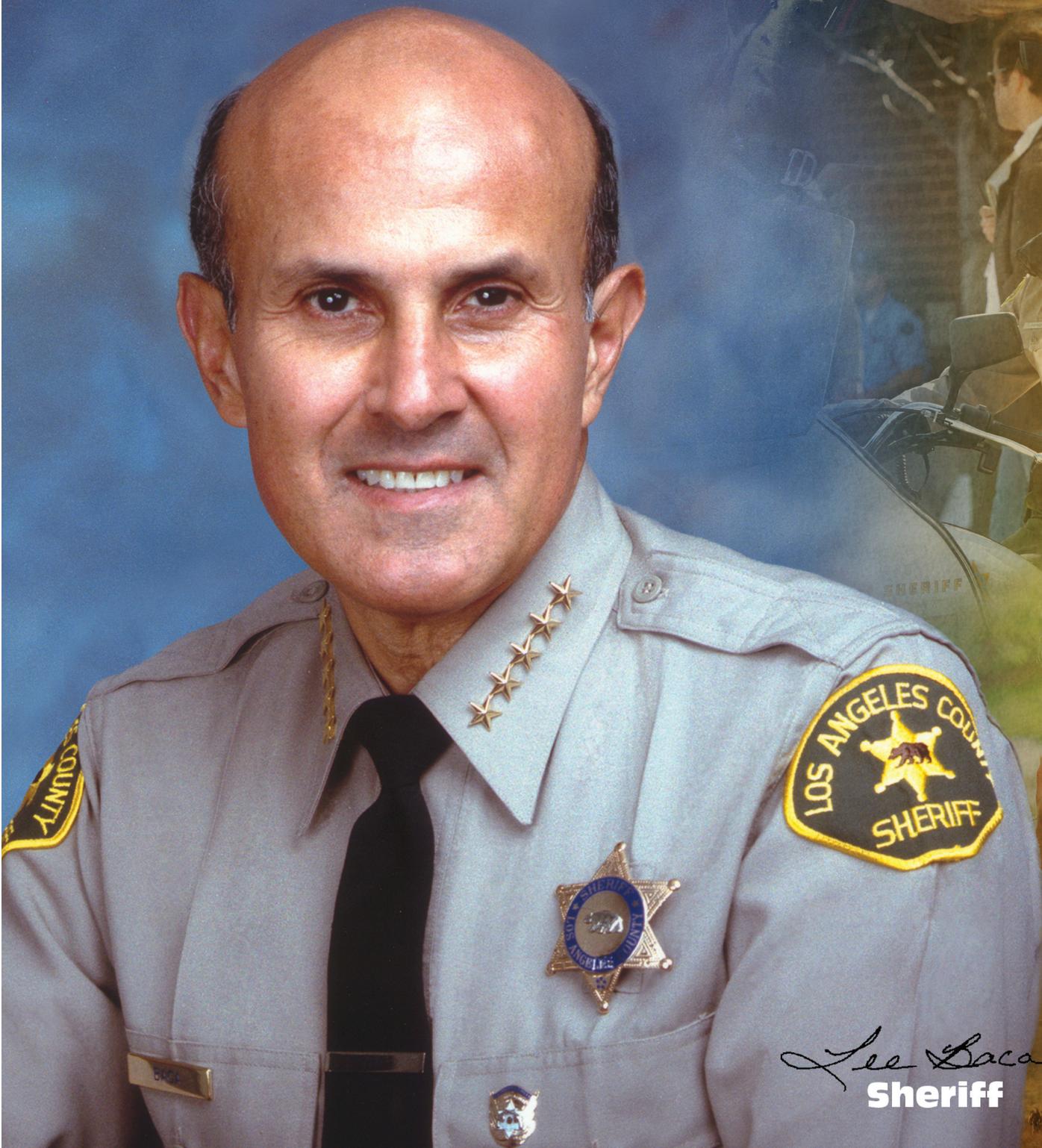




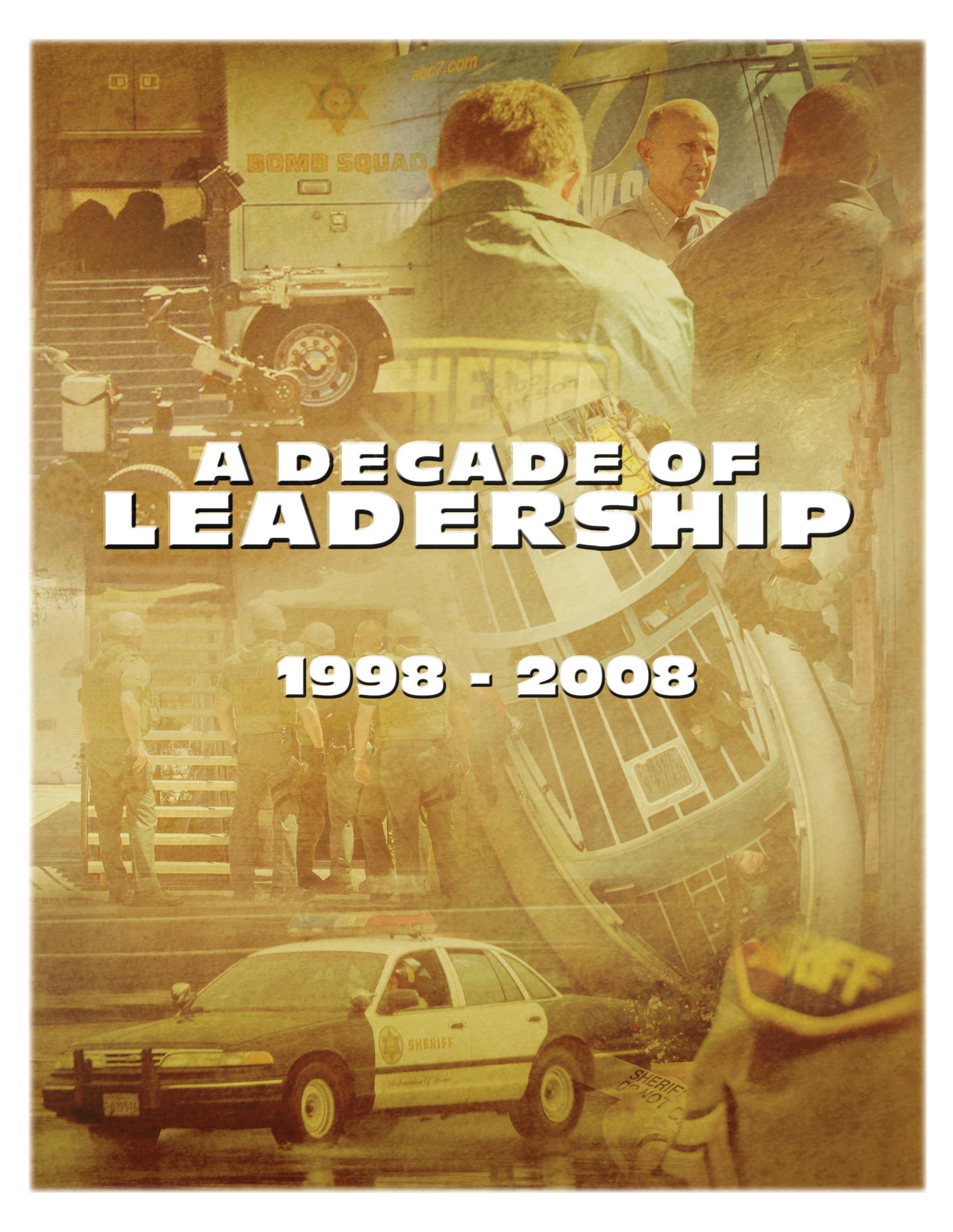
Los Angeles County
Sheriff's Department

A DECADE OF LEADERSHIP



Lee Baca
Sheriff



A collage of law enforcement scenes. At the top, a white truck with 'BOMB SQUAD' and 'abc7.com' is visible. Below it, several officers in uniform are shown. In the middle, a car is flipped on its side. At the bottom, a white sheriff's car is parked. The entire image has a warm, golden-brown tint.

A DECADE OF LEADERSHIP

1998 - 2008

INTRODUCTION

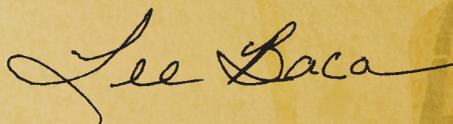
It is with great pride I present our “Decade of Leadership” book that highlights the accomplishments of the brave men and women of the Los Angeles County Sheriff’s Department. Los Angeles County residents have benefitted over the past decade in a marked reduction of crime in the unincorporated areas as well as contract cities. We have created programs to enrich the lives of young people along with other programs designed to reduce offender recidivism rates, while technology has been developed to combat criminal activity. We can’t overlook our recruitment efforts to increase employee diversification, and plans have been established to expand environmental efficiency.

As leaders, we commit ourselves to provide the highest level of excellence in law enforcement services for the residents of Los Angeles County. We strive to build and strengthen our partnership with the diverse communities we serve.

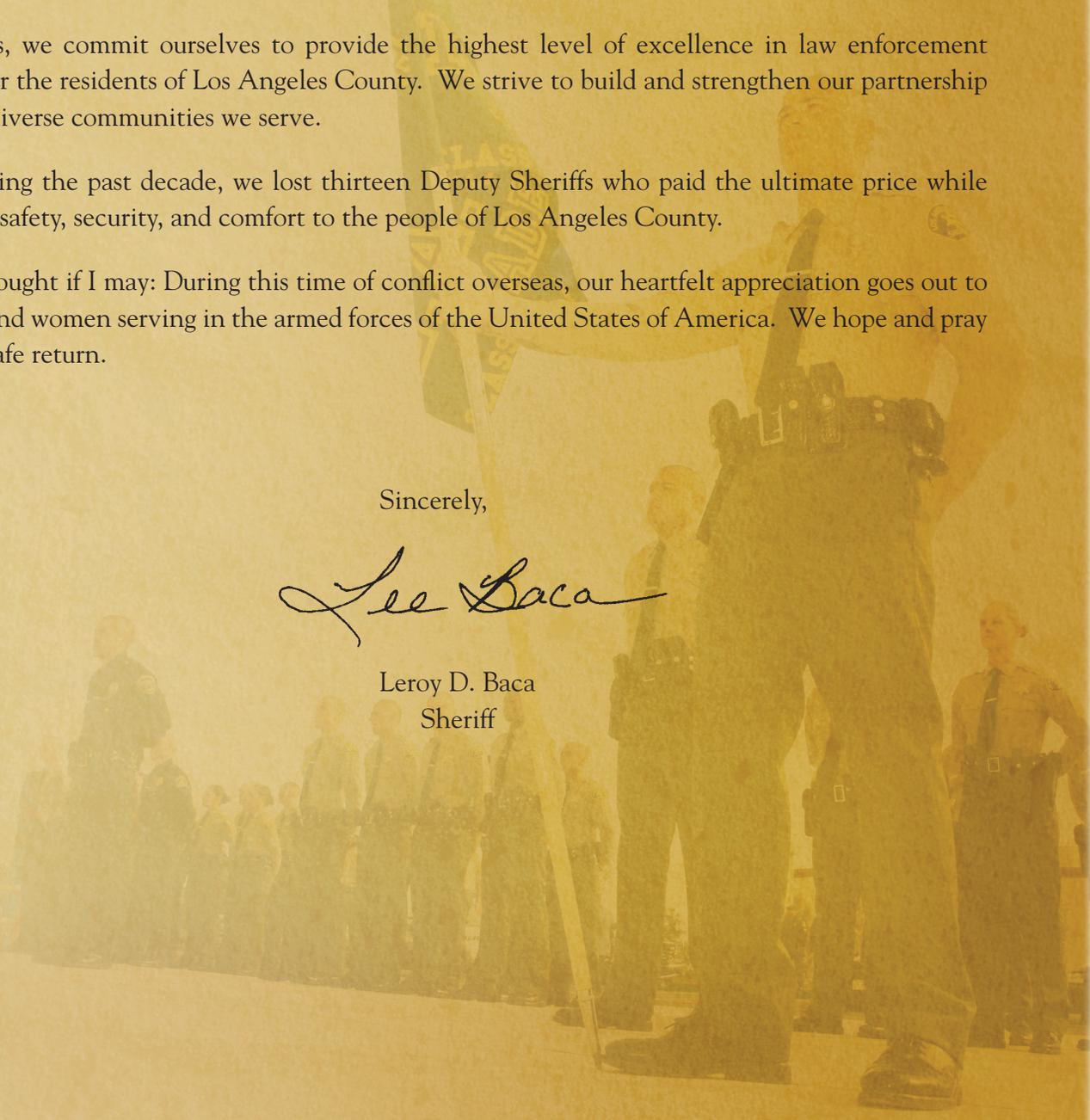
Sadly, during the past decade, we lost thirteen Deputy Sheriffs who paid the ultimate price while providing safety, security, and comfort to the people of Los Angeles County.

A final thought if I may: During this time of conflict overseas, our heartfelt appreciation goes out to the men and women serving in the armed forces of the United States of America. We hope and pray for their safe return.

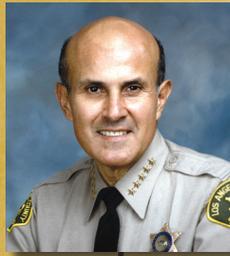
Sincerely,

A handwritten signature in black ink that reads "Leroy D. Baca". The signature is written in a cursive, flowing style.

