

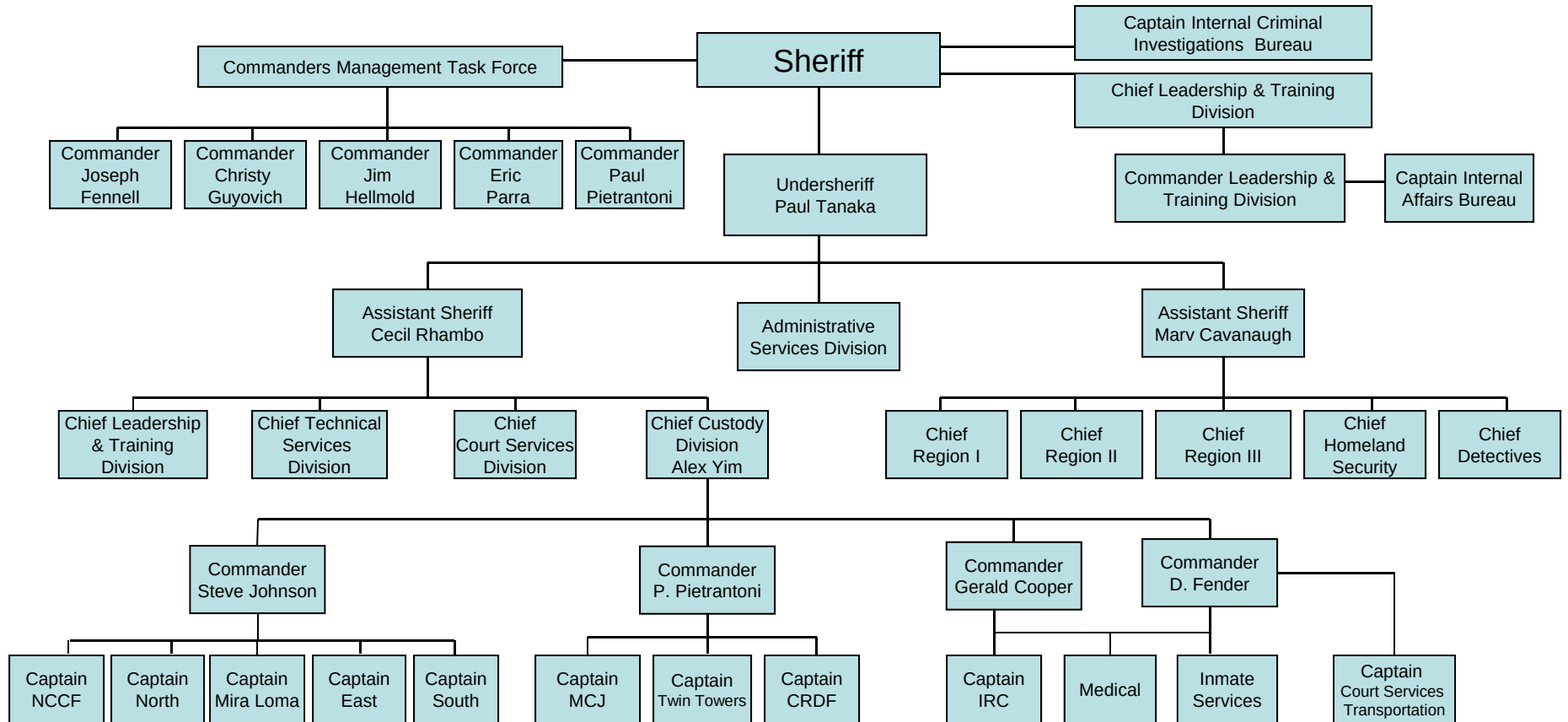


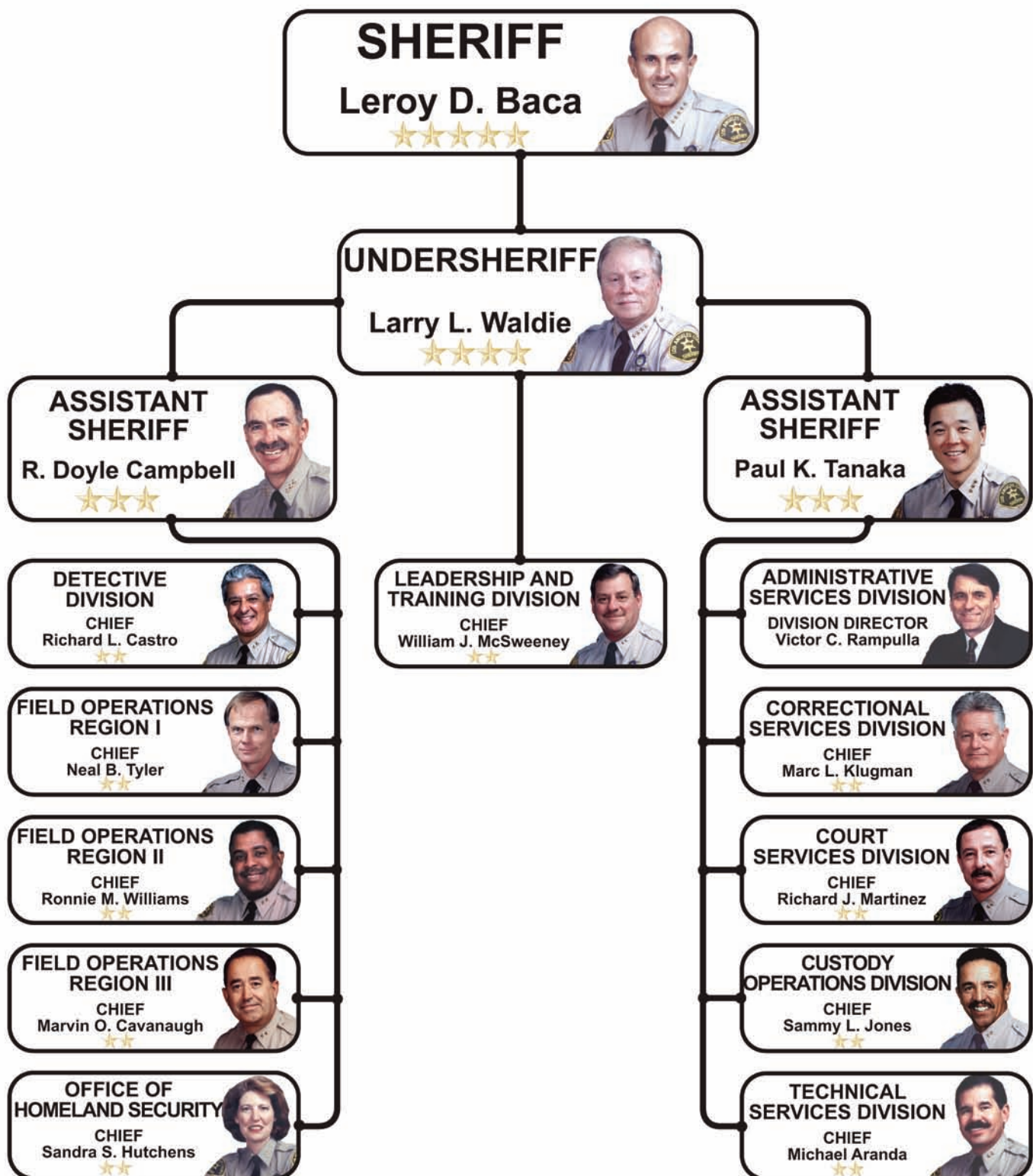
CITIZENS' COMMISSION ON JAIL VIOLENCE

