MR. DEIXLER: I've asked you to consider what you would
3 tell me, if I were the sheriff, was a way to address the
4 problems of deputy subgroups, and we'll get into your
5 background about it. And -- and other than perhaps telling me
6 that a sheriff should honor subpoenas, would you believe you
7 would be advising me on a culture change in the department in
8 which you serve for 42 years?

9 MR. TYLER: That's a general way to say it, and I'd say
10 there's more than one approach potentially available to you,
11 Sheriff Deixler.

12 I would share with you the fact that over the course
13 of my career, I had observed various actions taken about the
14 deputy subgroups that were effective on a small scale but not
15 on the widespread scale necessary.

16 I would share with you that I felt that -- one of the
17 main issues about the subgroups hasn't been looked at very hard
18 and that is not why do deputies join the subgroups but what can
19 be considered either missing from or lacking in management that
20 enabled the subgroups to flourish, to be created and thrive for
21 up to 50 years? Management covers a lot of ground. There have
22 been hundreds of managers since the 1970s.

23 MR. DEIXLER: Let me -- let me ask the next question. Are
24 there specific elements that are critical to bringing about a
25 change in culture in your 42 years of experience?

1 MR. TYLER: I believe there are and the ones --

2 MR. DEIXLER: And what are they?

3 MR. TYLER: -- that I've identified myself for my own
4 sanity and thinking through what we were going to do with this
5 idea about what's missing about management are leadership,
6 teamwork, mentoring, and accountability. Four things that
7 don't cost anything. There's no extra budget required to
8 implement better leadership, teamwork, mentoring, and
9 accountability but are critical to the Sheriff's Department in
10 general and, in particular, this issue we're discussing.

11 MR. DEIXLER: We'll come back to the elements, I promise
12 you. But let me ask you to define terms so that we will
13 understand what we are speaking about.

14 What do you want the commission to understand when
15 you use the term "deputy clique" or "subgroup" or "subculture"?

16 MR. TYLER: Well, the term I've been using since I was
17 more deeply involved in addressing this issue is "subgroups."
18 Just happens to be the one I picked. I know cliques, gangs,
19 and secret societies have been named too. My concern about the
20 various names is that they make discussions about them
21 ambiguous.

22 And my thought is that the groups that we -- that are
23 discussed with concern, about which I have concerns, have three
24 features, and those three features are what raised the
25 concerns. They are exclusiveness about who's a member or who

1 is potentially going to become a member, a degree of secrecy
2 about everything concerning the group, membership lists, how
3 people become members, how people are rejected from membership
4 if they aspire to join, activities, if there are any things,
5 quote/unquote, "bylaws," if there are. There's just no readily
6 available information about the groups I'm aware of that
7 enables us to understand these things. And the third feature
8 is symbolism that involves graphics that I consider -- well, in
9 fact, I'm not the only one that considers -- unprofessional,
10 often ambiguous about power or worse, threatening about power,
11 and many cases, about death and violence. Inappropriate
12 symbolism is the third feature about the subgroups of concern
13 to me.

14 MR. DEIXLER: I should ask in light of Commissioner --
15 Chair Kennedy's remark, you described the terms "deputy clique,
16 subgroup, gangs," and the like. Have you ever heard those
17 groups described as "unicorns" during the 42 years that you
18 were in the LASD?

19 MR. TYLER: No. Not until I heard some news report or
20 some discussion on the speaker in there this morning. I hadn't
21 heard that one.

22 MR. DEIXLER: Have you -- have you been involved in
23 devising a plan to address the problem with subgroups?

24 MR. TYLER: I have.

25 MR. DEIXLER: And -- and would you describe what your

1 initial involvement was, sir?

2 MR. TYLER: Three months after I retired in March of '17,
3 I received a call from Undersheriff La Berge, my replacement,
4 that he and Sheriff McDonnell and Max Huntsman had had a
5 meeting, and an outgrowth of that meeting was that the
6 Department would do the first-ever systematic, widespread study
7 of the deputy subgroup issue and that the three of them had
8 agreed that I, because of some experience I'd had previously,
9 would be a logical person to begin undertaking that study.

10 So I got that assignment as a reserve deputy, and I
11 worked on it for a year-and-a-half, 2017 and '18, with a fairly
12 large group of representatives from the County Counsel's Office
13 and developed a study methodology and came to some realizations
14 about the proper way to do this study that I thought made it
15 potentially very valuable.

16 MR. DEIXLER: And tell us a little bit about how you would
17 have proposed to have the study initiated; in other words,
18 (inaudible) first direct your inquiries.

19 MR. TYLER: Well, if we ask the question what has been
20 lacking in or missing from management, the logical place to
21 start is at the undersheriff level and work our way down toward
22 the deputy level instead of doing surveys and questionnaires
23 and interviews with deputies.

24 If we had decided on the deputy route first, which I
25 had in my mind for about a week before I thought more clearly,

1 we would have created just one more giant batch of resistance
2 and potentially some bloodletting because there'd be very
3 little -- the deputies would be justified in thinking or
4 saying, "What's up with that? You always blame the deputies.
5 You always blame the line level. Just like in any
6 organization, rolls downhill 'til it comes to the bottom guy,
7 and it's his fault somehow."

8 And while that doesn't cow me into thinking we
9 shouldn't do it, that inspired me to think about, "Well, isn't
10 there somebody else we should be talking with?" And it's the
11 managers.

12 So the point to starting with them is to start to
13 build a leadership team -- I said teamwork was one of the major
14 aspects or elements of what I believe something that could work
15 or be more effective than what we've done in past history --
16 build a leadership team that's cohesive and raise awareness
17 about management's role with respect to the deputy subgroups,
18 which I will admit, as a former manager, all of us have a sense
19 of -- or I mean, a share of the responsibility for being
20 insufficiently attentive to this issue. We've got umpteen
21 reasons for it, and some of them are valid, but none of them
22 really explain a justification for having it get to this point
23 when there have been a whole series of sheriffs, undersheriffs,
24 assistant sheriffs, captains, and lieutenants, and sergeants.
25 So if we accept the responsibility for missing some bets about

1 addressing the problem, now is the time we can correct it.

2 And the questions that I had devised for the
3 interviewer intended to be the basis for deep introspection
4 about that issue on the parts of the interviewees, which would
5 be, at the time, Undersheriff La Berge and the four assistant
6 sheriffs, to begin with.

7 MR. DEIXLER: Could you just give the commission a feel
8 for the methodology, the question type that you would have
9 asked in the circumstance and how you would have gone about
10 this?

11 MR. TYLER: I have a lot of experience in facilitating
12 discussion groups. So I wrote questions that would facilitate
13 discussion. Not yes/no answers, but --

14 MR. DEIXLER: Let --

15 MR. TYLER: Oh, I'm sorry.

16 MR. DEIXLER: -- let's hold up a second and -- and -- and
17 let the distraction go --

18 COMMISSIONER GIGGANS: Sorry.

19 MR. DEIXLER: Not a problem.

20 MR. TYLER: Right. I like the song. Okay?

21 So anyway, I wrote questions that would elicit
22 discussion rather than pat, simple "yes," "no," or "I don't
23 know" answers. And it would result in the interviewer -- who
24 initially I had thought would be me because I was deputized to
25 do the project -- between the interviewer and the interviewee,

1 a fellow former executive, who I knew in this case all four
2 of -- or five of, and trusted them to be honest with me and to
3 allow themselves to be introspective about what they could be
4 doing and what we ought to be doing in the future.

5 The questions were -- I don't know if you want detail
6 about the questions.

7 MR. DEIXLER: Well, give us a more sense -- some general
8 sense of what the type questions were so that we could have a
9 feel for it.

10 MR. TYLER: Well, it's a series of questions that take
11 eight pages, double-spaced, and it has to do with initially
12 asking -- and remember, these questions were designed for
13 executives. If we were to interview deputies, we'd change the
14 nature of the questions as appropriate as we get to that point.

15 But for now, they had to do with: Have you ever
16 overseen a unit? What do you know about these groups? What's
17 your -- what's the basis of your knowledge? How did you become
18 familiar with them? At what point in your career did you learn
19 about them? Do you currently have any in your -- under your
20 section of responsibility? What do you -- again -- what do you
21 know about them? How much?

22 The second series of questions was a little more
23 personal, and I had hoped to get a green light on being --
24 before I tell you about that, I want to say, at the beginning
25 of the interview, there was going to be a five-minute spiel by

1 me reassuring a person that this is not an investigation, it's
2 not an inquisition, it's only an attempt to learn. One of the
3 problems managers had is the secrecy aspect. Nobody comes and
4 asks us if it's okay to form a subgroup. Nobody comes and
5 notifies us how successful they've been in building up the
6 membership. So since we're ignorant, this is a genuine attempt
7 to learn.

8 There are deputies who can at least somewhat
9 convincingly express their support for this idea of a subgroup
10 by saying it's good for morale; it's merely a rite of passage;
11 we're not involved in criminal activity of any kind.

12 That's a myth. I'm not saying nobody who's ever
13 gotten a tattoo has never committed misconduct, but I'm telling
14 you, I haven't and I'm proud of my tattoo and it's no different
15 than the military symbols you see that are either grizzly or
16 about death and violence. It's reflective of the danger of
17 ensuring public safety.

18 That rationale, which I've heard from people who have
19 tattoos and are members, is something we have to deal with, and
20 I want to know more about it. I want to know how they can have
21 that mindset in the face of the drawbacks, which, as I said
22 are -- exclusiveness is not good for morale, secrecy is not
23 good for their reputation as members of the group, and the
24 symbol is just -- are not professional. I don't care about the
25 military.

1 So I made sure that the first five minutes would be
2 reassuring. "I want to know about this stuff. I'm not here to
3 judge. I'm here to listen."

4 "Okay."

5 Then part two of the question series was, "Are you
6 now, or have you ever been?"

7 And I was going to make sure, with the Sheriff's
8 concurrence, that the person understood he didn't have to
9 answer that. If he didn't want to say yes or no, he could say
10 "I'd rather not discuss it," and we'd skip over the whole
11 interview series of questions about a person's personal
12 involvement.

13 If they were willing to tell me anything, as I've had
14 people who were subgroup members do, I try to vacuum their
15 brain and make sure we knew all their thoughts about the
16 motivation, why other people join, how they feel about the
17 exclusivity, how the members of the group (inaudible) at the
18 sheriff's stations or the jails or the bureaus where these
19 things have arisen, et cetera.

20 If they didn't want to talk about their own
21 involvement (inaudible) ask the same questions of people and
22 say, "Well, what do you believe to be the case? What is your
23 sense about how the members relate to other deputies?"

24 When I was done with that series of questions, there
25 were two more. One had to do with, again, the peer

1 relationships and the morale aspect of the groups and get in
2 the executive's head or the manager's head about "Does -- do
3 these things concern you that," you know, "there are" --
4 whatever -- "hardly any women? Certain people have said they
5 were excluded because they work a traffic car instead of a
6 crime car. How do you feel about those things?"

7 And the last series of questions was about what can
8 management do to support this study, as controversial as it may
9 be or it may not be if we play our cards right. We're a
10 manager. What can we all be doing to make sure that the study
11 is explained to people at each successive rank correctly so
12 that they understand it's good to talk to us, not bad to talk
13 to us because we're learning?

14 That was the idea of the interview questions.

15 MR. DEIXLER: So -- so -- so that's a -- that's a lead-in
16 to my next series of questions about the elements you've
17 described. Your first element you mentioned was leadership
18 and, with it, teamwork. What does leadership entail when it
19 comes to changing the culture of -- of an organization as large
20 as the LASD?

21 MR. TYLER: Well, first of all, the Sheriff is the top
22 leader of the Department, and he has to establish a message
23 about Issue A, B, or C. In this case, Issue A is a deputy
24 subgroup issue. And the first message I'd expect the leaders
25 to get straight in their head is "Here's what the study is for.

1 We have legitimate reasons for concern. This is not a joke.
2 It's a serious matter. If we don't learn about this and figure
3 out how to respond more effectively to public concern and the
4 lack of public trust about this, then we're going to get" --
5 and then, you know, whatever -- "outside monitor, special
6 master, consent decree, et cetera, et cetera, et cetera, and,
7 you know, our pants sued off of us has been already happening."

8 So a leader in this case, once the sheriff tells us
9 "Here's what I want leadership about," we have not only resolve
10 about getting the right message out -- and initially, the
11 message was to be "The study is legitimate. Please cooperate
12 with whoever is conducting it, and it's an honest attempt to
13 learn. It is not an investigation. As the study proceeds, I,
14 the sheriff, tend to be formulating more definitive reactions
15 to what I'm learning."

16 The second thing a leader needs is energy to talk
17 about it on his own volition, actively, frequently,
18 recurrently, not let it slip onto the back burner. And I'll
19 point out that the issue of deputy subgroups has been on the
20 front burner multiple times when something criminal or
21 inordinately notorious like a fight among deputies went on, and
22 it tends to slip to the back burner when all becomes quieter
23 about the issue. That's management's -- I hate to say
24 "fault" -- but responsibility. Everybody's busy. We're
25 juggling a lot of balls. There are lots and lots of

1 considerations about public safety in the modern world besides
2 deputy subgroups, but that mentality is something we ought to
3 get rid of and start keeping it on the front burner, and that's
4 what a leader would do.

5 MR. DEIXLER: You indicated that the place you would start
6 your questioning would be with the undersheriff. Why would it
7 be important for the undersheriff to first be surveyed?

8 MR. TYLER: Well, for one thing, at the time we were
9 planning this, the undersheriff was Anthony La Berge, and I
10 knew that he had arrived at Lennox Station after I left as a
11 lieutenant and he told me that he'd been invited to join the
12 Lennox Station subgroup and that he turned it down.

13 He told me that years ago. I don't know how it came
14 up. I -- I just -- just I asked him about the Grim Reapers
15 once, innocently, back when he was a commander and I was a
16 chief and I was interested to hear more about the story about
17 how he had the -- take your pick -- courage, temerity, gall to
18 turn down the opportunity.

19 The second reason is because he's at the top of the
20 organization under the undersheriff, and everybody has to be
21 part of a -- I'm going to mention the second word, teamwork, a
22 cohesive team for this to really work in a department with
23 18,000 people and an unknown member -- number of participants
24 in the -- in the problematic groups. So it made sense to talk
25 to him -- him first, and immediately thereafter, the four

1 assistant sheriffs because they're the highest-ranking people
2 in the Department.

3 MR. DEIXLER: Let me ask you: Would you -- would you
4 agree that having a tattooed member of a known subgroup as the
5 undersheriff is contrary to the goal you're trying to achieve?

6 MR. TYLER: It depends. It depends on, in my estimation,
7 the nature of the tattoo. Some subgroup tattoos are, on the
8 surface of it, unprofessional; some are more neutral or toward
9 the neutral. It depends on what that particular leader says
10 and does about the tattoo.

11 If a hypothetical department member who had been
12 promoted multiple times had a tattoo and it became known and he
13 addressed it in a manner that I would consider very positive, I
14 think he could be viewed as not in conflict with department --
15 whatever you said -- policy or department -- what's good for
16 the Department because he could make a lot of positive hay
17 about the fact that he, at his current station and even years
18 ago, renounced his -- whatever it is -- membership or
19 association, doesn't flash the tattoo around, doesn't brag
20 about it, in fact, he's a little sheepish about it. But hey,
21 it's on his ankle and he's not man enough to get it removed, I
22 would respect the guy greatly. And potentially, I believe the
23 two sheriffs that I worked for most recently as undersheriff
24 would've also potentially respected that kind of response.

25 Otherwise, I'd say it's one of the things that's of

1 concern to me because if the person's going to be part of a
2 cohesive leadership team and he's walking around with a tattoo
3 that is unprofessional, that's a conflict of interest, and I
4 don't see how he can be cohesive with the team.

5 MR. DEIXLER: After the undersheriff would be interviewed
6 under the scenario where I'm the sheriff -- I, by the way, add
7 I don't have any tattoos -- what would happen next under the
8 kind of waterfall of interviews and investigation that you've
9 identified?

10 MR. TYLER: Well, you know, we in the working group that
11 did this work between 2017 and '18 had planned to regroup at
12 some point and decide where are we heading from here, but it
13 was clear to me that if we do the interviews, if I do or
14 anyone -- anyone does the interviews of the four assistant
15 sheriffs and the undersheriff, the next step is not more
16 interviews. The next step is a meeting between the sheriff and
17 the interviewed people where they talk about the issue, the
18 interviews, the questions, any conflicts they had about, you
19 know, preliminarily determined destination or message that
20 might go out. They'd talk about the value of the study.
21 They'd talk about whether the interview questions were spot on
22 or should be revised.

23 And after that, it -- meeting occurred, I presume
24 that if the sheriff thought this study was worth continuing
25 that -- in order for the study to begin to transition into not

1 merely a study but an initiative for culture change because the
2 realization too that dawned on me was, "Hey, by merely talking
3 about this, we'll create the Hawthorne Effect." You know, turn
4 the lights up, workers are better. Turn the lights down,
5 workers do better. Why? Because someone is paying attention
6 to them both times.

7 If we pay attention and talk about the paying
8 attention, we're going to have an impact on the culture that
9 we've never had before because we've never done what I'm
10 talking about and that's continuously talk about it.

11 So once the sheriff -- my realization is "My gosh,
12 you know, we can put together an initiative to change the
13 culture by means of this study."

14 And I created a vision in my head anyway for how and
15 at what stage the transition would occur to the point where the
16 sheriff could say, "Here's what we're going to do. I know
17 enough from hearing from my people, and this is the way I want
18 to proceed," with some large degree of definition in -- about
19 which groups are considered inappropriate enough to say we need
20 to disband them, retire them, or whatever. I can talk more
21 about that later.

22 But in answer to your question, after the meeting,
23 the next group of people would be the 14 division chiefs, and I
24 had thought that maybe by the end of 2018 -- very, very
25 ambitious, and I was wrong -- we could get through at least

1 some of the division chief interviews. And, again, a view
2 toward letting them know this is a concern that we're not going
3 to let lie dormant anymore because it never is really dormant.
4 The sheriff's justified in learning more about these. It's
5 compelling because he has to make a decision about what to do
6 about them to respond effectively. So your cooperation is
7 sought. Talk to us about your knowledge.

8 And then after the division chiefs are all 14
9 interviewed, there'd be another meeting where the sheriff can
10 sit with his executive staff group and make himself clear and
11 determine if everybody's really on board or, with help from the
12 assistant sheriffs, spot the people who are dubious about
13 whether this matters. Then the sheriff could make decisions
14 about whether the division chief, for instance, would be
15 effective in this effort or shouldn't be involved as a division
16 chief. Sheriff's prerogative is to use or not use division
17 chiefs and above because they serve at his pleasure. They're
18 not Civil Service protected. This is important enough that any
19 sheriff might decide, well, 13 of you are for me, and one of
20 you is neutral. And if you're neutral, you're against me, so I
21 can't use you as a chief.

22 Now that sounds cold, or maybe it doesn't sound tough
23 enough, I don't know, but that is an option for the sheriff to
24 consider.

25 MR. DEIXLER: After the buy-in, after you have this

1 meeting and -- and the sheriff is satisfied that the assistant
2 division chiefs have -- have bought in, how would it proceed
3 next?

4 MR. TYLER: Well, my thought would be that consideration
5 should be given at that point to getting deputy sheriff-level
6 input.

7 I believe that once it's known that there is a study
8 about the deputy subgroups that genuinely interested in
9 learning about them, there will be members of the deputy rank
10 who are in these groups who will be willing to be interviewed
11 under safe, trustworthy circumstances. And I was hoping to --
12 to have some of those interviews conducted; whether I did it or
13 not doesn't matter.

14 But at the same time, the division chiefs would be
15 asked by the sheriff, in my hopes and dreams, "I want you to go
16 interview your two commanders. You interview your five
17 commanders. You interview your one commander with these same
18 questions. Forget this outside reserve deputy, former-retired
19 guy. Let's have the division chiefs find out where their
20 direct assistant managers, who are running entire divisions of
21 the Department with hundreds to even thousands of people in
22 them, can verify with the commanders where their head is on
23 this. 'Do you think this is a problem?' 'How do you
24 rationalize that it's not a problem?' 'Okay. If it is a
25 problem, tell me what you know about it.'"

