

CITIZENS' COMMISSION ON JAIL VIOLENCE

Second Report of the Implementation Monitor

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January 15, 2013

IMPLEMENTATION ACTIVITIES

- Meetings with Sheriff
- Multiple meetings with Command Staff
- Input from Consultants and Advisory Team
- Reviewed Use of Force Manual
- Reviewed multiple LASD directives and bulletins
- Multiple meetings with CEO and staff
- Meeting with ACLU

IMPLEMENTATION SUMMARY

SHERIFF RESPONSIBLE CCJV RECOMMENDATIONS	60
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OFFICE OF THE INSPECTOR GENERAL RECOMMENDATIONS	3
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TOTAL CCJV RECOMMENDATIONS	63
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IMPLEMENTATION SUMMARY

(as of 1/11/13)

CCJV CATEGORY	IMPLEMENTED	PARTIAL IMPLEMENTATION	IN PROGRESS	NOT STARTED	
I. USE OF FORCE	4	5	1	2	
II. MANAGEMENT	7	0	7	0	
III. CULTURE	1	3	4	0	
IV. PERSONNEL AND TRAINING	3	1	5	1	
V. DISCIPLINE	2	2	10	1	
VI. OVERSIGHT	1	0	0	0	
TOTAL SHERIFF RESPONSIBLE CCJV RECOMMENDATIONS	18	11	27	4	= 60

DEFINITIONS

IMPLEMENTED

Monitor has validated the Sheriff has implemented the CCJV recommendations. Reforms have been incorporated into policy, procedures, and operations.

PARTIAL IMPLEMENTATION

Sheriff has partially implemented CCJV recommendations; subject to further enhancements or implementation.

IN PROGRESS

Sheriff is assessing policy, procedural, and operational needs. Sheriff is working with the Monitor and independent consultants to develop an implementation plan.

NOT STARTED

Sheriff has not initiated development of an implementation plan.

STATUS OF RECOMMENDATIONS

I. USE OF FORCE

- Use of Force Policy
 - Manual
 - Policies
 - Training
- Data Tracking System
- Data Analysis by Management
- Body scanners

	NO.	RECOMMENDATION					COMMENTS
			IMPLEMENTED	PARTIAL	IN PROGRESS	NOT STARTED	
USE OF FORCE	3.1	Comprehensive and easy-to-understand Use of Force policy in single manual		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	3.2	LASD personnel should be required to read and understand the new UOF policy	X				LASD implemented January 1, 2013.
	3.3	LASD personnel should receive training on the new UOF policy	X				On-going
	3.4	The Use of Force policy should reflect Force Prevention and anti-retaliation policies	X				LASD implemented January 1, 2013.
	3.5	The Use of Force policy should be based upon objectively reasonable standard		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	3.6	The Use of Force policy should reflect preference for planned, supervised, and directed force		X			Subject to further manual revisions.
	3.7	The Use of Force policy should account for special needs populations		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	3.8	LASD should have a single, reliable and comprehensive data tracking system				X	Funding requested
	3.9	Inmate grievances should be tracked in PPI by names of LASD personnel				X	Funding requested
	3.10	LASD should analyze inmate grievances regarding use of force incidents		X			Implemented at Division level. In progress at Unit level.
	3.11	Use of force statistical data must be tracked and analyzed in real time by management	X				On-going
	3.12	LASD should purchase additional body scanners			X		Awaiting delivery of units.
12 USE OF FORCE RECOMMENDATIONS:			4	5	1	2	

STATUS OF RECOMMENDATIONS

II. MANAGEMENT

- Sheriff's engagement
- Assistant Sheriff Custody
- Reorganization
 - Reporting
 - Internal Audit and Operations support
- Visibility and role of Senior management
- Campaign contributions

	NO.	RECOMMENDATION					COMMENTS
			IMPLEMENTED	PARTIAL	IN PROGRESS	NOT STARTED	
MANAGEMENT	4.1	Personal engagement by Sheriff in oversight of jails	X				On-going
	4.2	High level managers must be accountable for failing to address use of force problems			X		Administrative investigations on-going.
	4.3	The Undersheriff should not have any responsibility for custody or discipline	X				Job Bulletin issued (January 7, 2013)
	4.4	LASD should create a new Assistant Sheriff position for Custody			X		Interviews being conducted. Funding requested
	4.5	The Sheriff should appoint a new Custody Assistant Sheriff with corrections experience			X		Interviews being conducted. Funding requested
	4.6	The Custody Assistant Sheriff should report directly to the Sheriff	X				Job Bulletin issued (January 7, 2013)
	4.7	The Commander Management Task Force should not be a part of Custody management	X				Job Bulletin issued (January 7, 2013)
	4.8	The Sheriff must monitor the use of force in the jails	X				On-going
	4.9	LASD should utilize the Sheriff's Critical Incident Forum (SCIF) in Custody	X				December 13, 2012. Custody Division Directive.
	4.10	Senior management must be more visible in the jails			X		Position description drafted.
	4.11	Operations support should be allocated based unique needs of each facility			X		Facilities assessment in progress. Funding requested.
	4.12	LASD should created an Internal Audit and Inspection Division under a single Chief			X		Funding requested
	4.13	LASD should have a policy regarding campaign contributions			X		Reviewed by County Counsel
	4.14	LASD should participate in the Large Jail Network	X				Attending March meeting
14 MANAGEMENT RECOMMENDATIONS:			7	0	7	0	

STATUS OF RECOMMENDATIONS

III. CULTURE

- Respect for inmates
- Training
 - Ethics
 - Use of Force
 - Cliques
- Policies
 - Discipline for dishonesty
 - Rotation

