Los Angeles County Sheriff’s Department
Antelope Valley
Crime Prevention & Community Engagement Strategies

Prepared by
Lancaster and Palmdale Sheriff’s Community Relations
ANTEOLEPE VALLEY SHERIFF STATIONS’ CRIME PREVENTION AND COMMUNITY ENGAGEMENT STRATEGIES 2017

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INTRODUCTION

In 2015, the Los Angeles County Sheriff’s Department entered into a settlement agreement with the United States Department of Justice (DOJ). In total, the Sheriff’s Department agreed to implement over two hundred reforms, many of which were directed to the Lancaster and Palmdale Sheriff’s Stations in the Antelope Valley.

“The I do not view this agreement as a set of mandates, but rather as a set of opportunities that will enable the LASD to enhance our knowledge, improve our training, and raise the bar even higher in regard to our policies and practices.”

-Sheriff Jim McDonnell

The 2015 Crime Prevention and Community Engagement Strategies report outlined each of the many outreach and policing programs employed by the Antelope Valley stations prior to and since the approval of the Settlement Agreement. Each of the programs are still in place with an added emphasis of community partnership through collaborative efforts. New practices are being continuously implemented to conform with Department policies related to the Settlement Agreement.

The 2016 Crime Prevention and Community Engagement Strategies report chronicled the continuous efforts and community partnerships which have been formed since the Settlement Agreement. Additionally, the report addressed compliance efforts relative to the Settlement Agreement.

The Antelope Valley stations have been eagerly awaiting the results of a baseline study and subsequent annual community survey pursuant to Settlement Agreement Items #98 and #99, so they can create a new crime prevention and community engagement strategy. The survey, which is being administered by the University of California, Los Angeles (UCLA), is intended to seek the views and opinions of a representative portion of the Antelope Valley community regarding their experiences and perceptions of the Sheriff’s Department and public safety.

Additionally, we are awaiting the release of a report by the Los Angeles County Commission on Human Relations. Throughout 2016 and early 2017, the Commission
held numerous public forums with the specific intent of seeking community perceptions of public safety from throughout Los Angeles County. The Antelope Valley was chosen for the first forum.

Once these reports are released, we should have a fairly comprehensive idea of community perceptions on both a micro (Antelope Valley and its ancillary communities) and macro scale (the greater Los Angeles County). We intend to work with our local Sheriff’s Community Advisory Committees (CAC’s), local community leaders, and the public to modify our future strategies to specifically address concerns noted in these reports.

The Sheriff’s Department and Antelope Valley stations, have been committed from the onset towards working to resolve problems and concerns voiced by the communities we serve. As we look to the future, we seek to strengthen these bonds of trust with our community. Additionally, we seek to ensure our policing model and engagement practices are fair and within constitutional authority. We expect the release of these reports to help us further achieve these goals.

The Sheriff’s Department has dedicated numerous resources and has created the Compliance Unit to assist the Antelope Valley Stations and the Department in meeting the goals of the Settlement Agreement. The LASD Compliance Unit has been working diligently with the Monitoring Team and the Department of Justice to ensure the Department’s interpretation and implementation of the Settlement Agreement reforms meet with their approval.

The Sheriff’s Department would like to thank the monitoring team for their continued cooperation and support. In the end, our goals are one in the same; to provide safe and responsive policing to the citizens of Los Angeles County, which is free of bias and within constitutional authority. Although there is still much work to be done, we believe the strides taken over the past years have already had a positive impact throughout the Antelope Valley.
On December 1, 2014, Sheriff Jim McDonnell was sworn in as the 32\textsuperscript{nd} Sheriff of Los Angeles County. Prior to his election as Sheriff, Jim McDonnell served as Chief of Police for the city of Long Beach, a position he held since March, 2010. Sheriff McDonnell previously served as the second in command of the Los Angeles Police Department (LAPD).

As an expert on community policing strategies, Sheriff McDonnell has employed his experience collaborating with community leaders in the many diverse neighborhoods across Los Angeles County to enhance community relations and promote safe neighborhoods. While at LAPD, Jim McDonnell’s community policing plan was the foundation of Chief Bill Bratton’s efforts to refocus and reform the LAPD.