Leroy D. Baca
Sheriff



DEPARTMENT EXECUTIVES



★★★★★
Sheriff
Leroy D. Baca



★★★
Assistant Sheriff
Marvin O. Cavanaugh



★★★★
Undersheriff
Larry L. Waldie



★★★
Assistant Sheriff
Paul K. Tanaka



★★
Chief
Alexander R. Yim
Correctional Services Division



★★
Chief
Roberta A. Abner
Leadership and Training
Division



Division Director
Victor C. Rampulla
Administrative Services
Division



★★
Chief
Willie J. Miller
Detective Division



★★
Chief
Richard J. Barrantes
Court Services Division



★★
Chief
Neal B. Tyler
Field Operations Region I



★★
Chief
Dennis H. Burns
Custody Operations Division



★★
Chief
Cecil W. Rhambo Jr.
Field Operations Region II



★★
Chief
Thomas P. Angel
Field Operations Region III



★★
Chief
David R. Betkey
Technical Services Division



★★
Chief
William J. McSweeney
Office of Homeland Security

LEROY D. BACA, SHERIFF

Los Angeles County Sheriff's Department

Sheriff Baca, as the elected Chief Law Enforcement Officer of Los Angeles County, commands the largest Sheriff's Department in the United States with a budget of 2.5 billion dollars. He leads more than 18,000 sworn and professional staff. The Sheriff's Department is the law enforcement provider to 40 incorporated cities, 90 unincorporated communities, nine community colleges, and hundreds of thousands of daily commuters of the Metropolitan Transit Authority and the Rapid Rail Transit District. More than four million people are directly protected by the Sheriff's Department.

The Sheriff's Department also protects the largest court system in the nation. Moreover, the Department manages the nation's largest local jail system housing 20,000 inmates.

Sheriff Baca is the Coordinator of Mutual Aid Emergency Services for California Region I, which includes the County of Orange. Region I serves 13 million people.

Sheriff Baca is the founder of Public Trust Policing that include diverse advisory councils; a Clergy Council of more than 300 ministers, pastors, priests, rabbis, imams, and leaders of every faith community. He also operates fourteen nonprofit youth centers; ten at-risk regional training centers for at-risk youth ages 10-18, and provides 27 deputies to 240 elementary and middle schools who teach 50,000 children about positive solutions to the problems of drugs and gangs. He operates one of law enforcement's largest prevention and intervention programs in the nation.

The Sheriff's Department's service area has one of the nation's lowest crime rates for a major metropolitan area. Deputies arrest more than 90,000 felony and misdemeanor suspects, as well as respond to more than 1,000,000 calls for service annually.

Sheriff Baca, a United States Marine Corps Reserve veteran, earned his Doctorate in Public Administration from the University of Southern California.



CORE VALUES

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

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

integrity to do right and fight wrongs,

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

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

OUR MISSION

Lead the fight to prevent crime and injustice.

Enforce the law *fairly* and defend the rights of all.

Partner with the people we serve to secure and
promote safety in our communities.

OUR CREED

My goals are simple.

I will always be painfully *honest*, work as hard as I can,
learn as much as I can and hopefully
make a difference in people's lives.

Deputy David W. March
EOW April 29, 2002



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COMMUNITY OUTREACH



PUBLIC TRUST POLICING



“*Public Trust Policing*” is the use of police resources in a manner that includes the public’s participation in the mission of public safety. The purpose is to provide the highest level of public safety. It is incumbent upon law enforcement to recognize that without the full faith and cooperation of the public, the mission of public safety is severely impaired. The process involves moving from what was generally known as a closed system to an inclusive, open system of *public participation*.

To strengthen the bond between the public and the Sheriff’s Department, several units were formed. The Community Law Enforcement Partnership Program

organizes community groups to reduce gang membership, drug usage, and violence. Local Community Academies were designed to educate residents regarding law enforcement’s role. Community Advisory Committees and Ethnic Advisory Councils were created to serve as liaisons between local stations and the diverse communities. Patrol Station Captains have full discretion to institute specialized, tailored programs that best suit each patrol area. Community Orientated Policing Services Bureau (COPS) personnel conduct door-to-door surveys seeking the public’s input on quality-of-life issues and crime prevention, and assist residents in developing Neighborhood Watch Meetings. The Success Through Awareness and Resistance Program (STAR) teams with local school districts to educate youths in the dangers of drug use, gang membership, and violence prevention.

Cementing the Department’s vision, Sheriff Baca created a set of *Core Values* focusing on leadership, honor, respect, integrity, wisdom, common sense, fairness, and courage. Solidifying leadership traits in Department members, training courses focusing on ethics, character, and integrity utilizing the adult learning theory were facilitated for all employees. Believing that education is the cornerstone of versatile thinkers, Sheriff Baca implemented the Los Angeles Sheriff’s Department University, which assists employees earn college degrees.

“Public Trust Policing” is the use of police resources in a manner that includes the public’s participation in the mission of public safety.

Without the complete *trust* and *confidence* of the public, law enforcement duties are constrained.

To increase the public’s integral faith in the Sheriff’s Department, Sheriff Baca established the Office of Independent Review. The OIR, comprised of six civil rights attorneys, monitors all criminal and internal affairs investigations, ensuring they are thorough, transparent, and fair.

GIFTS FOR GUNS

In 2005, the City of Compton and the unincorporated county areas saw a dramatic increase in violent crimes and homicides. This spike led Compton Station personnel to design alternative measures to reduce the escalating violence. Deputy Anthony Rotella and Lieutenant Joseph Gooden updated a program, “Guns for God,” conceived

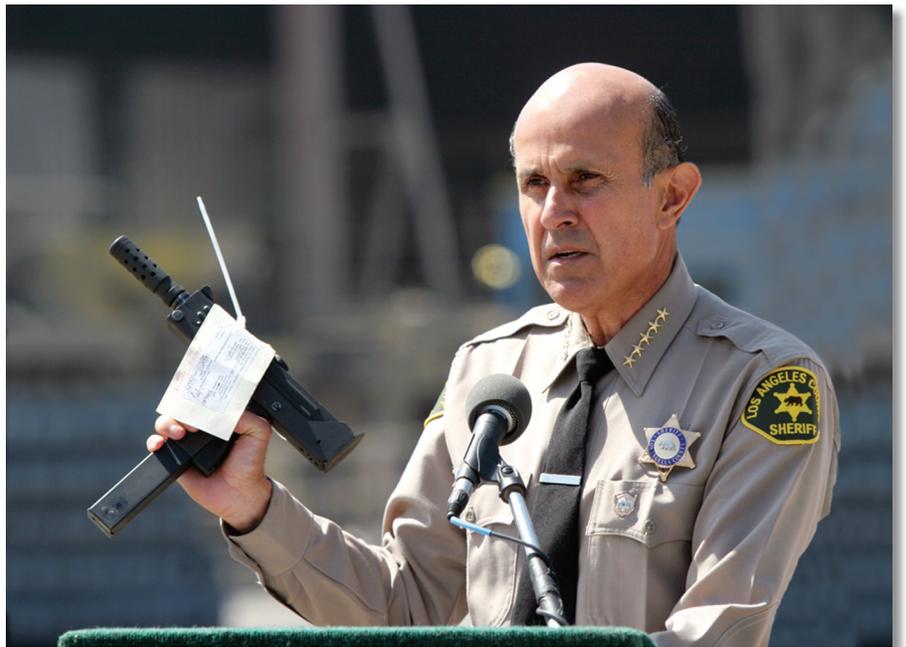


by then Compton Station Captain Cecil W. Rhambo Jr. They created a unique program entitled “Gifts for Guns,” providing Compton residents the opportunity to safely surrender any unwanted firearms to Compton Station personnel. In exchange for the firearm, the community members would receive a gift card redeemable at a local business. The Los Angeles County Sheriff’s Department partnered with the City of Compton, Circuit City, and Ralphs grocery stores offering a \$100 gift card for each firearm surrendered.

The biggest challenge of the program was to ensure the residents understood that the process was completely anonymous, and

no questions would be asked of the person surrendering the firearm. All weapons were collected by Sheriff’s Department personnel at a booth set up in the parking lot of the Compton Circuit City/Ralphs shopping center over the course of three consecutive Saturdays.

During the course of the program, media from as far as England and France traveled to cover the success of the program. Local media covered the program and marveled at the flow of residents dedicated to help make their community safer. In the first year of the program, 640 weapons were safely surrendered. Of those 600 weapons, many were assault weapons. The “Gifts for Guns” program has grown exponentially in popularity. In 2009, the Sheriff’s Department expanded the program to include all 23 Sheriff’s stations. Since the program’s inception in 2005, more than 1,800 weapons have been safely surrendered.



STOP HATE AND RESPECT EVERYONE TOLERANCE PROGRAM (SHARE)

Hate and intolerance are at the root of many social problems in Los Angeles County today. Many people who are not seized by the hatred of other groups are silent about their objection to the hate and intolerance of others. We have reached the point where silently decrying hate and intolerance is not enough. Aside from the obvious world problems caused by hatred, Los Angeles County itself suffers from the insidious effects of hate crimes. Sheriff's Department personnel respond to and investigate approximately 300 reported hate crimes annually.



The SHARE Tolerance Program was created to *educate* members of the community, particularly the youth, regarding the dangers of hate and intolerance. A key element of the program harnesses the *credibility* and *leadership* qualities of deputy sheriffs in spreading the vital message, which has not been sufficiently emphasized by law enforcement. Deputy Sheriffs give presentations about *tolerance* and *respect* for others regardless of race, nationality, religion, and sexual orientation. Utilizing a custom-built mobile theater, deputies present a documentary film about hate crimes to groups of up to 30 individuals at a time. Following the film, the deputies facilitate a 60-90 minute dialogue about issues raised in the film. The goal is to develop leadership, tolerance, and *appreciation for diversity* within the community, thereby reducing hate crimes and incidents.

When initially previewed in late winter of 2008, community members expressed overwhelming support for the program and began a word-of-mouth campaign, which resulted in the program receiving even greater public support and garnering accolades in various media outlets. The program has since been invited to a number of events and has been in continual use in high schools in Los Angeles County. Plans are underway to construct and deploy additional media trailers, expanding the scope of community members experiencing the program.

The SHARE Tolerance program is a unique, first of its kind approach to combating hate crime. Not only is the program itself innovative, but that a law enforcement agency has taken the lead to stem the rise of hate crimes through education, rather than simply following up on these crimes after they occur, is noteworthy. By educating our youth today, we are expanding harmonious relations amongst the residents of Los Angeles County.



VITAL INTERVENTION AND DIRECTIONAL ALTERNATIVES (VIDA)

Deputy Drew Birtness patrolled the streets of East Los Angeles for over two decades. After years of arresting troubled youth, he and Deputy Vincent Romero decided to take a proactive stance by helping divert delinquent youths from a life of crime to become productive adults. Together, they created an innovative program called the “Vital Intervention and Directional Alternatives” program, VIDA.

The 16-week program is overseen by Los Angeles County Deputy Sheriffs and offers prevention, intervention, and



suppression to alter aggressive youth behavior. Participants are referred to the program by the Juvenile Courts or by parents who petition the court requesting their child be admitted into the program. Once in the program, the at-risk youths are placed on a strict regimen of physical training, community service, family counseling, and self-esteem building in lieu of criminal charges being filed. Parents and youths are required to attend weekly counseling sessions which provide the tools to assist in raising positive, productive children. Discussions cover topics such as drug awareness, gang awareness, truancy, and family structure. The VIDA Program is designed

to create a bond between juvenile offenders and law enforcement officers, who serve as positive role models. Once the youths complete the program, personnel assist the older ones get job referrals, and the younger ones are referred to local Youth Athletic Leagues.

The VIDA Program is a collaborative effort between law enforcement agencies and community-based organizations, with law enforcement being the facilitator and taking the leadership role. The proof of the program’s effectiveness is found in its astounding success rate. Ninety-two percent of those who have completed the program have not had negative contact with law enforcement again. By investing in our youth, the Sheriff’s Department is building future leaders.



WALLIS ANNENBERG YOUTH CENTER



Opened in early 2009, The Wallis Annenberg Youth Activity Center is a \$3.8million, state-of-the-art facility built on the grounds of the Sheriff's Training Academy and Regional Services (STARS) Center in

Whittier. The building houses the Norwalk Station Youth Activities League and is staffed by two Deputy Sheriffs and twelve community volunteers, all serving as positive role models for the youths.

The center was created to provide youths a safe, supportive haven for after-school academic tutoring, esteem-building courses, field trips, basketball, and instruction in boxing and karate. The facility has new exercise equipment, basketball courts, exercise mats, and a full-size boxing ring.



Strengthening the partnership between the youths and law enforcement, personnel facilitate courses such as leadership concepts, character building, and drug awareness. The goal is to provide the children a solid foundation and give them every opportunity to succeed in life.



Since it opened, attendance at the center has exponentially increased. More than 500 children participate in the various programs at the center.

PUBLIC SAFETY



CRIME ASSESSMENT CENTER



The Crime Assessment Center (CAC) is a state-of-the-art facility designed to support countywide crime analysis efforts and crime reduction strategies. With its comprehensive “all crimes” approach, the CAC crime analysts review all criminal activity, regardless of its nature, to determine patterns or trends that impact the quality of life in our communities. The CAC has a special “Focus Crimes” section comprised of additional crime analysts dedicated to gang-related crime analysis. The CAC crime analysts’ mission and goals are directly aligned with those of the Crime Analysis Program.

County, without regard to jurisdictional boundaries. Utilizing the vast experience of our Department’s talented crime analysts, aided by state-of-the-art technologies and advanced crime analysis processes, the CAC is able to identify and understand crime trends and issues, regardless of jurisdictional boundaries.

Crime knows no boundaries and, therefore, the mission of the CAC is to analyze crime throughout the entire County, without regard to jurisdictional boundaries. Utilizing the vast experience of our Department’s talented

The CAC partners with law enforcement agencies to identify emerging crime patterns, trends, and series. A consortium, the “Regional Terrorism Information and Integration System”



was formed to link the records management systems of all municipal law enforcement agencies throughout the County. The primary tool for this group is “Coplink,” an analytical and relational crime database containing crime information from all police departments within Los Angeles County. The motto of the CAC is “Know Crime, No Boundaries.”

