

CCJV Culture Team Findings

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1. Force Too Often Has Been Viewed As A Means To Control The Inmate Population And To Establish Deputy Authority In The Jails.

- A "force first" approach has been used as a means of discipline and to establish authority rather than a last-resort response to assaultive behavior.
- Prior to November 2011, Department policy did not state that force was to be used only as a last resort.
- Various factors contribute to a "force-first" mindset.
- Recent ALADS report reflects this mindset.

2. The Department Condoned A Deputy-Versus-Inmate Culture.

- Although the "Core Values" require "respect for the dignity of all people," this value was not embraced by all Custody deputies.
- Deputies often exhibited a lack of respect toward inmates, through their words and actions.
- This lack of respect contributed to the excessive use of force.
- Deputies have faced peer pressure to adopt the "us versus them" mentality.
- Recent ALADS survey reflects a mindset that the use of force is necessary for deputies to earn the respect of inmates.

3. The Department's Tolerance Of Deputy Cliques Contributed To The Excessive Use Of Force In The Jails.

- There is a long history of deputy cliques in the Department.
- The Department has long known about serious problems associated with these cliques.
- Department cliques have existed, both in custody and in patrol, and have been associated with aggressive and abusive behavior.
- Prior attempts to break up deputy cliques at MCJ were undermined by Department leaders.
- Some within the Department continue to minimize issues posed by deputy cliques.

4. The Department's Tolerance Of A Code of Silence Impeded Its Ability To Prevent, Detect, And Discipline The Use Of Excessive Force.

- A "code of silence" existed among custody Deputies.
- Certain Department leaders appear to have tacitly or even expressly encouraged a "code of silence."
- Experts advise that a "zero tolerance" policy is the best way to deal with a code of silence.
- Although the Sheriff has articulated a strong disapproval of dishonesty, Department policies and actions have been lax in discovering or disciplining the failure to report or the misreporting of use of force incidents.

5. Off-Duty Deputy Misconduct Reflects A Confrontational And Aggressive Culture Among Some In The Jails.

- There have been numerous incidents of off-duty assaults by Custody Division deputies.
- Such misconduct reflects a culture of aggression among some deputies in the jails.
- OIR has recommended that the Department scrutinize off-duty misconduct by deputies as a means of maintaining "vigilance over the development of young deputies and jail culture."

6. The Department Has Lacked Sufficient Training And Guidance On Ethical Behavior And De-escalation Techniques.

- The Department's ethics training has been deficient.
- Guidance on the appropriate and inappropriate uses of force has been inadequate.
- There has been little to no instruction on the consequences of misconduct.
- The Department has failed to teach deputies to use communication skills and other techniques to avoid or de-escalate potentially violent situations.

7. Managers And Supervisors Have Contributed To The Troubling Culture In The Jails.

- Management has tolerated the excessive use of force in the jails.
- Undersheriff Tanaka promoted a culture that tolerated the excessive use of force in the jails.
- Captain Cruz promoted a culture that tolerated the excessive use of force in the jails.

8. The Department's Failure To Appropriately Value Custody Positions Contributed To A Negative And Unprofessional Culture In The Jails.

- Custody assignments are viewed negatively.
- Many deputies who would prefer patrol remain assigned to custody for several years, resulting in discontent and frustration.
- Sergeants have historically remained in Custody for only a short period of time, and so did not have a vested interest in the effective management of the jails.
- The frustration and discontent among some deputies, and the lack of a vested interest among some sergeants to manage difficult cases, contributed to the cultural problems in the jails.

9. ALADS Response To The Sheriff's Reforms Reflects An Entrenched And Problematic Culture.

- The majority of respondents felt that the Sheriff's policies promoting respect for inmates has undermined the deputies' authority and resulted in more inmate hostility.
- Department statistics show that force incidents and inmate assaults on inmates are down significantly.
- ALADS appears to view force as a preferred means to control inmate behavior and earn the respect of inmates. If so, effectuating a meaningful and lasting cultural change will be a challenging task for the Department.