1 And, of course, they may find that they have tattooed
2 commanders with tattoos that are not flowers or anchors like
3 sailors used to wear, and they can deal with that in a manner
4 that's non-judgmental but also got to do with the ultimate
5 upcoming leadership message because by the time we're talking
6 with commanders and deputies, the sheriff, I believe, would be
7 impatient to say, "Okay. Fine. Look, we've looked into this.
8 On the surface, from what I know now about the depth of it,
9 such as Tyler's gotten it for me, there's enough concern that I
10 want the message to be..."

11 And then, as you know from the document that I sent
12 you, there's a little writeup about what a sheriff might think
13 makes sense as a message. I'm not the sheriff. I don't
14 presume to -- and I've written stuff for the sheriffs, but this
15 is a very personal and potentially emotional issue, and I think
16 the sheriff should be entitled to phrase the message in his own
17 manner. But the short version was something like these things
18 don't correspond to 21st-century law enforcement. They're not
19 good for morale, despite what I've heard, and the symbolism is
20 unprofessional in at least some cases I verified and so the
21 time has come to retire these groups into the past and leave
22 them there, or something to that effect.

23 I don't think the sheriff is well-advised to say that
24 until there have been at least some interviews of deputies if
25 we can get them. Now, if 8,000 deputies tell us pound sand,

1 well, we tried. But if anybody talks to us, and I've already
2 had people talk to me and allow -- this was before this effort
3 even started, back when I was the undersheriff, I had a
4 sergeant come in and talked to me very candidly about his
5 tattoo, what it means to him, and it was some of the stuff I --
6 I cited earlier about "I'm proud of it. It's a morale builder.
7 It recognizes good, energetic police work. Our symbol's not
8 that unprofessional or grizzly" -- in his mind -- "and, you
9 know, it's -- if you outlaw them, you'll just drive them deeper
10 underground."

11 Well, we need to hear that from at least some people.
12 We also need to hear the extent to which it might be true. I
13 don't know that every single deputy subgroup is secretly
14 planning activities that are considered misconduct. I don't
15 know that I -- in fact, I know that some people got the tattoo
16 practically on a lark and it's not a significant factor in
17 their life, but they feel like you belong to something that I
18 don't necessarily understand.

19 So we don't want to be throwing too many babies out
20 with the bathwater, but at the same time, we don't want -- I
21 mean, I would think that a sheriff wouldn't want to be
22 paralyzed by a two-year study. My thoughts are that the
23 consideration for action that I put together as part of that
24 working group, and since then, I've thought about it -- stewing
25 about the publicity that I've heard more and more about the

1 lack of -- or the impairments to public trust -- that if we
2 interview down to the division chief level and then start
3 getting deputies to talk with us who are willing to, including
4 deputies who don't belong to the gangs, the deputies who tried
5 to get into one and weren't allowed to, I'd like to hear from
6 them too. But that's about the time when the sheriff would be
7 tapping his foot, expecting this study guy to tell him "Can I
8 now say what I want to do?"

9 And by that time, he would be justified in telling
10 deputies and the union "I have enough information to know that
11 what I'm about to tell you is valid and important, and it's
12 actually for everybody's good. So here it goes," and then put
13 something out that's definite.

14 MR. DEIXLER: Talk a little bit about your sense of the
15 involvement or possibilities of having the union cooperate with
16 this kind of investigation.

17 MR. TYLER: The working group I was on recognized right
18 away that if the -- the union -- it's basically -- there are
19 two primary involved units, and it's ALADS and POPA. One
20 represents deputies, the other, sergeants, lieutenants. If
21 they got wind that there was a secret, confidential thing being
22 planned about the deputy subgroups, they would have a negative
23 reaction right away. So we kept our efforts confidential
24 initially and, by some miracle, it remained confidential for a
25 year that some former undersheriff was meeting with a bunch of

1 attorneys to figure what to do about this issue.

2 The point of the confidentiality is we were building
3 to the day when the sheriff himself would go to the union and
4 explain "We're conducting a study. No, no. Not an
5 investigation, not an inquisition, a study. We seek your
6 cooperation. Failing your cooperation, we seek your
7 acquiescence. We're telling you, eye-to-eye, face-to-face, it
8 is not a negative thing. We don't know enough about these
9 things. The public's calling them gangs. We need to know more
10 to be effective about managing the loss of public trust and
11 fairness to the deputies. So please, union, understand when we
12 ask deputies to visit us voluntarily, and they will, it's not
13 an issue about for -- of concern to you. It should be an issue
14 of you're glad we're willing to listen."

15 And hopefully, the unions would at least not fight us
16 on it, not that they'd have a legal basis for it, but they can
17 always use the -- the dispatcher and the star and shield to do
18 what's most popular and that's point out management's failings.
19 So we didn't need that to be done in an unfair manner about
20 this issue. The less controversy about the study, the better
21 it'll work. The more deputies understand "No. Really, it's a
22 study," the more sergeants, lieutenants understand it so they
23 can tell them that. So when this face or some other face that
24 is helping me shows up as a mere reserve deputy, they'll be
25 willing to answer the questions, or at least we'll maximize the

1 chance.

2 MR. DEIXLER: So --

3 MR. TYLER: We wanted to tell the unions in an official
4 manner. Didn't work.

5 MR. DEIXLER: Before --

6 MR. TYLER: Sorry about carrying on.

7 MR. DEIXLER: Well, we appreciate your passion.

8 The -- before we get to the additional elements, I
9 guess I have to ask, how far did this study get before you left
10 the Department? And then I'll ask you about the other elements
11 of mentoring and accountability.

12 MR. TYLER: From July of 2017 to about July of 2018, we
13 worked on -- "we" being the County Counsel attorneys and me and
14 one other department member for a year -- we -- the interview
15 questions that, you know, I wrote out a list of objectives and
16 everybody thought that they were just fine. I wrote out
17 interview questions. Then it became the subject of a great
18 deal of discussion.

19 The County Counsel attorneys are a lot smarter than I
20 am about potential liability, about employee relations issues;
21 by stepping on toes, it could cost us employee lawsuits, which
22 have cost us way too much money, as well as the ones from the
23 public, and so, therefore, there were lots of discussions about
24 interviews, who should be there. Should a County Counsel
25 attorney be there? Can they have a rep if we try and get

1 voluntary interviews?

2 And, therefore, by July of '18, we had not
3 interviewed anyone. It was a plan at that time, now it's just
4 a bunch of considerations, but at that time, it was a plan, and
5 it was derailed because it came to pass that County Counsel
6 members and the sheriff talked about the potential outcome
7 being viewed by the public as a mere whitewash, as "What's this
8 about? They're investigating themselves? Well, I mean, yeah,
9 sure. Who's that -- that guy used to be the undersheriff?
10 How -- how can we trust what he tells us about whether 'Hey,
11 they're not so bad,' or 'hey, only these are the ones that are
12 a problem'?"

13 So it was recommended strongly to the sheriff, and he
14 concurred, that an outside entity undertake the study.
15 Therefore, my efforts were converted to helping the working
16 group interview for consultants. We selected the RAND
17 Corporation. I asked them when meeting whether we could join
18 forces, and they said, "We don't -- we can't be viewed as
19 objective if somebody from the organization we're assessing is
20 polluting our objectivity." So --

21 MR. DEIXLER: And so we -- we have the RAND study, which
22 we're all familiar with.

23 Let me take you back to if you had been able to
24 proceed, and assuming that the sheriff -- I as the sheriff --
25 had taken the advice to heart, I had communicated within the

1 LSA -- LASD my strong commitment to ending deputy cliques, and
2 the message has gotten communicated throughout the
3 organization, how would you ensure that the message, once
4 received, was adhered to?

5 MR. TYLER: Well, first of all, we haven't talked about
6 the third component.

7 And so while we're doing this study, and increasingly
8 as we move down the ranks and especially by the time we're
9 interviewing any deputies, which is early on, in truth, there
10 should be mentoring going on because it's very, very, very
11 possible to mentor deputies about the negative aspects of these
12 groups, the ones that I cited as secretive, exclusive, and
13 symbolized unprofessionally. There's tons of room for
14 mentoring, and at the same time, we're, as a leadership team,
15 being cohesive. There should be an expectation that there's
16 already beginning to be mentoring about it whether it's from
17 the chief level or the commander level or whatever level.

18 MR. DEIXLER: And what do you mean by "mentoring"? Let me
19 try to understand --

20 MR. TYLER: Mentor --

21 MR. DEIXLER: -- better.

22 MR. TYLER: -- a wise and trusted counselor-advisor.

23 Mentoring, accelerating the development of wisdom, broadening
24 an employee's keen foresight and broader perspective, talking
25 about past mistakes the mentors made and others have made so

1 that people can learn from them and, in general,
2 accelerating -- as I said, accelerating the development of
3 wisdom so that the mentee -- I guess that's a term -- is
4 experiencing personal and professional growth and development
5 in the right direction.

6 MR. DEIXLER: Did you prepare a resource guide for
7 sergeants on mentoring?

8 MR. TYLER: I did.

9 MR. DEIXLER: And let me ask that we display at least the
10 cover sheet of that.

11 I'm going to just ask you a little question about
12 "Sergeants' Mentoring Initiative Resource Guide." And who is
13 the sheriff who commissioned you to do that?

14 MR. TYLER: Well, first it was John Scott. He knew that I
15 had been assembling a career's worth of notes about ethics
16 awareness training during my first year of retirement because I
17 felt like I had piles and piles of disorganized stuff that
18 might be of value if I organized it. As I organized it, it
19 began to look like a resource guide or a book. And because
20 John Scott and I had talked about it before, he said, "Get that
21 thing going."

22 So I started using that material to train sergeants
23 and -- and lieutenants in how to affect more productive
24 mentoring on a recurrent basis with -- by talking with their
25 deputies about decisions and conduct instead of at them from a

1 pulpit like they're a minister.

2 And by 2016, when Sheriff McDonnell -- I'm sorry --
3 2015, when Sheriff McDonnell had become the sheriff, I made him
4 aware of it, and he said, "Yeah. Go with it."

5 So I did more training. I finalized that document at
6 some point. He wrote the foreword, and he authorized its
7 publication. By "publication," I mean printing at the Jail
8 Vocational Print Shop. We made several thousand of them up,
9 and I started giving them out to sergeants as I did an
10 eight-hour course with them as I'd piloted at two stations back
11 when John Scott was the sheriff and handed them that book and
12 saying, "Here it is."

13 MR. DEIXLER: This book here --

14 MR. TYLER: "Use it..."

15 MR. DEIXLER: -- it is 182 pages. Some portion of this
16 mentoring guide includes advice on mentoring regarding
17 subgroups and deputy gangs.

18 MR. TYLER: Correct.

19 MR. DEIXLER: Could you just give us a brief overview of
20 what you would do or what you did -- let me withdraw the
21 question.

22 About how many sergeants do you believe were mentored
23 with the use of this document?

24 MR. TYLER: After I developed a team of -- of Mini Mes, a
25 trusted bunch of lieutenants and sergeants who could mimic what

1 I was doing in training groups of sergeants, we got up to about
2 8- or 900 sergeants and lieutenants who went through the
3 eight-hour course in how to use the material in that booklet
4 with deputies.

5 MR. DEIXLER: So talk, if you would, a little bit about
6 what the mentoring would be on the topic of deputy subgroups or
7 cliques.

8 MR. TYLER: Well, much of the material in that guidebook
9 consists of situation narratives, which are interrupted by
10 questions to be asked by the presenter or the facilitator of a
11 discussion about "Deputies Joe and Harry went to this call and
12 here's what happened, and then they had this decision to make."
13 They're all based on real incidents where deputies' judgment
14 was lacking or where it was excellent and where there were
15 consequences that were negative for the public and the
16 Department and the deputies.

17 So the person who's doing their mentoring would take
18 somebody through that -- well, take a group of deputies through
19 that situation at a briefing or in a training session -- there
20 are ample opportunities for doing this -- and get the deputies
21 to talk with each other, try and find peer leaders who will
22 talk about what makes sense to do instead of what the deputies
23 actually did or why what the deputy that looks like the hero
24 did was so smart or so natural or so, "Well, of course, what
25 else would you do?"

1 The more they hear from each other's peers, the
2 better the message sinks in, in my opinion. But failing that,
3 the sergeant is there to point out, well, now here is -- here's
4 the results of Option C and here's the results of Option D.
5 They didn't work so well so why wouldn't a deputy consider
6 Option A, which is maybe the harder, takes longer, or it was
7 more the right thing to do and discuss why. What are the
8 incentives to tell them the truth when you've made a mistake,
9 as opposed to lying because you're terrified of being --
10 looking stupid or caught red-handed?

11 MR. DEIXLER: And how does this all apply to deputy
12 subgroups?

13 MR. TYLER: Well, there's one section in that book --
14 there are 11 sections about issues in law enforcement that have
15 ethical considerations that are sometimes not obvious: Use of
16 force, anger management, power, honesty.

17 One of the sections is titled "Pride, Arrogance, and
18 Counterculture." It is about prides not tempered with
19 humility. Basically, it transitions into arrogance too often.
20 Arrogance among two or more people leads to a syndrome about
21 lionizing the bad guys and starting to mimic them in some
22 cases. And so there's that material, about three pages worth
23 of my thoughts about how things can go wrong about pride and
24 how valuable pride is if it is tempered with humility.

25 And then there's a situation narrative that I based

1 on an actual Sheriff's Department misconduct investigation
2 which is fairly well known, in which it was a textbook example
3 of everything that deputies could possibly think of to do that
4 would create an unprofessional, ill-advised, potentially
5 borderline illegal subgroup, and it is designed to be told as a
6 discussion, not just reading a narrative about a story like you
7 read a fairy tale to a kid.

8 There are points at which the mentor, whom I or
9 somebody has trained, stops and says, "Well, what do you think
10 the deputies did? Here are four symbols they might have picked
11 for their group, and three of them are professional and one's
12 not and that happens to be the one they picked."

13 So the challenge for the mentor is to get the
14 deputies to talk with each other about yeah, you know, it was
15 kind of dumb to have a gun pointing at the viewer and say that
16 it's appropriate to put smoke coming out of the barrel only if
17 you've shot a guy in the line of duty because if a deputy says
18 that, and they start talking with each other after the
19 discussion's over, we're making culture change, I hope.

20 MR. DEIXLER: How -- how important do you assess the role
21 of sergeants in mentoring to help eliminate the deputy
22 gang/clique culture?

23 MR. TYLER: It cannot be overestimated. I don't have
24 words to describe how important. I tried in that book you had
25 up there on the slide a minute ago by writing it redundantly,

1 multiple times, that the sergeants are so important to
2 deputies' welfare and, therefore, to the public welfare that it
3 cannot be overstated.

4 MR. DEIXLER: We've talked about leadership. You've
5 talked about teamwork. We've talked about mentoring. I'd like
6 to ask you about accountability, and who, in an organization
7 focused on eliminating deputy gangs, would be the first line of
8 accountability?

9 MR. TYLER: The Sheriff.

10 As I said, he needs to meet with his assistant and
11 undersheriffs and make sure he's far enough into their heads to
12 reliably trust them. When he's at a meeting he's got to be, to
13 say the right things about the subgroup issue. Whatever he
14 determines are the right things and to do the right things
15 about them once he gets to steps beyond mentoring, which you
16 haven't asked me about yet, but I will let you know is one of
17 the considerations that I listed in the document. So it's not
18 all just about mentoring because I know it won't work for some
19 people.

20 After mentoring comes accountability, which in the
21 case of these subgroups in the past has taken the form of
22 actions taken by management -- administrative actions to
23 disrupt or halt the either existence of or the nefarious impact
24 of Subgroup X, Y, or Z, such as the Jump Out Boys, the one I
25 was referring to earlier. It was clear that there had better

1 not be a Jump Out Boys organization or subgroup within the
2 Gang Enforcement Team anymore because it was a real loser from
3 the day one. Someone should be held accountable for making
4 that message loud and clear so that there are no more Jump Out
5 Boys groups, and that is the entire chain of command that I'm
6 calling the leadership team. If they're a team, they're all on
7 the same sheet of music about the message, which would be no
8 more Jump Out Boys, no more ideas like that, no more creeds
9 that say you can bend the law to -- or break the law to enforce
10 a law, or whatever -- bend it, or whatever they said.

11 And so, you know, accountability starts at the top,
12 but the sheriff cannot possibly even ensure that every one of
13 80 captains is responsibly conveying the same message, which is
14 why he has a tier of managers in an 18,000-person organization.
15 Twenty to 30 commanders and 14 division chiefs, everybody's got
16 to be pulling the same amount of weight about the team idea and
17 about accountability or constantly getting the message out
18 there and for dealing with people who don't respond to the
19 message in a hopeful way.

20 MR. DEIXLER: So -- so yes. Take that as the example,
21 since I think we have about a 50-year history of people not
22 getting the message. How, under accountability -- under your
23 accountability doctrine, would somebody ensure that the message
24 is delivered or there are consequences for not getting the
25 message?

1 MR. TYLER: Permit me to correct one thing. We have a
2 50-year history of some people not getting the message. The
3 majority of deputies, by my rude, unprofessional calculations,
4 are not members of subgroups. At stations where they exist, a
5 sizable number of deputies are not members of subgroups. Some
6 of those deputies, like Deputy Anthony La Berge, turned down
7 the opportunity. So about getting to the ones who don't get
8 the message.

9 MR. DEIXLER: Yes.

10 MR. TYLER: Good grief. I've forgotten the structure of
11 the question. I'm sorry.

12 MR. DEIXLER: So my question is if -- if you have --

13 MR. TYLER: How do we hold...

14 MR. DEIXLER: -- a deputy or somebody through -- in the
15 chain who doesn't get the message --

16 MR. TYLER: Okay.

17 MR. DEIXLER: -- how do you hold that person accountable?

18 MR. TYLER: Okay.

19 Well, depending on the extent to which they're not
20 energetically singing the leadership team theme song, that's
21 not necessarily misconduct, it's lass of -- lack of conduct.

22 But the options for ensuring accountability range
23 from marginalization, not social, but structural. There are
24 places we can assign people that are not quite so mainstream,
25 not quite so likely to become involved with or have a negative

1 impact on the study and the initiative, and they can be moved
2 to those positions. At multiple -- at the deputy rank, there
3 are any number of potential management responses, all of which
4 we've used in the past, as I said earlier, on a small scale
5 when problems erupt and get sufficiently big. There are
6 attentions directed at it for a long period of time.

7 Transfers from units to other units, which can
8 involve disruption to their personal life and is a -- a
9 disincentive to commit misconduct sufficient to get
10 transferred. Most people want to stay at the unit they're in
11 until they choose to go, and they're normally entitled to, but
12 management has prerogatives about transferring, and that has
13 been used in the past and is a potential -- lower evaluation
14 ratings for either managers who are confidentially or secretly
15 saying things to deputies that support the idea of certain
16 subgroups even though the sheriff has said those are the groups
17 I'd no longer wish to have existent.

18 That's really a bad undercutting, but there are other
19 ways to undercut the message without being so obvious, and if
20 the sheriff or the supervisor of that executive detects it, he
21 should be held accountable by a lower performance evaluation
22 rating or not promoted to chief or -- or the next rank,
23 whatever it is, or making his life miserable by telling him how
24 he's failing the leadership team and being honest in your
25 discussions with him when you detect that that ambassador for

1 the leadership team is not doing the right kind of
2 ambassadorship.

3 At the ground level, again, we have multiple, more
4 overhanded, more severe administrative actions that can be
5 taken beyond mentoring if it's necessary for people who just
6 aren't openminded to the message and to the mentoring, and I've
7 named some of them, evaluation ratings -- the same things we
8 talk about for --

9 MR. DEIXLER: Does -- does -- does all accountability,
10 though, sort of start with the sheriff who has to send the
11 message and ensure that this message is going to be followed?

12 MR. TYLER: I can't think of any way to say it but, yes.
13 I mean, if the sheriff's not part of the team, it's like the
14 team doesn't have a head.