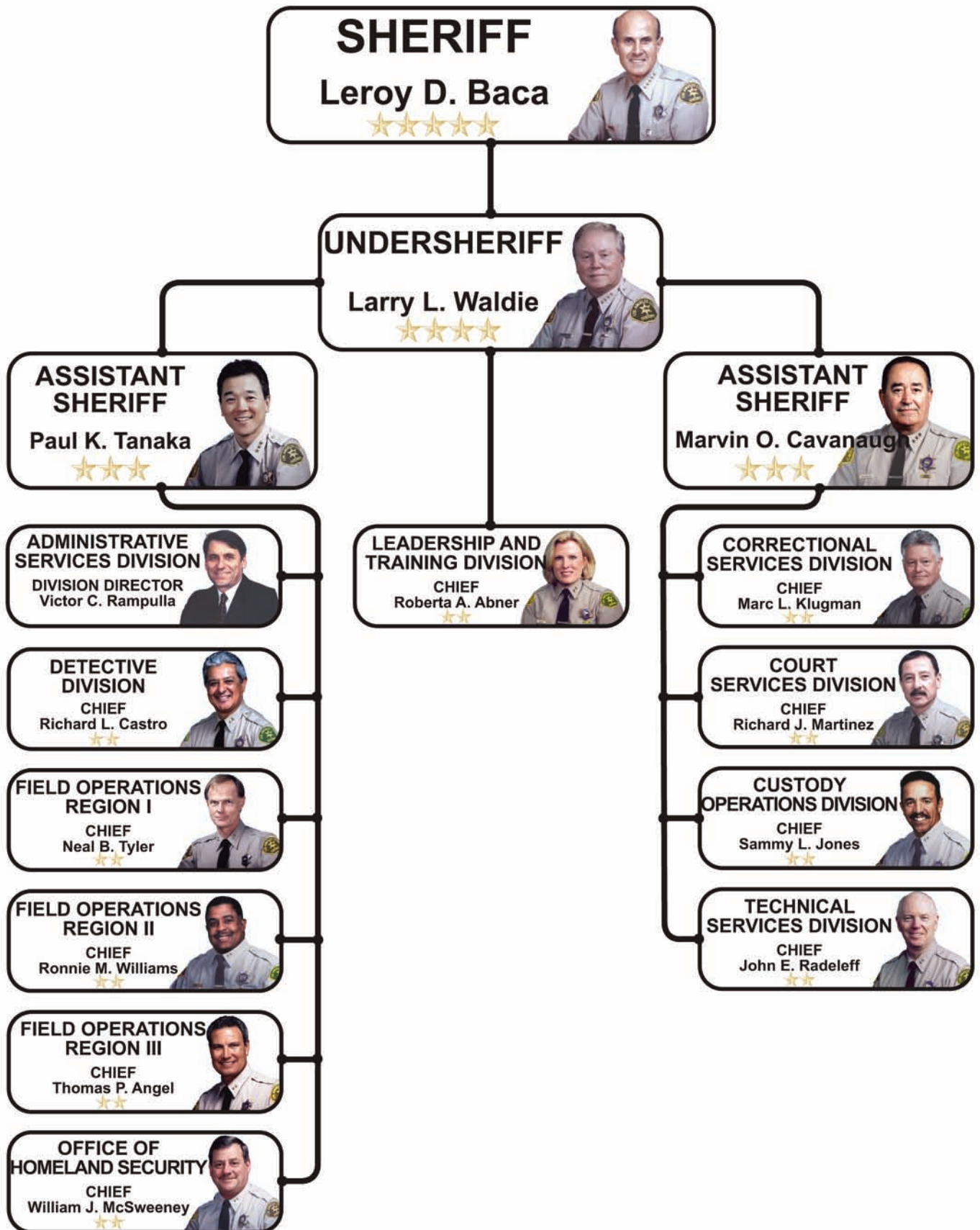
EXHIBITS July 6, 2012 MEETING

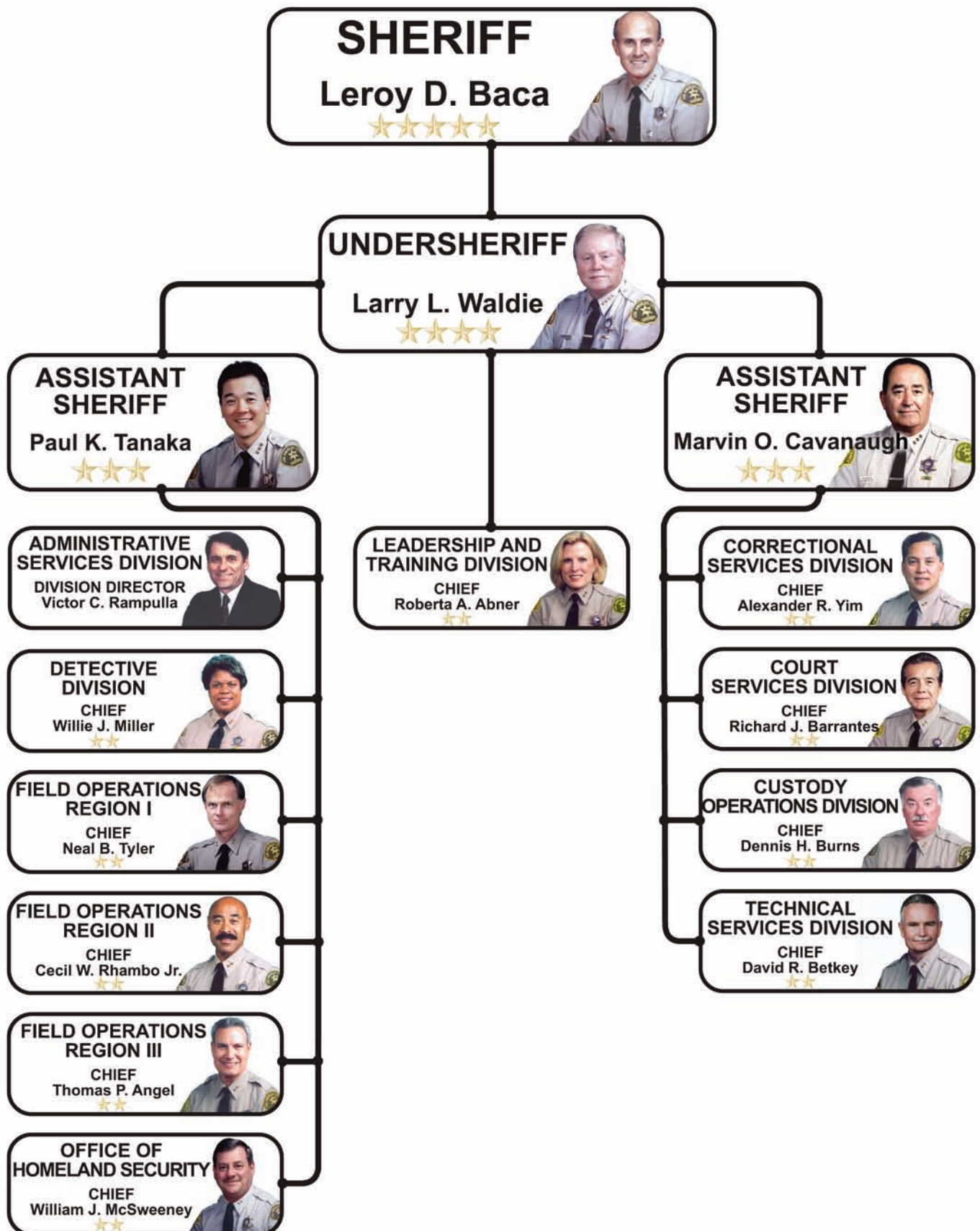
Tab 1	LASD Organizational Charts
