

Email Request

From: [Kase, Elliot](#)
To: [Skeen, Jason A](#)
Cc: [Wong, Candace](#); [Pedersen, Don](#); lasdaccessrequest@oig.lacounty.org; [OIG/COC Requests](#)
Subject: Request for Information
Date: Wednesday, June 1, 2022 8:04:41 AM
Attachments: [LASD Response.pdf](#)

This message is from an EXTERNAL SENDER - be CAUTIOUS, particularly with links and attachments

Good morning Commander Skeen and Lieutenant ,

The Office of Inspector General (OIG) is conducting a review of the State Auditor's (Auditor) report titled "Law Enforcement Departments Have Not Adequately Guarded Against Biased Conduct", dated April 2022. In this report, the Los Angeles Sheriff's Department (Department) was one of five (5) departments to be audited. The Office of the Sheriff responded to the Auditor's report with a letter (attached) dated April 4, 2022. Based on the response the Department provided to the Auditor, the OIG is requesting the following information to assist us in our review:

- **Chapter 1: Investigation of Biased Statement (Page-2)**

- Please provide the specific policies referred to when stating:
 - *"The LASD has strived to minimize negative interactions due to bias policing by instituting the Community Policing Policy and Bias Free Policing Policy in 2021."*
- Please provide any draft copies of any written directives and/or policies and procedures referred to when stating:
 - *"However, the implementation of additional procedures and/or policies are still in review."*
- Please provide any correspondence with POST referred to when stating:
 - *"However, the Department will reach out to the California POST to obtain their recommendations for "best practices" and what can be implemented within the Department."*
- Please provide any supporting documents of analysis of service policies, and any correspondence with related stakeholders referred to when stating:
 - *"The Department does recognize the value of examining bias behavior in policing. As such, we look forward to continuing the internal analysis of the LASD's service policies and collaborating with related stakeholders in possibly developing additional procedures, policies, or training aimed at improving services to the communities."*

- **Chapter 2: Recruiting and Hiring (Pages-3 and 4)**

- Please provide specific policies, procedures, written directives and/or examples referred to when stating:
 - *"We have taken steps to market to attract and hire personnel that reflect the diversity of Los Angeles County."*
- Please provide specific examples of the "mechanisms" in the form of policies,

procedures and/or written directives, and copies of the data referred to when stating:

- *"We additionally are actively monitoring the applicant pool, and for sworn members, we have additional reporting mechanisms in place to track the attrition rate of academy recruits based on some levels of diversity'.*
- Please provide specific examples of policy, procedures, written directives and/or examples of the general theme in questions referred to when stating:
 - *"We currently have a structured interview process in the early stages of the applicants hiring process. While community experience is incorporated into the structured interview, we are currently incorporating a segment of the interview designed to elicit responses about engagement with diversity and their ability to do so effectively."*
- Please provide examples of policy, procedures and/or written directives referred to when stating:
 - *"In early 2022, we began to seek secondary references of applicants to obtain addition information including those that could identify potential biases."*
- Please provide a complete list of all data bases referred to when stating:
 - *"Effective April 11, 2022, our Background Unit investigators will consistently use multiple databases to verify reported and identify unreported social media accounts for all applicants."*
- **Chapter 3: Key Best Practices for Mitigating the Effects of Officers Biases (Page- 4)**
 - Please provide draft copies of any strategic plan, directives, outlines, and/or policies and procedures referred to when stating:
 - *"I am in the process of creating a team dedicated to organizing and expanding the LASD's public outreach." "Among the primary goals of this dedicated team will be the development of a strategic plan that will identify goals, objectives, and measurable outcomes for best practice."*
- **Chapter 4: Investigations of Possible Biased Conduct (Page- 5)**
 - Please provide a copy of the timeline referred to when stating:
 - *"The expected timeline for the current body worn camera (BWC) project is to be completed by the end of Summer 2022."*
 - Please provide any supporting documents regarding the pilot project, its current status, and preliminary findings (if any) referred to when stating:
 - *"As we are currently in a pilot project with BWC in custody, we will determine the efficacy and feasibility of those devices upon the project's completion in June 2022."*

Your time and attention to this request is greatly appreciated.