15 The undersheriffs -- now, that's an important rank,
16 but he's only the sheriff if the sheriff's out of town or ill.

17 People are going to look to the sheriff, who is just
18 phenomenally highly respected in that avenue. No matter how
19 many jokes people might tell about him, that position is worthy
20 of great respect; and if he's not the main cheerleader, I mean,
21 he'd better have cheerleaders that can yell as loud as he can,
22 but he needs to be yelling as loud as they are, in my opinion.

23 MR. DEIXLER: Let me raise with you some specifics that
24 others have discussed with the commission or in interviews for
25 the commission. We've had two witnesses who felt the problem

1 at certain stations such as East LA, Compton, and Century, that
2 the solution was burning the stations down and starting all
3 over. I -- I assume you're not an advocate of -- of burning,
4 but how would you approach the stations that are at the core of
5 the problem and have been for years or decades?

6 MR. TYLER: Okay. First of all, the person who advocated
7 burning them down, I'm just wondering if that person believes
8 that by starting over there automatically would not be a deputy
9 subgroup in 10 years. My fear is or concern is that there
10 would be. I don't know why. I'm not a sociologist; I'm not a
11 psychologist.

12 That's why the study intrigues me because there's
13 something about stations that are what we call "faster."
14 Stations that are in higher-crime areas, stations that have a
15 policing jurisdiction with more crime problems, more violent
16 crime than property crime or disproportionate amounts compared
17 to other stations, and they're tough to work in many ways.
18 They're also desirable to work at because you learn so fast,
19 and they're exciting. Lennox is one of them. I was there
20 because I wanted to be there because I wanted to learn fast and
21 have a lot of stuff happen that I could test myself with.

22 I don't know why those are the places where these
23 things arise other than insecurity about something, which is
24 why I wonder about management, in general, or some other factor
25 I don't know about, but burning a station down wouldn't

1 necessarily solve the problem. So we're right back to going
2 into a -- a place where the loyalty to a subgroup and its
3 symbolism is as strong as it is to the badge and the patch and
4 trying to undo it.

5 Well, to my knowledge, nobody's done this yet, but if
6 I -- I picture, at some juncture, at the Sheriff's, probably,
7 direction, "This is the time. Do it."

8 Going into every briefing and ending up having talked
9 to every person in that station without trying to identify
10 who's got a tattoo and who doesn't, I'm just saying a variation
11 of the sheriff's message, which appears -- you know, a
12 suggestion appears in the document, in which a sheriff's the
13 one who's entitled to conceive, write, or initially articulate,
14 but have it parroted by everybody in the chain of command down.
15 And whether the captain is accompanied by division chiefs or
16 commanders or whether he just goes in there with a couple of
17 lieutenants or whether he goes in alone and says, "Subgroups --
18 our subgroup here does not compute anymore in the 21st century.
19 We managers have cast a blind eye to an extent, maybe even
20 approved them in some cases, maybe we've winked at them, maybe
21 we've taken them on and failed, maybe we've expressed ourselves
22 poorly, but tonight, I'm going to express myself well and
23 clearly.

24 "I'm imploring you to have it be the case that there
25 is no longer a group at this station called" -- pick your

1 favorite. "I cannot have them at the station anymore. The
2 symbolism is hideous. I'm -- I'm open to anybody's input about
3 how it looks like the military one for the Big Red One or
4 whatever -- 101st Airborne -- but my sense is that it's
5 unprofessional to have a depiction of death for our Sheriff's
6 Station; therefore, I'm begging you to retire the thing
7 volitionally.

8 "Those of you who have the tattoo, I'm not asking you
9 get rid of it, just keep it covered, and don't flash it around
10 anymore.

11 "Those of you who are members or have considered
12 yourself even leaders, I'm asking you to no longer consider
13 yourself a member of the group.

14 "Those of you who aren't, I'm asking you to help be
15 leaders, and not overtly, necessarily, but slyly,
16 confidentially or gently talk to your partner deputies about
17 why it makes sense that these things not exist here anymore."

18 That kind of a conversation with a group of deputies
19 at Lennox or Temple, the two stations I worked at, potentially
20 would fall on some percentage of deaf ears. Maybe I'd have an
21 impact on, what, 10 percent of the group members, 20, 30? Am I
22 dumb enough to hope for 50? I don't know. I have no way of
23 knowing initially.

24 Once everybody gets the word though, if I take my
25 thumb off, then I might as well be a criminal as far as I'm

1 concerned because once we've decided on the leadership team and
2 the constant, redundant mentoring, we've decided on making sure
3 we're accountable for keeping that message out in front. No
4 deputy's going to rest 'til I'm pretty convinced there are no
5 more recruitment efforts to become a member of the group.

6 I imagine I'd have a string of people coming to my
7 office singing the blues, or I'd probably have civil claims
8 from deputies who are violating their -- I -- who knows what.
9 We don't know because we've never tried it.

10 But at the stations you asked about, the ones where
11 they're entrenched and have been for years, there's a large
12 group of deputies there who don't belong to the groups and do
13 not have the tattoos.

14 Once I've communicated my heartfelt request or
15 begging or imploring, I watch what happens, and I ratchet up as
16 necessary. I need my commanders' support about some decision I
17 want to make. I can count on it because the Sheriff created a
18 leadership team that has tested integrity. I won't have some
19 commander who says, "Look, I got a tattoo, and it doesn't
20 bother anybody. So what are you so jacked up about?"

21 MR. DEIXLER: So it -- it -- for you, it is still
22 leadership, mentoring, accountability, teamwork, and not
23 burning down the station. Is that a fair summary of your point
24 of view?

25 MR. TYLER: Correct. Yes, that's correct.

1 MR. DEIXLER: Let me ask you about another -- another
2 suggestion we've had from some witness that new academy of
3 graduates not go first to jails, but rather serve as Patrol
4 deputies, a team with highly-regarded mentors for the purpose
5 of seeing every encounter as not a battle with an enemy but
6 rather a way to serve the public. How do you react to that as
7 a means of trying to tamp down or eliminate the gang culture?

8 MR. TYLER: The sheriff's department looked at a variety
9 of options to minimize the amount of time deputies are forced
10 to stay in Custody at the beginning of their career. I -- I
11 did three years and ten months and now -- or -- at some
12 junctions after that, people were doing two years or one year
13 and then later it was seven years, and I don't know what the
14 deal is there, but the jail has to be staffed.

15 I -- I know we've tried a variety of different ways
16 to do a variation of just flipping everything and saying,
17 "Okay. All you new guys, go out there and then stand by
18 because after two years you're coming back to the jail and
19 you're going to work there for seven years."

20 And I don't really have the authoritative information
21 about custody and staffing to give an authoritative answer. My
22 reaction is if it would work, and I had some evidence that it
23 would have an effect, I'd be for considering it much stronger.

24 But I work -- came out of the jail in 1979 with no
25 such attitudes. I'm just one of hundreds to thousands of

1 deputies who have come out of the jail without a jaundiced view
2 of humanity just because you were guarding inmates for three or
3 four years.

4 MR. DEIXLER: You were never a Jump Out Boy?

5 MR. TYLER: No, I was not --

6 COMMISSIONER BONNER: He -- he was never a 3000 Boy.

7 MR. DEIXLER: Yeah. 2000 or --

8 COMMISSIONER BONNER: 3000 Boy; right?

9 MR. TYLER: No, I wasn't.

10 MR. DEIXLER: And you never had a tattoo?

11 MR. TYLER: You know, I -- I -- I know this may sound
12 incredible, but I have never knowingly worked in a unit that
13 had a deputy subgroup. Lennox did not have one when I was a
14 deputy there. Lennox did not have one when I was a sergeant
15 there. Now, I took an oath; I'm virtually sure that they
16 didn't.

17 When I was a lieutenant, I went back there a year and
18 a half after, I think, being a sergeant there, and I -- or two
19 years -- and I detected a change in attitudes and stuff. Never
20 heard the word "Grim Reaper," but I had a bad feeling that that
21 might have been in the mid-1980s when that group got invented.

22 When I went to Temple, even though there had been a
23 history of that little cartoon character, the Tasmanian Devil
24 being their mascot, I knew that that had been emasculated by a
25 previous captain and that if there were a Tasmanian Devil

1 symbol in the building, it wasn't meant to be a statement of
2 we're the best deputies here, but kind of a mascot for the gym.

3 MR. DEIXLER: Well, let's put a pin in that. Perhaps one
4 of the commissioners would want to follow up with some
5 questions --

6 MR. TYLER: Oh, okay. All right.

7 MR. DEIXLER: -- at their -- at their time. I -- I'm
8 going to guess maybe they will.

9 One of the many recommendations of the Citizens
10 Commission on Jail Violence, of which Judge Bonner was a
11 member, was that deputies be more frequently rotated so as to
12 break up affinity groups and minimize the prospect for
13 subgroups in any station. How do you assess that as a strategy
14 based on your 42 years?

15 MR. TYLER: First of all, you mean rotated within the jail
16 facility or rotated between jail facilities?

17 MR. DEIXLER: (Inaudible) --

18 COMMISSIONER BONNER: Between stations. Between stations,
19 sir.

20 MR. TYLER: Okay --

21 COMMISSIONER BONNER: Moved out of stations, rotated.

22 MR. TYLER: Okay.

23 COMMISSIONER BONNER: Yeah. There's -- we've already done
24 that in the jails, and that was -- had a real effect, I
25 believe, against the 3000 Boys and 2000 Boys. I'd like to hear

1 whether you agree with that statement.

2 We're really talking about rotation as -- which is
3 transfer also. So I think you're -- you're using a term that
4 he's thinking jails, and we're -- we're thinking --

5 MR. DEIXLER: (Inaudible.)

6 COMMISSIONER BONNER: -- rotation in the sense of -- of
7 transfer.

8 MR. TYLER: Oh, yeah. Well, I -- I'll use the term
9 "transfer."

10 You mean as a matter of regular course, rotating
11 deputies in and out of sheriff stations and/or jails; right?

12 MR. DEIXLER: We'll focus on rotation or transfer between
13 stations --

14 MR. TYLER: Okay. All right.

15 MR. DEIXLER: -- every two or three years.

16 MR. TYLER: You know, there are drawbacks and there are
17 advantages, and I've -- I know that somebody had testified
18 about that being a practice in another agency. I'm openminded
19 about that.

20 You know, the traditional thing to think about is
21 that deputies go to stations they want to be at. They
22 configure their brains about how far from home and where, the
23 community and what they like, and then they become part of the
24 community to the extent we can encourage that to happen and
25 that's all on the good for keeping them there. But facing the

1 issue that we're facing, I can understand how having it be a
2 regular matter of course instead of an occasional, like,
3 transfer for cause because of misbehavior -- you're talking
4 about just transfer on GP, general principles. I can see how
5 that might have a good effect on stations where the subgroups
6 are the most problematic because it would depopulate their -- I
7 don't know -- their most fundamental people.

8 My next concern would be to what extent would that
9 affect the incoming -- the -- the station to which you're
10 going? Right now, I don't think there's anything called the
11 "Crescenta Valley Whatever." I don't know if there'd become
12 one because 17 guys from an inner-city station end up going
13 there. I -- I just don't know.

14 I'm not averse to -- I mean, I wouldn't be averse to
15 experimenting with that idea after we cut through all the
16 employee relations stuff about transfers that are not
17 requested. But it's this horrific consideration if -- among
18 the many things we could do either along with mentoring or
19 instead of, if mentoring doesn't have a decent effect in a
20 quick order of time.

21 MR. DEIXLER: Let me move on.

22 We've -- we've interviewed witnesses who feel
23 strongly that, like the LAPD, strong leadership, good
24 mentoring, accountability are all fine, but what is really
25 necessary is the oversight by a federal judge to ensure the

1 department leadership has its feet held to the fire.

2 How do you evaluate the value of a consent decree
3 supervised by a federal judge and a monitor as the best way to
4 achieve elimination of these gangs?

5 MR. TYLER: We've had more than one settlement agreement
6 and consent decree in my department experience. Every time
7 we've had one, we've ended up working with, not against, the
8 monitor, to -- to my knowledge. I -- I know some of the ones I
9 was personally involved in, we worked with the monitor. We got
10 a lot of good stuff done. When the monitoring period was over,
11 we were able to sustain our reform efforts for some period of
12 time, but I also know that, on occasion, we haven't. We've
13 backslid or slipped. I think that if it's necessary, then the
14 monitorship, however painful or however potentially
15 embarrassing it is, can be helpful. I've seen it be helpful.

16 But if there were a federal monitor appointed today
17 to the Department about the deputy subgroup issue, and if he
18 ordered us to do everything legally appropriate and severe,
19 most dramatic kinds of things to break up the gang, the groups,
20 or whatever, I'm saying that leadership, teamwork,
21 accountability, and mentoring would still be vital because I
22 want the deputies to think beyond the end of their nose about
23 the effect these groups are having on public trust and not have
24 them drop their membership in a subgroup because they were told
25 to, rather because they figured out it wasn't good for them,

1 their families, the public, or the Department.

2 MR. DEIXLER: You spent an inordinate amount of time
3 writing documents that express in more detail than you provided
4 today your belief on these issues. I've distributed to the
5 commissioners one document entitled "Background Information
6 About LASD and Deputy Subgroups." Is that a document of which
7 you were an author?

8 MR. TYLER: Yes, it is.

9 MR. DEIXLER: And does that set forth your views of the
10 background issue that informs your strategy to attempt to fix
11 this problem?

12 MR. TYLER: Well, it primarily details my awareness of
13 efforts to deal with the deputy subgroup issue in the past. I
14 originally wrote it when I first started hearing from Board of
15 Supervisors members and other people in the public that we'd
16 never done anything, when I knew we had.

17 As I pointed out in that document, I didn't list
18 everything that we might have done. I don't know everything we
19 might have done. I'm not that old, and I'm not that widely
20 experienced, but I had some pretty special examples of efforts
21 on the parts of specific individuals. I was aware of which
22 things I had had a hand in, and so I -- before I left -- so I
23 represented those in there as among the efforts that the
24 Department had undertaken to address the issue.

25 MR. DEIXLER: And -- and another --

1 MR. TYLER: But it's not comprehensive as it --

2 MR. DEIXLER: Right.

3 MR. TYLER: -- is accurate.

4 MR. DEIXLER: And a second exhibit, which I have placed
5 before each of the commissioners entitled "Considerations for
6 LASD Action Concerning Deputy Subgroups," is that a document
7 that you were the author of?

8 MR. TYLER: Yes, it is.

9 MR. DEIXLER: And does that set forth accurately and in
10 some detail your strategy for addressing the deputy subgroup
11 problem?

12 MR. TYLER: I -- I titled it "Considerations for Action."

13 I -- I'm not a reserve deputy even now. I haven't
14 been in the Department for four years, and I do not feel that I
15 have the standing to develop a plan or proposal. It's a whole
16 bunch of thoughts that came out of that study we started and
17 out of here about where it could go profitably that are still
18 viable today if anyone is interested.

19 MR. DEIXLER: Pardon my asking, but you spent an
20 inordinate amount of time on this, as I've mentioned before,
21 thinking about these problems, and particularly since you've
22 left the Department. Are you being paid for the time that you
23 have spent on this project?

24 MR. TYLER: No.

25 MR. DEIXLER: Why are you spending time doing this, sir?

1 MR. TYLER: Well, I've been interviewed by RAND, by
2 Mr. Kennedy, by various attorneys in lawsuits, by -- I don't
3 know who -- but because -- primarily because the tattoo
4 committee, which we haven't even talked about, that I oversaw
5 for a couple years and this study and potentially partly
6 because of that booklet you showed.

7 So my brain's been cogitating on this stuff all that
8 time, and I am highly distressed about the controversy that
9 swirls around my beloved former organization. I don't even
10 feel like its former. Most of us don't when we leave, even if
11 we're officially -- guys are cut. And I love police work. I
12 love the concept of what we do in society. I love the whole
13 idealistic picture of a stalwart person who's enforcing the law
14 that is incorruptible and always civil with the public and
15 polite and can get his job done without one degree of
16 unreasonable force and understands how to talk people to jail
17 in every possible case without clobbering them. And these --
18 some of these subgroups seem inimical to that love.

19 And so because I'm a former manager who feels that,
20 just like everybody else, to some extent or another, I was
21 insufficiently attentive, not that I ever worked a place that
22 had one of these groups that I recall -- know of, but just that
23 as a manager, collectively, we all potentially could have done
24 better, certainly can do better, and because present just ended
25 a couple of split seconds ago; so now we only have the future

1 to consider, and those considerations for action matter to me
2 that they be evaluated.

3 It doesn't matter at all to me if somebody thinks I'm
4 full of hooey, and I don't have an ego thing with this. I'm
5 not interested in pay; I only care about the Department. There
6 are people in that agency that are suffering about this
7 reputation damage caused by some of these groups, and it's not
8 that they're mad at any individual specific deputy, it's just
9 the whole darn thing's big and it's a problem, and we -- I'm
10 hoping some of those ideas might help someday in the future.

11 MR. DEIXLER: And help the public.

12 MR. TYLER: And it's worth it to me to try -- yeah. And
13 the public's the whole purpose. I don't say "public trust"
14 like it's some buzzword. It has to do -- I'm looking at people
15 that I know are dying to get this mic out of my hands -- thank
16 you for acknowledging that.

17 I put together -- I was on that working group that
18 formed this body. Okay? People came in public hearings and
19 described situations, some percentage of which were 100 percent
20 valid wherein deputy sheriffs had done unprofessional things,
21 were very hurtful to them, and it's excruciating to hear
22 especially when I have reason to believe they're telling every
23 bit of the truth and they're not shading it or exaggerating it.

24 I -- I care enough to help if I can. If it's
25 something I know something about, I normally say yeah instead

1 of no, if I can, and I'm retired and happily -- very incredibly
2 lucky to have a retirement salary so money is not an issue to
3 me. What is is making things better if I can. If I can help,
4 I will.

5 MR. DEIXLER: Thank you for your testimony and for your
6 service.

7 I pass the witness.

8 MR. TYLER: Thank you.

9 CHAIR KENNEDY: Commissioner questions?

10 Irma.

11 COMMISSIONER COOPER: Thank you for coming today.

12 I noticed you mentioned several times about
13 accountability and the sheriff being at the top and the
14 message. I'm really concerned about how you felt about the
15 message because with my military background, commanders give an
16 order, and they expect them to be followed. And if they don't
17 get followed, then the commander is expected to take action,
18 because if they don't then the general will take actions on the
19 commander.

20 So my concern is the fact that accountability -- the
21 message not getting out, holding people accountable, even
22 though you mentioned several times there was a lack in
23 management, but yet there was -- the accountability was just
24 too soft.

25 You mentioned begging or asking them to stop. Where

1 does telling them to stop and then holding them accountable --
2 I'm very concerned about the language because if you just say
3 "Please, I'm begging you to stop," nothing's going to happen.
4 You need to tell people to stop. "This is my expectation, and
5 this -- and if it's not done, I'm going to hold you
6 accountable." So I'm getting sort of mixed messages from
7 leadership, accountability.

8 And then you mentioned the -- the -- the stations
9 that had more problems. Why wasn't more psychologists, social
10 workers, and people put in there to help with that mentoring
11 that you called to -- to keep the message out front? I'm sort
12 of concerned about how that sort of worked within this
13 Department as you were working on this study.

14 MR. TYLER: Okay. Well, gosh. There were three questions
15 in there. I'm going to try and do them all but tell me when
16 I've talked too long.

17 First of all, when I role-played a captain imploring
18 his deputies to bust up the group volitionally, Mr. Deixler was
19 concerned about how long I talk, and I -- with good reason
20 because I probably violated his expectations already, but I
21 will re-emphasize "When does the accountability part kick in?"

22 "The next week."

23 After he starts getting the stream of deputies coming
24 in saying, "Captain, you're full of garbage. We're not going
25 to be -- you've been here two years, and you're going to be

1 gone in another two years, and we're going to have a gang
2 to --" whatever.

3 There's going to be some accountability. There's
4 going to be marginalization, and he's not going to have a
5 trainee assigned to him anymore. He's going to be transferred
6 if necessary. He's going to be put in a different job where he
7 can't affect people in the manner that has -- has taken place
8 in the past.