Sheriff McDonnell is Chair of the Law Enforcement Advisory Committee for the Anti-Defamation League (ADL). Additionally, he works with numerous non-profit organizations which focus on furthering the interests of youth. He was appointed to the U.S. Attorney General’s National Task Force on Children Exposed to Violence and served in two U.S. Department of Justice National Executive Sessions — the National Executive Session on Law Enforcement & Public Health and the National Executive Session on Police Legitimacy and Racial Reconciliation.

Upon taking office as the Sheriff of Los Angeles County, Sheriff McDonnell implemented several key strategies to ensure a positive change towards the way our employees performed their jobs and interacted with the public. One of the first tasks was to change the Department’s “Mission Statement” and “Core Values”. Both of these documents work to outline the Department’s expectations of all employees. Additionally, they help redefine our Department’s commitment towards constitutional policing and the development of partnerships with our community.
LOS ANGELES COUNTY SHERIFF’S DEPARTMENT MISSION

- to enforce the law fairly and within constitutional authority;
- to be proactive in our approach to crime prevention;
- to enhance public trust through accountability;
- to maintain a constitutionally sound and rehabilitative approach to incarceration;
- to provide a safe and secure court system;
- to maintain peace and order;
- and to work in partnership with the communities we serve to ensure the highest possible quality of life.

ABOUT THIS REPORT

This document is the third annual report which covers “Community Engagement” and “Community and Problem-Oriented Policing” (Section VII), as outlined in the Settlement Agreement. This report covers both Lancaster and Palmdale stations’ efforts during the 2017 calendar year and assesses the impact of community engagement initiatives. Additionally, this report will identify successes, obstacles, and recommendations for future improvement of the Antelope Valley stations’ community engagement efforts, pursuant to Settlement Agreement Item #91.
As noted in the introduction section of this report, the Antelope Valley stations are eagerly awaiting the results of community surveys which will help us to understand current perceptions of the Sheriff’s Department and public safety. In lieu of this survey, which was meant to establish a baseline for subsequent annual survey’s, our crime prevention and community engagement strategies have been primarily guided by Settlement Agreement Item #87, which outlines five key points:

1. Actively participate in community engagement efforts in the Antelope Valley.
2. Participate in local community meetings.
3. Making itself available for community feedback,
4. Developing the Community Advisory Committees (CAC).
5. Working with the community on the development of diversion programs.

Both Lancaster and Palmdale Sheriff Stations understand that by embracing a partnership with our community, we can work towards furthering our collaborative efforts. Our goals are to establish open dialogue where we may earn trust with the public. Trust is an essential element needed to work collaboratively in order to access community needs and work towards developing solutions. By working towards implementing these solutions, we will develop more trust, thus allowing us to assess new needs and begin the process over, each time building stronger bonds with our community.
We have found this continued collaborative effort to be effective on many fronts:
- Increased community support of both Antelope Valley Stations
- Increased community interaction with law enforcement
- An increase in crime tips and witness information
- A better understanding of Sheriff’s procedures by members of the public
- More personnel willing to attend conflict resolution to resolve citizen complaints

Both sheriff stations have experienced increased public support. We are hoping this model will ultimately lead to an overall reduction in crime throughout the Antelope Valley.

Enjoying a cup of coffee with community members at a “Coffee with a Cop” event.
SUMMARY OF WORK TO DATE

The 2015 Crime Prevention and Community Engagement Strategies report outlined each of the many outreach and policing programs employed by the Antelope Valley stations prior to and since the approval of the Settlement Agreement. To date, both Antelope Valley stations have continued to work together in a “valley-wide” effort to reach out to community stakeholders and form alliances for the betterment of our citizenry.

Below you will find the listed Settlement Agreement points and the Antelope Valley sheriff stations’ efforts towards compliance.

Settlement Agreement Item #87
Actively participate in community engagement efforts in the Antelope Valley

Both stations are participating in numerous community engagement efforts. Refer to “Detailed Work to Date” section of this report.

Participate in local community meetings,

Both stations are attending and participating in numerous community meetings. Refer to “Detailed Work to Date” section of this report.

