

ORANGE COUNTY SHERIFF'S DEPARTMENT

2008-2009 HIGHLIGHTS





MISSION STATEMENT

THE MEN AND WOMEN OF THE ORANGE COUNTY SHERIFF'S DEPARTMENT
ARE DEDICATED TO THE PROTECTION OF ALL WE SERVE.
WE PROVIDE EXCEPTIONAL LAW ENFORCEMENT SERVICES
FREE FROM PREJUDICE OR FAVOR, WITH LEADERSHIP, INTEGRITY, AND RESPECT.

CORE VALUES

INTEGRITY WITHOUT COMPROMISE;
SERVICE ABOVE SELF;
PROFESSIONALISM IN THE PERFORMANCE OF DUTY;
VIGILANCE IN SAFEGUARDING OUR COMMUNITY.

OUR MISSION STATEMENT AND CORE VALUES SERVE AS OUR GUIDE AND
ASSIST OUR RESIDENTS IN MEASURING OUR PERFORMANCE IN THE SERVICES WE PROVIDE.

Orange County Sheriff's Department



Dear Readers:

The men and women serving on the Orange County Sheriff's Department should be extremely proud of the reforms, improvements and accomplishments they have achieved.

Last year, the 2008 Grand Jury concluded their report on the condition of Orange County Jails with, "The Orange County Sheriff-Coroner Department has suffered disgrace and embarrassment." The Grand Jury also noted the dishonor and mistrust that was brought upon this department as a result of the allegations surrounding the death of inmate John Chamberlain.

While my appointment by the Board of Supervisors ushered in a climate of change, it was the 3,600 department members who provided the creativity, passion and desire to create a department that would once again become the nation's premier law enforcement agency.

I have had the opportunity to meet many of our personnel as I have toured our facilities, attended briefings and celebrated promotions. I received a lot of feedback on the type of law enforcement agency they wanted. Our personnel want a department that is open and transparent. They want a department that is ethical and values human dignity. They want a department where our leaders and our personnel are accountable for action and inaction and trusted and respected in the community.

The highlights provided in these pages do not do justice to the hard work and professionalism the Executive Command Staff and I have witnessed over the last year. Together we have accomplished much, but there is more to do and we look forward to working with you to provide professional, innovative and collaborative law enforcement services to the residents of Orange County.

Sincerely,

A handwritten signature in blue ink, which appears to read "Sandra Hutchens". The signature is fluid and cursive.

Sandra Hutchens
Sheriff-Coroner
Orange County Sheriff's Department

INTEGRITY WITHOUT COMPROMISE



Jail Reform

Changes in command, management and supervision:

- a. Sheriff Hutchens has selected experienced captains for all jail facilities.
- b. More than a dozen lieutenants and 30 sergeants have rotated through jail assignments.
- c. The Department is implementing a “platoon system” to have sergeants supervise the same Deputies each tour. For several years Sergeants have supervised different Deputies on almost every shift.
- d. Electronic logs have replaced paper logs for Deputies and Sergeants in the jail. These new logs cannot be changed once an entry is made and managers can view them in real time.
- e. Sergeants and Lieutenants are required to inspect the jails more frequently each shift.
- f. Digital video cameras are placed in key facilities, providing documentation of the actions of inmates and movement of staff and supervisors.
- g. Lieutenants and Sergeants have undergone ethics training based on lessons learned from recent jail deaths, including that of John Chamberlain.
- h. The Sheriff met with the District Attorney shortly after taking office to ensure that the District Attorney investigates all jail deaths or cases where injuries are life threatening. Jail deaths since then have been investigated by the District Attorney and none have been classified as homicides involving staff or other inmates.

Changing the Department Culture in the Jails

- a. Cots, bedding, televisions, most electronic entertainment devices and non-professional Internet access has been barred from use by staff in the jail.
- b. A new Use of Force policy requires that all staff witnessing use of force by a Department member, including the use of a Taser or a pepper ball round, must report the incident to their immediate supervisor as soon as practical. Previously no report was mandatory for staff witnesses to a use of force incident.
- c. We expect Deputies to identify inmate “shot callers” and if it is believed that an inmate is intimidating other inmates the inmate transferred. Deputies are subject to discipline if they lend legitimacy to the role of an inmate leader. While an inmate hierarchy is present in virtually every correctional facility in the country, our Deputies are proactive to ensure that an inmate hierarchy does not undermine the authority of the jail staff or endanger any inmates under our protection. (Continued on next page)

- d. Inmates have a wide range of ways to make complaints without going through the Deputy in their mod. Some have actually called and spoken directly to Assistant Sheriff Mike James, of the Custody Command.
- e. Inmates can seek medical attention by placing a request directly with medical staff, who work for the Health Care Agency and not the Sheriff.
- f. If an inmate, attorney or family member warns us that an inmate is in danger an immediate review is undertaken by medical staff, mental health staff, classification Deputies and the Jail Commander. The Jail Commander orders any action necessary to protect the inmate.



Concealed Weapons

It is my responsibility as Sheriff to uphold the law and the public should expect nothing less. Last year I requested an internal audit and the development of a clear and transparent Carry Concealed Weapon (CCW) policy to erase public perception that guns were given away to supporters and friends of the previous sheriff. All active Carry Concealed Weapon (CCW) files were reviewed to ensure their issuance was within the guidelines of the new CCW policy and that the supporting documentation of the “good cause” tenet was contained within the files.