Regards,
Elliot

Elliot Kase, Inspector
Los Angeles County Office of Inspector General

312 South Hill Street, Third Floor
Los Angeles, CA 90013

Business:

Cell:

Email:

Department Response

From:
To: [Kase, Elliot](#)
Cc: ;
Date: Thursday, July 14, 2022 1:04:36 PM
Attachments: [Final Response Letter to the State Auditor's Rept - 7-14-22.pdf](#)
[May 2022 Demographics and Staffing Report.pdf](#)
[Application Detail - Job Supplemental Questionnaire \(J2707Y\) Blank.pdf](#)
[LASD STRUCTURED INTERVIEW QUESTIONS.pdf](#)
[INTAKE PRE-INVESTIGATIVE Form.pdf](#)
[Pre-Poly Questionnaire-2015.docx](#)
[Polygraph.pdf](#)

Mr. Kase,

Here is the Department response letter to your follow-up questions. Also included are the attachments mentioned in the letter. Be advised, the letter indicates you will receive an attachment called Department Demographics and Staffing Report. This document is actually the attachment titled, "May 2022 Demographics and Staffing Report." I did not want you to think you were missing an attachment.

The physical copy of the letter is in the mail today.

Hope all is well!

Lieutenant
Audit and Accountability Bureau
901 Corporate Center Drive, Suite 310
Monterey Park, CA 91754
office
cell

The Department provided the OIG with all the requested information



OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

ALEX VILLANUEVA, SHERIFF



June 29, 2022

Elliot Kase, Inspector
Los Angeles County Office of Inspector General
312 South Hill Street, Third Floor
Los Angeles, California 90013

Dear Mr. Kase:

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT'S (LASD)
APRIL 4, 2022, RESPONSE LETTER TO THE STATE AUDITOR'S REPORT
TITLED, "LAW ENFORCEMENT DEPARTMENTS HAVE NOT ADEQUATELY
GUARDED AGAINST BIASED CONDUCT"**

The information requested in your email dated June 3, 2022, is listed below to assist you in reviewing the document mentioned above.

Chapter 1: Investigation of Biased Statement (Page 2)

1. Please provide the specific policies referred to when stating: *"The LASD has strived to minimize negative interactions due to bias policing by instituting the Community Policing Policy and Bias-Free Policing Policy in 2021."*
 - Below are sections from LASD's Manual of Policy and Procedures that apply; they can be accessed through the Sheriff's website at lasd.org.
 - 3-01/000.05 - Bias-free Policing
 - 3-01/000.13 - Professional Conduct - Core Values
 - 3-01/110.00 - Community Policing and Engagement
 - 5-09/520.00 - Constitutional Policing and Stops
2. Please provide any draft copies of any written directives and/or policies and procedures referred to when stating: *"However, the implementation of additional procedures and/or policies are still in review."*

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- In addition to implementing the Community Policing Policy and the Bias-Free Policing Policy, the Department is currently engaged in the negotiation phase of revising our Service Comment Report (complaints) policy and Service Comment Report Handbook. This negotiation is required pursuant to the Antelope Valley USDOJ settlement agreement, entered into in 2015. The Department, USDOJ, and the Monitoring Team have not yet concluded this process.
 - The Department is inquiring with the USDOJ and the Monitoring team to ascertain if they have any objections to releasing an incomplete draft during the negotiation process.
 - Until a response is received from those agencies, any resulting policy and handbook revisions will be made available to the OIG's office at the conclusion of this court-mandated process.
3. Please provide any correspondence with POST referred to when stating:
"However, the Department will reach out to the California POST to obtain their recommendations for 'best practices' and what can be implemented within the Department."
- The LASD does not have any correspondence; however, Training Bureau Captain MacDonald and his staff continue to participate in POST training covering various law enforcement topics. The Training Bureau has contacted POST regarding Community Based Policing and Bias Training practices and will continue communicating with them, specifically on this topic, in conjunction with our practices and policies.
4. Please provide any supporting documents of analysis of service policies and any correspondence with related stakeholders referred to when stating:
"The Department does recognize the value of examining bias behavior in policing. As such, we look forward to continuing the internal analysis of the LASD's service policies and collaborating with related stakeholders in possibly developing additional procedures, policies, or training aimed at improving services to the communities."
- See response to #3.