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT



PART I REPORTED CRIMES 1998 - 2008

YEAR	CRIMINAL HOMICIDE	FORCIBLE RAPE	ROBBERY	AGGRAVATED ASSAULT	BURGLARY	LARCENY THEFT	GRAND THEFT AUTO	ARSON	GRAND TOTAL
1998	266	637	5,852	16,551	16,399	33,704	14,524	863	88,792
1999	236	584	5,086	13,817	13,889	30,054	13,084	923	77,673
2000	247	659	5,100	14,390	14,898	31,285	13,875	1,017	81,474
2001	275	685	5,577	13,444	15,529	34,303	15,283	1,188	86,289
2002	317	728	5,640	14,034	16,147	34,533	16,333	1,276	89,010
2003	342	631	5,544	12,855	15,106	36,558	17,974	1,181	90,191
2004	338	626	5,632	11,405	15,931	36,801	19,026	1,051	90,810
2005	381	619	5,946	11,610	15,841	35,650	19,135	994	90,176
2006	328	656	6,339	11,143	15,845	35,115	17,610	904	87,940
2007	277	607	6,483	11,728	16,757	37,590	16,606	994	91,042
2008	261	617	6,119	10,925	16,084	35,571	15,331	875	85,784
% OF CHANGE FROM 1998/2008	-2%	-3%	5%	-34%	-2%	6%	6%	1%	-3%

Reported crimes in LASD jurisdiction, including contract policing areas

Source: LASD Crime and Arrest Statistical Summary



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT
PART I REPORTED CRIME RATES PER 10,000 POPULATION
1998 - 2008**

YEAR	CRIMINAL HOMICIDE	FORCIBLE RAPE	ROBBERY	AGGRAVATED ASSAULT	BURGLARY	LARCENY THEFT	GRAND THEFT AUTO	ARSON	GRAND TOTAL
1998	.98	2.35	21.62	61.16	60.60	124.54	53.67	3.19	328.13
1999	.87	2.16	18.80	51.05	51.33	111.08	48.45	3.41	287.04
2000	.92	2.45	18.94	53.45	55.33	116.21	51.53	3.78	302.61
2001	1.01	2.53	20.58	49.61	57.30	126.60	56.40	4.38	318.42
2002	1.13	2.59	20.09	49.99	57.52	123.02	58.18	4.55	317.06
2003	1.20	2.22	19.52	45.26	53.18	128.71	63.28	4.16	317.52
2004	1.18	2.17	18.43	36.30	55.51	126.79	64.53	3.61	318.41
2005	1.30	2.11	20.30	39.64	54.09	121.72	65.33	3.39	307.88
2006	1.12	2.23	21.59	37.95	53.97	119.60	59.98	3.08	299.51
2007	.94	2.06	22.02	39.83	56.91	127.67	56.40	3.38	309.20
2008	.88	2.09	20.73	37.02	54.50	120.52	51.95	2.96	290.65
% OF CHANGE FROM 1998/2008	-9%	-11%	-4%	-39%	-10%	-3%	-3%	-7%	-11%

Source: LASD Crime and Arrest Statistical Summary
 1999 Population used for 1998 Crime Rate
 2007 Population used for 2008 Crime Rate

ELDER ABUSE FORENSIC CENTER

The Los Angeles County Elder Abuse Forensic Center (LAEAFC) is a groundbreaking collaborative task force that gives comprehensive **expert advice** and **assistance** to social workers and law enforcement officers handling cases involving elder and dependent adult physical abuse, neglect, financial exploitation, and/or fraud.



In 2006, approximately 21,000 of Los Angeles County's seniors and dependent adults were reportedly abused, neglected, or exploited; and this number is predicted to **triple** within the next ten years. There are close to one million documented California residents over age 65, and the amount is expected to double by 2025 when the "Baby-Boomer Generation" has retired.

By the end of the 20th Century, the elder abuse protection process was overwhelmed, and it had become apparent that government agencies could no longer solve the problems independently. In

Los Angeles County, there may be as many as 13 entities involved in this process. Contacting each involved entity individually and securing commitments on a case-by-case basis was extremely difficult and time consuming.

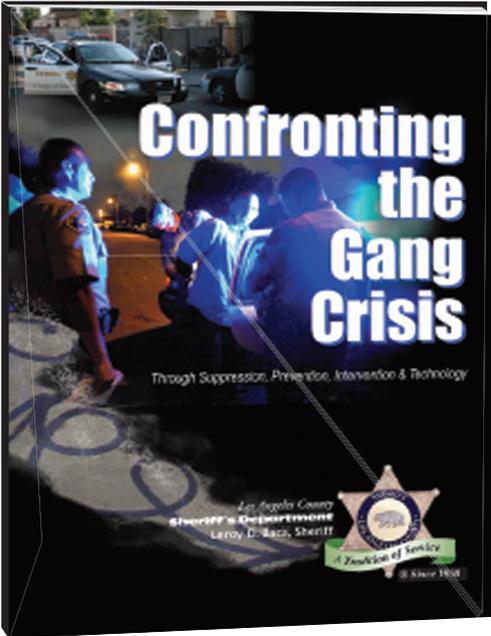
Three trailblazers in the elder abuse protection field, Doctor Astrid Heger of the University of Southern California Medical School, Detective Barbara White of the Los Angeles County Sheriff's Department Commercial Crimes Bureau, and Mr. John Coil of the Adult Protective Services recognized the need for **better cooperation** among elder services professionals. Their efforts gained invaluable support when Los Angeles County Sheriff Baca committed the Los Angeles County Sheriff's Department to preventing elder abuse at the 2005 AARP-California Attorney General Biennial Elder Abuse Conference.

After securing a grant from the Archstone Foundation, the LAEAFC was opened in January 2006 at "The Santana House," which was refurbished with funds from "The Deborah and Carlos Santana Milagro Foundation." Once a week, representatives from each partner organization meet in the Santana House for case evaluations. Caseworkers and police investigators are invited to present difficult cases during the meetings for discussion. Network members offer advice and help, and an **action plan** is developed to best resolve and aid the investigation. In addition to advice and assistance in specific cases, the LAEAFC provides **training** to law enforcement personnel and social services workers at seminars across the county.

This highly effective and successful task force is leading the way in today's new order of governance.

Leadership is shared voluntarily and depends upon **camaraderie** and **reciprocity**. A team from the Leonard Davis School of Gerontology evaluates the process and outcome measures to aid in improving the collaborative efforts. The over arching measure of success is the benevolent assistance given to elders and dependant adults through the unity of the various service providers.

GANG STRATEGY PLAN



The mission of the Gang Strategy Plan is to target and reduce the presence and influence of the most violent criminal street gangs in Los Angeles County. Led by the Los Angeles County Sheriff's Department Operation Safe Streets Bureau, the plan's design is to implement a zero-tolerance enforcement posture, interrupt the cycle of gang recruitment, and create aggressive intervention and prevention programs. With a strong emphasis on raising the level of safety and quality of life in the most affected neighborhoods, the ultimate goal is to create an environment that makes gang activity an impossibility. The success is dependent upon the wide-ranging collaborative efforts among all levels of government from the United States Department of Justice to local code enforcement entities.

Sheriff's Station Captains maximize the effectiveness of the coordinated forces by adjusting the schedules of deployed personnel so that enforcement and intelligence-gathering are conducted during periods of peak criminal activity. Personnel share gang-related information with other units ensuring continuity of suppression efforts.

Sheriff's Station Captains maximize the effectiveness of the coordinated forces by adjusting the schedules of deployed personnel so that enforcement and intelligence-gathering are conducted during periods of peak criminal activity. Personnel share gang-related information with other units ensuring continuity of suppression efforts.



Investigators partner with parole and probation officers conducting residential searches of gang members on supervised release. District Attorney personnel unite with Sheriff's Department personnel increasing the likelihood of successful prosecutions to the maximum extent of the law.

The Gang Strategy Plan is dynamic, and will keep pace with evolving trends in street gang activity. The multiple-front suppression efforts of the combined agencies aggressively enforce the law increasing optimism for future generations.

HIGH INTENSITY DRUG TRAFFICKING AREA PROGRAM

The Federal High Intensity Drug Trafficking Area (HIDTA) program, funded by Office of National Control Policy (ONDCP), provides resources to support law enforcement activities to eliminate or reduce drug trafficking and its harmful consequences in areas identified as significant centers of illegal drug activity. HIDTA programs seek to improve the effectiveness of law enforcement by promoting collaboration and cooperation of state, local and Federal agencies through information sharing, collocation of agents, investment in law enforcement infrastructure, joint initiatives development, and training.



The program's success relies on the ability of the regions to identify existing and emerging drug threats and to tailor a coordinated strategy to reduce or eliminate the production, manufacture, distribution, and use of illegal drugs. The HIDTA program supports these efforts by providing funding, training, and intelligence and investigative support to collocated and jointly staffed Federal, state, and local law enforcement initiatives.



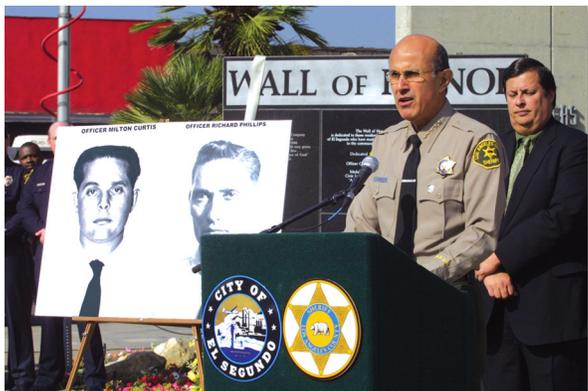
“OPERATION FLOR”

Operation Flor targeted the “Joker” clique of the “Florenca 13” Drug Trafficking Gang (F13), a violent subset of F13 which engaged in extortion, assault, and murder in addition to drug trafficking. A two-year investigation involving fifteen federal Title III intercepts was culminated in late 2007 with the arrest of 102 defendants. The wiretaps were also instrumental in solving 27 F13-related shootings and preventing six other shootings. Over 80 defendants pled guilty or were found guilty during 2008 and early 2009, including 23 of them for Racketeer Influenced and Corrupt Act (RICO) violations. The “Jokers” clique has been completely dismantled, resulting in a reduction in crime and making the neighborhood safer for honest citizens.



HOMICIDE COLD CASE

On July 21, 1957, in the City of Hawthorne, two teenage couples were robbed and kidnapped at gunpoint. The teenagers were blindfolded and bound, with one of the female victims also being sexually assaulted. The suspect, described as an adult white male, then stole their 1949 Ford and abandoned them in the area.



A short time later, the suspect was stopped for a traffic violation by El Segundo Police Department Officers Richard Phillips and Milton Curtis. At the time, the vehicle was still an unreported as stolen. A second El Segundo Police Department unit, Officers Porter and Gilbert, saw Officer Phillips talking to the suspect. Officer Curtis was seated in the front passenger seat of the police car, apparently awaiting registration information. Officer Phillips waived the other officers on, indicating that no backup was needed. Approximately one minute later, someone requested an ambulance to the scene of the traffic stop. Officers Porter and

Gilbert immediately returned to the scene and **found both officers shot**, and the 1949 Ford gone. Officer Phillips had been shot three times in the back. Officer Curtis was shot three times in the upper torso. Both officers died as a result of their wounds. The 1949 Ford was located four blocks from the shooting scene. Fingerprints were lifted from the vehicle, but the suspect evaded the massive search conducted by law enforcement.

In March of 1960, the murder weapon, along with other evidence from the crime, was located in the yard of a residence in Manhattan Beach, near where the 1949 Ford had been abandoned. The Los Angeles County Sheriff's Crime Lab examined the gun and determined that it was consistent with the murder weapon. ***It would be 42 more years before investigators would get their next lead.***

On September 11, 2002, Homicide Investigators Dan McElderry and Kevin Lowe were assigned the case. Fingerprints taken from the 1949 Ford were processed through the Federal Bureau of Investigation's relatively new ***Universal Latent Workstation***. The fingerprints were matched to Gerald Mason, an ex-felon residing in Columbia, South Carolina. A 1956 photograph of Mason was placed in a photo lineup and shown to one of the surviving witnesses, retired El Segundo Police Department Officer Charlie Porter. Porter identified Mason as the individual he believed was responsible for the murder of Curtis and Phillips.

After going unsolved for nearly 45 years, investigators finally had a good lead they could follow.

On January 29, 2003, Homicide investigators arrested Gerald Mason. He was extradited to California on March 21, 2003, and on March 24, 2003, Mason pled guilty to two counts of murder for the brutal slayings of Officers Phillips and Curtis. He received ***two consecutive life sentences***. Were it not for vast technological advances in fingerprint recognition and the tenacity of the investigators, this case may have never been solved.

Check our web site for information on these other solved cold cases:

- John Racz Case
- Theodore Shove Case
- Michael Goodwin Case (Mickey and Trudy Thompson)

SHERIFF'S RESPONSE TEAMS (SRT)

After the widely publicized events of mass civil disobedience on May 1, 2007, Sheriff Baca directed that our tactics, strategies, doctrines and tools utilized for crowd management and control be re-examined.



Specific command personnel were selected to lead the Sheriff's Response Teams (SRT). Those command personnel were trained in several disciplines.

The SRT was organized into four platoons, each led by a lieutenant and assisted by a platoon sergeant. Each platoon consists of four squads comprised of two sergeants and fourteen deputies. Known as a modified squad, the configuration expanded the number of personnel to operate several new less-lethal weapons and to give each squad enhanced capabilities for arresting both passive and active resisters. All deputy and supervisory personnel were volunteers from throughout the Department. Each member was selected based upon experience, maturity, and a proven work ethic.

The SRT's missions were identified and included not only traditional crowd control situations, but the entire realm of civil disobedience. The training included passive resistance, active resistance, confrontation of violent agitator groups, disentanglement operations, weapons of mass destruction decontamination operations, jail riot responses, and vital infrastructure protection.