9 So the reason that the word "accountability" is in
10 there is to make it clear that the considerations for action
11 include the kind of thing you're talking about, giving orders
12 and expecting them to be obeyed and, you know -- what do you
13 call it? -- sanctions if -- or not, which include discipline
14 and include lower evaluation ratings and include denial of
15 promotions and include termination from employment in the most
16 dramatic cases, potentially. There's mention in there about
17 the new Penal Code section about mandatory terminations for
18 officers who join groups that are exclusive and, therefore,
19 violate the rights of people of whatever, you know, protected
20 classes.

21 CHAIR KENNEDY: Law enforcement gangs, as the statute
22 says.

23 MR. TYLER: Correct. Yeah. To -- of 13670 Penal Code,
24 new statute.

25 That's enforceable if there is evidence that -- and

1 its investigable -- if there's evidence that someone as a group
2 now -- I mean, it's my understanding that they are exclusive
3 and not everybody gets to play. And if some of those decisions
4 about who's in and out are based on race, creed, color,
5 nationality, religion, et cetera, et cetera, they're ripe for
6 termination.

7 COMMISSIONER BONNER: I'm sorry. I can't really hear the
8 witness --

9 COMMISSIONER COOPER: (Inaudible) termination --

10 COMMISSIONER BONNER: -- I can't -- I can't -- I'm sorry.
11 I just can't hear the witness very well because --

12 CHAIR KENNEDY: (Inaudible) speak into the mic.

13 COMMISSIONER BONNER: -- he's speaking right at you and...

14 MR. TYLER: They're ripe for a termination is what I last
15 said. Okay. So that -- that component is in the documentation
16 that I supplied as considerations.

17 About the past, I'm -- I have a lot of knowledge
18 about some things and have some knowledge about maybe a lot of
19 things but I sure don't have all the knowledge about
20 everything.

21 At the station that used to be called Lynwood, which
22 polices that city and the adjacent county areas and is now
23 called Century Station, policing the same area and some more
24 county areas, there have been at least one or two instances,
25 about which I know very little, where there was very special

1 managerial focus on those stations because of either the
2 Vikings, the Spartans, or the Regulators.

3 Am I okay on this?

4 COMMISSIONER BONNER: Yeah. I can hear you now.

5 MR. TYLER: Those three groups were associated with that
6 policing area over the past -- excuse me -- past 40 or 50
7 years. I don't know the details about what was done about
8 whether psychological services was brought in. I'm not saying
9 they were. I just don't know so I can't answer your question
10 very well. And you're right. I did cite, you know, management
11 hasn't been sufficiently, successfully attentive to the
12 big-scale picture. So all I can say about why didn't you
13 X, Y, Z is mea culpa. Speak for hundreds...

14 COMMISSIONER COOPER: But the -- the higher groups, the --
15 the undersheriff, those are nonunion people; right? So
16 management --

17 MR. TYLER: Mostly, yeah. Yes.

18 COMMISSIONER COOPER: -- should be able to take action
19 without a union telling them what they can and cannot do?

20 MR. TYLER: Correct. But we also get told what's legal
21 and what's ill-advised by attorneys who advise us about very,
22 very complicated and protective arena of employee relations.

23 So there -- as Mike Gennaco testified -- I watched
24 his stuff, I know him -- it's not always as simple as directly
25 addressing what's perceived to be unfairness or some nexus to

1 misconduct between the symbol on the ankle and the misconduct.

2 COMMISSIONER COOPER: Uh-huh.

3 MR. TYLER: It's often -- it's usually very difficult with
4 the -- in the case that I talked about, the Jump Out Boys,
5 which is in that booklet, it was easy. They put stuff in
6 writing and left it in the trunk of a radio car and somebody
7 found it. But for the most part, to the best of my knowledge,
8 there's not a lot of stuff in writing that management's ever
9 going to be privy to.

10 Ordering them to give it up, who would we order? I
11 mean, if it's in somebody's house, we're not going to end up
12 getting a search warrant for it, most likely, so...

13 I mean, there are challenges for managers who try to
14 do something. Century had a massive -- Century Station had a
15 massive infusion of some of the highest quality supervisors and
16 managers. I believe that this occurred when Sheriff Baca was
17 in office. At some juncture -- I'm not sure that's right. I
18 don't remember whether it was Baca or Sheriff Block -- but
19 because of the concern about, at the time, the Regulators, the
20 Sheriff hand-picked a set of lieutenants and sergeants to send
21 there en masse put on every shift. I knew at least two or
22 three of the people very personally. I knew they are the
23 cream-of-the-crop supervisors. They will be promoted soon.
24 And so they're just the kind of bullet we need to go in there
25 and, you know, do the military-style stuff about misconduct

1 and, if necessary, about the deputy subgroup issue, which was
2 implicated, I believe, in the things you typically hear:
3 Controlling the station, the captain doesn't run the place, the
4 deputies do, the Regulators, or whoever, the scheduling
5 deputy's a member, blah, blah, blah.

6 And there were, at least on two occasions I'm
7 generally aware of without remembering dates and people,
8 large-scale transfers from that station, or from those two --
9 Lynwood and Century. Same policing area, two different
10 stations.

11 So those -- for want of the better way to put it --
12 hammer-type techniques are certainly available. But they
13 happened. The excellent sergeants, lieutenants did a year to
14 a year and a half there, they went and got their richly
15 deserved promotions, they didn't likely promote and remain.
16 They probably got transferred elsewhere where they were needed,
17 and I'm not saying these subsequent sergeants, lieutenants were
18 deficient, but over time, we got to today.

19 So the mass transfer-hammer approach is a sound
20 approach for an immediate problem, but the long-term issue
21 about how this happens, why is it phenomenon, the sociological
22 aspects about which I'm no expert, I think we should be trying
23 to take a bite out of, at the same time, the federal monitor,
24 if he's in the -- in the cards, tells us what else to do.
25 I'm committed to this approach because I know that talking with

1 deputies about conduct and decisions is more effective than
2 telling them do right and be good and no more talking about it.
3 Just get out there and do your job.

4 This is a very, very, very complicated job. I mean,
5 street police work and jailing are very complicated. There are
6 rules that are available to break that are fairly detailed and
7 sometimes inconsequential seeming are many and varied, and I've
8 made mistakes out there that are in good faith that weren't so
9 hot. It's kind of a scary job in terms of not getting shot but
10 looking stupid or dumb and not knowing exactly the right thing
11 to do. Talking with deputies in advance of making those
12 decisions does help, and I can tell you that without a
13 sociology degree.

14 CHAIR KENNEDY: I want to get to everyone's questions.

15 MR. TYLER: Okay.

16 CHAIR KENNEDY: Irma, did you have more?

17 COMMISSIONER COOPER: No.

18 MR. TYLER: Okay.

19 COMMISSIONER COOPER: No.

20 CHAIR KENNEDY: Rob, you had a question?

21 COMMISSIONER BONNER: You know, I'd like to say one
22 question. I -- I actually really appreciate the thoughtful
23 and -- and insightful testimony that you've given to this
24 commission, Mr. Tyler. I think you -- you nailed it when you
25 said that, you know, a big part of the problem here is the lack

1 of sustained attention on the part of management to the deputy
2 clique/gang/exclusionary subgroup issue. And I think you
3 also -- you know, you've made it very -- very plain that
4 what's -- what -- what is desperately needed is leadership at
5 the highest levels of the Sheriff's Department that, you know,
6 makes the goal clearer. And the goal, you know, I -- I --
7 seems to me, you're -- even you're temporizing a little bit
8 here, but the goal has to be to eradicate deputy cliques,
9 gangs, exclusionary subgroups, and we know what they are.

10 We know what -- by the way, you said the symbols are
11 unprofessional. Their names are unprofessional, sir. The
12 Banditos is not a professional name for law enforcement
13 group -- the Executioners. I mean, it's -- I mean, it's
14 ridiculously unprofessional, and you're right; it's inimical to
15 the best interests of the Sheriff's Department.

16 You know, I -- I'm here because I want the Sheriff's
17 Department of LA County not just to be the biggest sheriff's
18 department in the country; I want it to be the best sheriff's
19 department in the country. I want it to be among the best and
20 finest and most professional law enforcement organizations in
21 the country, and I know you do too, by the way, and that's why
22 you're here.

23 MR. TYLER: Yes.

24 COMMISSIONER BONNER: So I just want you to know we --
25 we're -- we're identifying here but...

1 MR. TYLER: I understand.

2 COMMISSIONER BONNER: I guess that the root of my
3 questions would be, you know, you -- you talked about, you
4 know, imploring people to do things. You alluded to that. You
5 talk about, you know, you could be a member of the Executioners
6 right now and, you know, and unless you commit some misconduct,
7 well, it's okay to be a member of the Executioners; it's okay
8 to recruit other people to be members of the Executioners.
9 That's not acceptable.

10 So if you read -- I all -- I'm going to ask you --
11 first of all, I should ask you, and when you answer my
12 question, I want to know whether you've read the proposed
13 policy of the Civilian Oversight Commission that would make it
14 as a matter of policy in the Sheriff's Department that it would
15 be -- and subject to discipline -- for any person to become a
16 member, join a deputy clique or gang or sub -- exclusionary
17 subgroup or solicit others to do that, and if they did that,
18 you don't have to show further misconduct. Just that -- I'm
19 not talking about past; I'm talking about in the future. That
20 sends a strong message, does it not, that it's just not
21 acceptable. It's no longer acceptable in the Department. I
22 don't know why that policy wasn't adopted by Sheriff
23 Villanueva, but it wasn't.

24 But what -- why wouldn't you -- or would you? --
25 how -- what would be your comments on just being very clear

1 about this to everybody in the Sheriff's Department that
2 these -- these organizations, these -- these subgroups, which
3 are exclusionary, and by the way, not just exclusionary, by the
4 way, you know there are insubordination that goes on all the
5 time with these subgroups; right? They -- they control the
6 assignments in some of these stations. They control who gets
7 training.

8 In any -- in any event, I'm asking you, basically, in
9 terms of accountability, why don't we have a policy in the
10 Sheriff's Department that just flat out prohibits joining,
11 participating in, or recruiting others to join these deputy
12 exclusionary subgroups?

13 MR. TYLER: How much time have I got? Really. I mean, I
14 need --

15 COMMISSIONER BONNER: Well, we can have a side meeting
16 after this, but --

17 MR. TYLER: All right.

18 COMMISSIONER BONNER: -- but try -- try to be...

19 MR. TYLER: I've not seen the proposed policy.

20 We tried to write a policy that addressed cliques and
21 tattoos when Sheriff Scott assigned me to attempt to do that in
22 2014. It's mentioned in your document there. The group worked
23 on it -- your next witness was a member of it -- for
24 a year-and-a-half or two. We had multiple versions. They were
25 submitted to the County Counsel's Office. There were cited

1 problems with First Amendment issues that caused us to pause
2 and rethink it. We ended up with a very different kind of
3 policy draft from what had initially occurred, and it still
4 wasn't viewed as the ideal thing to put out in that manner. In
5 other words, I failed, so...

6 COMMISSIONER BONNER: But it failed because County Counsel
7 said it was --

8 MR. TYLER: I'm not blaming --

9 COMMISSIONER BONNER: -- you couldn't constitutionally...

10 MR. TYLER: -- I'm not blaming the County Counsel. I
11 refuse to --

12 COMMISSIONER BONNER: Well, who -- who else -- who else
13 are we to blame?

14 MR. TYLER: They've helped us tremendously over decades
15 and me personally, and they represent the County well, and
16 because we don't always agree does not mean that they're the
17 reason why. I mean, to blame the County Counsel for some issue
18 with the deputy subgroups is not --

19 COMMISSIONER BONNER: Well, I'm not talking about over the
20 past 50-year period.

21 By the way, that's an interesting question you raised
22 because County Counsel has often taken positions in civil
23 litigation that have been, I think, counterproductive to
24 getting rid of deputy gangs and cliques within the Sheriff's
25 Department, but let's not debate that.

1 They certainly killed your 2014 policy proposal by
2 essentially saying -- opining it was unconstitutional and not
3 proposing any other alternative policy that you might have
4 considered that would have been equally or more effective than
5 the -- the one that was being discussed in terms of tattoos.

6 Is that -- isn't that a fair statement?

7 MR. TYLER: I suppose that they -- I don't like the word
8 "destroyed," but they did impair the progress, and I submitted
9 to Sheriff McDonnell in my, like, last week in office an
10 alternate proposal, which this group would not find adequate at
11 all, but it was a -- a workaround that I came up with, for what
12 little it's worth, and it's the method of using existing
13 sections and enhancing one other one. But the whole idea about
14 finding people in violation of policy because they are a member
15 of a tattoo -- which we tried -- or because they --

16 COMMISSIONER BONNER: They're a member --

17 MR. TYLER: (Inaudible) --

18 COMMISSIONER BONNER: -- they're -- they're a member
19 that's associated with a deputy exclusionary subgroup that's
20 been identified as -- as -- as -- you know. I -- I'd like you
21 to read our policy, but in a word, can you -- the -- my
22 question to you is why would you be opposed to such a policy
23 being implemented? That is to say --

24 MR. TYLER: Oh, I would not be.

25 You know, if --

1 COMMISSIONER BONNER: Oh, okay.

2 MR. TYLER: -- I don't -- I got to get this out.

3 I'm normally supposed to answer his questions,
4 primarily, but --

5 CHAIR KENNEDY: Yes.

6 MR. TYLER: -- if I gave the impression that all we're
7 going to do is implore these people to not be in the things and
8 then walk away and hope it works, then I misstated the
9 situation and failed my guidance counselor over here.

10 Obviously, I'm trying to get the guys who aren't
11 committed to it to turn into cheerleaders with the leadership
12 teams. I mean, ones with tattoos, like that hypothetical
13 undersheriff who could renounce it wearing it, I want to give
14 him a chance.

15 So a week later, if they don't respond, if the
16 sheriff told the captains here are the -- the six groups or the
17 seven groups, or I don't care what the heck group they are or
18 how innocuous the name, there better not be any secretive
19 exclusionary subgroups, and I -- if I find out they're still in
20 existence in a month, you, Captain, are in trouble, then I'd
21 say the captain should do a lot more than implore them within a
22 week, as I said. I'm not averse to that personally.

23 I started this study before this issue had boiled
24 over due to two different depositions which occurred in 2017
25 and 2018, and that's when the thing came to greater, greater,

1 and greater attention by wider -- wider-spread amount of the
2 public. I certainly understand it. All it means is we were
3 living on borrowed time, we managers, and now it's not just our
4 problem to attend when it boils over and then forget about when
5 we're so busy with other stuff.

6 Because I started then, I was bending over backwards
7 with my interview question series to sell people on the idea of
8 cooperating, I can feel a sea change about the situation. And
9 whether it's a federal monitor or this commission or who the
10 heck it is from outside, if there's some direction that we're
11 not advised against taking by some learned attorney or other
12 factor that I can't guess about in advance of it to eradicate
13 Groups X, Y, and Z, my personal thought would be sir, yes,
14 sir -- got that military reference there -- three bags full and
15 see to it.

16 But the way I would feel that it's right to see to it
17 is to explain the whys and talk with the people involved about
18 the whys. The people who consider these things innocuous and
19 good sport and who never got in a bar fight, didn't get the
20 tattoo when they were drunk and genuinely believe that it
21 accords recognition to deputies who are energetically doing
22 good police work, whether misguided or not, they're entitled to
23 an explanation about why the drawbacks outweigh the advantages.

24 COMMISSIONER BONNER: And I take your point there, and I
25 totally agree with you that you have to understand the

1 rationale for people that actually join deputy cliques and
2 gangs and subgroups, whatever we want to call them. We know
3 what they are, by the way. It's not -- and -- and a learned
4 attorney has opined that it would be constitutional to
5 essentially ban joining or participating in the deputy cliques,
6 gangs, or exclusionary subgroups, that learned attorney being
7 me.

8 But -- but nonetheless, here's -- here's -- here's a
9 question, and then I'll -- I'll -- I'll turn it over to my
10 fellow commissioners. But as I've looked at this thing, you
11 know, one of the things -- one of the reasons I think that
12 maybe management hasn't had sustained accountability here
13 within the Sheriff's Department is the structure of the
14 Sheriff's Department itself, and I -- I would like your comment
15 on it. And what I'm talking about is that the -- it seems that
16 it has a much more decentralized structure than I would have
17 expected between headquarters and the station captains. And --
18 and if you have the station captains having, let's say, a
19 significant degree of autonomy or they're not around that long,
20 you're not going to be able to actually manage the organization
21 effectively in terms of whatever your policy is.

22 And I -- I don't know whether you -- I -- I just --
23 it just -- it just struck me as I've been looking at this issue
24 now over -- going back to the CCJV of a decade ago that this is
25 a problem, and it's a problem also in the sense that there

1 doesn't appear to be sort of the vigorous CompStat kind of
2 approach for this kind of a problem that would be important,
3 and that is that the captain -- you -- you have a clear policy.
4 No cliques or gangs in your -- in your station happen, and --
5 and then you have a policy of holding them to account for that
6 by the -- essentially, by the commanders and --and the -- and
7 the chiefs and so forth.

8 But I -- I don't know. I mean, I -- this is
9 probably -- it could be a very long answer, I realize, but --
10 and we could talk about this more later, but would you see a
11 structural issue here in terms of the ability to actually
12 effectuate and carry out effective policy against deputy
13 cliques, gangs, subgroups?

14 MR. TYLER: I understand you, sir. And I've often thought
15 that the Department is close to unmanageable because it's so
16 big. But then we're in the big county, we're in the most
17 populous county, et cetera, et cetera, excuses, excuses --

18 COMMISSIONER BONNER: Yeah.

19 MR. TYLER: -- explanations, whatever. Okay.

20 About decentralization, I'm going to cite my
21 predecessors. They're named in there. Bob Mirabella and John
22 Ingebretsen (phonetic), still with us, and they just ran Temple
23 Station before I got there so effectively they didn't need a
24 commander parked out there looking over their shoulder like in
25 Barney Miller all the time. They knew what they were doing.

1 The contact between a division chief and the commanders was
2 frequent, and commanders are supposed to be going to the
3 stations. That's what I did when I was in that job and
4 visiting with the captains on site and then monkeying around,
5 visiting with the deputies and the whomevers, and ride-along if
6 you can still fit in the uniform. That's an offset to the lack
7 of central, you know, authority controlling the stations, but
8 fine. Those two guys were great, and I just cited them
9 publicly.

10 What about in circumstances where --

11 COMMISSIONER BONNER: Other people. Other captains.

12 MR. TYLER: -- the accountability is not on a tether
13 that's that strong.

14 Answer: Well, gosh, if we had more commanders, there
15 could be one for each station but we're not budgeted for it,
16 and they could park at the stations and actually work there but
17 that's not in the budget.

18 The City of Los Angeles, if I understand correctly,
19 and I'm not very familiar with them, but I understand they have
20 two captains running what they call divisions, the things we
21 call stations. Two people of captain rank splitting the duties
22 between either Investigative and Patrol, or between
23 Administrative and Operational, I don't know.

24 But holy mackerel, when I was a captain, if I was
25 only responsible for half of what was going on at Temple, I

1 could have managed in much greater depth with or without a
2 commander overseeing me and theoretically been more effective.
3 I didn't have that.

4 So if we -- not saying money is the issue, I'm --
5 everything I said about earlier had nothing to do with money.
6 Getting more management in the field does, unfortunately.

7 COMMISSIONER BONNER: Okay. Thank you.

8 MR. TYLER: Can I make one more -- oh, I'm sorry. Go
9 ahead.

10 COMMISSIONER GIGGANS: Okay.

11 MR. TYLER: I'm -- no, my comment's the last one I want to
12 make, so go ahead. Maybe you'll give me a chance to bring it
13 up.

14 COMMISSIONER GIGGANS: Okay.

15 Well, we've had quite a scholarly discussion today,
16 and I really appreciate looking at management, leadership, all
17 of these things which are really important to any organization.

18 But I -- I want to bring up the public. I want to
19 bring up the community. And we can have lawyers tripping all
20 over themselves about the finer points of, well, maybe this
21 would work, or maybe this would work, or you can't do this
22 because of this. What's happening is that the community and
23 the public becomes more and more disinfected -- you know,
24 disaffected.