Chapter 2: Recruiting and Hiring (Pages 3 and 4)

1. Please provide specific policies, procedures, written directives and/or examples referred to when stating: *"We have taken steps to attract and hire personnel that reflects the diversity of Los Angeles County."*

- LASD's 23-patrol stations partner with the community to ensure they have appropriate recruitment material to distribute. This partnership ensures that LASD recruits from the communities we serve (please refer to Hiring Demographics chart in **Attachment 1**).
- Women currently comprise 19 percent of the Department's sworn personnel, which leads the nation; however, the Department is committed to reaching its goal of 20 percent. The Recruitment Unit recently collaborated with a County-sponsored initiative (Women and Girls Initiative) aimed at attracting more females into the public safety workforce. This group has contracted the services of a consulting firm to deliver best practices on how to appeal to women interested in law enforcement.
- Recruiters have made great strides in engaging more women and directing them to the Department through various advertisements, events, and direct contacts. They work to showcase women in social media posts, advertisements, websites, and video content that highlight women in our sworn ranks, showcasing the opportunities for career advancement.
- Before Covid restrictions, the Department scheduled an event centering on Women's History Month in March 2020, intended a symposium for women considering a career in law enforcement, and featured speakers highlighting the advances the Department has achieved in its women's workforce. Once staffing and our budget allow for it, the Department plans to reschedule this event.
- The Recruitment Unit attends a variety of events throughout Southern California. They seek cultural and ethnic events in communities, events that focus on women's empowerment, and events that celebrate diversity. Some examples of these events include:
 - West Hollywood Diversity Career Fair
 - Orange County Diversity Employment Day Career Fair
 - Deaf Awareness Event

- Diversity Career Fair
 - 38th Annual Black History Festival
 - 35th Annual Kingdom Day Parade
 - LASD Black History Month Event
 - CrossFit Resolute Gym Women's Day Event
 - Thai New Year Festival
 - Ultimate Women's Expo, Orange County
 - Ultimate Women's Expo, Los Angeles
 - Wat Thai Temple New Year Celebration
 - Asian American Expo
 - Women Run LA
 - Black College Expo
 - Sing Tao Lunar New Year Festival
 - Hispanic Students Business Assoc. "Corporate Connections"
 - St. John's Transgender Career Fair
 - Los Angeles Women Veterans Summit
 - API Government Job Fair
 - Women and Student Empowerment Conference
 - Women Empowerment Expo
 - California Latino Leadership Institute
 - LA Korean Festival
 - LGBTQ Veterans Stand Down
 - OC Korean Festival
 - Women in Business & Technology Career Fair
 - USC Diversity Night
 - OC Black History Cultural Fair
- The Recruitment Unit also focuses on clubs and organizations with various demographics on college campuses, including collegiate women's sports teams/clubs and Cultural and Ethnic clubs.
 - Social media platforms do not allow one to target advertisements based on race; however, in a vast majority of posts and advertisements, we showcase the diverse makeup of the LASD workforce; particularly the diversity of our command staff and the fact that 54 percent of the Department is Latino.
2. Please provide specific examples of the "mechanisms" in the form of policies, procedures and/or written directives, and copies of the data referred to when stating: *"We additionally are actively monitoring the applicant pool, and for sworn members, we have additional reporting*

mechanisms in place to track the attrition rate of academy recruits based on some levels of diversity."