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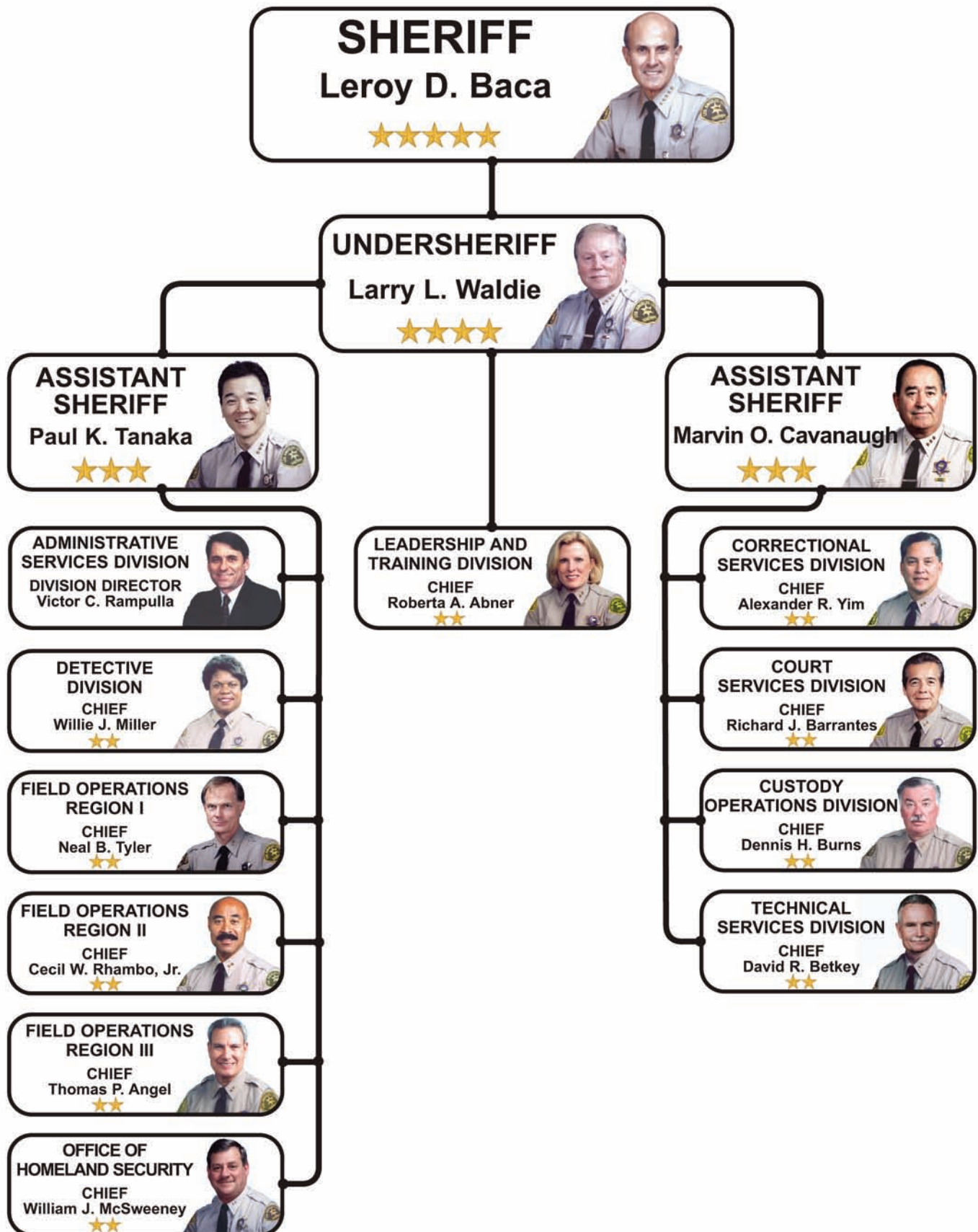
LASD Organization 2012