25 MR. TYLER: Yeah.

1 COMMISSIONER GIGGANS: They feel that they're left out of
2 the impact on them. Then we have us-and-them -- more and more,
3 deeper us-and-them -- clearly, there's going to be us-and-them
4 within the Department also going on. So I'm not so sure this
5 is a question, but I think it's a big question.

6 Exact -- you know, if you want to -- we're talking
7 about changing culture a lot, and I really do appreciate the
8 fine points of changing culture. Very challenging. Not just
9 for organizations. I mean, our entire society right now is in
10 huge upheaval around our culture and our habits and our
11 behaviors and our policies and how we treat one another, and so
12 my impression is that the public would like clarity. The
13 public would like to know what is a clear policy, and then yes,
14 if it takes some time to change the culture, do all the things
15 that you can do to support having a healthier, better,
16 less-contentious culture within so that it impacts the
17 community in a healthier way.

18 So I'm -- so I -- I -- I guess it's more of a
19 comment, but this is -- I -- I want to speak to the frustration
20 that is out there and within our -- within our own commission
21 about how do we move this needle? How do we even -- how can we
22 work with the Department to move this needle? You know, it's
23 not going to go away in the next two months. It's been around
24 for a long time and there have been some attempts, but the
25 attempts have not worked. So if it -- if it -- if something

1 isn't working, it needs to be refurbished, rethought.

2 CHAIR KENNEDY: So what about the public? What about
3 these --

4 COMMISSIONER GIGGANS: So what about the public?

5 CHAIR KENNEDY: -- these law enforcement gangs' impact on
6 community policing, constitutional policing, the rights of
7 accused people to get impeaching information about deputies
8 testifying at their trial -- what about that aspect of the
9 problem?

10 MR. TYLER: Well, if I didn't mention much about the
11 public in my explanations, either I got the wrong questions or
12 I didn't think to include them. I know I said public trust
13 about --

14 COMMISSIONER GIGGANS: Yeah, you did.

15 MR. TYLER: -- three to ten times. I'm acutely aware of
16 it. Now, I will respond to everything I wanted to to
17 Mr. Bonner -- Judge Bonner mentioned. I didn't really want to
18 do this, but here it goes.

19 There are some subgroups that I'm embarrassed to even
20 mention the names of for the reason you cited. The one you
21 picked and the one from my old station are the two most
22 egregious examples of horrifying symbology and naming for any
23 deputy, any cop, any police officer, period. I was not a
24 member of the Department. I mean, I was a reserve deputy when
25 the Executioners first came to my attention, and I was

1 absolutely aghast at that name. Grim Reapers was bad enough.

2 Every bit of this, what I care about is whether the
3 public is getting served. I didn't become a policeman -- I --
4 I became a policeman for the corny reason I wanted to help
5 people and I thought they were heroes and I wanted to be a
6 hero. I used to get beat up when I was a kid. I wanted to not
7 have that happen; right? Sorry about this. I didn't expect
8 it.

9 So the public is in every single one of my thoughts.
10 I spent ten years in Region One as a chief hawking courtesy
11 more than anybody I know ever did in the Department.

12 How effective was it?

13 Don't ask me. I -- I have no way of knowing for
14 sure.

15 So I can brag about it, but I don't -- I can't tell
16 you that I made a big, giant sea change and how courteous
17 people were. I had some pretty clever techniques for
18 acknowledging it, but I don't know that it was successful.

19 I understand if that -- if -- I -- I mean, I am a
20 member of the public, and I think it's embarrassing that there
21 are guardians of the law naming themselves with subgroups that
22 are either racially based, about death, about violence, or
23 about power in ambiguous or threatening ways. Period.

24 So you said nothing that I don't agree with and
25 understand on a deeper level than you can tell from my

1 testimony, and I hope that I made that clear in what --

2 CHAIR KENNEDY: So when -- when you --

3 COMMISSIONER GIGGANS: Just one second.

4 I just want to say, I wasn't saying -- don't
5 misinterpret. I wasn't saying there -- we -- we got a good
6 sense of how much you care about the public, so I wasn't saying
7 that.

8 MR. TYLER: Oh, yeah.

9 COMMISSIONER GIGGANS: But I think just as an important
10 for our testimonies, people coming here, that we always have to
11 hold that very high because sometimes it gets -- things get
12 lost in some of the obscurity in the fine details, quote, "of
13 the law," of which good, faithful people disagree about. But
14 it's still -- and those disagreements about how to interpret a
15 law or a policy impact the community and impact -- and impedes
16 change. So I just wanted to bring that up about --

17 MR. TYLER: I understand.

18 COMMISSIONER GIGGANS: -- somehow we got to move off that
19 needle.

20 MR. TYLER: I understand, and I took nothing you said
21 wrong at all.

22 Thank you.

23 CHAIR KENNEDY: Well, what -- what I want to know is,
24 aside from courtesy, you talked about the Jump Out Boys. They
25 have a black book memorializing the shootings; right?

1 MR. TYLER: That's my information from the administrative
2 investigation report, yes.

3 CHAIR KENNEDY: And the tattoo gets to be enhanced with
4 smoke when you shoot someone; right?

5 MR. TYLER: That was in the creed that they authored.

6 CHAIR KENNEDY: And the creed says, "Jump Out Boys are the
7 alpha dogs who think and act like the wolf but never become the
8 wolf"; right?

9 MR. TYLER: Correct.

10 CHAIR KENNEDY: And they understand when the line needs to
11 be crossed and crossed back; right?

12 MR. TYLER: That's what I was referring to when I said
13 it's okay to bend the law to enforce the law.

14 CHAIR KENNEDY: Yeah.

15 MR. TYLER: In their creed.

16 CHAIR KENNEDY: Okay.

17 And the Jump Out Boys are not afraid to get their
18 hands dirty without disgrace, dishonor, or hesitation.

19 MR. TYLER: I am extremely distressed by that creed as I
20 was back then when I first learned about it.

21 CHAIR KENNEDY: So as someone who was number two in the
22 Department, what is the Sheriff's Department doing to disclose
23 that information to accused people who are on trial with Jump
24 Out Boys testifying in their criminal trials? Are you all --
25 are you telling the prosecutors that these people are tattooed

1 members of a group with that creed?

2 MR. TYLER: Well, first of all, I haven't been in the
3 Department for five years --

4 CHAIR KENNEDY: Well, the -- the Jump Out Boys are -- I
5 mean, that's -- you know --

6 MR. TYLER: Well...

7 CHAIR KENNEDY: -- that's more than five years ago.

8 MR. TYLER: I understand that.

9 The answer -- I guess your question is we comply with
10 Brady versus Maryland, or we try to when the DA doesn't have
11 concerns about our method of compliance. We answer -- bring
12 forth information to prosecutors when it's appropriate. I'm
13 not aware of anybody in the Jump Out Boys subgroup or gang, or
14 whatever you call it, who had the chance to --

15 CHAIR KENNEDY: I think "gang" is probably appropriate;
16 right?

17 MR. TYLER: In that case, I might be tempted to use the
18 word myself because they did mimic the street -- the culture of
19 street gangs to an extent even greater than some of the other
20 groups I'm aware of. But they didn't really have an
21 opportunity -- the thing didn't last very long and there were
22 only seven members that we know of that we found out about. We
23 know that other deputies told us "I didn't join it. I didn't
24 like the looks of it."

25 So I can't say much about to what extent we notified

1 prosecutors or defense attorneys about people that have these
2 tattoos, and it's a perfectly valid question. I just don't
3 have a lot of information about legalities and --

4 CHAIR KENNEDY: Is that because the answer is "nothing"?
5 Nothing was done to notify prosecutors who was in the Jump Out
6 Boys?

7 MR. TYLER: Well, I don't know that that's true either.

8 I -- I -- I know this sounds like a copout, but I had
9 a break in service. The Jump Out Boys thing happened while I
10 was retired writing up that material, and it was investigated
11 and they were discharged before I returned as the undersheriff.
12 So they were a historical fact.

13 I do not know the details about to what extent the
14 investigators who were assisting DAs in prosecuting cases of
15 people arrested by those seven people with that tattoo, to what
16 extent they were notified about anything because I wasn't the
17 undersheriff, and I wasn't even employed at the time.

18 CHAIR KENNEDY: You are aware that the Sheriff has stated
19 repeatedly in public that all the Jump Out Boys have been
20 rehired or reinstated?

21 MR. TYLER: I'm not aware of that. I do not know much
22 about the Sheriff's Department today. I have no personal
23 knowledge about it. I know what I read in the papers. I know
24 what I hear from people inside who are occasionally willing to
25 talk to me. I don't happen to know about that quotation and so

1 I don't know that he has said that --

2 CHAIR KENNEDY: What about the Vikings?

3 MR. TYLER: -- or it's incorrect. Just so everybody
4 knows, I do know that that statement is incorrect.

5 I'm sorry.

6 CHAIR KENNEDY: Okay.

7 The Vikings, you were -- you were in leadership when
8 the Vikings scandal broke; right?

9 MR. TYLER: By -- by the "Viking scandal," you mean the
10 class-action lawsuit at Lynwood?

11 CHAIR KENNEDY: And the statement by U.S. District
12 Judge --

13 MR. TYLER: Hatter.

14 CHAIR KENNEDY: -- Terry Hatter that they were a White
15 Supremacist, neo-Nazi gang.

16 MR. TYLER: I was a lieutenant at the time that occurred,
17 and I'm sorry, I -- I lost track of the question. I do know
18 about that.

19 CHAIR KENNEDY: Okay. Do you know if the Department did
20 anything to notify accused people in criminal trials that the
21 testifying deputy was a tattooed member of the Vikings?

22 MR. TYLER: I do not know.

23 CHAIR KENNEDY: If you don't ask -- if leadership doesn't
24 ask deputies if they are in these tattooed law enforcement
25 gangs, how will leadership ever be able to advise prosecutors

1 in -- who are calling them in criminal trials that they have
2 this affiliation so that the prosecutors can meet their Brady
3 obligation to people who are accused of, sometimes, extremely
4 serious crimes?

5 MR. TYLER: Well, I don't know every provision of the
6 Brady versus Maryland decision. I believe that the Sheriff's
7 Department complied with it as required by the LA County
8 District Attorney's Office during a time period I was working,
9 but I was not at a level where I was involved in individual
10 cases one at a time. I know that we attempted to give Brady
11 information to the District Attorney's Office at one juncture,
12 and they were hesitant to take it because there was some
13 concern about the legality of police personnel records. And I
14 don't know whether the Brady versus Maryland decision directly
15 addresses subgroup tattoos so I'm -- I'm afraid I can't answer
16 the question capably.

17 CHAIR KENNEDY: Well, it does address impeaching
18 information about testifying deputy witnesses; right?

19 MR. TYLER: I'm sure it does and --

20 CHAIR KENNEDY: And do you think if someone is a member of
21 the Wayside Whities and the defendant is African-American,
22 wouldn't that be impeaching information about a deputy?

23 MR. TYLER: Potentially. But I'd have to know a little
24 bit more about the Wayside Whities and what they stood for. I
25 understand that wasn't about being white, but I'm not sure I'm

1 right.

2 CHAIR KENNEDY: The name "Wayside Whities" isn't about
3 being white?

4 MR. TYLER: I'm telling you what I've heard about an
5 explanation concerning that group that is no longer in
6 existence, to my knowledge.

7 And I happen to agree with you that potentially
8 impeaching information should be offered to the DA and
9 discussed with him. If he decides, well, that's not really a
10 Brady requirement so we don't want to risk forking it over to
11 the defense attorney, that's his decision. Discussing it with
12 them makes sense to me so I agree with that part.

13 CHAIR KENNEDY: But the prosecutor won't know unless the
14 Sheriff's Department tells the prosecutor.

15 MR. TYLER: Unless they have information on our personnel
16 who are still working, who have Brady material in their past
17 history, you're correct.

18 CHAIR KENNEDY: It's 11:08. We have gone over two hours.
19 You've been a good sport. We're going to take a 15-minute
20 break.

21 Thank you so much.

22 (A break was taken from 11:08 a.m. to 11:24 a.m.)

23 CHAIR KENNEDY: All right. We're -- we need to resume
24 this hearing because we have another witness after Mr. Tyler.

25 Neal, can I trouble you to take the stand again?

1 I don't have any questions. I just want to make sure
2 that anyone else who has a question, then we're going to --

3 MR. TYLER: Oh, okay. I thought you were kidding. It was
4 a break. I'm sorry.

5 CHAIR KENNEDY: We -- we really appreciate all of your
6 testimony.

7 MR. TYLER: Oh, thank you.

8 CHAIR KENNEDY: So I don't have any questions.

9 Does any other commissioner?

10 Hans. All right.

11 COMMISSIONER JOHNSON: Hi, there. Thank you, Mr. Tyler.
12 Thank you for your presence here today and for your testimony
13 and your observations about troubleshooting, to say the least,
14 within the Department.

15 The question I wanted to ask was about whether the
16 law and changes in the law and policy -- which didn't figure, I
17 don't believe, into your expressions of the leverage that
18 commanders have over accountability -- whether changes in
19 policy and the law might be factored into those forms of
20 accountability and the messages that commanders can share with
21 deputies in eradicating or at least stigmatizing and bringing
22 to their attention the presence of deputy gangs. How does the
23 law figure into those series of pieces of leverage and/or how
24 might it? How might the articulation of law and policy be
25 factored into those leverages?

1 MR. TYLER: It very much does. It is a valuable piece of
2 leverage, as you put it, if you want to put it that way, for
3 any mentoring process because what -- part of what mentoring is
4 about is how to not get in trouble in a business where it's as
5 easy as falling off a log to get in trouble because there's so
6 much liability out there about the decisions that policemen
7 have to make.

8 It's mentioned in the document there, the
9 considerations document, that there's a Penal Code section that
10 makes at least one of the highly suspected aspects of the
11 groups illegal, and that's exclusion of people on the wrong
12 basis. I mentioned in there that -- I updated the interview
13 discussion questions with that awareness after Max Huntsman
14 told me the law had been passed with that provision because I
15 realized that, as you say, a mentor who is either interviewing
16 with those questions in that format or doing his own thing
17 should have among his information valuable to increase the
18 wisdom of the mentee the fact that it's illegal to do that
19 thing, exclude people on the basis of -- et cetera.

20 So it factors in directly, and -- to answer the
21 question how does it factor in and if there were additional --
22 if there were -- my concern about policy, and I'll stick with
23 the one I was working on, is that it be enforceable and
24 respected. I don't mean liked. I mean respected as okay.
25 That's the rules Okay? And failing that, especially failing

1 enforceability, I almost don't see a need for it.

2 Now, we can split hairs all the time about, you know,
3 policy statement should be general and the rules are what you
4 enforce. I don't want to go there. I'm considering policy,
5 regulations, rules, procedures all in one glump. Okay? So if
6 that stuff isn't enforceable what they're doing in the
7 Department Manual of Policy and Procedures? Maybe it's
8 symbolic of intent, but it's not as useful as it could be
9 unless it is enforceable and respected and also known about.

10 So part of the mentoring would be making people aware
11 "Hey, not only did we want to rap with you about our concerns
12 about the deputy subgroups" -- there I go going soft again --
13 but also we want to inform you that there is new legislation
14 that's been approved, and it's in state law now. It's in that
15 thing we enforce called a Penal Code that certain activities
16 that these subgroups are known or suspected to be involved in
17 could be considered illegal and result in your termination.

18 That's a long yes.

19 CHAIR KENNEDY: Anyone else?

20 Okay. I think we can excuse you, Mr. Tyler. If we
21 wanted you to come back, is that an option?

22 MR. TYLER: Yes. If you're brave enough to have me.

23 CHAIR KENNEDY: Thank you so much.

24 COMMISSIONER GIGGANS: Thank you so much.

25 MR. DEIXLER: Before Mr. Tyler leaves, I just thought I'd

1 also tell the commission he has volunteered to assist us in the
2 report-writing aspect of this so we'll have all of his
3 experience and judgment to assist us further. So...

4 COMMISSIONER BONNER: Excellent.

5 CHAIR KENNEDY: Oh, thank you.

6 COMMISSIONER COOPER: Thank you.

7 CHAIR KENNEDY: Thank you.

8 COMMISSIONER GIGGANS: You're a scholar and a gentleman.

9 MR. TYLER: That's the first time I heard that.

10 (Inaudible) tell my family (inaudible).

11 CHAIR KENNEDY: Mr. Deixler?

12 MR. DEIXLER: Mr. Pacheco has the next witness.

13 CHAIR KENNEDY: Mr. Pacheco, I am so sorry.

14 MR. PACHECO: We call Eric Strong. If you'll give me a
15 minute, I'll --

16 CHAIR KENNEDY: Sure.

17 Would you state and spell your name.

18 MR. STRONG: Eric Strong.

19 CHAIR KENNEDY: Okay.

20 MR. STRONG: E-r-i-c S-t-r-o-n-g.

21 CHAIR KENNEDY: Mr. Strong, could you raise your hand.

22 Do you swear or solemnly affirm, under penalty of
23 perjury, to tell the truth, the whole truth, and nothing but
24 the truth?

25 MR. STRONG: Yes, I do.

1 CHAIR KENNEDY: You may be seated.

2 Mr. Pacheco?

3 MR. PACHECO: Thank you.

4 Good morning. Thank you for --

5 MR. STRONG: Good morning.

6 MR. PACHECO: -- being here today.

7 You are here pursuant to a subpoena; correct?

8 MR. STRONG: Yes.

9 MR. PACHECO: Have you worked in law enforcement
10 previously?

11 MR. STRONG: Yes, I have.

12 MR. PACHECO: Can you tell us where you first started in
13 law enforcement?

14 MR. STRONG: I first started my career with the Compton
15 Police Department.

16 MR. PACHECO: And what was your job when you were at the
17 Compton Police Department?

18 MR. STRONG: I had a number of assignments. I obviously
19 started off as a Patrol trainee. I was a field training
20 officer, I worked the Gang Unit, I worked on the SWAT team, and
21 I was also on what we called a task force -- Metro Task Force,
22 and more or less a field supervisor.

23 MR. PACHECO: How long did you work in Compton?

24 MR. STRONG: Little over seven years.

25 MR. PACHECO: And after that position did you take another

1 law enforcement position?

2 MR. STRONG: Actually, yes. I had two. I -- I did a
3 short stint at Pasadena, less than a year, and I -- when I left
4 Compton, I actually went back to Compton PD, and then I was
5 absorbed into the Sheriff's Department in 2000.

6 MR. PACHECO: So in 2000 is when you started with the
7 Los Angeles Sheriff's Department?

8 MR. STRONG: Yes, sir.

9 MR. PACHECO: And what was your first position with the
10 Sheriff's Department?

11 MR. STRONG: My first position was -- actually, I worked
12 in Court Services as a bailiff.

13 MR. PACHECO: Okay.

14 And how long were you with the Sheriff's Department?

15 MR. STRONG: I've been there since 2000, so a little over
16 22 years now.

17 MR. PACHECO: And can you share with us some of the
18 positions that you've held in the Sheriff's Department?

19 MR. STRONG: Yes.

20 I worked with our STAR Unit where I worked in the
21 schools teaching our DARE and SANE programs.

22 I worked at Lennox Station for a while, and I was
23 assigned to the Youth Center as the PAL coordinator, Clergy
24 Council coordinator, and we put together curriculums and
25 programs for youth. I worked in the Lennox Station side as an

1 operations deputy.

2 I promoted to sergeant, and I worked at Century
3 Station. I left Century Station and went to Internal Affairs
4 Bureau.

5 I then promoted to lieutenant, and I went to Custody
6 where I worked at Men's Central Jail and Twin Towers for a
7 couple of years. I left there, and I was the unit commander of
8 our Advocacy Bureau.

9 After leaving Advocacy, I went to South LA Station
10 where I was the watch commander, operations lieutenant, and
11 unit commander. Kind of held a lot of different hats there
12 depending on what was going on.

13 I then went to Audit and Accountability Bureau where
14 I was the operations lieutenant as well as the unit commander,
15 and I'm now assigned to Court Services Bureau.