A *core training cadre* was assembled and began training immediately for each of the four platoons. The training consisted of an intense three-day immersion in all aspects of squad operations, tactics, and movements. Additional training was provided in less-lethal weapons, riot control agents, specialized devices, and squad sergeant school.

Proper *command* and *control* during civil disobedience incidents are the keys to success.

New uniforms and equipment were obtained, and strategies were developed to address the ever-evolving protestor tactics. Several dual purpose less-lethal weapons capable of quickly resolving violent situations were purchased and placed into operation. New *disruptive technologies*, such as sound and light devices, provide new options for dealing with both compliant and noncompliant crowds.

Support elements to the SRT include the Mounted Enforcement Team, Motorcycle Response Team, undercover support teams, Emergency Services Detail paramedics, Special Enforcement Bureau Special Weapons Teams, intelligence and video support, Aero Bureau video downlink, prisoner processing support, and logistical support.

The Los Angeles County Sheriff's Department recognizes the people's right to peaceably assemble as guaranteed by the First Amendment of the Bill of Rights. However, when a peaceful assembly deteriorates into mob behavior, it must be mitigated and order restored. Regardless of the mission, the SRT stands ready to address any civil disobedience situations that may occur anywhere within the County of Los Angeles.

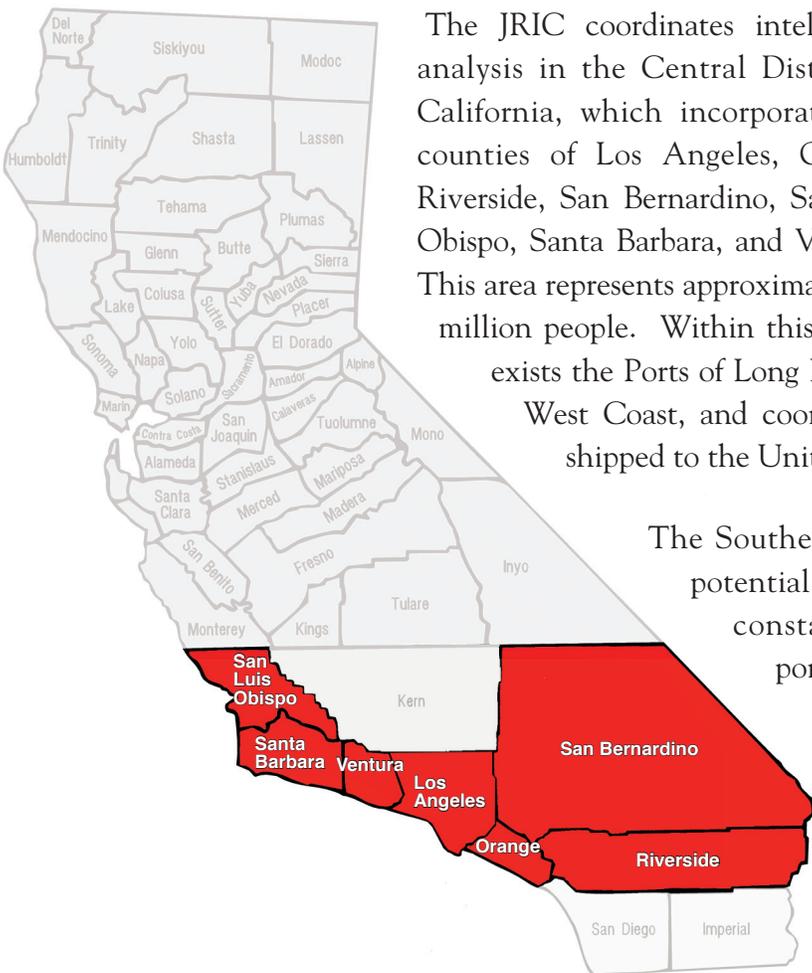
JOINT REGIONAL INTELLIGENCE CENTER (JRIC)

The Los Angeles Joint Regional Intelligence Center (JRIC) is a cooperative effort between the Los Angeles County Sheriff's Department, Los Angeles Police Department, and Federal Bureau of Investigation, created in

2006 to enhance information sharing on terrorist activities. The JRIC integrates terrorism threat intelligence and provides intake, analysis, fusion, synthesis, and dissemination of that terrorist information. The JRIC converts information into *operational* and *situational intelligence* to detect, deter, and defend against terrorist attacks within the seven-county region of the FBI's Los Angeles Field Office District.

The Los Angeles Joint Regional Intelligence Center (JRIC) is a cooperative effort between the Los Angeles County Sheriff's Department, Los Angeles Police Department, and Federal Bureau of Investigation ...

The State of California has designated the JRIC as one of four California Regional Terrorism Threat Assessment Centers. The JRIC continuously monitors and *exchanges information* to further the efforts of combating terrorism on a statewide basis.

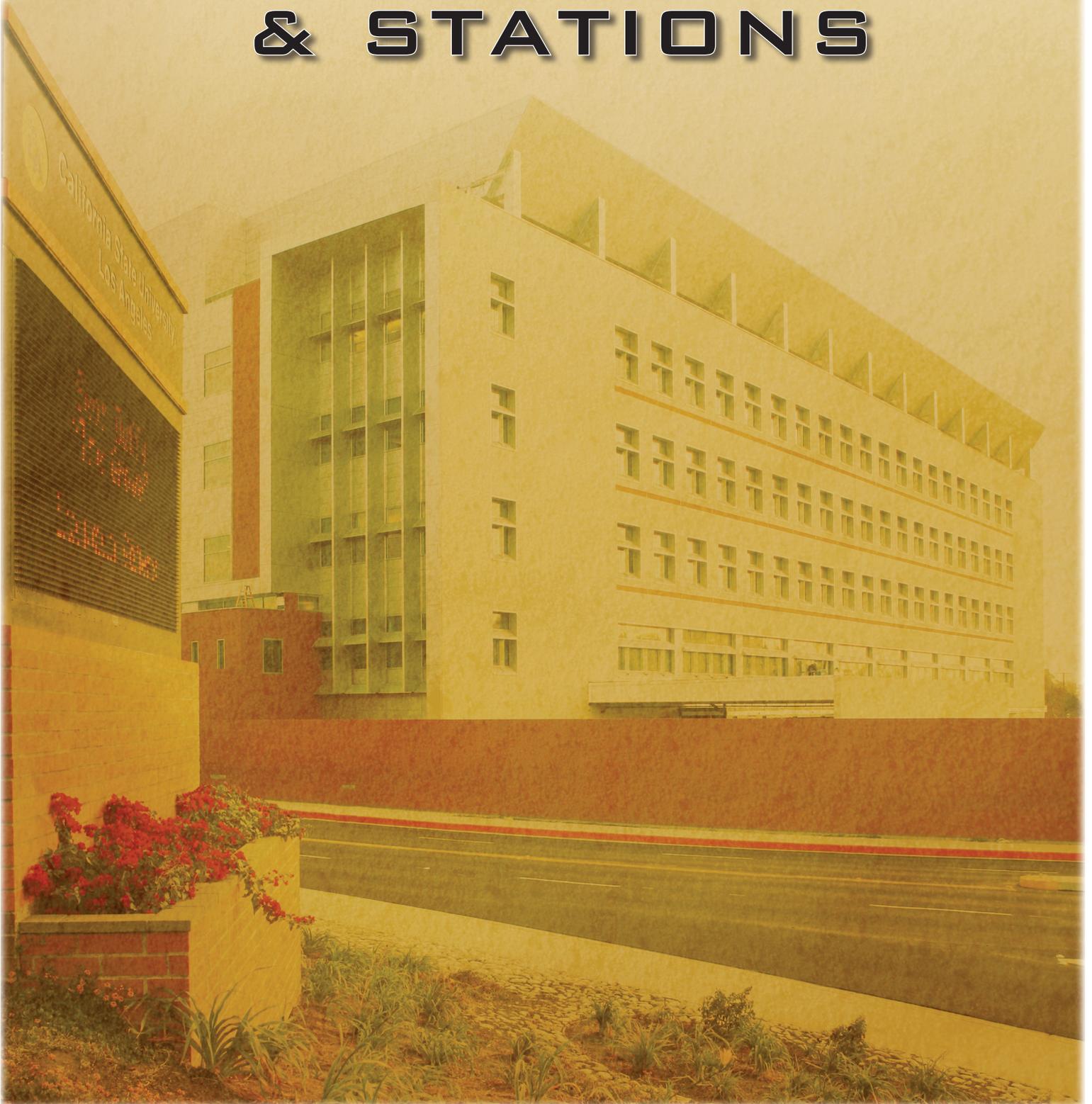


The JRIC coordinates intelligence analysis in the Central District of California, which incorporates the counties of Los Angeles, Orange, Riverside, San Bernardino, San Luis Obispo, Santa Barbara, and Ventura. This area represents approximately 20 million people. Within this region

exists the Ports of Long Beach and Los Angeles, the largest seaport on the West Coast, and coordinates the movement of the majority of goods shipped to the United States from Asia.

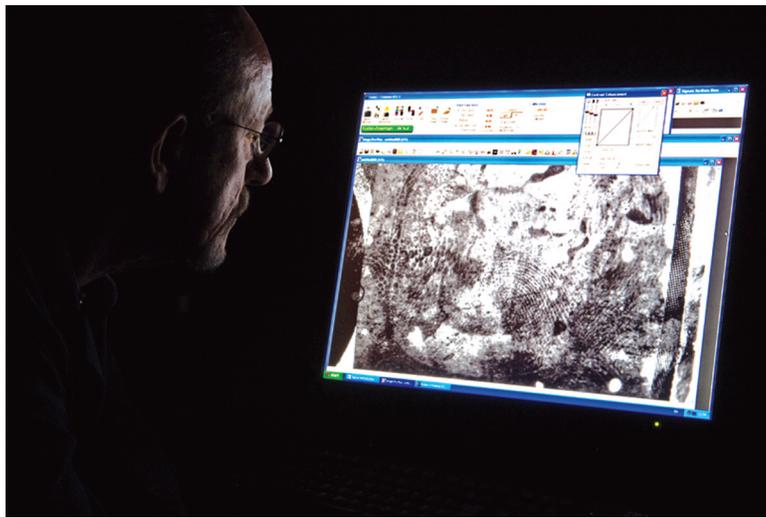
The Southern California area is home to a vast number of potential high-interest targets to terrorists. The JRIC is constantly *monitoring* a wide array of information portals to ensure that residents are afforded the highest level of protection attainable in this ever-changing environment.

NEW FACILITIES & STATIONS



HERTZBERG-DAVIS FORENSIC SCIENCE CENTER

The scientific and forensic needs of law enforcement services provided within the ever-growing and diverse population of Los Angeles County has resulted in unprecedented demands on the technological capabilities of the Los Angeles County Sheriff's Department Scientific Services Bureau. Through the tenacity and tireless efforts of Sheriff Baca, then-Governor Gray Davis, and then-Assembly Speaker Bob Hertzberg, financial support was obtained from the State of California to fund a new crime lab building to address many of these 21st century issues. The Hertzberg-Davis Forensic Science Center opened in October 2007 and was



designed to accommodate the growing number of laboratory personnel needed to address the needs of the criminal justice system. The new building is located on the campus of California State University, Los Angeles (CSULA), across the freeway from the Sheriff's Headquarters Building. The Los Angeles County Sheriff's Department Crime Lab, Los Angeles Police Department's Crime Lab, CSULA Criminalistics and Criminal Justice programs, California Forensic Science Institute, and southern arm of the California Criminalistics Institute are located within this building. The Hertzberg-Davis Science Center represents a very successful partnership between the critical

elements of forensic science, law enforcement, and academia.

The groundbreaking for the more than 209,000-square-foot building began in January of 2005, nearly 11 years after Scientific Services Bureau Director Barry Fisher first presented the idea to the university. The following forensic disciplines are now housed in the new forensic science center: Forensic Biology, Firearms Identification, Questioned Documents, Trace Evidence, Photo/ Digital Imaging Lab, and Latent Prints Chemical Processing.



Building a Solid Foundation as a Community

PALMDALE STATION

In 1992, the Palmdale Sheriff's Station began as a neighborhood sub-station of the Antelope Valley Sheriff's Station in a 5,500-square-foot storefront office. In 1998, the facility was enlarged to 13,500-square-feet and became its own station, no longer under the command of Antelope Valley Sheriff's Station. Although it obtained full station status, the Palmdale facility lacked several key features needed for operating efficiently including a jail, secure parking, gas pumps, and a heliport. Space at the station was so limited that staff members had to turn sideways to pass each other in the hallways.



In May 2004, construction began on a new station to service the city of Palmdale and the surrounding unincorporated areas. Construction was completed, and the new Palmdale Sheriff's Station opened its doors on June 12, 2006. The state-of-the-art facility encompasses a 47,000-square-foot main building; a 7,800-square-foot jail; and an 8,399-square-foot motor pool and storage building. The station is located on 11.5 acres at the corner of Sierra Highway and Avenue Q in the City of Palmdale.

The new Palmdale Sheriff's Station provides an approachable facade and practical floor plan that ensures *maximum efficiency* and a *user-friendly environment* for Department personnel and the public alike. The station will accommodate the continued growth and expansion of the community which it proudly serves for years to come.

SAN DIMAS STATION

The San Dimas Sheriff's Station, which includes a 28,900-square-foot masonry building and a 3,400-square-foot service building, opened its doors on December 19, 2005. The station sits on a four-acre site, which was donated to the County by the City of San Dimas. The new station replaced the original San Dimas Sheriff's Station, which was substantially smaller and opened in September 1927.



The station was built in accordance with the vision of Sheriff Baca. The station includes a community room, which further strengthens the partnership between the Sheriff's Department and the members of the community it serves. The Sheriff's passion for learning was expressed in the design, which also includes a *"learning center"* equipped with computers and high-speed internet connections. The learning center is used by Department personnel wishing to further their formal education through college enrollment, as well as those seeking less formal personal enrichment.