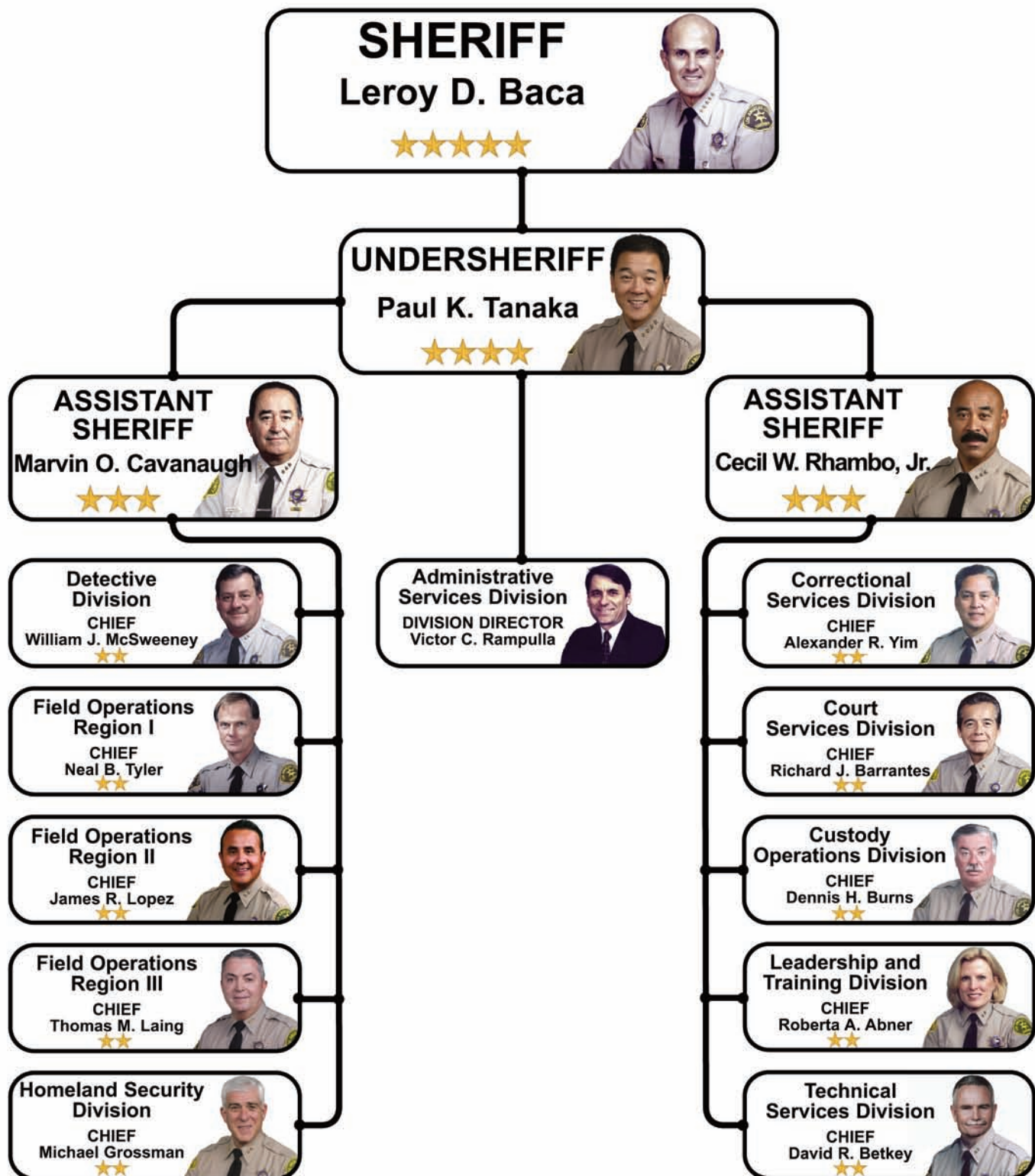














Los Angeles County
Sheriff's Department

SHERIFF

Leroy D. Baca



UNDERSHERIFF

Paul K. Tanaka



**ASSISTANT
SHERIFF**

Marvin O. Cavanaugh



**ASSISTANT
SHERIFF**

Cecil W. Rhambo



**DETECTIVE
DIVISION**

CHIEF

William J. McSweeney



**ADMINISTRATIVE
SERVICES DIVISION**

DIVISION DIRECTOR

Victor C. Rampulla



**CORRECTIONAL
SERVICES DIVISION**

CHIEF

Alexander R. Yim



**HOMELAND SECURITY
DIVISION**

CHIEF

Michael Grossman



**CUSTODY
OPERATIONS DIVISION**

CHIEF

Dennis H. Burns



**FIELD OPERATIONS
REGION I**

CHIEF

Neal B. Tyler



**COURT
SERVICES DIVISION**

CHIEF

Richard J. Barrantes



**FIELD OPERATIONS
REGION II**

CHIEF

James R. Lopez



**TECHNICAL
SERVICES DIVISION**

CHIEF

David R. Betkey



**FIELD OPERATIONS
REGION III**

CHIEF

Thomas M. Laing



**LEADERSHIP AND
TRAINING DIVISION**

CHIEF

Roberta A. Abner



2011

Los Angeles County Sheriff's Department Organization Chart for Custody Operations and Correctional Services Divisions (2005 -2012)

	2005	2006	2007	2008	2009	2010	2011	2012
Sheriff	Leroy Baca	Leroy Baca	Leroy Baca	Leroy Baca	Leroy Baca	Leroy Baca	Leroy Baca	Leroy Baca
Undersheriff	William Stonich / Larry Waldie (February)	Larry Waldie	Larry Waldie	Larry Waldie	Larry Waldie	Larry Waldie	Larry Waldie / Paul K. Tanaka (June)	Paul Tanaka
Assistant Sheriff	Paul Tanaka	Paul Tanaka	Paul Tanaka / Marvin Cavanaugh (May)	Marvin Cavanaugh	Marvin Cavanaugh	Marvin Cavanaugh	Marvin Cavanaugh / Cecil Rhambo (June)	Cecil Rhambo
Division Chief Custody Operations	Sammy Jones	Sammy Jones	Sammy Jones	Dennis Burns	Dennis Burns	Dennis Burns	Dennis Burns	Dennis Burns / Alexander Yim (March)
Division Chief Correctional Services	Marc Klugman	Marc Klugman	Marc Klugman	Marc Klugman / Alexander Yim (April)	Alexander Yim	Alexander Yim	Alexander Yim	Alexander Yim
Commander Men's Central Jail & Twin Towers	Dennis Conte	Dennis Conte	Dennis Conte	Dennis Conte/ Robert Olmsted (April)	Robert Olmsted	Robert Olmsted / Eric Parra (November)	Eric Parra	Eric Parra / Paul Pietrantoni (April)
Commander Inmate Reception Center	Alexander Yim	Alexander Yim	Alexander Yim	Alexander Yim / David Fender (April)	David Fender	David Fender	David Fender / David Fender & Gerald Cooper, Jr. (November)	David Fender & Gerald Cooper, Jr.
Captain Men's Central Jail	John Clark	John Clark / Robert Olmsted (December)	Robert Olmsted	Robert Olmsted / Daniel Cruz (April)	Daniel Cruz	Daniel Cruz / Duane Harris (December)	Duane Harris / Ralph Ornelas (March)	Ralph Ornelas

Based on information supplied by LASD

Los Angeles County Sheriff's Department
Organization Chart for Custody Division (January 2005 - Present)

Sheriff

Lee Baca

1/2005 ←————→ Present

Undersheriff

Larry L. Waldie

2/2005 ←————→ 6/2011

Paul K. Tanaka

→ Present

Assistant Sheriff (Custody)

Paul K. Tanaka

1/2005 ←————→ 5/2007

Marvin O. Cavanaugh

←————→ 6/2011

Cecil W. Rhambo

→ Present

Division Chief for Custody Operations

Sammy L. Jones

4/2005 ←————→ 4/2008

Dennis H. Burns

←————→

Division Chief for Custody

Alexander R. Yim

3/2012 ↔ Present

Division Chief for Correctional Services

Marc L. Klugman

4/2005 ←————→ 4/2008

Alexander R. Yim

←————→

Commander, Inmate Reception Center

Alexander R. Yim

12/2004 ←————→ 4/2008

David L. Fender

←————→ 11/2011

David L. Fender &
Gerald K. Cooper, Jr.