- During the application process, applicants complete a Gender and Ethnicity Form where the applicant selects their race and gender. This information is reported to the Sworn Examinations Unit, who tracks attrition through the Personnel Data Analytics Team (PDAT).
3. Please provide specific examples of policy, procedures, written directives and/or examples of the general theme in questions referred to when stating: *"We currently have a structured interview process in the early stages of the applicant's hiring process. While community experience is incorporated into the structured interview, we are currently incorporating a segment of the interview designed to elicit responses about engagement with diversity and their ability to do so effectively."*
- Four components are used in the hiring process to identify those potentially biased toward people of another race, sex, or ethnic group: Job Supplemental Questionnaire (JSQ), Structured Interview, Intake Interview, and Background Interview. They are reviewed and evaluated by the Department for any concerns and/or violations of the Department's Policy of Equality (3-01/000.05 - Bias-Free Policing) and/or laws.
4. Please provide examples of policy, procedures and/or written directives referred to when stating: *"In early 2022, we began to seek secondary references of applicants to obtain additional information including those that could identify potential biases."*
- During the application process, the applicant will typically provide the names of those who will give a positive referral; therefore, to gain additional information, the following question was added to the Residence/Reference Form for those initial positive referrals: *"Is there any other person you would recommend for us to contact regarding this applicant? If yes, please provide their name, phone number, and email."* This additional question assists the investigator in identifying those secondary-level references that may or may not have information regarding potential biases, thus allowing the investigator to complete a more thorough investigation.
5. Please provide a complete list of all databases referred to when stating: *"Effective April 11, 2022, our Background Unit investigators will*

consistently use multiple databases to verify reported and identify unreported social media accounts for all applicants."

- Currently, we are using Lexus-Nexis, Accurant ID, Google databases, and the Palantir system. Investigators use these databases to verify the applicant's reported and unreported social media accounts.

Chapter 3: Key Best Practices for Mitigating the Effects of Officer's Biases (Page 4)

1. Please provide draft copies of any strategic plan, directives, outlines, and/or policies and procedures referred to when stating: *"I am in the process of creating a team dedicated to organizing and expanding the LASD's public outreach."* *"Among the primary goals of this dedicated team will be the development of a strategic plan that will identify goals, objectives, and measurable outcomes for best practice."*

- In 2021, the Sheriff directed the Department to create a "Special Alert" program that would alert Department station personnel via the 911 and Computer-Aided Dispatch (CAD) systems of a person with special needs at a residence. The person's caretaker(s) voluntarily submits the information, including the diagnosed mental illness, medication, aggravators, mitigators, and previous contacts with deputies. Members of the public (families), subject matter experts, and Department personnel input was vital in the research and development of the project.

Attached are Field Operations Directive policies 19-007 and 21-007, the Special Alert request form, and emails delineating a timeline of the development of these policies, meetings, and people involved (and their affiliation to special needs). "Special Alert Policy Formation" is correspondence between those involved in the meeting, and the author of the policy, Deputy Naomi Cabrera (refer to **Attachment 2**).

Chapter 4: Investigations of Possible Biased Conduct (Page 5)

1. Please provide a copy of the timeline referred to when stating: *"The expected timeline for the current body-worn camera (BWC) project is to be completed by the end of Summer 2022."*
- Please refer to the BWC table (**Attachment 3**).

Mr. Kase

-7-

June 29, 2022

2. Please provide any supporting documents regarding the pilot project, its current status, and preliminary findings (if any) referred to when stating:
"As we are currently in a pilot project with BWC in custody, we will determine the efficacy and feasibility of those devices upon the project's completion in June 2022."
- The Custody Body-Worn Camera (BWC) Pilot project started on February 13, 2022, and concluded on May 31, 2022. The BWC Unit and Custody Division are working on the testing and evaluation document to include: the purpose of the project, implementation summary, metrics and user feedback, use of BWC feasibility, and conclusions and recommendations. The final evaluation report is expected to be completed in August 2022.

The above-mentioned attachments (1-3), along with numerous others to assist you in your review, will be sent to you via email.

If there are any further questions, please contact Lieutenant _____ at
Audit and Accountability Bureau at

Sincerely,

ALEX VILLANUEVA, SHERIFF



TIMOTHY K. MURAKAMI
UNDERSHERIFF