	NO.	RECOMMENDATION					COMMENTS
			IMPLEMENTED	PARTIAL	IN PROGRESS	NOT STARTED	
CULTURE	5.1	LASD must emphasize respect for, and communications with, inmates	X				On-going
	5.2	Force prevention policy should be stressed in Academy and Custody Division training		X			On-going for new deputies; in progress for existing staff
	5.3	Ethics training should be enhanced in Academy and Custody Division training		X			On-going for new deputies; in progress for existing staff
	5.4	Custody should be a valued and respected assignment and career			X		Dual track to be implemented February 1, 2013.
	5.5	Senior leaders must be more visible in the jails			X		Position description drafted.
	5.6	LASD must have a zero tolerance policy for acts of dishonesty			X		Revising guidelines.
	5.7	LASD should have a sensible rotation policy			X		In development by LASD
	5.8	LASD should discourage participation in cliques		X			On-going for new deputies; in progress for existing staff
			8 CULTURE RECOMMENDATIONS:	1	3	4	0

STATUS OF RECOMMENDATIONS

IV. PERSONNEL AND TRAINING

- Custody Career (Dual Track)
- Training
 - Custody Training Bureau
 - In custody training for existing staff
- Probationary Period
- Supervisors
- Custody Assistants
- Mission Statement

NO.	RECOMMENDATION					COMMENTS	
		IMPLEMENTED	PARTIAL	IN PROGRESS	NOT STARTED		
PERSONNEL AND TRAINING	6.1	LASD should revise its policies to reflect Custody's importance to Department			X		Dual track to be implemented February 1, 2013.
	6.2	LASD should develop and implement a long-range and steady hiring plan	X				October 2, 2012 Sworn Hiring Projection Through 2017. Subject to funding.
	6.3	Custody personnel should receive significantly more Custody-specific training		X			Expanded Jail Operations and facility training for new deputies. Funding requested for Custody Training Bureau.
	6.4	There should be a meaningful probationary period for Custody deputies	X				January 9, 2013 Probationary Period Memorandum
	6.5	LASD should increase the number of Custody supervisors				X	Funding requested
	6.6	LASD should provide for careers in custody			X		Dual track to be implemented February 1, 2013.
	6.7	LASD should utilize more custody assistants			X		Short term: freeze 81 positions to achieve 65/35% ratio. Long term: complete assessment. Meet and confer 60/40% ratio.
	6.8	LASD should implement rotations within and among proximate facilities			X		In development by LASD
	6.9	LASD should change its Mission Statement to reflect importance of Custody	X				
	6.10	LASD should create a separate Custody Division			X		Short term: Dual track to be implemented February 1, 2013.
10 PERSONNEL & TRAINING RECOMMENDATIONS:		3	1	5	1		

STATUS OF RECOMMENDATIONS

V. DISCIPLINE

- Revamp Disciplinary System
- Use of force investigations
- IAB and ICIB under single Chief
- Penalties
- Inmate grievances
- Tracking systems
- Risk Managers

	NO.	RECOMMENDATION	IMPLEMENTED PARTIAL IN PROGRESS NOT STARTED				COMMENTS
DISCIPLINE	7.1	The investigative and disciplinary system should be revamped			X		
	7.2	The CFRC should monitor force packages	X				Risk Management Lieutenant also designated to monitor force packages
	7.3	Preclude deputies from reviewing videos before reporting use of force		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	7.4	Separate deputies involved in significant use of force incidents		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	7.5	Internal Affairs and ICIB should be enhanced and re-organized under a Chief			X		Funding requested
	7.6	IAB should be appropriately valued			X		Funding requested for additional IAB positions.
	7.7	There should be enhanced penalties for excessive force and dishonesty			X		
	7.8	There should be a Risk Manager assigned to each custody facility			X		Funding requested
	7.9	Force investigations should not be conducted by deputies' supervisors			X		
	7.10	Use of force and dishonesty charges should not be reduced or held in abeyance			X		
	7.11	LASD should vigorously investigate and discipline off-duty misconduct	X				On-going
	7.12	LASD should have an enhanced system to track force investigations			X		Short-term: Operations Information Management by April 2013 Long-term: comprehensive data tracking system. Funding requested.
	7.13	Inmate use of force complaints should be tracked in PPI				X	Short-term: Tracked in FAST. Funding requested
	7.14	LASD should improve the inmate grievance process			X		
	7.15	Increased use of Lapel Cameras			X		Short-term: Pilot program. Funding requested
15 DISCIPLINE RECOMMENDATIONS:			2	2	10	1	

STATUS OF RECOMMENDATIONS

VI. OVERSIGHT

- Reporting to the Board
- OIG

OVERSIGHT						
NO.	RECOMMENDATION	IMPLEMENTED	PARTIAL	IN PROGRESS	NOT STARTED	COMMENTS
8.2	The Sheriff should regularly report to the Board of Supervisors	X				On-going
1 OVERSIGHT RECOMMENDATION:		1	0	0	0	

Priorities During Next 30-Days

- Appoint Assistant Sheriff for Custody
- User Friendly Use of Force Manual
- Appoint Chief of Investigations Division
- Complete Needs Assessment to Create:
 - Inspectional Services Command
 - Custody Training Bureau
- Implementation of Dual-Track for Custody

Conclusion

- Continued cooperation by Sheriff and LASD
- Use of force numbers have continued to drop
- Made substantial progress in implementing recommendations
- Expect continuing progress in next 60-90 days