→ Present

Commander, Men's Central Jail & Twin Towers

Dennis Conte

3/2004 ←————→ 4/2008

Robert Olmsted

←————→ 11/2010

Eric G. Parra

→ Present

Captain, Men's Central Jail

John Clark

1/2005 ←————→ 12/2006

Robert Olmsted

←————→ 4/2008

Daniel Cruz

←————→ 12/2010

Duane Harris

↔ 3/2011

Ralph G. Ornelas

→ Present

2005

2006

2007

2008

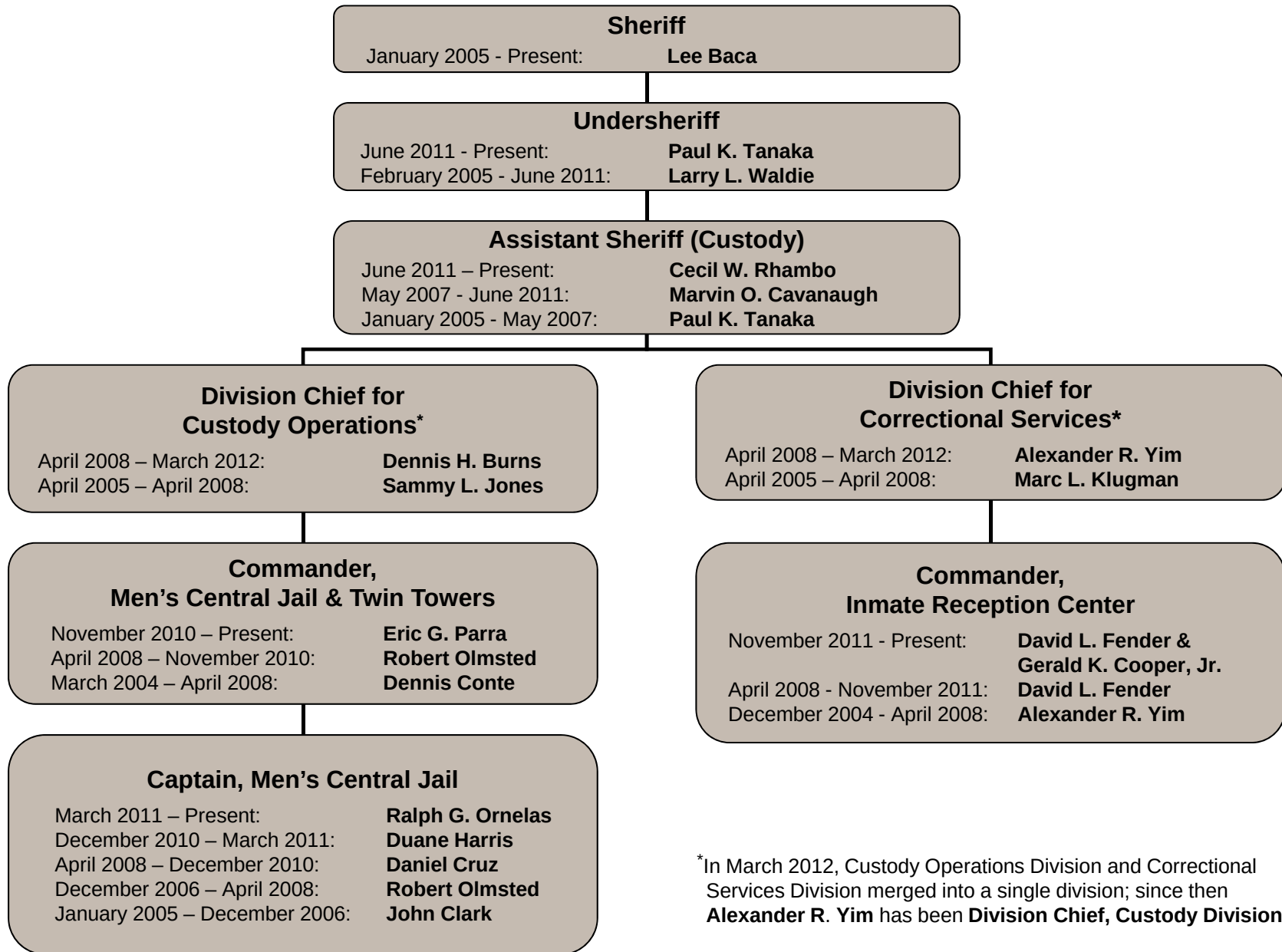
2009

2010

2011

2012

Los Angeles County Sheriff's Department Organization Chart
for Custody Operations and Correctional Services Divisions (January 2005 - Present)



OVERVIEW OF MATTERS HANDLED BY LIEUTENANT MICHAEL BORNMAN

A. Administrative Investigations

Captain Dan Cruz gave Lt. Bornman given 3 computer pages of backlogged cases to complete in late 2009

B. Requests for Employee Performance Reviews (32 found in a drawer in late 2009)

32 in the original batch – dated back 16 months
10 more came in the following year

C. Watch Commander Service Reports (some found in a drawer, some in another office)

Approx. 50 uncompleted reports

D. Use of Force Cases – over 100 uncompleted cases

49 cases completed by Bornman in 2010
24 others completed by Borman in October of 2011

Overall, 73 cases completed by Bornman personally; additional cases passed on to the original supervisor to close or forwarded to the discovery unit

Over 100 cases in total

**Recreated Use of Force Incidents --
Summary of Cases Closed by Michael Bornman¹**

The information summarized below stems from a series of pending cases and files closed by Mark Bornman (then a Lieutenant at MCJ and now a Captain) during 2010 and 2011. In total these cases were pending an average of 1,251 days (just under 3 ½ years) from the date of the incident to the date of the case closure.

A. Summary of 45 Cases and Files Closed by Bornman in 2010

Set forth below is a summary of 45 reports CCJV received from LASD in response to a request for Use of Force reports discovered and reviewed by Michael Bornman during his recent tenure at MCJ. It is our understanding that then-Lieutenant Bornman recreated and/or closed a total of 73 cases while working on Special Projects at MCJ, and that at least 30 other cases were handled and closed by others.

In all of these cases, the original case file was either lost or incomplete; in many instances, a review of the file was recreated for audit purposes. For every case, the memorandum transmitting the recreated case file to the LASD Discovery Unit was signed by then-MCJ Captain Daniel Cruz and included a determination that there were "no issues related to performance by any personnel involved in the use of force."

The cases listed below were pending from a low of 583 days to a high of 1779 days. The average number of days a case was pending, from the date of the event until the date of the closure, was **1,170 days** – slightly over 3 years.

Completion Date²	Date of Event	How Long Pending (# of days)	Missing Info	Type of Force³	Location of Incident
3/9/10	1/31/08	768	Closure Memo; Force File	Significant Force (Take Down, Personal Weapon, Resisted Handcuffing/ Head Injury)	5000 Floor
4/6/10	3/30/06	1468	Original Case File Lost; Tapes Missing	Less Significant	2000 Floor
4/6/10	4/6/06	1461	Original Case File Lost; Tapes Missing	Less Significant (Pepper Spray)	Visiting Front Lobby
4/6/10	4/13/06	1454	Original Case File Lost; Tapes Missing	Significant	2000 Floor

¹ Based on information received by CCJV as of July 1, 2012.

² This date corresponds, in each case, to the date of the closure memo.

³ This designation is based on information in reports that accompanied the each transmittal memo.

Completion Date²	Date of Event	How Long Pending (# of days)	Missing Info	Type of Force³	Location of Incident
4/6/10	4/27/06	1440	Original Case File Lost; Tapes Missing	Significant	2000 Floor
4/6/10	4/28/06	1439	Original Case File Lost; Tapes Missing	Significant	8000 Floor
4/6/10	5/6/06	1431	Original Case File Lost; Tapes Missing	Significant	2000 Floor
4/6/10	5/20/06	1417	Original Case File Lost; Tapes Missing	Significant (O.C. Spray/ Personal Weapons)	9000 Floor
4/6/10	5/25/06	1412	Original Case File Lost; Tapes Missing	Significant	2000 Floor
4/6/10	6/24/06	1382	Original Case File Lost; Tapes Missing	Less Significant	6000 Floor
4/6/10	6/29/06	1377	Original Case File Lost; Tapes Missing	Less Significant	2000 Floor
4/6/10	7/17/06	1359	Original Case File Lost; Tapes Missing	Less Significant	3000 Floor
4/6/10	7/22/06	1354	Original Case File Lost; Tapes Missing	Less Significant	3000 Floor
4/6/10	8/14/06	1331	Original Case File Lost; Tapes Missing	Significant	1000 Floor
4/6/10	8/25/06	1320	Original Case File Lost; Tapes Missing	Less Significant (O.C Spray)	4000 Floor
4/6/10	1/23/08	804	Original Case File Lost	Significant (O.C. Spray/ Take Down/ Personal Weapons)	2000 Floor
4/6/10	2/21/08	775	Original Case File Lost	Significant (O.C Spray- Freeze +P)	1000 Floor
4/6/10	8/31/08	583	Original Case File Lost	Less Significant (Freeze Plus P Spray)	1000 Floor
4/7/10	1/10/07	1183	Original Case File Lost; Tapes Missing	Less Significant	2000 Floor
4/7/10	5/24/07	1049	Original Case File Lost; Tapes Missing	Less Significant (Use of Chemical Spray)	9000 Floor

Completion Date²	Date of Event	How Long Pending (# of days)	Missing Info	Type of Force³	Location of Incident
4/7/10	6/9/07	1033	Original Case File Lost; Tapes Missing	Significant	Clinic
4/7/10	6/22/07	1020	Original Case File Lost; Tapes Missing	Less Significant (OC Spray)	8000 Floor
4/7/10	7/26/07	986	Original Case File Lost; Tapes Missing	Significant (Taser)/ Less Significant (Freeze + P Spray)	2000 Floor
4/7/10	8/22/07	959	Original Case File Lost; Tapes Missing	Significant (Freeze + P, Alleged Force)	2000 Floor
4/7/10	8/23/07	958	Original Case File Lost; Tapes Missing	Significant (Take Down & Head Strike)	6000 Floor
4/7/10	8/24/07	957	Original Case File Lost; Tapes Missing	Significant	2000 Floor
4/7/10	12/5/07	854	Original Case File Lost; Tapes Missing	Less Significant (Take Down - no injuries)	4000 Floor
4/8/10	8/25/07	957	Original Case File Lost; Tapes Missing	Less Significant (Takedown/ Freeze + P spray)	4000 Floor
4/8/10	10/27/07	894	Original Case File Lost; Tapes Missing	Significant (Personal Weapons - OC Spray: Freeze + P)	4000 Floor
4/8/10	11/2/07	888	Original Case File Lost; Tapes Missing	Significant (Pepper Spray: freeze + P)	3000 Floor
4/8/10	12/14/07	846	Original Case File Lost; Tapes Missing	Significant (Takedown & TARP)/ Less Significant (Freeze +P)	4000 Floor
4/15/10	8/18/06	1336	Original Case File Lost; Tapes Missing	Less Significant Alleged Use of Force	Parole Hearings
4/16/10	3/31/06	1477	Closure Memo; Force File	Significant (OC Spray; Choke Hold;	Unknown