16 MR. PACHECO: And did you also attend training at the
17 federal level?

18 MR. STRONG: I did, yes.

19 MR. PACHECO: And what was that training?

20 MR. STRONG: The FBI National Academy.

21 MR. PACHECO: And when did you do that?

22 MR. STRONG: 2016.

23 MR. PACHECO: And what did that training consist of?

24 MR. STRONG: It's a residential executive leadership
25 training that's pretty highly coveted in law enforcement. It

1 speaks to leadership. It speaks to national-level issues.

2 It's 200 and -- my class had 231 students
3 representing 48 states, and I think 15 or 16 of those were
4 international. So it really gives you a very broad-view
5 perspective of -- of law enforcement, not only domestic but in
6 other -- in other areas of the world as well.

7 MR. PACHECO: And at the Department, you've worked in
8 Custody and on Patrol and as a supervisor; is that correct?

9 MR. STRONG: Yes, sir.

10 MR. PACHECO: And when you were in the Sheriff's
11 Department, other than the stations to which you had been
12 assigned or the areas to which you'd work, did you visit other
13 areas in the Department?

14 MR. STRONG: Yes.

15 MR. PACHECO: Do you feel that you have a very good
16 understanding of the Department as a whole and its deputies?

17 MR. STRONG: I think I have a good understanding, yes.

18 MR. PACHECO: Much of our discussions in the commission
19 here have been about sheriff deputy gangs so I'd like to focus
20 your attention on that.

21 Do sheriff deputy gangs, also referred to as law
22 enforcement gangs, cliques, or subgroups, exist in the Los
23 Angeles Sheriff's Department?

24 MR. STRONG: I believe they do. Absolutely.

25 MR. PACHECO: How widespread is that problem?

1 MR. STRONG: I don't think it's as -- when you -- are you
2 talking about numbers or, you know, as far as the different
3 stations? I mean, there's reports out there that there are,
4 you know, 17, 18, 19 different subgroups, cliques, gangs. As
5 far as numbers, I don't have an accurate number. I know OIG
6 has identified at least, positively, I think a little over 40.
7 But it's been something that's been talked about for a very
8 long time.

9 MR. PACHECO: Have sheriff deputy gangs existed in the
10 Department for a long time?

11 MR. STRONG: To my knowledge, well before I joined the
12 Department, yes.

13 MR. PACHECO: And were you a member of a sheriff deputy
14 gang?

15 MR. STRONG: Never.

16 MR. PACHECO: In terms of sheriff deputy gangs, there's a
17 qualitative aspect I want you to focus on. What types of
18 behaviors did you see gang members involved in in different
19 aspects of the station?

20 MR. STRONG: You know, it could be criminal behavior, and
21 I speak specifically to I investigated a case where deputy gang
22 members assaulted other deputies at a -- at a party. It could
23 be biased policing, excessive force, you know, any number of
24 things that -- that violate the public trust and do things that
25 are -- are -- are opposed or against policy and the law.

1 MR. PACHECO: And in your experience, did sheriff deputy
2 gang members control shifts and assignments in the various
3 stations?

4 MR. STRONG: They can.

5 MR. PACHECO: And did they have a voice in certain areas
6 in the Department with regard to promotions?

7 MR. STRONG: Yes.

8 MR. PACHECO: Did certain gang members impose financial
9 obligations on other gang members, particularly the younger
10 deputies?

11 MR. STRONG: Yeah. I -- I've heard that often. Not that
12 I personally saw, but there is a -- a -- a common term in the
13 Department that you're being "taxed."

14 MR. PACHECO: Getting "taxed." So that's sort of a -- a
15 street-gang-type of term; is that correct?

16 MR. STRONG: That's exactly what it is.

17 MR. PACHECO: And this commission has heard testimony
18 about "chasing ink." Are you familiar with that concept, and
19 can you explain it?

20 MR. STRONG: Yes.

21 I've heard that many times and, you know, what it
22 boils down, in my opinion, to is a person that wants to be
23 accepted, wants to be included in a group, and therefore, they
24 may do things that they think are going to get them noticed or
25 favorably looked upon by those people who are controlling the

1 ink or who have the tattoo and pretty much give you the
2 blessing to say, yes. You're allowed to get it now.

3 MR. PACHECO: Do sheriff deputy gangs, law enforcement
4 gangs, operate openly in the Department?

5 MR. STRONG: Well, when you say "openly," can you clarify
6 just a little bit?

7 MR. PACHECO: Sure.

8 Do they have a list of their members?

9 MR. STRONG: No.

10 MR. PACHECO: Do they have an open process for people to
11 apply?

12 MR. STRONG: No. Not that I'm aware of.

13 MR. PACHECO: Do they hide their identity from -- from
14 certain members of the public or certain members of the
15 Department?

16 MR. STRONG: Yes.

17 MR. PACHECO: Do they -- do they operate openly with
18 regard to their voice about shift work or promotions?

19 MR. STRONG: You know, when you -- when you speak
20 "openly," I just want to clarify something, that within their
21 station or their facilities they may operate openly. However,
22 when you're speaking to somebody like myself that's a -- a
23 sergeant or lieutenant that's not -- that's not part of that,
24 then it's not something that they're going to come to me and
25 say, "Hey, we're the deputy gang, and we want to make sure that

1 all of these people are on this shift."

2 So within their groups and, you know, within their --
3 their training and scheduling, they may speak openly about who
4 they want, where they want them, how they want them, but it's
5 not something that is -- is openly -- like you said, there's --
6 there's no list of the qualifications that are needed to join a
7 deputy gang. It's -- you know, I think if it was ethical
8 behavior, you'd post it on the wall like you do our Baker to
9 Vegas times, you know, but that's not the case. So it's --
10 it's -- I'd say it's pretty secretive.

11 MR. PACHECO: And what effect does the existence of law
12 enforcement gangs have on the community?

13 MR. STRONG: It -- it violates the community, it violates
14 the trust, it creates an atmosphere of -- of oppressive
15 behavior, illegal detentions, excessive uses of force. It has
16 a number of -- of impacts on our communities, and it -- and it
17 just really damages the entire reputation of -- of the
18 Department and law enforcement.

19 MR. PACHECO: And so when deputies testify in criminal
20 cases in court, does the existence of sheriff deputy gangs
21 impact their credibility?

22 MR. STRONG: I would think so, yes. Especially if it's
23 known, if it's brought out that they're a member of -- of a
24 deputy gang and overall, it has, you know, hampered the public
25 trust of the Sheriff's Department. You know, whether you're a

1 deputy gang member or not, if you wear that uniform and you
2 wear that badge, it is tarnished because of the deputy gangs.

3 MR. PACHECO: So you've been in law enforcement, sir, a
4 long time. You dedicated your career as a guardian of the
5 public and so do you think that in criminal court proceedings
6 it's important for the parties to know if a deputy who's
7 testifying is a member of a law enforcement gang or a clique or
8 a subgroup?

9 MR. STRONG: I think that's vitally important.

10 MR. PACHECO: And why is that?

11 MR. STRONG: We've seen, you know, throughout history that
12 if -- if you have less of an -- if you don't have ethical
13 behavior, if you don't have an ethical standard that you stand
14 to -- that you stand for, you are going to exert that, and
15 you're going to have that influence over evidence, over witness
16 testimony, over, you know, the reports that you write. And as
17 we've seen, if we find out that you have conducted this
18 unethical behavior in one area, it oftentimes carries over and
19 transfers into other areas.

20 And I -- I think that's something that needs to be
21 vetted; it's something that needs to be brought out in the
22 public especially when you're dealing with criminal cases. If
23 we're putting away somebody that we lied or we fabricated
24 evidence on, number one, we could possibly be putting away an
25 innocent person. Number two, the greater harm is that we've

1 left the true perpetrator out in the public to continue to harm
2 people. So it -- it's a vast variety of violations. It
3 just -- it goes on and on in -- in what it does to the public.

4 MR. PACHECO: Are law enforcement gangs the source of
5 civil liability for the Sheriff's Department and, thus, the
6 County of Los Angeles, in your experience?

7 MR. STRONG: Yes.

8 MR. PACHECO: Can you explain that a bit?

9 MR. STRONG: You know, there's reports out there that --
10 directly connected to law enforcement gangs. The County's paid
11 out over \$50 million. I think it's even higher than that. You
12 know, bottom line is the County oftentimes will settle many of
13 these cases because they don't even want it to go to court.
14 There's huge amounts of money that is paid out in lawsuits and
15 settlements based on, you know, some -- some nefarious
16 behavior, or even some just poor decision-making.

17 And if that particular behavior is part of that
18 "chasing ink" concept that we talked about -- if that
19 particular behavior is -- is -- is a failure on the leadership
20 and a failure on the station and on the training, it -- again,
21 you know, the -- the -- the barometer for that is -- is -- is
22 never-ending. It's just going to keep going.

23 So absolutely. It -- it -- it has a negative effect,
24 and it -- and it impacts our taxpayer dollars.

25 MR. PACHECO: Do you think that the existence of law

1 enforcement gangs serves the end of -- ends of justice in the
2 investigation and in the prosecution of criminal cases by law
3 enforcement?

4 MR. STRONG: Can you repeat that one more time?

5 MR. PACHECO: Sure.

6 Does the existence of law enforcement gangs serve the
7 ends of justice in the investigation and in the prosecution of
8 criminal cases by law enforcement?

9 MR. STRONG: Does it serve it? Is it kind of like
10 noble-cause corruption? No. If I'm -- if I'm understanding
11 your answer -- I'm sorry -- your question. Does law
12 enforcement gangs have -- are they a means to an end or are we
13 looking at the end result, if I'm hearing you correctly?

14 MR. PACHECO: Let me break it down this way. So law --
15 sheriff deputy gangs exist. You'd agree with that. And do --
16 does their mere existence have an impact in connection with the
17 investigation of criminal cases?

18 MR. STRONG: Oh, yes. Yes. I would say yes.

19 MR. PACHECO: And explain that a bit for me.

20 MR. STRONG: Again, what it really boils down to is the
21 behavior and anything that is unethical. If it's abuse of
22 their power in any way, if you are a member of a law
23 enforcement gang, you cannot be trusted, you cannot be relied
24 upon, your credibility is lacking. So, therefore, how can you
25 write reports? How can you present evidence? How can you get

1 on a stand and testify and have people believe you?

2 And the -- the reality of it is -- is that, if we
3 don't know that you're on the gang and we give you that
4 credibility, we believe those reports and we look at the
5 evidence and it's not verified, it's not looked upon, or it's
6 not -- it's not questioned, yes, it can absolutely have a
7 negative impact.

8 I mean, just by the mere fact that we have illegal
9 detentions, that right there is the start of a criminal
10 investigation, and if that detention is illegal from the very
11 get-go, then everything behind that is as well.

12 MR. PACHECO: So, in your view, we can't think about
13 sheriff deputy gangs simply as an isolated policy event in the
14 Sheriff's Department. It has a greater place in the community;
15 is that accurate?

16 MR. STRONG: Very accurate, yes.

17 MR. PACHECO: And that's accurate because it infect --
18 affects the investigation of criminal cases; is that right?

19 MR. STRONG: I think it affects -- in the investigation of
20 criminal cases, it -- it affects the Department; it affects the
21 other deputies that are working in those stations as well.
22 Where -- whereas, it -- it -- it just has a -- an effect on the
23 public and public trust. I mean, yes, it goes on and on. But
24 definitely, yes, in criminal cases.

25 MR. PACHECO: So you -- you mentioned something important,

1 that the existence of sheriff deputy gangs affects other
2 deputies. I'm assuming you're saying the other non-gang member
3 deputies. What's the effect on a non-gang member deputy of the
4 existence of sheriff deputy gangs?

5 MR. STRONG: Well, if you're not a member of the gang,
6 then you're pretty much excluded. You know, a lot of times, if
7 you are not part of their group, you may not get the choice
8 assignments in terms of what car you're working or what area
9 you're working. You might not get the backup, especially if
10 you're vocal or adverse to -- to them, you know. And what that
11 does is it -- it -- it -- it influences other personnel,
12 because when you're out there in the middle of the night and
13 you're by yourself, what do you want when you go to a dangerous
14 call? You want backup. So therefore, what do you feel like
15 you have to do in order to be out there and be safe? You have
16 to either remain silent. You have to kind of go along to get
17 along. There's a number of things that it -- that it causes
18 deputy personnel. I can tell you, me personally, it -- it
19 causes a great amount of anguish. Just I meet people, and
20 "Hey, what do you do for a living?"

21 "I'm in law enforcement."

22 "Where do you work?"

23 "The Sheriff's Department."

24 And whether it be a joke or whether they're serious,

25 "Oh, are you one of the gang members?"

1 You know, and I know lots of deputies who have had
2 these types of interactions with just people. So it -- it just
3 tarnishes. And if you don't feel good, if you don't feel proud
4 about what you're doing, you're more liable to go park under a
5 tree and -- and -- and not be proactive and not get out there
6 to do, you know, the positive work for the public that you're
7 there to do. You're just going to wait 'til the radio call
8 comes, and you're going to go handle those calls.

9 MR. PACHECO: So is the existence of sheriff deputy gangs
10 consistent with the principles of professional policing?

11 MR. STRONG: No.

12 MR. PACHECO: Is it consistent with the values of
13 professional policing for the Sheriff's Department to have
14 former or current members of the sheriff's -- of sheriff's
15 deputy gangs who are in the leadership positions?

16 MR. STRONG: Definitely no, for current. Former, I think
17 it depends on what their current state of mind or position is
18 with that.

19 MR. PACHECO: So why don't you explain a bit more why it's
20 not a good idea for the Department to have members of its
21 leadership who are current members of sheriff deputy gangs?

22 MR. STRONG: Well, I -- I guess I could equate it to would
23 you want to put, you know, a -- a person of any type of -- of
24 lacking -- lacking in any type of ethical behavior over any
25 kind of organization? And so if deputy gangs -- and when I say

1 "if" -- deputy gangs right now are -- are our nemesis. They're
2 our hill. And so you have a leader -- the very top leader
3 that's refusing to even acknowledge that they exist. So what
4 does that mean to everybody beneath him? It means we do the
5 same thing. Many of them will say, "Well, they don't exist."
6 And if you have one of those people beneath him that is a
7 current member, I think it emboldens them. It gives them the
8 ability to continue to foster that type of -- of environment
9 and leadership.

10 It is something that it -- when somebody comes to,
11 let's say a current member, and they say, "Hey, we have a
12 complaint that," you know, "this deputy is a gang member and he
13 did something," you know, "unethical, illegal, immoral, and
14 we're submitting this complaint to you," can you really truly
15 believe that he's going to evaluate or she's going to evaluate
16 it in such a way that it -- it gives an objective standing
17 that's in the best benefit of the public and the public trust?
18 I mean, it's just -- it's -- it's kind of like putting somebody
19 with an addiction over -- over a pharmacy full of -- full of
20 drugs, you know. It's -- it's just not going to be a good end
21 result.

22 MR. PACHECO: Is it a truthful statement if someone was to
23 deny that sheriff deputy gangs exist presently in the
24 Department?

25 MR. STRONG: I don't believe it's true at all.

1 MR. PACHECO: Is it misinformation if someone was to deny
2 the existence of law enforcement gangs in the Department
3 currently?

4 MR. STRONG: Yes.

5 MR. PACHECO: Let's shift our attention briefly to the
6 investigation of sheriff deputy gangs. And you've investigated
7 a variety of matters in the Department; correct?

8 MR. STRONG: Yes.

9 MR. PACHECO: And so you're -- got skills as an
10 investigator in the Department?

11 MR. STRONG: Yes.

12 MR. PACHECO: How important are station tattoos in
13 investigating law enforcement gangs?

14 MR. STRONG: I -- I think the station tattoo -- if you're
15 saying "station tattoo," they've been along -- around for a
16 long time. They are -- there are station tattoos that are not
17 necessarily affiliated with, you know, the deputy gang culture.
18 However, when we're looking at investigations which have
19 occurred wherein a shooting happens, and after that shooting, a
20 deputy gets a tattoo and it's a tattoo affiliated or associated
21 or directly connected to one of the -- the known deputy gangs,
22 that is a problem. This has been brought about in depositions.
23 It's one of the things that has cost the County a lot of money.
24 Yeah. I think that goes to kind of like the "chasing the ink"
25 concept.

1 In these investigations, I -- I think it's important,
2 but I also think is -- what's really important is to
3 investigate the behavior, the intent of the behavior, and --
4 and whether or not that behavior was part of, at least for me
5 as an Internal Affairs investigation, did it violate policy?
6 Did it violate the law and, you know, was it consistent with,
7 you know, what our -- our ethics and morals tell us to do?

8 MR. PACHECO: And as an investigator, how important are
9 gang names like the Grim Reapers, the Executioners, the
10 Regulators, the Banditos when investigating law enforcement
11 gangs?

12 MR. STRONG: If you're investigating deputy gangs, then
13 that's very important.

14 MR. PACHECO: And how important is it when investigating
15 sheriff deputy gangs to look at gang membership rituals?

16 MR. STRONG: I -- again, when you're investigating those
17 gangs -- excuse me -- all of those things are -- are vitally
18 important when that's what the -- the basis of your
19 investigation is.

20 MR. PACHECO: And there are investigators and detectives
21 in the Sheriff's Department that investigate street gangs;
22 correct?

23 MR. STRONG: Yes.

24 MR. PACHECO: And those investigators look at indicia of
25 gang membership like gang tattoos, gang names, and gang

1 rituals; is that right?

2 MR. STRONG: Yes.

3 MR. PACHECO: And so that's a -- a -- a -- a bona fide
4 investigative tool that one uses when investigating gangs,
5 whether it's a street gang or a law enforcement gang; is
6 that --

7 MR. STRONG: Yes.

8 MR. PACHECO: Want to take you back to 2010. Can we focus
9 on Quiet Canyon -- Cannon -- that's a banquet hall -- and
10 that's an investigation, I believe, that you were the lead
11 investigator for; is that correct?

12 MR. STRONG: Yes, it is.

13 MR. PACHECO: Can you tell us what Quiet Cannon was about?

14 MR. STRONG: Quiet Cannon was a Christmas party for Men's
15 Central Jail, which is something that most stations or
16 facilities have, and basically what happened was a group of
17 deputies, six of them, jumped on and assaulted -- and honestly,
18 what I call it is did a gangster beatdown on two other
19 deputies, and that was caught on video. There were dozens and
20 dozens of -- of witnesses. And the basic premise behind that
21 is that the two deputies that were working Visiting -- or that
22 worked Visiting -- disrespected members of the 3000 floor
23 deputies.

24 MR. PACHECO: And just for some folks that don't know, the
25 3000 Boys, it's a sheriff deputy gang in the jails?

1 MR. STRONG: Yes, it was.

2 MR. PACHECO: And did -- did you work with other
3 investigators on the matter?

4 MR. STRONG: Yes.

5 MR. PACHECO: And did they report to you?

6 MR. STRONG: Yes.

7 MR. PACHECO: And did you prepare a report?

8 MR. STRONG: Yes.

9 MR. PACHECO: And did you share that report with anybody
10 in the Sheriff's Department above your rank?

11 MR. STRONG: Yes.

12 MR. PACHECO: And who did you share a report of your
13 findings with?

14 MR. STRONG: Well, it would've went through my immediate
15 chain of command. My team lieutenant, my captain at Internal
16 Affairs Bureau, and then that case was presented to Paul
17 Tanaka.

18 MR. PACHECO: And at the time what was Paul Tanaka's rank?

19 MR. STRONG: He was an assistant sheriff.

20 MR. PACHECO: And, you know, there's been some press on
21 Quiet Cannon that referred to it as a drunken brawl. Was it
22 more than that based on your investigation?

23 MR. STRONG: Yes.

24 MR. PACHECO: And was it more than that because it
25 involved sheriff deputy gang members beating up other deputies?

1 MR. STRONG: That was part of it, yes.

2 MR. PACHECO: What's the other part of it?

3 MR. STRONG: You know, a drunken brawl is, to me, people
4 get drunk, they get intoxicated, they get aggravated,
5 irritated, and a fight ensues.

6 This, like I said, was a jump -- jumping. I mean,
7 you have six deputies that literally -- I don't want to say in
8 a coordinated fashion -- but at the same time, jump on, and not
9 only punch on, but while they're on the ground, kick and stomp
10 on other deputy sheriffs. That was an absolute criminal
11 assault and that is behavior that, you know, street gang
12 members partake in.