The San Dimas Sheriff's Station is a functional, yet welcoming facility dedicated to serving the law enforcement needs of the City of San Dimas and the unincorporated areas of Azusa, Covina, Glendora, La Verne, Claremont, and the San Gabriel Mountains.

Commitment to the Communities we Serve

SOUTH LOS ANGELES STATION



The design for a new 33,750 square-foot station and an 8,000-square-foot vehicle service building, to replace the Lennox Sheriff's Station, was completed in July 2007. The new station will be renamed "South Los Angeles Sheriff's Station" and will be located on the southeast corner of Normandie Avenue and Imperial Highway in the unincorporated area of Los Angeles County. A few highlights of the new station will include a *state-of-the-art dispatch center*, a jail with a capacity of 34 beds, and a *community center* area that will also be used as an Emergency Operations Center. Additionally, the site will include 330 parking spaces,

a fueling island with above-ground fuel storage tanks, a communication tower, car wash facility, gymnasium, helistop, and a mobile shooting range for deputy training and certification on an as-needed basis. The station will also be equipped with a Seilox access control system, closed circuit television with touch screen monitors, wireless internet access, and a "Voice Over Internet Protocol" telephone communications system.

On October 30, 2007, the Board of Supervisors awarded a construction contract to AKG Construction, Inc. Construction began in November 2007 and is projected to be completed in December 2009, with occupancy projected for March 2010.

The South Los Angeles Sheriff's Station was built in accordance with the vision of Sheriff Baca. The Spanish-style design will feature a celebrated entrance pavilion with an arcade that will provide a



welcoming and inviting presence to the communities which it proudly serves.

Lennox Sheriff's Station has served the community for over 60 years, and the opening of the South Los Angeles Sheriff's Station will mark a new chapter in history for area residents and the deputy sheriffs previously and currently assigned to the station. The new location will cement the Department's commitment to *community partnership* and enhance the "Tradition of Service" provided by this great organization.



EXPANSION



TRANSIT SERVICES BUREAU EXPANSION

The Los Angeles County Metropolitan Transportation Authority (MTA, also known as Metro) Board approved for the Sheriff's Department Transit Services Bureau (TSB) to dramatically expand citywide and countywide in

2003. TSB is now the MTA's only contracted transit policing agency. TSB serves as the second largest transit police force in the United States, providing policing and security services for all Metro buses and trains, including subway and light rails. Covering over 1,433 square miles of patrol service area, and with about 1.5 million

Transit Services Bureau provides policing and security services for all Metro buses and trains, including subway and light rails.

MTA passenger boardings a day, TSB has a uniquely diverse and extensive patrol responsibility. TSB is the largest patrol contract in the history of the Los Angeles County Sheriff's Department.

TSB personnel work in partnership with MTA personnel to increase commuter safety by focusing on crime prevention and suppression efforts. TSB Deputies proactively board Metro buses and trains countywide to keep the peace, check on the welfare of bus and rail operators and passengers, conduct fare enforcement checks, respond to calls for service from panic alarms on buses, assist injured persons, and assist with traffic collisions where deputies maximize safety and work as liaisons for the handling policing agency.

TSB is comprised of several specialized units with specific duties. TSB's Special Problems Unit (SPU) is tasked with conducting plainclothes surveillance, anti-vandalism, and Crime Prevention Through Environmental Design (CPTED). The Special Operations Threat Interdiction Team (TIU), through a grant funded by the Transportation Security Administration, conducts random passenger screening activities at transit stations and hubs. Additional specialized



deployments include the Motorcycle Detail, Crisis Response Unit, Homeland Security/Threat Assessment Team, Search and Rescue, Firearms and Explosives Detection K-9s, Reserve Forces, and Volunteer and Explorer Programs.

The LASD is the second largest transit police force in the United States.

With the rapid pace of life and the future growth of mass transit, the Sheriff's Transit Services Bureau serves the needs of millions of commuters across the county of Los Angeles every day. TSB works toward meeting the goals found in the MTA's mission statement, which is "leading the nation in safety, mobility and customer satisfaction," while incorporating the Sheriff's Department's motto, "A Tradition of Service."

COMMUNITY COLLEGE BUREAU MERGER

The Sheriff's Department merged with the Los Angeles Community College Police Department in 2001, forming the Sheriff's Community Colleges Bureau. Sheriff's personnel provide contract policing and security services to the Los Angeles Community College District, which is the largest in the nation. With nine campuses throughout Los Angeles County and a student population of 130,000, the District serves more than 100 cities in an 800-square-mile area.

Campus policing is unique to law enforcement because of the educational environment, as well as governing state and federal regulations. Utilizing Deputy Sheriffs with a large contingent of Sheriff's Security Officers, the Community Colleges Bureau employs bicycles, golf carts, and T3 personal electric vehicles to provide quick access to the school grounds. In addition to patrolling campuses, personnel assist with first aid,

classroom needs, parking enforcement, administrative proceedings and disciplinary matters, supervising cadet personnel, providing student security escorts, and emergency response planning and preparedness.



COMPTON POLICE DEPARTMENT MERGER



September 17, 2000, marked the beginning of police services for one of the Sheriff's Department's largest contract cities, Compton. By absorbing 104 former Compton Police Department officers and a majority of the professional staff, Compton Station introduced the city to a new level of service. The merger increased estimated patrol service hours to 141,692 annually from the estimated 127,410 previously provided. Compton also received additional support from specialized units such as the Special Enforcement Bureau, Operation Safe Streets Bureau, K-9 Units, Traffic Services Detail, Mental Evaluation Team, and specialized detective units including Homicide Bureau, Arson-Explosives

Detail, Forgery-Fraud Detail, and Special Victims Bureau. Major renovations to the existing facility were completed by the Sheriff's Department's Facilities Planning Bureau to accommodate the increase in personnel.

By 2008, homicides in Compton were reduced by 50 percent, thanks to the efforts of this dedicated team.

INMATE SERVICES



CLOSED CIRCUIT TELEVISION (CCTV)

The prior East Facility's CCTV system was limited to one camera per dormitory with limited viewing and recording capabilities to monitor inmate safety and security in the jail facility. This was an inadequate system that needed

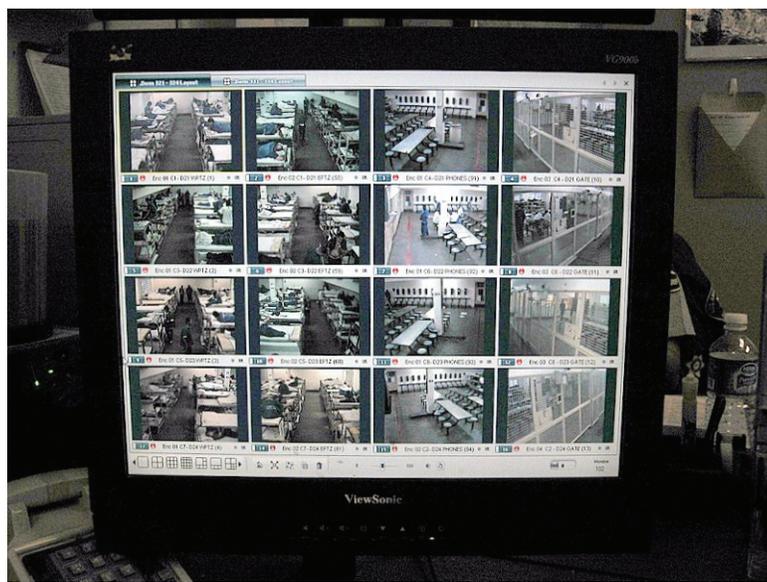
The new CCTV system has contributed to the reduction of inmate on inmate assaults.

upgrades to maintain the current levels of technology. The new CCTV system provides four cameras per dormitory, with additional cameras in common areas including the inmate exercise yard,

bus sally port and inmate processing area. These cameras record activity 24 hours a day, 7 days a week and have 10x zoom and 360-degree pan/tilt capabilities. The system provides a centralized viewing station where inmate activity is continuously monitored by facility personnel. This continuous monitoring allows for the immediate response to potential volatile situations. Video is recorded and archived to a hard drive computer system.

The benefits of the CCTV system include:

- Increased safety of inmates and staff;
- Video evidence to aid in criminal prosecution;
- Reduction of county liability by proving or disproving allegations of force or wrongdoing;
- The ability to download the video in CD-R format for ease of viewing;
- Video segments to be used for training Department personnel.



A review of East Facility's statistics shows the new CCTV system has contributed to the reduction of inmate on inmate assaults. Additionally, it provides management with an invaluable tool to critique responses by staff to facility disturbances. The new systems have captured crimes in progress and the advanced technology provides a mechanism for obtaining evidence to allow criminal filings with or without the inmates cooperation.

COMMUNITY TRANSITION UNIT (CTU)

In April 2000, Sheriff Baca created the Community Transition Unit (CTU) to increase the number of inmates involved in rehabilitative programs and provide inmates who are returning to the community in the near future with a discharge plan, linking them to appropriate community resources upon their release.

The CTU provides inmates with information about in-custody rehabilitative programs at each of the seven major jail facilities and refers inmates approaching release to a variety of local, public, and private service agencies and employers. CTU case management staff working at each of the seven jail facilities visit inmates inside the housing areas to provide information about the wide range of jail programs and services available. CTU case managers undertake individualized planning with inmates for a post-release continuum of service with over 100 community partners.

The CTU has made a steadfast commitment to link homeless inmates with housing and public services upon their release from custody.

In an effort to assist homeless individuals and preempt their incarceration, CTU managers designed the Homeless Intervention Program (HIP), wherein the proven methods of homeless intervention employed at the CTU are shared with all of the Los Angeles County Sheriff's Department field operations units. The HIP program encourages a proactive approach to homelessness, wherein identified high quality homeless intervention resources are shared with all field operations personnel. Field operations personnel are encouraged and supported by the CTU in conducting outreach to homeless persons, diverting them into services and away from criminal activity.

In October 2001, the CTU received the County of Los Angeles 15th Annual Productivity and Quality Award and was hailed as a "Strategic Odyssey." In October 2004, the case management model of the CTU was recognized with the County of Los Angeles 18th Annual Productivity and Quality Award and hailed as "County Ambassador, Performance Heroes."



In January 2005, the case management model of the CTU was recognized at the national level when it was awarded the 2004 National Association of Counties Award and hailed as an "innovative program which enhanced county government in the United States."

In September 2007, the CTU was recognized at the national level when it was awarded the 2007 National Association of Counties Award for the Jail In Reach Project, which provides General Relief and Cal Works benefits to qualified inmates upon their release from custody.

In October 2008, the CTU was awarded the County of Los Angeles 22nd Annual Productivity and Quality Award "Top Ten Award Winner" for The Women's Reintegration Services Project, which uniquely links soon-to-be released incarcerated women with various public and private service agencies.

JAIL HEALTH INFORMATION SYSTEM

The Jail Health Information System (JHIS) is a computer application that links the functionality of various medical ancillary disciplines such as Radiology, Laboratory, Dietary and Pharmacy, together. It creates a single consolidated medical record for inmate patients and was implemented in June of 2000.

Prior to the implementation of JHIS, the inmate patient's medical record was a conventional paper chart. Continuity of care was hampered by frequent inmate transfers from one custody facility to another. The paper medical record did not follow the patient's movement.

The medical record was fragmented due to the constant intra-agency transfers. Patients experienced delays in medical treatments, resulting in negative patient outcomes. Additionally, the paper medical record was time consuming and labor intensive to maintain. It only allowed one provider access to the medical record at a time. It was also prone to transcription and interpretation errors due to illegible handwriting.



With JHIS, clinicians have the ability to access a patient's medical record immediately and simultaneously in any facility where there is a JHIS terminal. Medical orders are entered and processed through a series of checks and balances, ensuring there are no negative interaction issues. In a nationwide case study, it was discovered that there are over one million serious medication errors annually. These errors include administration of the wrong drug, overdosage, and overlooked drug interactions and allergies. They occur for many reasons, including illegible handwritten prescriptions and decimal point errors. JHIS has reduced medical chart errors and reduced the duplication of laboratory test requests. The system has **improved overall patient safety and increased the delivery of effective and efficient health care costs** within the Los Angeles County jail system.

The system has improved overall patient safety and increased the delivery of effective and efficient health care costs...

In July 2005, Medical Services Bureau implemented the high-speed, high-volume Automated Drug Packaging System (Auto Med). The Auto Med System is a computer-driven medication packager, accurately dispensing approximately 8,000 tablets or capsules daily. It was estimated that wasted and

missed prescribed medications cost Los Angeles County over \$600,000 annually. With the Auto Med System, the medication and information is available at the custody facility housing the particular inmate. The system has reduced medication preparation time, minimized civil litigation, decreased drug storage space, and **improved the quality of inmate patient care**. The total estimated annual cost savings was \$1,350,000.

In October 2006, Los Angeles County awarded the Los Angeles County Sheriff's Department with the "Los Angeles County Quality and Productivity Best Overall Technology Award" for the Jail Health Information System and the "Million Dollar Club Award" for the Automated Drug Packaging System because of its tremendous cost savings.

MAXIMIZING EDUCATION REACHING INDIVIDUAL TRANSFORMATION (MERIT)

MERIT is comprised of several programs representing a collaboration of the Los Angeles County Sheriff's Department, the Hacienda/La Puente Unified School District Adult Correctional Education (H.L.P.U.S.D.), the "Impact House" (a drug and alcohol treatment center outside of custody), and local drug courts. It is comprised of three unique rehabilitative programs: "The Veteran's Program," "The Bridges to Recovery," and "The Impact House." Within the therapeutic community, each program fosters accountability, peer to peer support, and positive behavior modeled in a social setting preparing participants for community re-entry.

The programs incorporate adult based education, parenting skills, life skills, and anger management. The focus is on rehabilitation through positive decision making and self-esteem development. Individualized exit plans are designed outlining personal goals and objectives in employment, finance, education, and recovery.