Completion Date²	Date of Event	How Long Pending (# of days)	Missing Info	Type of Force³	Location of Incident
				Restraint Device)	
4/19/10	5/4/06	1446	Original Case File Lost; Tapes Missing	Less Significant (O.C. Spray)	3000 Floor
4/19/10	12/22/06	1214	Original Case File Lost; Tapes Missing	Significant	6000 Floor
4/20/10	1/14/08	827	Original Case File Lost; Tapes Missing	Significant (Take-Down)	8000 Floor
4/21/10	4/13/06	1469	Original Case File Lost; Tapes Missing	Less Significant	2000 Floor
4/21/10	11/24/06	1244	Original Case File Lost; Tapes Missing	Less Significant	2000 Floor
6/30/10	9/2/08	666	Original Case File Lost; Tapes Missing	Significant (Personal Weapon/Take Down)	4000 Floor
6/30/10	6/25/07	1101	Closure Memo; Force File	Significant (Control Holds, Takedown)	Unknown
9/7/10	1/5/07	1341	Original Case File Lost; Tapes Missing	Significant (Choke holds, takedown)	6000 Floor
9/8/10	10/25/05	1779	Original Case File Lost; Tapes Missing	Less Significant (O.C. Spray)	4000 Floor
9/8/10	12/31/05	1712	Original Case File Lost	Less Significant	3000 Floor
9/8/10	12/8/07	1005	Original Case File Lost; Tapes Missing	Significant (Personal Weapons) / Less Significant (Freeze + P)	4000 Floor
9/8/10	4/27/08	864	Original Case File Lost	Significant (Takedown/ Personal Weapons/ OC Spray/ Control Hold/ Hobble)	4000 Floor

B. Additional Cases Reviewed and Closed by Bornman in 2010-2011

CCJV has also received a list with opening and closure dates, but is still awaiting case files for the 28 cases listed below. This list reflects the incident date and completion date (CCJV does not yet have any other information on these cases).

These cases were pending from a low of 561 days to a high of 2,301 days. The average length of time from the date of the incident to the date of closure for these cases is 1,381 days (just under 4 years).

Completion Date	Incident Date	How Long Pending (# of days)
04/07/10	7/27/07	985
04/07/10	8/25/07	956
04/10/10	7/6/07	1009
05/19/10	05/26/06	1454
10/25/11	04/12/10	561
10/26/11	7/8/05	2301
10/26/11	7/8/05	2301
10/26/11	02/07/08	1357
10/26/11	04/16/08	1288
10/26/11	03/21/08	1314
10/27/11	10/15/05	2203
10/27/11	12/4/05	2153
10/27/11	6/4/07	1606
10/27/11	10/5/07	1483
10/27/11	10/16/07	1472
10/27/11	12/28/07	1399
10/27/11	04/04/08	1301
10/27/11	04/13/08	1292
10/27/11	02/27/08	1338
10/27/11	08/24/09	794
10/31/11	9/25/07	1497
10/31/11	11/25/07	1436
10/31/11	10/01/08	1125
11/01/11	01/12/08	1389
11/01/11	03/13/08	1328
11/01/11	09/21/08	1136
11/01/11	11/04/08	1092
11/01/11	10/04/08	1123

COUNTY OF LOS ANGELES
SHERIFF'S DEPARTMENT
A Tradition of Service Since 1850

DATE: April 20, 2010

OFFICE CORRESPONDENCE

FILE: [REDACTED]

FROM:  DANIEL S. CRUZ, CAPTAIN
MEN'S CENTRAL JAIL

TO: JUDY GERHARDT, LIEUTENANT
DISCOVERY UNIT

SUBJECT: **SIGNIFICANT USE OF FORCE INCIDENT - RECREATED DUE TO AUDIT**

It has been learned that this force incident, which occurred on January 14, 2008, was still listed as being outstanding as of this date. Although the original case file has been lost, I have reviewed the incident, and have determined that there are no issues related to performance by any personnel involved in the use of force. This file has been recreated for purposes of the audit. All information that could be gathered for this incident has been included in this file. Since this incident occurred over two years ago, I do not believe that further investigative steps are warranted.

It should be noted that while interviews were conducted of the Subject and personnel involved, the tapes have been lost and are not included in this file.

COUNTY OF LOS ANGELES
SHERIFF'S DEPARTMENT
A Tradition of Service Since 1850

DATE: September 8, 2010

OFFICE CORRESPONDENCE

FILE [REDACTED]

FROM: 
DANIEL S. CRUZ, CAPTAIN
MEN'S CENTRAL JAIL

TO: JUDY GERHARDT, LIEUTENANT
DISCOVERY UNIT

SUBJECT: LESS SIGNIFICANT USE OF FORCE INCIDENT - RECREATED DUE TO AUDIT

It has been learned that this force incident, which occurred on December 31, 2005, was still listed as being outstanding as of this date. Although the original case file has been lost, I have reviewed the incident, and have determined that there are no issues related to performance by any personnel involved in the use of force. This file has been recreated for purposes of the audit. All information that could be gathered for this incident has been included in this file. Since this incident occurred nearly five years ago, I do not believe that further investigative steps are necessary.

COUNTY OF LOS ANGELES
SHERIFF'S DEPARTMENT
A Tradition of Service Since 1850

DATE: April 19, 2010

FILE: [REDACTED]

Daniel S. Cruz
OFFICE CORRESPONDENCE

FROM: DANIEL S. CRUZ, CAPTAIN
MEN'S CENTRAL JAIL

TO: JUDY GERHARDT, LIEUTENANT
DISCOVERY UNIT

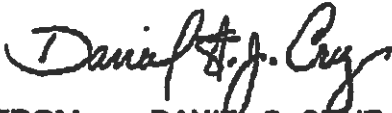
SUBJECT: LESS-SIGNIFICANT USE OF FORCE INCIDENT - RECREATED DUE TO AUDIT

It has been learned that this force incident, which occurred on May 4, 2006, was still listed as being outstanding as of this date. Although the original case file has been lost, I have reviewed the incident, and have determined that there are no issues related to performance by any personnel involved in the use of force. This file has been recreated for purposes of the audit. All information that could be gathered for this incident has been included in this file. Since this incident occurred nearly four years ago, I do not believe that further investigative steps are warranted.

It should be noted that while it is believed interviews were conducted of the Subject and personnel involved, the tapes have been lost and are not included in this file.

COUNTY OF LOS ANGELES
SHERIFF'S DEPARTMENT
A Tradition of Service Since 1850

DATE: June 30, 2010



OFFICE CORRESPONDENCE

FILE: [REDACTED]

FROM: DANIEL S. CRUZ, CAPTAIN
MEN'S CENTRAL JAIL

TO: DENNIS H. BURNS, CHIEF
CUSTODY DIVISION

SUBJECT: **SIGNIFICANT USE OF FORCE INCIDENT**

It has been learned that this force incident, which occurred on September 2, 2008, was still listed as being outstanding as of this date. Although the original case file has been lost, I have reviewed the incident, and have determined that there are no issues related to performance by any personnel involved in the use of force. I recommend that the case be closed, with no further investigation required. It should be noted that while interviews were conducted of the Subject and personnel involved, the tapes have been lost and are not included in this file.