Today there are nearly 900 active concealed weapons permits and I encourage anyone who feels they have good cause to apply for a CCW license.

SERVICE ABOVE SELF



Budget Challenges

While we still face a \$53 million deficit, we are poised to finish this fiscal year about \$20 million under budget. We have implemented several budget reduction measures and continue to focus on ways to reduce our budget without impacting public safety. These cuts included eliminating hospital security for outside agency arrestees, reducing maintenance of our facilities, deferring equipment purchases, reduced helicopter flight time, and a reduction of 38 positions.

Over the last year, we eliminated 67 vacant positions in the department and cut 150 extra help positions. Additionally, in an effort to take advantage of a recent decline in our inmate population we are working with Immigration and Customs Enforcement (ICE) to enter into an agreement with the agency to house their detainees for a fee. Revenue generated from such a contract would help us avoid significant cuts to our core services.

Overtime

We have reduced overtime usage by 18 percent, cutting nearly 6,000 hours of overtime from each two-week pay period as compared to the previous year. Additionally, as we introduce the Correctional Services Assistant (a civilian classification) into our jails, we will further reduce the costs of managing our jails.



Use of Volunteers

We utilize a variety of volunteers to augment the great work of our deputies and civilian personnel including: Sheriff's Explorers, Inmate Services Volunteers, Senior Citizen Volunteers, Reserve Deputies and Professional Service Responders. Last year, our Reserve Deputies and Professional Service Responders performed work that would have cost the county \$7 million.

PROFESSIONALISM IN THE PERFORMANCE OF DUTY



S.A.F.E.

It is the mission of the SAFE Division to review, enhance, and create Department policies, improve safety through compliance with all mandates, reduce liability, decrease crime through statistical analysis and mapping, assist injured employees in their recovery and return to work and track employee performance to increase our commitment to excellence in service to the public. Combining the Risk Management, Worker's Compensation and Crime Analysis units, the SAFE Division, which stands for Strategy, Accountability, Focus and Evaluation, seeks to minimize the risks inherent in our profession – everything from lawsuits, personal injury and increases in crime.

Since its inception, the SAFE Division has updated the Rules & Regulations Manual, the Operations Manual and various Department policies, including vehicle pursuits, use of force, electronic control devices, and inmate grievance procedures.

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In addition, Major Incident and Critical Incident Review policies were created to review major incidents in a timely manner where liability, training, equipment, and policy issues are addressed and updated to eliminate a reoccurrence in the future. Other significant accomplishments include the implementation of a Report Submission Policy and the adoption of a Bias-Free Policing policy - the first in the history of the Department.

Moving forward, one of many projects to come includes the Personnel Performance Index (PPI) which will capture information for an early warning system for employee performance. The initial tracking will encompass overtime, use of force, traffic collisions, and commendations/complaints. The concept is to intercede in employee behavior and offer training or mentoring before more serious issues arise. This will reduce liability and increase production.

SAFE Accomplishments:

- Bias-Free Policing
- Use of Force Policy
- Tattoo Policy
- Major Incident Review Policy
- Critical Incident Review Policy
- Use of Force Tracking
- Promotional Training
- Report Submission Policy
- Electronic Control Policy
- Command Staff Project Tracking
- Risk Management Claim Tracking
- Air Support Bureau Operational Tracking

VIGILANCE IN SAFEGUARDING OUR COMMUNITY



Homeland Security

The Orange County Sheriff's Department, serving as a regional law enforcement agency, must take a leadership role in Homeland Security efforts. Such a role can only be achieved through collaborative efforts with local, state and federal agencies, as well as partnerships with the private sector. During the department reorganization, the Homeland Security Division was created by utilizing existing resources to ensure a collaborative, all-hands approach in planning and preparing for a major incident. Today, the Orange County Intelligence Assessment Center, Joint Terrorism Task Force, Special Enforcement Bureau, Harbor Patrol/Marine (Continued on next page)

Operations, OCTA/Transit Police Bureau, Emergency Management Bureau and the Homeland Security Grants Unit all serve under one unified command.

Community Outreach

We are blessed to serve a county so rich in cultural and religious diversity and we believe it is essential that each of our residents has a voice in their Sheriff's Department. To this end, we have begun the process of organizing a variety of Community Advisory Councils. Each council will bring a distinct group of volunteers together with the Sheriff and Command Staff to communicate and collaborate on issues surrounding public safety and law enforcement. Thus far, we have created a Korean Advisory Council, Latino Advisory Council and a Vietnamese Advisory Council.

Town Hall Meetings

The City of Mission Viejo was the site of our inaugural Town Hall Meeting. Residents were invited to meet Lieutenant Mike Gavin, the city's newest Chief of Police Services. Sheriff Sandra Hutchens and members of our SAFE Division were also on hand to discuss the vision of the department and our efforts to fight crime. Residents were invited to ask questions and provide feedback. We are currently working on plans for several additional Town Hall Meetings – coming to a city near you.



We are the Orange County Sheriff's Department.

We have given the residents of our great county a legacy of public service...
and will continue to do so with the utmost pride in our work while maintaining the humility that it requires.

We strive to always remain focused on safeguarding our communities
through service above self and integrity without compromise.



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