"The Bridges to Recovery" program is a two phase, twelve-week domestic violence and intervention and recovery program. Participants are challenged to evaluate past abusive behaviors, to accept responsibility, to create goals for recovery, and to demonstrate the will and motivation to modify future behavior. The program has an "Alumni Support Group" that provides a post-custody care component wherein graduates receive counseling, support, and guidance in a group setting. Family members are welcome in this venue and frequently participate alongside recovering offenders.



"The Veteran's Program" is of similar duration and focuses on incarcerated individuals who were honorably discharged from the United States Military. Through the program, pride and honor are restored. Participants are regularly placed in contact with community based organizations that specialize in aid and services uniquely available to veterans.

"The Impact House" is a therapeutic treatment center for inmates sentenced by drug courts within Los Angeles County. The H.L.P.U.S.D. provides parenting and personal relationship classes, and the "Teaching and Loving Kids" (T.A.L.K.) course provides a hands-on approach to parenting. This allows incarcerated parents to interact and reunify with their children in a structured, supervised visiting environment, while providing valuable parenting skills and facilitating positive parent/child interaction.



The M.E.R.I.T. Program's success is measured not only by the number of those who do not return to custody, but in the heartfelt accounts of those who return to assist in the programs, in some instances years later, to simply share the profound positive difference the program has had in changing their lives and that of their families.

OPERATION SAFE JAILS

Operation Safe Jails (OSJ) *gathers data and tracks intelligence on gang activity within the jail system.* Additionally, OSJ handles requests for intelligence from local, state and federal law enforcement agencies, as well as the Joint Terrorism Task Force (JTTF), Joint Regional Intelligence Center (JRIC), and the California Department of Corrections and Rehabilitation (CDCR), among others. Operation Safe Jails' daily routine consists of investigations, data requests, security level housing requirements, gang interviews, information gathering/ dissemination and gang file updates. Information gathered by this unit is offered to facility commanders and Division executives to show trends on the streets and gang activity in the jails.

On September 8, 2007, OSJ deputies, in cooperation with the Jail Investigations Unit (JIU) and the Custody Canine (K-9) Detail, conducted a narcotics investigation that led to the recovery of methamphetamine and marijuana and the arrest of two female suspects. The following synopsis highlights the events that led to the arrest:

While monitoring the Inmate Telephone Monitoring System (ITMS) on September 6, 2007, Deputy Ricardo Cobian Jr. overheard a conversation regarding a pending narcotics transaction involving methamphetamine and marijuana that would be delivered to the Pitchess Detention Center-South Facility via the visiting center.

Several hours later, independent of the ITMS recording, a confidential informant told Deputy Cobian that a female would deliver drugs to the South Facility via the visiting center on Saturday, September 8, 2007, during visiting hours. The informant told Deputy Cobian the specific manner of delivery.

Under the direction of Sergeant. Mead, OSJ personnel conducted a



surveillance operation and observed the suspect enter the women's restroom, which was recently searched and cleared. The woman was detained. When K-9 Deputy Jonn Eidem and his partner Gunner searched the restroom, they found methamphetamine, marijuana and wrapping papers, consistent with the information supplied by the informant. Two women were arrested.

SOCIAL MENTORING ACADEMIC AND REHABILITATIVE TRAINING (SMART)

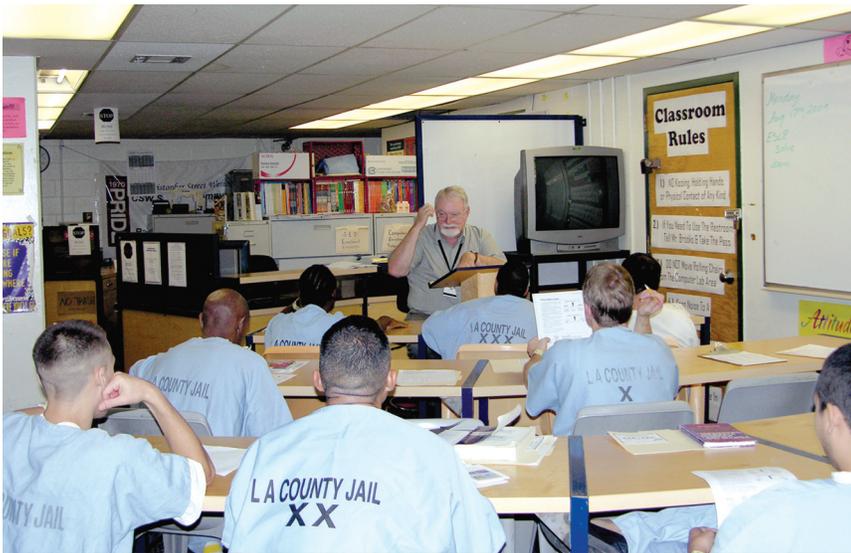
Under the guidance and leadership of Sheriff Leroy D. Baca, the Social Mentoring, Academic, and Rehabilitative Training Program (SMART) was launched in December of 1999. The SMART Program was created to address the unique needs of the homosexual and transgender inmate population. Located within Men's Central Jail, the SMART Program incorporates an array of community based organizations, religious groups, and the Hacienda La Puente Unified School District (Adult Correctional Education) to provide a comprehensive rehabilitative program.

The SMART Program includes components of adult education, spiritual education, vocational training, health education, and social skills mentoring. During the program, inmates are introduced to successful community role models. They participate in anger management and violence reduction training, as well as drug and alcohol rehabilitation programs. They receive medical and mental health services and education. Dedicated jail chaplains provide spiritual support and counseling. Program participants design a post-release plan and along with various community agency volunteers. The plans include treatment programs, housing locations, and employment opportunities.

The SMART Program strives to holistically improve each participant's insight, independence, creativity, and morality.

The SMART Program strives to holistically improve each participant's insight, independence, relationships, creativity, and morality. The ultimate goal of the program is to increase the quality of life through education, counseling, rehabilitation, and post-release support, as well as reduce recidivism.

To strengthen the likelihood of a successful transition back into the community, the Los Angeles County Sheriff's Department Community Transition Team assists the participants with appropriate services within the community.



The SMART Program has proven to be such a resounding success, two deputies responsible for administering the program served as guest lecturers at the University of California, Los Angeles (UCLA) School of Law, and at the Harvard University School of Law in Cambridge, Massachusetts.

TECHNOLOGY



ADVANCED SURVEILLANCE AND PROTECTION (ASAP)

The Los Angeles County Sheriff's Department has provided contract law enforcement services to the City of Compton since September 2000. To ensure a safer community for every resident and create a *safer business-friendly environment*, crucial changes were needed to enable the Sheriff's Department to expand its capabilities beyond standard law enforcement.

The Advanced Surveillance and Protection plan (ASAP) was developed to make Compton and the surrounding unincorporated county areas safer. ASAP incorporates



several goals which include expanded intelligence gathering capabilities, crime prevention and intervention, evidence collection, and crime deterrence. All of the ASAP components rely upon the hard work and dedication of law enforcement personnel and the community, as well as *teamwork* with local officials and business leaders.

The ASAP system *integrates several technologies into a common picture*. These technologies include digital Closed Circuit Television (CCTV) surveillance cameras, Advanced License Plate Recognition (ALPR) technology, acoustic gunshot detection and basic video analytics. At the core of

the ASAP plan will be a *fully digital Command Center* and a *video wall* within the Compton Sheriff's Station. The Command Center will have the capability of simultaneously displaying video feed from all ASAP cameras, together with Global Positioning System mapping of cameras, gunshot information, ALPR queries, and other related data.

The Advanced Surveillance and Protection plan for Compton was designed with the latest state-of-the-art technology and will allow additional cameras and crime fighting technologies to be integrated into the system as needed. It is the Department's goal for Compton to be the first of many cities throughout Los Angeles County to embrace the Advanced Surveillance and Protection plan to *enhance current crime fighting efforts* already underway.

Compton Station has had Automatic License Plate Recognition cars, Automatic License Plate Fixed cameras, and surveillance cameras, along with gunshot technology since 2007. The license plate search engine technology has been used to solve murders, gang shootings, burglaries, robberies, and capture a serial rapist.



COPLINK

The Incident Reporting Information System provides multi-dimensional access for detectives, line officers, crime analysts and Terrorism Early Warning (TEW) analysts to **look at integrated crime information** from multiple systems. Currently, there is no unified central source of this type of information that can be shared and utilized for crime analysis, strategic decision-making and tactical planning.

IRIS receives diverse data from the Regional Allocation of Police Services (RAPS), Los Angeles Regional Crime Information System (LARCIS), Historical Automated Jail Information System (HAJIS), and Crossroads Citation System and

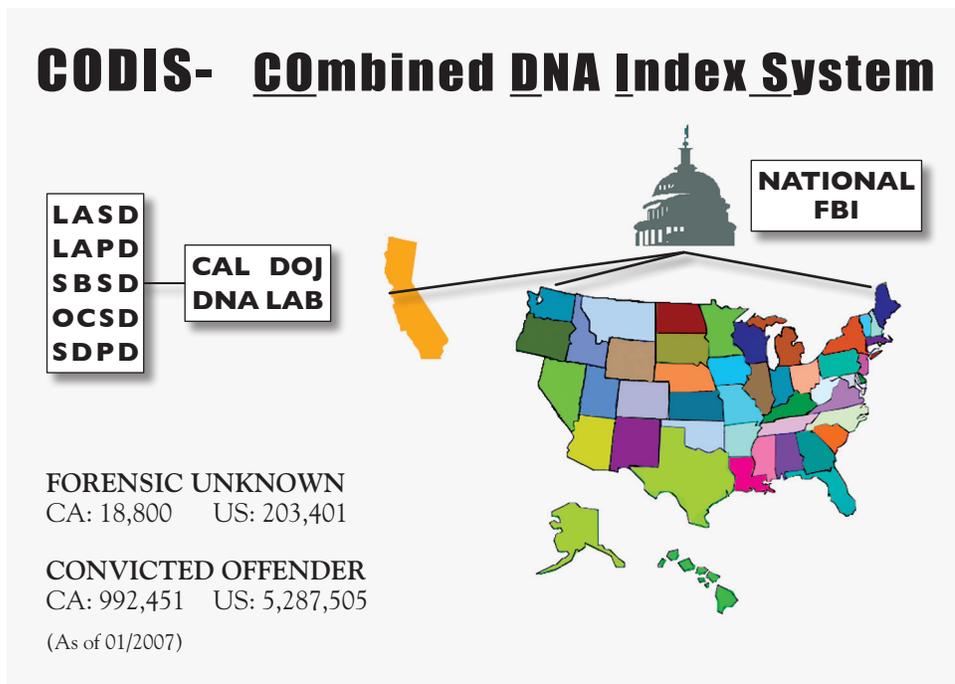
integrates that data into a **cohesive information model** using a commercial software package (CopLink) that will **provide meaningful law enforcement information** back to the Department through Web-based interfaces. This will allow for mobile access to the information, both from patrol vehicles and through the use of handheld mobile devices using commercial data networks. Additionally, IRIS will have the following technical advantages: fast inquiry of multiple system data, data backup and disaster recovery for all information, centralized application management, simplified process to bring in new data, predictable performance, data quality and integrity management, query optimization, avoidance of redundant data storage, uniform data retention management, and provide an integrated Business Intelligence (BI)/crime analysis/link analysis/mapping interface to users.

CopLink will dramatically impact investigators who will have access to vital information at their fingertips.

As part of the information sharing initiative, the Department's **CopLink node will connect and share information** with the LAPD, FBI and the Regional Terrorism Information and Integration System (RTIIS) node. The CopLink application provides tactical lead generation, crime analysis and information sharing. This ability

offers analysis and support for rapidly identifying criminal suspects, relationships and patterns that can help solve crime.

CopLink will **dramatically impact** investigators who will have access to vital information at their fingertips. The ultimate vision is to eventually connect to all CopLink nodes across the country to effectively solve crime by sharing crime-related databases, unrestricted by city, county and state boundaries.



ENVIRONMENTAL PROJECTS

LAMP REPLACEMENT PROJECT AT MEN'S CENTRAL JAIL'S EMPLOYEE PARKING STRUCTURE

The employee parking structure has over 500 lamps that operate continuously 365 days a year, consuming an average of 180-220 watts per lamp. Facilities Services Bureau is in the process of replacing the lamps (using the same fixture) with LED lights that provide double the lumens but use only 60 watts. The new lights last an average of 7-10 years and no disposal of hazardous waste is required.



THERMAL ENERGY STORAGE SYSTEM (TES)

The TES is one of the largest cooling systems of its kind with 40,000 tons of cooling capacity. Two tanks each hold approximately 290,000 gallons of ethylene glycol-based solution (anti-freeze) and 1.65 million nodules (ionized ice-balls). The ice-balls float on the anti-freeze to provide cooling to Men's Central Jail, Twin Towers Correctional Facility, and the Central Arraignment Court. The system's main purpose is reducing operating costs, saving approximately \$250,000 a year, and saving energy.



RECYCLING

The Department is committed to the environment and takes pride in being a role model in protecting the environment. The Department recycles approximately 365 tons of paper, cardboard, and plastics annually, in addition to recycling metal and universal waste products. Recycling generates between \$50,000 and \$70,000 in additional revenue for the County's General Fund.

The Department is involved in a five-year program to replace all outdated computers to reduce their energy consumption by using "Energy Star" compliant equipment. All of the outdated equipment is being recycled to reduce e-waste.



T3 PERSONAL ELECTRIC VEHICLES

In June 2007, the Department deployed a new generation of electric vehicles, the Transport 3 (T3). These vehicles assist sworn and security personnel with foot patrol duties in areas that are impractical for patrol cars to be driven. T3s are powered by two batteries and have a range of 25 miles on a single charge. The vehicles are energy-efficient, have zero emissions, and cost less than 15 cents per day to operate.