13 MR. PACHECO: So you shared your findings of this with
14 immediate supervisors and, ultimately, with Paul Tanaka. What
15 did Tanaka share with you about the findings that you raised
16 with him about Quiet Cannon?

17 MR. STRONG: Well, what I think is important to note is,
18 as I stated, there was video, and there were numerous people
19 that were there. And, of course, there were probably -- if I
20 don't -- if I remember, I know there was over 100 interviews,
21 and in those interviews, there were a lot of people who
22 basically said they weren't there, they didn't see anything.
23 And we had video evidence that very clearly showed that not
24 only were they there present, but they either protected those
25 that were doing the assaulting by keeping other people away,

1 and they lied in their interview.

2 So when it was presented to -- to Paul Tanaka at the
3 time, we presented him with those six that were obviously
4 identified as -- as -- as the culprits of the assault. And
5 then we began to identify other members that we felt should've
6 been made subjects, or could be made subjects in the
7 investigation for giving false statements in an investigation,
8 and we were told no, that that was not of his concern. He was
9 simply going to make an example out of the six, and they were
10 going to get fired.

11 And, you know, I remember my lieutenant even pressing
12 and saying, "Yeah. But we have -- we probably have another
13 half-a-dozen, maybe even to a dozen, that we can make
14 subjects."

15 And he got a little -- probably a little indignant
16 and basically -- basically, very firmly said, "No. We're not
17 doing that. We're not looking at any of that. We're going to
18 fire these six and that's it."

19 And that was his -- his stance on it.

20 MR. PACHECO: And was this an opportunity for
21 investigators in the Sheriff's Department and the assistant
22 sheriff, Paul Tanaka, to investigate sheriff deputy gangs, in
23 particular, the 3000 Boys?

24 MR. STRONG: Yes. It -- it was an opportunity.

25 It was also an opportunity to set a standard and a

1 tone, you know. You don't lie in an Internal Affairs
2 investigation where you're ordered to tell the truth, and you
3 set that standard so people will know.

4 MR. PACHECO: Did Mr. Tanaka dissuade you and others from
5 investigating sheriff deputy gang members further in that
6 investigation?

7 MR. STRONG: I -- I won't say that he dissuaded us from
8 investigating further. I mean, at that point, the
9 investigation was pretty much done, and, like I said, you know,
10 we -- we dug into why the assault occurred, which, like I said,
11 boiled down to a level of disrespect. But he definitely did
12 dissuade the decision makers, because as the investigator, I'm
13 simply the fact finder, but he definitely dissuaded the
14 decision makers, which should have been the -- the chief of
15 that division against naming any other personnel as subjects
16 and disciplining them.

17 MR. PACHECO: Were -- if the discipline only went to six
18 members and more people were involved and some of whom lied,
19 what happened to them? Did they go back into the Department?

20 MR. STRONG: They stayed on the Department, and actually,
21 I -- I know of at least one or two who've promoted since.

22 MR. PACHECO: And Mr. Tanaka was promoted after this;
23 right? He became undersheriff?

24 MR. STRONG: Yes.

25 MR. PACHECO: The question has arisen, asked by some of

1 the commissioners on the commission, about how is it that law
2 enforcement gangs have endured in the Department?

3 Can you address that?

4 MR. STRONG: The leadership has allowed it. You know,
5 not -- not -- there's a saying, you know, "What do deputies
6 do?" And basically, they do what they're allowed to do.

7 We have been hearing about this -- this issue before
8 my time, before I was even old enough to probably read -- since
9 the 1970s -- early 1970s, and I -- I think it's -- it's mostly
10 been ignored. I think, you know, whenever it comes up, they
11 say, "Well, let's do a report. Let's put together a
12 commission. Let's do a panel on it," but I don't think it's
13 been truly addressed.

14 I can tell you, you know, in -- in my 22 years on the
15 Department, I have lots of conversations with my wife, who's
16 been on the Department her entire career -- closer to 28, 29 --
17 I have never heard the sheriff or any other executive-level
18 member of this Department come and say, "Deputy gangs shall
19 stop, they will stop, and they're not allowed."

20 So if -- if you're not willing to make that
21 statement, if you're not willing to -- to -- to establish that
22 as your -- as your expectation and stance, it's just going to
23 continue to -- to fester.

24 MR. PACHECO: One of the commissioners, this morning,
25 asked a question about rank and compared it to the military.

1 Do you think that the Sheriff's Department, if it got a
2 direction from the Sheriff to stop the existence of sheriff
3 deputy gangs, that there would be a response to that clear,
4 definite direction?

5 MR. STRONG: It would not be overnight, but yes.

6 You know, I have seen, in my career, three different
7 sheriffs, and with those three different sheriffs, you see a
8 shift almost immediately in the mindset of the leadership based
9 on what they've established as their expectations.

10 And just to give you a quick example, you know, under
11 Sheriff McDonnell, when I worked at Audit and Accountability
12 Bureau and part of the Shooting Analysis Committee, Sheriff
13 McDonnell was very serious about accountability, and you know,
14 he wanted to send a message, you know, "The unethical behavior
15 will not be tolerated."

16 So when you go to these hearings, when you go to
17 these -- when you present disciplinary cases, you hear
18 executives in the decision-making process say, "This is what
19 the sheriff has said. This is the standard the sheriff has
20 established."

21 Now, soon after, you know, again, at Audit and
22 Accountability Bureau as the -- as the unit commander, now
23 Sheriff Villanueva comes in, and we go to a shooting analysis,
24 and he has set the tone.

25 You know, one of the things he tried to do was bring

1 back a number of deputies that'd been fired. So now you see
2 people in this decision-making process saying "Oh, well, you
3 know, this discipline might be a little bit too harsh. I don't
4 think this is what the sheriff wants."

5 So will it stop it overnight? No. But will it set
6 the tone of what's expected? Absolutely.

7 MR. PACHECO: Want to bring this back somewhat to Quiet
8 Cannon, and it sounded to me that it was a lost opportunity to
9 address sort of this law enforcement gang issue and other
10 things.

11 Is Quiet Cannon, in -- in your view, an explanation
12 in whole or in part about why sheriff deputy gangs have
13 persisted over the years in the Department?

14 MR. STRONG: I think it's a good example of why they have.

15 MR. PACHECO: And why is that?

16 MR. STRONG: Again, if you -- if you don't have leadership
17 that takes it seriously, and if you don't have the leadership
18 that -- that sets the tone for what's expected and what's
19 accepted in the Department, people follow that.

20 You know, there's a lot of writing and effort that
21 goes into justifying deputy behavior a lot of times, even in
22 our complaints of our uses of force. I reviewed complaints and
23 uses of force and things that are clearly out of policy or
24 wrong. You will have sergeants and lieutenants that go through
25 a great deal to make it right. I call it "writing it right."

1 W-r-i-t-e it until it's r-i-g-h-t.

2 And they -- and they go through this justification
3 process, and when they get called on it, I've heard repeatedly
4 "Why -- "You know, Eric, I thought that's what we're supposed
5 to do. We're supposed to support the deputies."

6 It's a mindset, and that mindset comes from the
7 higher-ups.

8 MR. PACHECO: If Sheriff Villanueva wanted to rid the
9 Department of sheriff deputy gangs, do you think he could do
10 so?

11 MR. STRONG: Again, I don't know if -- if ridding the
12 Department -- it's definitely not an overnight fix. I don't
13 know if it can happen even in one term, but he could have made
14 serious inroads and progress in doing so and shutting down
15 the -- the continuation of them.

16 MR. PACHECO: Let's talk about some ideas that you have
17 that would be important for this commission to consider on how
18 to eliminate sheriff deputy gangs, law enforcement gangs. Can
19 you share some of those ideas with us?

20 MR. STRONG: How much time do we have?

21 MR. PACHECO: The floor is yours. Keeping in mind, we're
22 looking at the lunch hour.

23 MR. STRONG: Right.

24 You know, I think first and foremost is you -- you
25 have to acknowledge it. You have to say that they exist, and

1 you have to acknowledge that they have been a problem. You
2 have to acknowledge what they do to our public. You have to
3 acknowledge all of the -- all of the negatives that go along
4 with it, and you basically have to set the standard. And like
5 I said, it starts with the messaging. It starts with the
6 messaging from the very top about what's accepted, what's not,
7 what's tolerated, what's not, what's -- and what the
8 expectations are.

9 Then there comes the accountability piece. You know,
10 when you have people, for example, this investigation, where
11 people that worked 3000 floor clearly supported their comrades
12 or their partners, whatever you want to call them, and they
13 lied in internal investigation. They have to be fired.
14 There's no room for them on this Department.

15 You know, we have depositions, and we have deputies
16 who unfortunately feel like they have to testify under a
17 disguise. Why? Because when the deputies come out and
18 actually speak up against it, they're the ones that are
19 ostracized. And who are they ostracized by? The leadership.
20 They're ostracized by the guy that's, right now, at the very
21 top. So, you know, there's accountability, there's the
22 acknowledgement.

23 You know, we have depositions, we have criminal
24 investigations, we have Internal Affairs investigations, and
25 what I will say to this is that there has been years and years

1 of discussions and talk about deputy gangs. These deputies
2 that are participating in this, we don't need to continue to
3 give them more warnings. It's time to take action. They have
4 heard it time and time again. And guess what? Nothing's been
5 done, so they continue going, you know. So I think it's time
6 to take action.

7 And I understand -- and as the former unit commander
8 of Advocacy, I understand there is a huge component of
9 employment law that is going to be at issue, but at some point,
10 you have to start, you know, pressing the issue. I think we
11 have to stop pressing what I call "the Staples commercial." We
12 have to stop pressing the easy button, and you have to get out
13 there and you have to fight those causes.

14 And I know, you know, sometimes our employment law
15 attorneys want to say, "Well, this is a good case to settle,"
16 and sometimes those are not good cases to settle, you need to
17 press the issue. And when Civil Service gives them their job
18 back, you know, you -- you don't put them back in a place where
19 they can continue to harm the public, you know, which takes me
20 to the next, you know.

21 Deputy gangs, their strength is in their numbers at
22 one particular facility. So if we were to use Compton Station
23 Executioners as an example, where is their strength? How many
24 are really there? You know, most of our stations have 100 --
25 anywhere to 100 to 200 personnel. Are all of those station

1 personnel deputy gang members? No. But if there's 30 of them,
2 and they're in very influential positions and I don't want them
3 going to any other community and harming it, but if you take
4 30, they're a powerful group. But if you take one, and you
5 move them to another station, wherever you can -- you know what
6 I mean? -- they're -- they're -- they're not going to have that
7 influence.

8 There are a lot of places within our department that
9 we can put deputies where they don't -- they -- they don't
10 impact the public. Let's just say we don't have the legal
11 grounds to fire them. Put them in Fleet. Let them count tires
12 and batteries. Put them at Logistics. Let them count
13 flashlights and batteries, you know. So, in other words, we --
14 we -- we -- we start putting them in these positions where they
15 are not together collectively harming society and -- and that's
16 a start.

17 You know, and there's -- there's the -- there's
18 several different levels that we can go to, but I think it
19 really just starts with -- with taking a -- an assertive
20 stance.

21 MR. PACHECO: The Department's extremely large and diffuse
22 and there's a lot of territory and a lot of people. How do you
23 get them all on the same page?

24 MR. STRONG: You know, it -- it -- it starts -- you -- you
25 know, you have a -- a rank structure and, you know, within that

1 structure, everybody has their own, you know, area of
2 responsibility. And, again, it starts with the leadership,
3 getting everybody on the same page in those leadership
4 positions, you know, and that's very difficult, especially with
5 the amount of time that has gone on where this issue has
6 continued, you know, to -- to -- to fester. It's going to take
7 a very -- like I said, a very strong stance, and then there's
8 going to have to be accountability to the leadership or for the
9 leadership.

10 One thing I've noticed in the Sheriff's Department is
11 that if you are a deputy, a sergeant kind of slows down as a
12 lieutenant. The higher you go, the less accountability there
13 is, and my theory behind that has always been, and I've worked
14 Internal Affairs, I've worked Advocacy, and I've seen
15 executive's cases where they get in trouble, let a deputy get
16 in trouble, and it's the talk of the town. Let a commander get
17 in trouble, and it's a big secret. I've always felt that
18 because there's a handpicked process here, there's no
19 legitimate, grievable testing process for executives that if
20 people know that the executives are messing up, then that has a
21 bad look on the sheriff because, "Well, I'm the one that
22 selected this person." So they go through a great deal to keep
23 it quiet. I think there needs to be, you know, proper
24 accountability throughout the entire organization.

25 MR. PACHECO: How do you keep a sustained attention on

1 this issue of law enforcement gangs?

2 MR. STRONG: You just -- you keep at it until, you know,
3 you -- you are able to -- again, I think it's going to take,
4 honestly, a generation. It's going to take more than a term,
5 and you have to continually acknowledge it. You have to
6 continually hold accountability to it. You have to let, you
7 know, and I'll -- I'm going to use Compton and East LA -- you
8 have to let East LA deputies know that a Compton deputy got
9 fired for participating in this. You have to let Compton
10 deputies know that a East LA deputy got fired or got 30 days
11 off because of this, and if you're part of that problem, if we
12 catch you doing it, you're going to get the same thing.

13 You -- you have to stay on top of, and you have to be
14 transparent.

15 MR. PACHECO: How important is civilian oversight to
16 bringing an end to sheriff deputy gangs? And I'd like to focus
17 on groups like this commission, the Office of the Inspector
18 General, the LA Board of Supervisors. How important and what
19 role do you think they play in shaping an outcome here?

20 MR. STRONG: I think they play an important role. Other
21 than these hearings, what else are we hearing about it? You
22 know, and that's -- we're not hearing about this in the
23 Department until, you know, Alex is called on the carpet, and
24 he has to answer something in the media. So I think that these
25 type of oversights are important. I think they are needed to

1 build public trust.

2 Not to -- not to digress too much, but I remember
3 going to a NACOLE Conference and -- and actually seeing the
4 passion and the energy that is put into oversight and why
5 people are so interested in oversight. And -- and my -- my
6 idea is that if you're doing what you're supposed to do when
7 you're supposed to do it, you really don't care who's looking.
8 It doesn't matter, you know. But I think oversight like this
9 is -- is vitally important. I think we need to open our doors
10 to oversight more and be more transparent. That's the only way
11 we're going to build any trust.

12 MR. PACHECO: In your view, do you think the Sheriff's
13 Department could disband law enforcement gangs without
14 something like a federal consent decree or an appointed
15 monitored by the court?

16 MR. STRONG: I -- I think that is a -- I think that's a
17 positive direction, but I do think, in my optimistic view, that
18 they could with the right people. I mean, we have consent
19 decrees now. We've had many. And let's look -- and let's look
20 at those and see how long they take to become -- to -- to get
21 into compliance if they ever do.

22 I don't think that's the -- the absolute answer. I
23 think what it is is that we've just not had the right people
24 giving the right message for a very long time.

25 MR. PACHECO: Mr. Chairman, I pass the witness.

1 CHAIR KENNEDY: Thank you so much.

2 Are there any commissioner questions?

3 Patti.

4 COMMISSIONER GIGGANS: Yeah.

5 Hi. Thank you so much for being here.

6 My -- my question has to do with -- within the
7 Department because there are public statements that "We fixed
8 the problem. It's a -- it's a perception problem. There's not
9 really a problem, but we fixed the problem."

10 What about -- what about the rank-and-file? How do
11 they feel about that? I'm sure that I'm -- well, no, I'm not
12 going to make -- I'd like to hear from you what -- what -- what
13 about the rank-and-file with that? Are they -- do they catch
14 on to some of that? Do they care? Does it matter to them that
15 there's this controversy?

16 MR. STRONG: In those members of the Department that I
17 have talked to, and obviously, with over 9000, I haven't -- not
18 talked to all of our sworn, but yes, they care.

19 Number one, it's like I said, sometimes you just meet
20 somebody, and they think it's funny to ask if -- you know, once
21 they know that you're from the Sheriff's Department, "Are you a
22 member of one of the gangs?"

23 I think it's important to know that the vast majority
24 of the deputy sheriffs and even -- and even sergeants and
25 lieutenants and even executives -- and -- and I -- and I say

1 this not as a pat on my back, but during my campaign, I got
2 phone calls from people that I didn't even realize knew me that
3 were either retired executives or still executives or text
4 messages that said, "Thank you," you know, for -- for -- "for,"
5 you know, "speaking to it and -- and being open and honest."

6 I think when you have examples, and I -- you know, I
7 want to go back to some of the testimony that happened here,
8 you know. When you have a chief or a former chief sit up here
9 and -- and say that they were duped into obstructing justice,
10 deputy sheriffs look at that, and -- and it diminishes the
11 credibility of executives, it diminishes the credibility of law
12 enforcement, and I get phone calls and -- and, you know,
13 deputies are angry. They're angry that we're still talking
14 about this.

15 So it -- it has a huge, huge impact on the vast
16 majority. Unfortunately, I think what we don't see is the vast
17 majority coming forward because, as we have seen, when you do,
18 you're the one that's ostracized. And they want to get through
19 their shift safely, they want to get home safely, and they want
20 to make it through their career, you know, as -- as smoothly as
21 possible.

22 COMMISSIONER GIGGANS: Just a followup.

23 Do you feel -- I mean -- well, in terms of our
24 experience as commissioners, and we've heard a lot about this
25 "us-and-them," you know, the Sheriff's Department on the one

1 side and the community on the other, and then divisions, a lot
2 of divisions. Do you think there is an us-and-them within the
3 Department, also?

4 MR. STRONG: Yes. Absolutely.

5 You know, I've worked three different agencies and,
6 again, you know, when I went to the FBI Academy, most agencies
7 are not as big as the Sheriff's Department. And one of the
8 things that's -- that's clear to me is that, yes, there has --
9 law enforcement has created this us-and-them with the
10 community, which we need to break that barrier down because we
11 all come from some community. But within the Sheriff's
12 Department, when you have deputies that can't even treat other
13 deputies with respect and dignity and -- and -- and just common
14 courtesy because they don't work a certain station or they
15 don't work a certain facility or they don't work a certain
16 floor, how could you ever expect that they're going to treat
17 the community right?

18 So there is a absolute division, you know, with --
19 with -- within this Department, and it's something that I have
20 never seen. I mean, I don't -- I don't care where you go. You
21 know, if you're in high school, you got the kids that are the
22 skaters, you got the kids that are in the band, you got the
23 jocks, and you got the nerds, and you got the rockabillies, you
24 know. There -- there's always going to be groups of people
25 that -- that -- that -- that commune for a common interest, but

1 this common interest is -- is nefarious. This common interest
2 is -- is -- is divisive, and -- and that's the problem.

3 There is, absolutely. And -- and it's known within
4 the Department; there are jokes about it. We call it "the
5 Century nod." You don't work Century, you say hi to your
6 former colleague that you worked Custody with at a training,
7 and -- that's all you get is a nod. You know, there --
8 there -- it's -- it's known within the Department. It's not a
9 secret, I mean, and it's -- it's known all throughout, you
10 know, everywhere you go. So there's -- I -- I'm sorry to keep
11 going on, but it's -- it's absolutely divided within.

12 COMMISSIONER GIGGANS: Thank you.

13 CHAIR KENNEDY: If what you're telling us is true, why do
14 the law enforcement unions like ALADS -- why are they so
15 supportive of hiding deputy gangs and opposing this body using
16 subpoena power to unearth the evidence of deputy gangs? It --
17 it doesn't seem to make sense.

18 MR. STRONG: You know, I -- I've asked the same question,
19 you know, many times, and I -- I have no idea. I -- I think,
20 you know, the -- the purpose of any union is to protect its
21 members, to make sure that their members are treated fairly, to
22 give equal representation to their members, but it appears to
23 me that this union is -- and, again, from -- from what I've
24 heard, seen, and even from the questions that were asked of me
25 during this campaign, they want the person that's going to

1 allow them to get away with the most, and that is the reality
2 of it.

3 I was -- again, when I go back to Internal Affairs, I
4 would think that a union would want to say, "Hey, we're tired
5 of paying money for your legal defense. You keep getting in
6 trouble. Cut it out." You know what I mean? Because there's
7 8000 other deputies that aren't using any money for their legal
8 defense, and you got a small few that are kind of using, you
9 know, are -- are kind of burning through it.