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT
COMMANDER MANAGEMENT TASK FORCE
CITIZEN'S COMMISSION ON JAIL VIOLENCE
July 6, 2012

Commander Guyovich - Administrative/Operations of Task Force

- Initiation of Task Force - background
- Focus of the Task Force
- Future tasks
 - o Inmate retaliation policy and procedures
 - o Implementation of Merrick Bobb, OIR, BOS recommendations
 - o Mentally Ill training
 - o Technology
 - CARTS

Commander Fennell - Inmate Relations and Personnel

- Jail culture
 - o Treating as a community
- Personnel - staffing
- Future projects
 - o Dual track career path

Commander Hellmold – Culture, Leadership and Training

- Department's expectations
- Implementation of Policies
- Accountability and Supervision
- Training and Leadership
- Future projects
 - o Additional Revisions to Department's Force policies
 - o Video policy

Commander Parra – Force

- Overview of Force Policy Revisions
- Additional review of force investigations
 - o Custody Force Response Team (CFRT)
 - o Custody Force Review Committee (CFRC)
- Review of Division Force Statistics
- MCJ Command Comparison
- Future projects
 - o Clergy assisting with inmates with high use of force

Commander Pietrantonio – MCJ, Twin Towers, CRDF

- ACLU – Improve relations
- PRVDs –deputy worn video cameras



THE PPOA PLAN:
IMPROVING THE LA COUNTY JAILS

Areas of Concern

- Use of Force Issues
- Inadequate Supervision
- Employee Classification Versus Employee Duties
- Mental Health Issues
- Deputy Morale
- Hiring Swings and the Impact on Hiring Standards
- Negative Perception of Custody Assignments

Recommendations

- Staffing:
 - Reclassify current custody assistant position to Custody Jailer
 - Requires classification study and creation of new position/job description by the County
 - Transition approximately 1200 Deputy positions to Custody Jailer positions
 - Move from approximately 2400 Deputies/1200 custody assistants to 1200 Deputies/2400 Custody Jailers
 - Requires modification of MOU with ALADS
 - Create Custody Jailer Career Path (Bonus 1 and Bonus 2)

Addresses: Lack of professional jailers in jails; low morale of Deputies and length of Deputy assignment to jails; morale of Custody Jailers through creation of career path; creates savings to fund other solutions

Financial Savings

	<u>Civilian Custody Asst.</u>	<u>Deputy Sheriff w/Adv. POST</u>
Base Pay	\$ 55,303	\$ 88,389
LACERA*	\$ 6,996	\$ 20,055
Other benefits/costs	<u>\$ 17,850</u>	<u>\$ 18,330</u>
Total	\$ 80,148	\$ 126,774
# of Staff	1,234	1,234
Cost	\$ 98,902,822	\$ 156,438,738
Savings from civilianization:	<u>\$ 57,535,916</u>	

*LACERA Employer Normal Contribution

Recommendations

- Financial Savings:
 - County Supervisors allow LASD to retain and utilize cost savings
 - LASD and PPOA reach agreement on preserving salary gap

Addresses: Concerns about salary creep for Custody Jailers and loss of savings over time; Concerns that County Supervisors will deduct savings from LASD budget

Recommendations

- Hiring/Qualifications of Deputies:
 - Create a long term hiring plan for the Department

Addresses: Large swings in hiring, which may result in decreased hiring standards for Deputies

Recommendations

- Duration of Custody Assignment:
 - Institute a one year maximum custody assignment policy for newly hired Deputies

Addresses: Limits duration of Deputy assignment in jails to avoid loss of patrol skills learned in the academy and low morale

Recommendations

- Training:
 - Custody Jailers trained in extended custody specific academy
 - Custody Jailers and Deputies experienced in custody train Deputies for custody assignment

Addresses: Lack of adequate custody training

Recommendations

- Supervision:
 - Increase Sergeant/Deputy ratio in jails from 1:16 to 1:7
 - Develop written policy for promotions and first assignments for supervisors with improved respect for custody assignments
 - Create joint LASD and PPOA Labor Management Committee to examine solutions for current supervision problems in the jails

Addresses: Lack of strong supervision in the custody division

Recommendations

- Mental Health:
 - Increase dedicated space in jails for prisoners with mental illness
 - Increase medical staff
 - Increase training related to dealing with prisoners with mental health issues

Addresses: Inadequate training, personnel and facilities for handling mentally ill inmates

Recommendations

- Other:
 - Install cameras with audio and visual capabilities in common areas in all jails
 - Create and implement Custody Force Investigation Teams
 - Enact policies to discourage Deputy cliques, tattoos and coin clubs

Addresses: Deputy conduct counter to the mission of the Department

Challenges/Response

- Supervisors seizing savings
- Continuation of savings over time
- Kern County Sheriff's experience
- Department budgeted sworn personnel strength
- Creation of new Custody Jailer position
- Law Enforcement cost model implications
- MOU with ALADS
- Reduction in number of sworn personnel to respond to emergencies
- Recruitment/transition
- Reduction in opportunities for sworn personnel
- Reconciling supervisor/subordinate relationship

Critique of CMTF Proposals

- Creation of Core Values Policy
- Changes to Use of Force Policy
- Rotation of assignments
- Two-tiered custody Deputy career path
- Mandatory two year assignment for supervisors in the jails
- Personal video recording devices
- Change in flashlight policy

PPOA Report

- Questions

COUNTY OF LOS ANGELES
SHERIFF'S DEPARTMENT

"A Tradition of Service"

OFFICE CORRESPONDENCE

DATE: June 30, 2007

FILE NO.

FROM: STEVEN M. ROLLER, CAPTAIN TO: WILLIE J. MILLER, COMMANDER
CENTURY STATION FIELD OPERATIONS REGION II

SUBJECT: MR. TANAKA'S VISIT TO CENTURY STATION

This memo is being prepared at your request to document the visit of Assistant Sheriff Tanaka to Century Station on June 28, 2007. As part of Mr. Tanaka's visits to all patrol commands, he came to Century Station. The format of the visit was determined by me, the station commander and included an assembly of all interested personnel and supervisors, both sworn and professional staff.

This assembly took place in the Kenneth Hahn Auditorium. Originally scheduled for 1400 hrs., it began with me giving an overview of activities within Century's area as it relates to crime reduction, personnel, expectations and a request for future suggestions on impacting crime and improving community involvement. At 1430 hrs., Mr. Tanaka arrived and addressed the group. He covered various general topics and stated his purpose for the visits.

He went on to field various questions from the group including plans for 2008, personnel shortages and other general questions. In concluding his remarks, he stated that he did not like the lengthy new pursuit policy and solicited input thru the Unit Commander to shorten the policy. He also stated that he believed that deputies and officers should function right on the edge of the line, in that deputies need to be very aggressive in their approach to dealing with gang members. He also said that Captains and Supervisors should not be so hasty in putting on "cases" on deputies, and that they should think about what they are doing and see if there is another way to address the issue. He said a lot of supervisors are quick to just put cases on people and that when they become supervisors, they forget what it was like to be a deputy. He said he would be checking to see which Captains were putting the most cases on deputies and he would be putting a case on them. He said that when a deputy has a case on him, he cannot function properly in the field and it has a negative impact on his performance and his personal life. He said he didn't like Internal Affairs Bureau and the way they worked.