TECHNOLOGY OF THE FUTURE

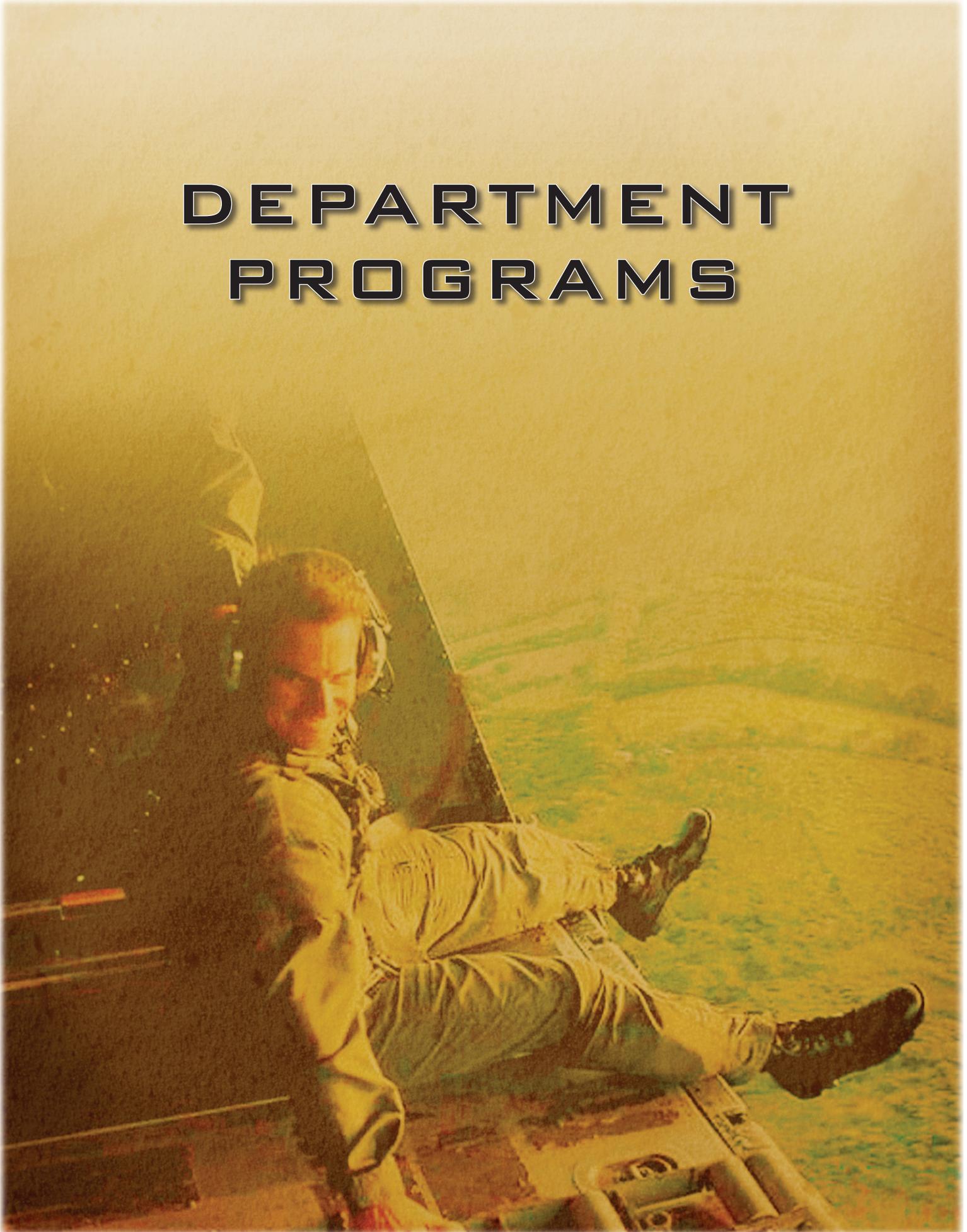
The Los Angeles County Sheriff's Department and its Technology Exploration Program continue to be in the forefront of the development and introduction of new technologies into public safety applications. The Department partners with the United States Departments of Justice, Homeland Security, and Defense, as well as with other agencies and technology innovators, to develop, evaluate and put into service appropriate emerging technologies that may enhance our effectiveness and efficiency in the delivery of services. Technological innovation is woven throughout the accomplishments listed in this publication.

What does the future hold by way of new technologies? While the future is never certain, look for the following on the technology horizon.

- A major update of our web site (www.lasd.org) to provide greater public access to information, programs and services offered by the Department and its partners. We expect to see access to crime data and public safety services, as well as the ability to transact business related to the Department's custody and correctional operations and services. Electronic crime and incident reporting as well as real-time public safety information in times of emergency are among the possibilities.
- Small, hand-launched, unmanned aircraft used in emergency operations and criminal investigations. Such aircraft may be used in places where traditional manned aircraft cannot be utilized, including providing real-time video to locate victims and facilitate evacuations during incidents involving chemical fires or rugged terrain where it is too dangerous to send an air crew.
- Continued advances in less-lethal weapons to provide more options for deputies to use when encountering violent suspects. Devices currently under consideration include light waves, sound waves and millimeter waves to stop assaultive behavior without causing injury to a suspect.
- New tools that will enable special weapons teams to electronically "see" what is on the other side of a door or wall. These devices will allow on-site tactical teams to share video and audio images in real time with incident commanders and other emergency responders to more effectively bring dangerous situations to successful conclusions.



DEPARTMENT PROGRAMS



DEPUTY LEADERSHIP INSTITUTE (DLI)



There is no other profession so universally looked upon for leadership as law enforcement. Community members rely on peace officers for fair and sound judgment, decisiveness, and courage during times of crisis. To develop and strengthen the leadership traits of members of the Los Angeles County Sheriff's Department, the Deputy Leadership Institute was created. The DLI is a groundbreaking leadership development course founded upon the principle that *leadership is intrinsic in the professional law enforcement officer.*

Sheriff Baca said, "The services provided by front-line Deputy Sheriffs are the essence of the Los Angeles County Sheriff's Department. All of us, as leaders, should be ever-mindful that everything we do supports the Deputy Sheriff who, through teamwork and the commitment of the entire organization, provides the finest law enforcement services to our communities, courts, and custody operations."



The Deputy Sheriff is the reason this Department exists. Therefore, the entire reputation of the Sheriff's Department rests on the success of the Deputy Sheriff in the performance of his or her duties. All members of the Department, sworn and professional staff, managers supervisors, executives and rank and file must synthesize in partnership toward the Core Values, Creed, and Mission of the Department.

The unwavering commitment to develop the leadership potential will benefit the individual, the Department, and the people we serve..

As one of the premier community-based policing organizations in the world, Department personnel must continue to *lead by example.* To accomplish this, the Department must provide the best training and education possible for its members. The two-day course is based on the adult learning

theory of continuing education. Concepts such as character, integrity, fairness, honesty, vision, and innovation are facilitated.

This innovative program is just one of the commitments the Sheriff's Department has made as we progress into the new millennium with the best educated and knowledgeable employees possible. The *unwavering commitment to develop the leadership potential* will benefit the individual, the Department, and the people we serve.

JAMES Q. WILSON AWARD FOR EXCELLENCE IN COMMUNITY POLICING 2008

In 2008, Carson Station was the recipient of the prestigious “James Q. Wilson Award” for Excellence in Community Policing. This award is given by the Regional Community Policing Institute-California, in

association with the Office of the Attorney General, California Department of Justice. The honor was bestowed upon Carson Station as a result of *providing the highest quality of service through innovative patrol techniques and proactive programs in the community.*



Carson Station has been solving public safety and disorder through suppression, prevention, and intervention. Community Policing is a way of doing business through crime task force meetings, youth intervention, gang diversion, and community partnerships.

In 2008, Carson Station was the recipient of the prestigious “James Q. Wilson Award” for Excellence in Community Policing.

Captain Todd Rogers took great pride in commending the deputies for *implementing problem solving* projects within their respective patrol areas. Each deputy identified a community concern, developed an action plan to address the concern, and implemented the plan until successful measured results were accomplished. Each deputy acted under his or her own parameters and took ownership within the community.



Each deputy acted under his or her own parameters and took ownership within the community.

One major component to Carson Station’s success was the “*Gang Diversion Team.*” This one-of-a-kind custom-tailored program was designed for at-risk youths and those already involved in gangs. Carson Station personnel and local community members formed a partnership to assist youths in finding successful paths away from gangs by providing *viable positive options.*

Community Policing is the way of doing business at Carson Station. Personnel are committed to working in union with neighborhoods and other community organizations to solve problems within the area policed by Carson Station personnel.

LASD UNIVERSITY CONSORTIUM

Sheriff Baca earned his Doctorate of Public Administration Degree from the University of Southern California. Believing that education should be a lifelong process, he wants the Sheriff's Department to be viewed as a **learning organization**. Sheriff Baca's belief is **a highly-educated workforce is necessary to carry out the responsibilities entrusted to the Los Angeles County Sheriff's Department by the public we serve**. It was from this vision that the Sheriff created the LASD University.

The pioneering phase of the LASD University began in September 2001 when the Career Resources Unit developed a Baccalaureate Degree program through the California State University at Long Beach, and began administering the degree for personnel throughout the Department.

LASD University Mission

"The LASD University is a consortium of colleges and universities whose mission is to provide Department employees with accessible and varied learning programs that will enhance personal and professional growth, promote a lifelong commitment to learning, and enable all Department employees to better serve their community."



LASDU has gone on to forge additional partnerships with learning institutions such as California State Universities of Dominguez Hills and Los Angeles, American Military University, University of Cincinnati, National University, TUI University, Woodbury University, and the University of Southern California. These partnerships led to additional undergraduate and graduate degree programs, including doctoral programs, now being offered to LASD personnel. Through Abraham Lincoln University School of Law, Irvine University College of Law, and Pacific Coast University School of Law, personnel can earn a law degree under the auspices of the LASDU. Through LASDU, over 1,000 Sheriff's Department personnel,

and those of other police agencies, have earned Associate's Degrees, Bachelor's Degrees, Master's Degrees, or Doctorate Degrees.

Projects in the planning stages include nursing degree programs to help meet the needs of our Medical Services Bureau, and bachelors and masters degrees in the new and growing discipline of Homeland Security.

LASDU has become nationally recognized and its success has once again placed the Department at the forefront of law enforcement **innovation** and **leadership**.



MILITARY ACTIVATION COMMITTEE (MAC)

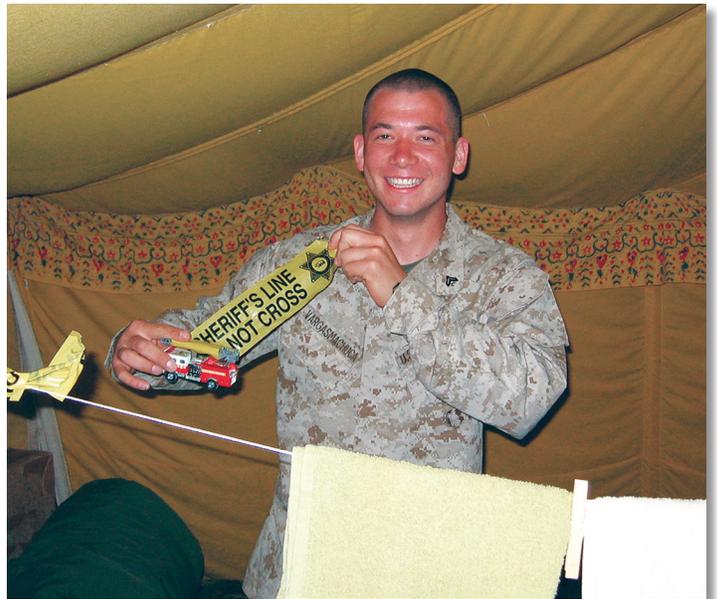
There are more than 50 men and women, sworn and professional staff, currently performing military duties both domestic and abroad for the National Guard, U.S. Coast Guard, Marine Corps, Army, Air Force, and Navy. For them, the once day-to-day life of working for the Los Angeles County Sheriff's Department was altered by the events of September 11, 2001.

Over 350 Department members were put on notice of pending activation. During the first two years after 9/11, Department personnel were activated and deployed to military duty. Many left for several months, returned home and to the Department, only to be redeployed again weeks later for undetermined and varied tours in Iraq and Afghanistan.

In 2003 under the leadership of Sheriff Baca, the Military Activation Committee (MAC) was formed. Through the various MAC programs, the Department *ensured our military reservists and their families were supported and never forgotten*. The appointment of Military Liaison Officers (MLO) at each unit was instrumental in assisting Unit Commanders solve issues that Departmental reservists or their family members experienced.

MAC members developed a Web site to share information. A "pen pal list" was created to coordinate a letter writing campaign that continuously supports those on active duty. Holiday toy drives, gift boxes and baskets for the deployed and their families were coordinated in collaboration with Sheriff's Headquarters Bureau personnel. The Department's unparalleled and *comprehensive policies* to support our troops led to the Department earning the prestigious "2004 Department of Defense National Award for Employer's Support of Guard and Reserve."

Today, the Military Activation Committee is a *consortium of Departmental Bureaus* such as Risk Management Bureau, Data Systems Bureau, Custody Operations Division, Medical Services Bureau, Personnel Administration,



Sheriff's Headquarters Bureau, Field Operations Divisions and Office of Homeland Security. The latest addition to the support effort is the newly developed Los Angeles County Sheriff's Department Military Database, allowing individuals to access updated status information regarding Department reserves and veterans.



The Military Activation Committee continues to evolve to meet the needs of all Sheriff's Department members who are serving in the military. The MAC remains *dedicated* to supporting those who serve both community and country.