10 I -- I've never been in the union leadership, not on
11 this Department. I was in union -- union leadership at my
12 other agency, but it -- it baffles me. It -- it baffles me to
13 this day that they wouldn't want to -- why -- it's -- it should
14 be an embarrassment to them. Not only deputy gangs but, you
15 know, there's a slew of other, you know, illegal conduct and --
16 and -- and activity that goes on within this Department, and
17 they defend it.

18 If it were me and I was a union leader, I would have
19 a set -- set of criteria. "Look, you're going to pay your
20 union dues, and we're going to -- we're going to support you,
21 but I'm sorry, when we have DNA evidence on you sexually
22 assaulting a female inmate, we're not going to back you, and
23 we're not going to pay for your criminal defense or your
24 administrative employment law defense."

25 And -- and you set those standards, and people know

1 what they're going to get, but they pretty much, you know, will
2 spend a lot of money to defend, you know, just about anything.

3 COMMISSIONER GIGGANS: Just a quick question. It's a
4 little bit snarky.

5 But is there any oversight of unions?

6 MR. STRONG: Not -- not that I'm aware of.

7 CHAIR KENNEDY: So -- so we're -- we're coming near the
8 end, and -- and I just want to get your perspective on this.

9 Sheriff Villanueva has repeatedly stated during the
10 campaign that oversight officials who question the existence of
11 deputy gangs or law enforcement gangs -- and that's actually
12 the term in the statute -- that -- that questioning whether
13 there are law enforcement gangs in the Department is racist.
14 Do you agree with that? He -- he says that it's racist to ask
15 if there are deputy gangs in the Department.

16 MR. STRONG: I don't see how it could be racist. And if I
17 can be a little snarky back?

18 CHAIR KENNEDY: Yes.

19 MR. STRONG: I mean, if you ask me, you know, when you --
20 when you -- when you speak specifically to Alex Villanueva,
21 I -- I ask the question, "What's worse than an actual gang
22 member?" And what's -- to me -- and I worked gangs, I've been
23 in -- in environments and, you know, just in my life -- I mean,
24 to me, what's worse than an actual gang member is one that
25 wants to be a gang member and he was never accepted, from what

1 I've heard, when he was, you know, working these stations
2 anyway. Because somebody that wants to be one is willing to do
3 whatever it takes to -- to -- to get accepted and -- and be
4 part of that group.

5 So I think it's a far, far reach to claim that it's
6 racist, and I think it's a ridiculous claim. But I think, you
7 know, I've seen him over the years, and I've known him for many
8 years. He makes a lot of ridiculous claims.

9 CHAIR KENNEDY: Thank you.

10 Anyone else? Otherwise, we'll move to -- we'll
11 excuse the witness and move to public comment.

12 Mr. Strong, thank you so much --

13 COMMISSIONER GIGGANS: Thank you so much.

14 CHAIR KENNEDY: -- for testifying here.

15 We're going to -- unless any commissioners want to
16 make a comment, I think we're going to hear from the public
17 because the public probably has a lot to say.

18 MS. WILLIAMS: Our first speaker, Steve Krueger, followed
19 by Vanessa Perez; Vanessa Perez, followed by Jacqueline
20 Venters.

21 MR. KRUEGER: How you doing?

22 I'm here today -- this has been quite a show. You're
23 going to hear the low end of it.

24 CHAIR KENNEDY: We're listening.

25 MR. KRUEGER: I -- back in 2015, I was a transient in San

1 Dimas, homeless, and I came upon the Sheriff's Department over
2 there, and they do have a sheriff gang there called the
3 Ruthless Cowboys. And I was homeless for about five-and-a-half
4 years, and I kept trying to figure out, you know, why I'm
5 having problems. Why am I being stopped? Why am I getting
6 arrested? Why are these guys falsifying reports? And I was
7 just amazed, you know.

8 August 1st, 2020, I was almost shot to death behind
9 7-Eleven just eating my breakfast. This is LA County.

10 So I want to pass you guys a little picture of
11 something. You guys can keep it and make a paper airplane out
12 of it.

13 Here you go, sir.

14 CHAIR KENNEDY: Thank you.

15 MR. KRUEGER: Here you go.

16 And we're going to take this to a whole new level.

17 At one time I was in custody, and when I was in
18 custody of the sheriffs, I went out for in-custody surgery, and
19 what you're looking at on that paper right there is a real-time
20 satellite tracking device. The rectangle is a lithium battery,
21 in the lower left corner would be a chip, there are metal
22 prongs. When you actually look at the real MRI, you see it
23 embedded in the back of my leg behind the calf. I had to go
24 out and get a ligament fixed. They never repaired the injury.
25 They figured I was -- they were banking on being a career

1 criminal. So they decided to drop this in me and then stalk
2 me, harass me, and do a lot of fabulous stuff, and over the
3 course of that duration, you know, I was kind of going cuckoo.
4 So I finally -- on -- I believe it was August 30th of 2018, I
5 went and had surgery done.

6 I'm going to try to sum this up.

7 CHAIR KENNEDY: Yeah. Because your time is up.

8 MR. KRUEGER: I'm --

9 CHAIR KENNEDY: So I think your --

10 MS. WILLIAMS: Sorry, sir. Your time is up.

11 MR. KRUEGER: Anyway. The surgery revealed what you guys
12 are looking at right there.

13 CHAIR KENNEDY: Okay.

14 MR. KRUEGER: So I don't want any of this to sound like a
15 rant. I'm asking for help. I need somebody from Department of
16 Justice to sit down and go through my file. I'm willing to
17 leave the satellite file here with you people.

18 MS. WILLIAMS: Thank you, sir.

19 CHAIR KENNEDY: This is your number on here?

20 MR. KRUEGER: Yes, sir.

21 CHAIR KENNEDY: Okay. I will talk to you personally.

22 MR. KRUEGER: I strongly suggest if there's any
23 defendants, do not get medical attention in the Sheriff's
24 Department because they will slide this in without your consent
25 and violate your Fourth Amendment right to privacy, and

1 California --

2 CHAIR KENNEDY: We'll talk more later.

3 MR. KRUEGER: -- point seven. 52.7 --

4 MS. WILLIAMS: Our next speaker, Vanessa Perez, followed
5 by Jacqueline Venters, followed by Ron Dowell.

6 MR. KRUEGER: I'll be back if you don't call.

7 CHAIR KENNEDY: I -- I will call you.

8 Go ahead.

9 MS. PEREZ: Hi, my name is Vanessa. I'm Joseph Perez's
10 mom. This is my son.

11 I want to say my son's out of jail now after being --
12 after two years of being beat by the sheriffs. Nothing's been
13 done at all for his case.

14 But since my son's release, one of the deputies that
15 beat my son, Paul Saldana, 619121, is now at my daughter's high
16 school campus with my daughter every day for seven to eight
17 hours a day walking around school with my daughter on campus,
18 and she has to see him daily. The amount of fear and
19 intimidation she endures at school -- that's supposed to be a
20 safe zone -- with this man that tried to kill her brother is
21 every -- is with her every day, is unnecessary.

22 I tried getting a restraining order and, of course,
23 they denied it, but gave us a hearing in which they pushed --
24 postponed it for a-month-and-a-half, in the middle of November,
25 with the restraining order not granted.

1 I'm not a lawyer, but I'm sure this deputy and his
2 lawyer bought more time. I say this to say -- I say that to
3 say this: How much longer does my daughter have to go to
4 school in her safe spot with a deputy that attempted to kill
5 her brother?

6 The man that just testified up here said
7 "accountability." I want to know who was accountable on
8 putting this deputy, not only back on the field, but put this
9 attempted murderer on the high school campus with my daughter.

10 The lack of disregard for, not only one of my
11 children, but for two of my children is beyond imaginable.

12 CHAIR KENNEDY: What -- what high school?

13 MS. PEREZ: Nogales High School in West Covina. West
14 Covina -- La Puente.

15 CHAIR KENNEDY: Thank you.

16 MS. PEREZ: All right. Thank you.

17 COMMISSIONER HARRIS: Could we make sure the staff gets
18 this information so we can do some follow up?

19 MS. PEREZ: Okay.

20 CHAIR KENNEDY: Yep.

21 MS. PEREZ: Thank you.

22 CHAIR KENNEDY: Could someone get --

23 MS. WILLIAMS: Ms. Perez, if you could please come over
24 here. Thank you.

25 CHAIR KENNEDY: Go ahead.

1 MS. VENTERS: Good morning. Jacqueline Venters.

2 First of all, I just want to say -- thank the
3 commission -- Oversight Commission. I've been coming here
4 since 2018 addressing the issue with my son, Tennell Billups,
5 that was shot five times in the back by Deputy Gonzalo Inzunza
6 from the Century Station. And I'm glad to hear that they're
7 talking about the Jump Out Boys, because Deputy Gonzalo Inzunza
8 was a Jump Out Boy, you know. Their MO is jump out and shoot,
9 and that's just what he did, jumped out and shot my son five
10 times in the back.

11 Accountability. If we start exposing them, it would
12 bring closure. You know, a lot of this stuff has been swept up
13 under the rug with no accountability, and this is why they
14 continue to do these things. If you notice now, it haven't
15 been that many shootings prior to the last few years of
16 innocent people getting shot.

17 I took some notes -- the Executioners, they're from
18 Compton, and they still exist there. You know, I was just told
19 a few days ago that our new captain is, you know, part of it.
20 So we got to be careful who we put in positions in power and
21 control -- and not only him, it's a few more over there. I'm
22 trying to get some names, but they still exist.

23 And a lot of the community is afraid, you know,
24 afraid because of the things that happened in Compton for
25 years. And not only Compton, but Century Station is -- some of

1 their deputies come over to our area and do the same things to
2 our male and females, and it's black and brown, you know. And
3 we are all one community, and if we don't come together as one
4 and help each other, we're going to destroy each other. The
5 law enforcement have destroyed some of our communities with
6 their behaviors and have not been held accountable for their
7 actions. Let's now start holding them accountable.

8 I had a meeting with the Deputy District Attorney in
9 regards to Tennell's case, and I hand over all that documents,
10 and that's a blessing from you guys because y'all helped me
11 push their line.

12 CHAIR KENNEDY: Thank you.

13 MS. WILLIAMS: Our next speaker, Ron Dowell, followed by
14 Ernest Moore, followed by MJ King.

15 CHAIR KENNEDY: Go ahead.

16 MR. DOWELL: We traced the Jump Out Boys activity in
17 Compton all way back as early as 2009 with the murder of
18 Avery Cody, Jr., and they were there before then.

19 And to Commissioner Giggans's and Kennedy's comments
20 to change the culture, LASD needs to reconstruct, not tweak --
21 tweak the existing structure. For example, in the city of
22 Compton, we face an existential threat, and we need the
23 sheriff, a leader, with a community-oriented mission that's
24 clear and ask questions like how can we best service the
25 community considering what the community says it needs,

1 We're asking for mechanisms to collect and assess
2 those needs to have ways to measure and report the performance
3 towards addressing those needs that are unique to the city of
4 Compton. All areas within the county don't have the same so-
5 called law enforcement needs, and this requires that the
6 sheriff move away from arrest numbers, response times, and
7 changes in part one and part two crimes over time. We suggest
8 adopting Nibras as a way to collect information to get us
9 useful information.

10 Compton weak leadership has not dismantled -- or has
11 not demanded such accountability and, therefore, are complicit
12 and responsible for the existence of deputy gangs and for poor
13 service from the Sheriff's Department. They don't even know
14 who in -- in the Sheriff's Department works in the city. So
15 reconstruction might include (indiscernible) membership to help
16 mitigate their tendency to backslide, which is what law
17 enforcement generally does over time. So the accountability
18 can start, really, at the local level in Compton.

19 Thank you.

20 CHAIR KENNEDY: Thank you.

21 MS. WILLIAMS: Our next speaker, Ernest Moore, followed by
22 MJ King.

23 CHAIR KENNEDY: Go ahead.

24 MR. MOORE: My name is Ernest Moore. I've been coming to
25 these commission meetings ever since the very first meeting

1 many years ago. I have set up a support group for the victims
2 of the LA Probate Courts called Domata (phonetic). The judges
3 in the probate courts are totally corrupt and another type of
4 LA County gang that I call the "Black Robe Mafia Syndicate."

5 I have contacted the LA County Sheriff deputies at
6 the -- at the Stanley Mosk Courthouse several times over the
7 years demanding to make citizens' arrests of the specific
8 judges that are operating -- that were operating in the
9 Stanley Mosk Courthouse. Some are still operating now, but
10 they refuse my arrests, which is a felony, and will not even
11 take a crime report against these corrupt judges and lawyers
12 and court-appointed fiduciaries that are operating the Stanley
13 Mosk Courthouse.

14 I have filed several complaints with the Sheriff's
15 Department and to the Inspector General. There is an
16 investigation going on now with the Internal Affairs Department
17 of the LA County Sheriff's Department, but nothing has been
18 done yet.

19 Sheriff's -- Sheriff's Department is totally corrupt.
20 It always has been. It's always been racist against black
21 Americans, and I want to set up a specialized law enforcement
22 agency made up of black American citizens to police and do
23 internal affairs of LA County Sheriff's Department.

24 This is -- this commission is a waste of time. This
25 is just a dog-and-pony show. We need enforcement now. We

1 don't need to be shucking and jiving and doing hearings and --
2 and nothing is done.

3 Thank you very much.

4 CHAIR KENNEDY: Thank you.

5 MS. WILLIAMS: Our next speaker, MJ King, followed by
6 Stephanie Luna.

7 MS. KING: What's there to say when the Sheriff and
8 Undersheriff continue to deny -- deny subpoenas to appear, when
9 the Sheriff will raid a supervisor and Civilian Oversight
10 Committee member's home in retaliation for calling for
11 transparency in his department, when the Sheriff sends deputies
12 to surveil and intimidate sheriff's deputies who testify in
13 front of the Oversight Commission?

14 What are you doing to protect our community members
15 who have been telling you this week after week? When will you
16 protect our community members from the Sheriff and his deputies
17 who harass and intimidate when they speak out against their
18 loved ones who are -- I'm sorry -- about their loved ones who
19 are -- whose lives are stolen by LA Sheriff deputies, when
20 they're followed, when they're harassed, when they're put in
21 danger by the LASD? The families shouldn't have to stand in
22 front of you pleading for protection, the trauma of recounting
23 their story each and every time.

24 Tell the Board of Supervisors to stop increasing LASD
25 funding. This year, the Board approved \$1.3 million for an

1 armored -- armored vehicle for LASD. They haven't done enough
2 damage with weapons that they already have? They can't figure
3 out how to stop killing our community members? What do they
4 need a tank for? Are they going to patrol East LA with a tank?
5 With a \$3.6-billion budget, surely they can find room in their
6 current budget to find -- to fund such frivolities.

7 Eric Strong testified that taxpayers paid \$50 million
8 or more in settlements for LASD misconduct. That's an
9 underestimate. We pay \$86 million a year for LASD misconduct.
10 We, taxpayers, not LASD. What message does that send? We're
11 rewarding them for their gang activity, textbook negative
12 reinforcement that they're above the law and will be rewarded
13 for it.

14 LA County lawyers just recommended an \$8-million
15 settlement for the parents of 18-year-old Andres Guardado,
16 murdered by a sheriff's deputy prospect Executioner gang member
17 in 2020 and then slandered in the press.

18 Tell the BOS to stop funding LASD budget increases
19 and stop funding LASD misconduct. It's an insult to taxpayers.
20 When will enough be enough?

21 CHAIR KENNEDY: Thank you.

22 Is that it?

23 MS. WILLIAMS: Stephanie Luna.

24 MS. LUNA: There's a lot to -- there's a lot to unpack
25 that came out of this meeting today. I'm not even, honestly,

1 sure where to start.

2 I guess I'll start with the officer that testified,
3 Neal. A lot of the language he was using was extremely
4 problematic because he is the reason why this crisis of deputy
5 gangs has lasted 50 years. The way that he was talking, he is
6 the reason why a lot of these deputies are emboldened to act
7 the way they act. There is a extreme lack of accountability.

8 I also want to raise a point that burning down the
9 sheriff's departments, that statement is extremely problematic
10 as well because that's also criminalizing the people that are
11 just saying that we don't need sheriffs patrolling our areas
12 and killing our kids. What we need is an increase in funding,
13 and we need an increase in systems that are actively working,
14 not systems that are put into place to actively destroy us.

15 Another comment that was made was about the tattoos
16 hanging in the gym -- the symbols hanging in the gym, and I'd
17 like to reference that these tattoos are trophies for killing
18 our loved ones. Jonathan Rojas and Nicholas Perez, which one
19 of them -- whichever one of them got the tattoo for killing my
20 nephew, wears that tattoo with pride and wears that tattoo as a
21 trophy of my nephew's murder.

22 The leadership, the mentoring, and the teamwork that
23 we heard the officer mention, it's been thriving in the
24 Department, and it's actively working together to keep these
25 deputy gangs going and to keep them rolling. You know, the

1 fact that we have ex-deputies sitting up here saying that they
2 could've joined the gangs but they didn't is exactly the
3 problem because that shows that they're part of the problem.
4 They haven't tried to stop it. They've consistently tried to
5 keep it quiet.

6 Another quick -- I know my time is running out, but
7 another quick thing is talking about these police associations.
8 That's why a lot of people don't consider them a union because
9 unions protect people. Unions don't allow their employees to
10 actively hurt people, and that's why we don't consider ALADS a
11 police union. It's considered nothing more than an association
12 that protects and emboldens the deputy gangs.

13 I appreciate the commission consistently holding
14 these hearings. This is really one of the only places aside
15 from community activism where we're seeing people challenging
16 Alex because everyone here knows Alex runs from accountability
17 the way that he runs from the people. And this is a fight that
18 we're going to be in for the rest of our life, and we're here
19 for it.

20 Thank you.

21 CHAIR KENNEDY: Thank you.

22 That concludes public comment.

23 Mr. Deixler, we're almost done. I just need to ask
24 you: My understanding is that we have an outstanding subpoena
25 duces tecum to the Sheriff that was never responded to; is that

1 correct?

2 MR. DEIXLER: Yes, it is.

3 CHAIR KENNEDY: Okay.

4 And my request to the County Counsel, who I think is
5 on the Zoom, would be that as with all of the other subpoenas
6 that the Sheriff's Department has flouted that we seek to
7 enforce the subpoena duces tecum as soon as possible. We
8 cannot have the top law enforcement officer of Los Angeles
9 County willfully violating duly-issued subpoenas.

10 MS. VAPPIE: Yes, Chair. We will do so. Thank you.

11 CHAIR KENNEDY: Thank you.

12 I really want to thank Mr. Deixler and Mr. --
13 Mr. Pacheco for your efforts today.

14 I read on social media often deputies think that
15 you're all profiting from these hearings. The truth is that
16 you're volunteering your time to develop this evidence on
17 behalf of the public good, and we really, really express our
18 gratitude to you. We -- we know your time is valuable, and we
19 greatly appreciate it.

20 With that, this meeting is adjourned. We will resume
21 tentatively the eighth special hearing on deputy gangs at this
22 location on October 28th at 9:00 a.m.

23 Thank you.

24 (The hearing was concluded.)

25 -o0o-

1 STATE OF CALIFORNIA)
2) ss.


3 COUNTY OF LOS ANGELES)
4

5 I, ANN BONNETTE, California CSR No. 6108, Louisiana Court
6 Reporter No. 85135, Registered Professional Reporter, Certified
7 Manager of Reporting Services, AAERT CERT D-368, do hereby
8 certify:

9 That said digitally recorded audio of the Civilian
10 Oversight Commission Hearing, October 14th, 2022, was
11 transcribed into computer-generated text under my direction and
12 supervision, and I hereby certify the foregoing transcript to
13 the best of my ability.

14 I further certify that I am neither counsel for nor
15 related to any party to said action nor in any way interested
16 in the outcome thereof.

17 IN WITNESS WHEREOF, I have hereunto subscribed my name
18 this 16th day November 2022.

19 
20 _____

21 ANN BONNETTE, CSR 6108

22 AAERT CERT D-368
23
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25

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