Deputy [REDACTED] then stated that on behalf of the deputies in the Department he appreciated what Mr. Tanaka was saying.

Following the address by Mr. Tanaka, all deputy and professional staff were dismissed and we began a supervisory briefing for him. Areas covered were the

operation right on the edge of the line.

plans for reduction in crime in Century's area, briefings from the Summer Enforcement Team, Station Narcotics, COPS Team, the extreme shortage of personnel at Century, the shortage of cars and radios for deputies, the needed renovation of dispatch and the lobby, funds for the maintenance of Kenneth Hahn Auditorium.

Mr. Tanaka took notes and said he would review the information and get back with us. The briefing concluded at approximately 1700 hrs.

approximately 1700 hrs.

REQUESTS FOR EMPLOYEE REVIEWS SUMMARY OF “PERFORMANCE MENTORING COMMITTEE REPORTS”

The chart below summarizes, in part, information from 42 “Performance Mentoring Committee Report” memoranda that were prepared in 2010 and 2011.¹ These memoranda were provided to CCJV in response to a request for “Employee Performance Review Requests” handled by Michael Bornman. In each of these cases, the summary of use of force covers a three year time period. All but two of the deputies listed had 10 or more reported uses of force; a dozen deputies had 15 or more uses of force. In all but one case a determination was made that the deputy was “not problematic in his/her employment of force and is not considered to be a candidate for the Performance Mentoring Program.”

While many cases did not reflect the location of the force or the deputy assignment, of those cases that did contain this information over half involved deputies assigned to and/or incidents that occurred on the 3000 floor of MCJ.

These requests for performance review were pending – from the date of the request for review to the date of the responding memo -- for an average of over 195 days; nearly half were pending for over 200 days and seven were pending in excess of one year.

Date of Memo	Date of Request for Review	How Long Pending (# of days)	Summary of Use of Force History	Conclusion
1/15/2010	12/1/2009	45	Involved in 13 reported uses of force	Not problematic in his employment of force
1/15/2010	11/11/2009	65	Involved in 14 reported uses of force	Not problematic in his employment of force
1/15/2010	1/1/2010	14	Involved in 10 reported uses of force	Not problematic in his employment of force

¹ There were 43 memoranda in total from 42 separate individuals -- one memorandum is an expanded iteration of the same review and another is only a 6 month review. Those two memoranda are not reflected in this summary.

1/15/2010	11/11/2009	65	Involved in 10 reported uses of force	Not problematic in his employment of force
1/15/2010	12/1/2009	45	Involved in 13 reported uses of force	Not problematic in his employment of force
1/20/2010	6/1/2009	233	Involved in 15 reported uses of force	Not problematic in his employment of force
1/20/2010	8/1/2009	172	Involved in 9 reported uses of force	Not problematic in his employment of force
1/21/2010	4/4/2009	292	Involved in 18 reported uses of force– 11 were in 2009	Not problematic in his employment of force
1/25/2010	11/1/2009	85	Involved in 10 reported uses of force	Not problematic in his employment of force
1/25/2010	1/1/2010	24	Involved in 11 reported uses of force	Not problematic in his employment of force
1/25/2010	1/1/2010	24	Involved in 11 reported uses of force	Not problematic in his employment of force
2/1/2010	12/1/2009	62	Involved in 13 reported uses of force	Not problematic in his employment of force

2/1/2010	11/1/2009	92	Involved in 14 reported uses of force	Not problematic in his employment of force
2/1/2010	11/1/2009	92	Involved in 13 reported uses of force	Not problematic in his employment of force
2/23/2010	N/A	N/A	Involved in 12 reported uses of force in under 3 years (9 in 10 months) – all significant/4 IAB force roll-outs; one admin investigation (arrested while off-duty) -- pled guilty to misdemeanor charges	“Additional analysis of professional performance ... is warranted before a final determination on program participation is made”
3/10/2010	1/15/2009	419	Involved in 14 reported uses of force	Not problematic in his employment of force
8/11/2010	3/11/2010	153	Involved in 10 reported uses of force	Not problematic in his employment of force
8/11/2010 ²	2/3/2010	189	Involved in 13 reported uses of force (11 significant)	Not problematic in his employment of force
8/11/2010	7/6/2010	36	Involved in 10 reported uses of force (8 significant)	Not problematic in his employment of force

² From this point forward most of the memoranda began to reflect the number of significant vs. less significant uses of force.

8/18/2010	12/9/2009	252	Involved in 12 reported uses of force(7 significant)	Not problematic in his employment of force
8/18/2010	12/9/2009	252	Involved in 14 reported uses of force (10 significant)	Not problematic in his employment of force
8/31/2010	7/22/2009	405	Involved in 18 reported uses of force (17 significant)	Not problematic in his employment of force.
9/9/2010	12/29/2009	254	Involved in 11 reported uses of force (8 significant); subject of admin investigation (rec'd suspension)	Not problematic in his employment of force.
9/9/2010	12/9/2009	274	Involved in 17 reported uses of force (12 significant); 3 IAB rollouts	Not problematic in his employment of force.
9/9/2010	7/22/2009	414	Involved in 14 reported uses of force – 8 in 2009 (11 significant); 2 IAB rollouts	Not problematic in his employment of force.
9/9/2010	12/29/2009	254	Involved in 16 reported uses of force (9 significant)	Not problematic in his employment of force.
9/17/2010	9/15/2009	367	Involved in 13 reported uses of force (7 significant); 2 IAB rollouts	Not problematic in his employment of force.

9/17/2010	7/22/2009	422	Involved in 14 reported uses of force (7 significant)/3 IAB rollouts	Not problematic in his employment of force.
9/17/2010	7/22/2009	422	Involved in 19 reported uses of force (11 significant); subject of off duty administrative investigation	Not problematic in his employment of force.
9/24/2010	12/29/2009	269	Involved in 17 reported uses of force (14 significant); subject of admin investigation and rec'd suspension	Not problematic in his employment of force.
9/24/2010	12/29/2009	269	Involved in 22 reported uses of force (14 significant)	Not problematic in his employment of force.
9/24/2010	12/29/2009	269	Involved in 19 reported uses of force (14 significant)	Not problematic in his employment of force.
11/23/2010	3/11/2010	257	Involved in 14 reported uses of force (8 significant)/one IAB rollout	Not problematic in his employment of force.
11/23/2010	12/29/2009	329	Involved in 15 reported uses of force (13 significant); one admin investig as a result of IAB roll-out – suspension held in abeyance (this incident generated a civil claim)	Not problematic in his employment of force.

12/16/2010	8/9/2010	129	Involved in 12 reported uses of force (11 significant); 3 IAB rollouts	Not problematic in his employment of force.
12/16/2010	7/4/2010	165	Involved in 10 reported uses of force (8 significant)/ one IAB rollout	Not problematic in his employment of force.
1/11/2011	8/9/2010	155	Involved in 12 reported uses of force (8 significant)	Not problematic in his employment of force.
1/11/2011	11/4/2010	68	Involved in 12 reported uses of force (7 significant); admin investing from IAB rollout (suspension)	Not problematic in his employment of force.
1/11/2011	10/6/2010	97	Involved in 11 reported uses of force (6 significant)/ one IAB rollout	Not problematic in his employment of force.
1/11/2011	8/9/2010	155	Involved in 26 reported uses of force during his tenure with the Department -- 12 of these incidents occurred in the past three years (10 significant)	Not problematic in his employment of force.
3/25/2011	2/2/2011	51	Involved in 14 reported uses of force, 10 over past 3 years	Not problematic in his employment of force.