OFFICE OF INDEPENDENT REVIEW (OIR)

In 2001, the Los Angeles County's Office of Independent Review (OIR) was created, originating largely from an idea attributable to Sheriff Baca. The OIR is responsible for providing *independent oversight* of the Los Angeles County Sheriff's Department Internal Affairs Bureau investigations into deputy misconduct and other critical cases, such as deputy-involved shootings, significant use of force cases, and inmate homicides and suicides. The OIR's mandate is to ensure that Los Angeles County Sheriff's Department *investigations are conducted in a thorough, fair and efficient manner*, and that principled decisions on individual and systemic accountability stem from those investigations.

Headed by prominent former federal prosecutor Michael J. Gennaco, the OIR is made up of six attorneys, with primary legal experience in civil rights law and additional expertise in criminal, administrative, and employment law. As a result

of its unfettered access to all meetings and documents, the OIR is able to *shape internal investigations* as well as provide *independent recommendations* regarding case outcomes as they are being formulated by the Department.

During its tenure, the OIR has reviewed over 300 deputy-involved shootings, 500 significant use of force cases, and 900 Internal Affairs Bureau investigations. After reviewing these investigations for fairness and completeness, the OIR formulates opinions, make recommendations in each case regarding case outcome and potential discipline, and identifies systemic issues. In providing an independent, check on the quality of the, Department's investigations and ensuring principled and consistent decision-making on disciplinary matters, the OIR strives to provide confidence to the communities served by the Los Angeles County Sheriff's Department.

The OIR, through its work, aspires to foster *transparency* into a field that was historically shuttered to the public. The OIR finds its job as an outside check-and-reporting mechanism rewarding and meaningful.

Mr. Gennaco said, "We are appreciative of the cooperation the members of the Department have extended us, and look forward to a continued productive relationship in the important areas of employee accountability and risk management."

During its tenure, the OIR has reviewed over 300 deputy-involved shootings, 500 significant use of force cases, and 900 Internal Affairs Bureau investigations.



RECRUITMENT



Sheriff Baca's vision was to increase the Los Angeles County Sheriff's Department personnel to more than 10,000 Deputy Sheriffs and 8,000 professional staff. This aspiration would ensure that the Department would continue to be at the forefront of homeland defense and emergency preparedness, while also continuing to meet the ever-growing needs of the communities it serves. The Sheriff's vision began to be realized in 2006, when the Department hired 1,103 Deputy Sheriff Trainees, 242 Custody Assistants, and 558 professional staff. This figure was surpassed in 2007, when the Department hired 1,252 Deputy Sheriff Trainees, 262 Custody Assistants, and 721 professional staff. In 2008, the Sheriff's goal was realized.

With the unyielding support of Sheriff Baca, Department executives, and the Board of Supervisors, the Personnel Administration's Recruitment and Pre-employment Units worked tirelessly toward meeting this vision and filling the critical vacancies.

The Recruitment and Pre-employment Units endeavored to reach potential applicants at the local, state, and national level by an *innovative, multifaceted marketing strategy* that relied on and

The *"We Will Wait For You"* program allowed military service men and women to take the written examination anytime during their active duty service.

emphasized advertising mediums, personal contacts, and educational programs. The strategy was supported by administering the written examination for all employment classifications six days a week, including on-site testing at various community centers, churches, military bases, and colleges. The on-site testing became very popular in the Los Angeles basin and provided the communities served with a positive perspective of the Department.

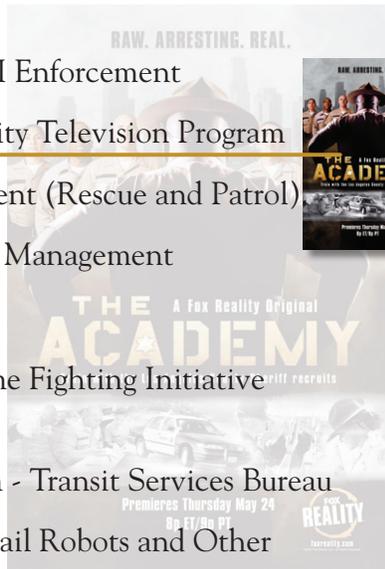
In addition, the Department implemented an innovative program for active duty military personnel. Upon passing the written portion of the test, the Department honored their score for up to four years. This program has proven to be very successful and was greatly appreciated by the nation's brave armed forces personnel.

Diversity was an important element in the aggressive recruitment campaign. The Department developed partnerships with numerous minority organizations to capture all the demographics represented in the greater Los Angeles area.

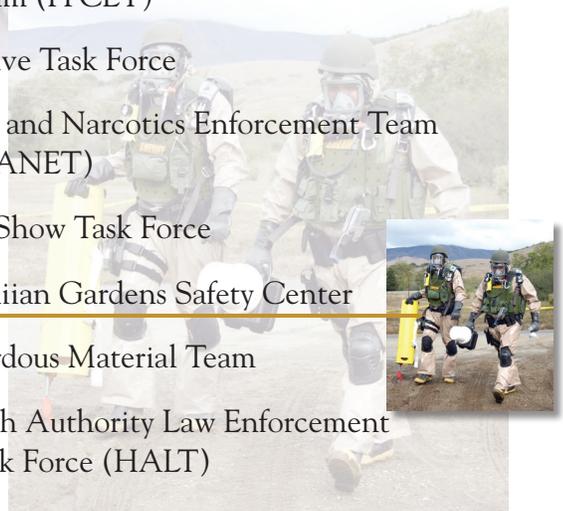
The Department continues to be intensely dedicated to ensuring that the most qualified candidates are hired those whose character and integrity mirror that of the Department's "Core Values." The Department's mission is to continue as a *model of excellence and diversity* to the citizens of Los Angeles County through the personnel it so proudly employs.

ADDITIONAL ACHIEVEMENTS FROM A DECADE OF LEADERSHIP

VISIT www.lasd.org FOR INFORMATION



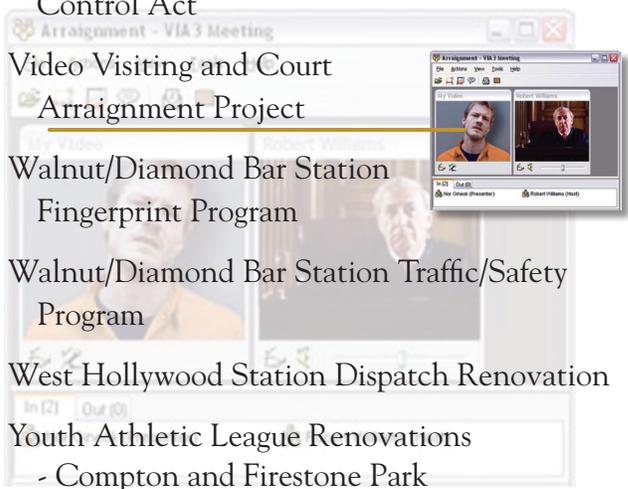
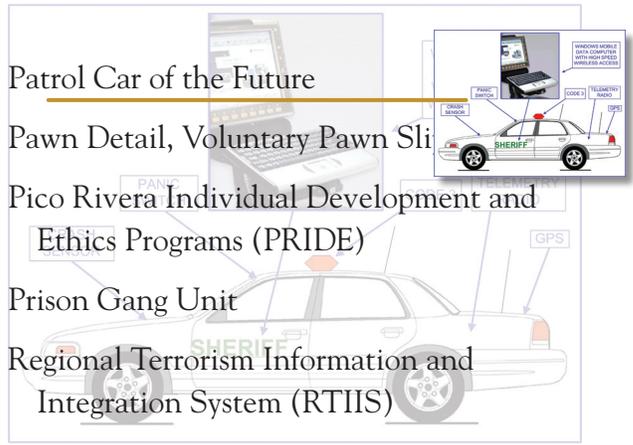
- ABC Grants and DUI Enforcement
- “The Academy” Reality Television Program
- Helicopter Replacement (Rescue and Patrol)
- Alternative Resource Management
- Amber Alert
- Antelope Valley Crime Fighting Initiative (AVCFI)
- Anti-Graffiti Program - Transit Services Bureau
- Arson/Explosives Detail Robots and Other Equipment
- Automated Drug Packaging Technology
- Biscailuz Regional Training Campus
- Braun’s Vehicle
- California Multi-jurisdictional Methamphetamine Enforcement Team (Cal MMET)
- Camp Courage - Industry Station
- Canine Detail - Custody Division
- Cargo Cats Cases
- City Terrace Substation
- Cold Homicide Cases
- Community Law Enforcement Partnership Programs (CLEPP)
- Command, Control, and Choices Course
- Community Oriented Policing Deputy Redeployment
- Community Law Enforcement and Recovery Task Force (CLEAR)
- Community Narcotics Enforcement Team (COMNET)
- Compton Station Gateway Town Center Service Center
- Compton Court Secondary Arraignment Project
- COPLINK
- Correctional Treatment Center
- Crime Analysis Program
- Custody Assistant Program and DNA Collection Program
- Dashboard (LEISP)
- Defendant/Inmate Movement Management System (DIMMS)
- Digital Signage and Video Conferencing Project (Helius)
- Emergency Operations Bureau Command Post
- Emergency Protective Orders (TROWeb)
- Emergency Services Detail Ocean Rescue 5 Boat
- Fingerprint Program - Cerritos Station
- Fingerprint Technology Developments (Bluecheck)
- Florence/Firestone Community Enhancement Team (FFCET)
- Fugitive Task Force
- Gang and Narcotics Enforcement Team (GANET)
- Gun Show Task Force
- Hawaiian Gardens Safety Center
- Hazardous Material Team
- Health Authority Law Enforcement Task Force (HALT)



- Industry Station Freeway Shootings (2005 Major Local Media Coverage)
- Industry Station Kidnaping For Ransom (Outstanding Arrest of Violent Incident)
- International Outreach
- La Mirada Substation
- Lakewood Station Substations (Paramount and Bellflower)
- Lakewood Mall Safety Center
- Los Angeles Border Enforcement Security Task Force (LA BEST)
- Los Angeles Regional Common Operating Picture (LARCOP)
- Law Enforcement Academy - Industry Station
- Los Angeles Regional Tactical Communication System
- Marijuana Enforcement Team
- Marina del Rey Boat and Dive Programs
- Master Field Training Officer Program
- Maximo Project
- Men Evolving Into Recovery In Custody Treatment (MERIT)
- Modified Automated Process and Accounting System (MAPAS-ACES)
- Muslim American Homeland Security Congress
- Narco-Terrorism Task Force
- Narcotics Strike Force Team
- National and Local Coordination Effort with the Department of Homeland Security
- National Response Team
- Organized Motorcycle Club One-Percenter Task Force
- Parcel and Cargo Narcotics Enforcement Team (PACNET)



- Patrol Car of the Future
- Pawn Detail, Voluntary Pawn Sli
- Pico Rivera Individual Development and Ethics Programs (PRIDE)
- Prison Gang Unit
- Regional Terrorism Information and Integration System (RTIIS)
- Sexual Assault Felony Enforcement Team (SAFE Program)
- San Dimas Station Fingerprint Program
- Science Alive
- Social Mentoring, Academic and Rehabilitative Training Program (SMART)
- Station Feeding Program
- Surveillance Apprehension Team Expansion
- Telemedicine
- Temple Station Advisory Committee and Community Academy for the Chinese Community
- Transit Services Bureau Anti-Terrorism Efforts
- Task Force for Regional Autotheft Prevention (TRAP)
- Trial Court Funding
- Vandalism Enforcement Team (VET) - Pico Rivera Station
- Vice Casino Detail, California Gambling Control Act
- Video Visiting and Court Arraignment Project
- Walnut/Diamond Bar Station Fingerprint Program
- Walnut/Diamond Bar Station Traffic/Safety Program
- West Hollywood Station Dispatch Renovation
- Youth Athletic League Renovations - Compton and Firestone Park



IN MEMORIAM

DEPUTIES KILLED IN THE LINE OF DUTY
1998 TO 2008

Randy Hamson

Date of Hire: 03-23-99
End of Watch: 10-24-08
Santa Clarita Station

Maria C. Rosa

Date of Hire: 07-06-00
End of Watch: 03-28-06
Inmate Reception Center

Stephen D. Sorensen

Date of Hire: 02-08-91
End of Watch: 08-02-03
Lancaster Station

Juan Escalante

Date of Hire: 11-30-05
End of Watch: 08-02-08
Men's Central Jail

Pierre W. Bain

Date of Hire: 01-15-91
End of Watch: 01-23-06
Lancaster Station

David A. Powell

Date of Hire: 01-18-84
End of Watch: 11-30-02
Lakewood Station

Raul Gama

Date of Hire: 10-29-86
End of Watch: 05-17-07
Major Crimes Bureau

Luis Gerardo "Jerry" Ortiz

Date of Hire: 02-09-90
End of Watch: 06-24-05
Safe Streets Bureau

David W. March

Date of Hire: 07-19-95
End of Watch: 04-29-02
Temple Station

David S. Piquette

Date of Hire: 06-26-96
End of Watch: 07-07-06
Training Bureau

James P. Tutino

Date of Hire: 01-20-82
End of Watch: 01-26-05
Men's Central Jail

Hagop "Jake" Kuredjian

Date of Hire: 02-01-84
End of Watch: 08-31-01
Santa Clarita Station

Michael R. Arruda

Date of Hire: 05-17-91
End of Watch: 06-09-04
Industry Station

Brandon G. Hinkle

Date of Hire: 06-29-89
End of Watch: 02-14-01
Lomita Station





ACKNOWLEDGEMENTS

Larry L. Waldie, Undersheriff

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Eric Hamilton, Commander

Michael Parker, Captain

David Infante, Sergeant

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Edward J. Elliot, Sergeant NCCF Print Shop

Barry Ellsworth, Deputy NCCF Print Shop

Ryan T. Wheeler, Vocational Workshop Instructor

Donald Lynn, Teacher, La Puente School Dist. Vocational Workshop Instructor

Jim Peterson, Teacher, La Puente School Dist. Vocational Workshop Instructor





Los Angeles County
Sheriff's Department
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