Making itself available for community feedback,

Both stations attend numerous meetings and events, making themselves available for community feedback. Additionally, each patrol car has citizen comment forms in both English and Spanish. Comment forms are available at the Michael D. Antonovich Courthouse and local area libraries. Comment forms may also be downloaded from the Internet, submitted on-line or by telephone. Both stations are open 24 hours a day, seven days a week, where a citizen may walk in and get a comment form or speak to a supervisor in person.

Developing the Community Advisory Committees (CAC)

Both stations have CAC’s whose members have been selected by each station Captain. Members on the CAC meet all of the requirements as set forth in the Settlement Agreement and within the guidelines mandated by the Los Angeles County Sheriff’s Department.

Working with the community on the development of diversion programs.

Lancaster and Palmdale Stations are working collaboratively with several community groups to enhance our current diversionary programs and to create new alliances in hopes of developing new programs. To date, no new programs have been implemented.
Settlement Agreement Item #88

All sworn personnel at the Antelope Valley stations shall actively attend community meetings and events.

Both stations were able to pool resources and attended several hundred community meetings, presented over 50 events, and participated in over 70 events hosted by other organizations. This led to a majority of our personnel attending at least one community meeting or event within the 2017 calendar year. Major obstacles were staffing issues and personnel working the early morning shifts from 10pm to 8am.

LASD agrees to develop a plan for such attendance based on the results of annual community satisfaction surveys and feedback from the CAC.

As of December 2017, no community satisfaction surveys have been performed, therefore, no plan has been created. There has been continued discussion regarding the survey, which will provide a baseline to gauge current community engagement efforts. All parties to the Settlement Agreement hope to have a survey done sometime in 2018. Once the survey results have been analyzed, we seek to confer with our CAC’s to develop an attendance plan for our personnel.

Both Antelope Valley stations have developed a database to track employee attendance at community meetings and events. The database tracks the type of event and personnel attendance at each event. Beginning in mid-2017, both stations began submitting a compact disc to the Monitoring Team on a quarterly basis with these reports.

The plan shall indicate the number and types of events to be attended on a regular basis and take into account the need to enhance relationships with particular groups within the community, including, but not limited to, youth, and communities of color.

As of December 2017, there has been no agreement with regard to the number of events each deputy must attend. Pursuant to this section of the Settlement Agreement, once the community survey results have been reviewed, we will confer with our CAC’s to determine the best course of action and develop a plan for personnel attendance. In the interim, we seek to receive approvals for tracking an individual deputy who helps or engages a member of the public during the course of his or her duties, i.e.; helping to change a flat tire, buying a cup of coffee for a pan handler, etc.
Settlement Agreement Item #89

LASD agrees to provide structured annual in-service training on community policing and problem-oriented policing methods and skills for all AV deputies, including station supervisors and unit commanders.

This training shall include:

- methods and strategies to improve public safety and crime prevention through community engagement;
- scenario-based training that promotes the development of new partnerships between the police and community targeting problem solving and prevention;
- leadership, ethics, and interpersonal skills;
- community engagement techniques, including how to establish formal partnerships and actively engage community organizations, including youth, immigrant, and LGBT communities;
- problem-oriented policing tactics;
- conflict resolution and verbal de-escalation of conflict; and
- cultural awareness and sensitivity training.

In 2015, every sworn employee at Lancaster and Palmdale Stations attended a class presented by Sheriff’s Command Staff regarding the Settlement Agreement, its terms, and the Department’s expectations for individual and unit compliance. Additionally, every deputy attended a class presented by Mental Health America in conjunction with the Department of Mental Health and the Sheriff Department’s Mental Evaluation Team. This class focused on recognizing behaviors consistent with persons exhibiting mental health issues and de-escalation techniques.
In 2017, all available Antelope Valley station deputies attended classes on Constitutional Policing and Bias Free Policing. These two classes were created in conjunction with the Monitoring Team and the curriculum was approved by the DOJ.

In 2017, the Antelope Valley stations sent our personnel to a 32 hour course titled, “Crisis Intervention Training.” This training was developed by the Sheriff’s Department in conjunction with Los Angeles County Department of Mental Health. This training is centered on identifying mental health needs, interaction techniques in working with individuals suffering from mental health issues, conflict resolution, and de-escalation of conflict techniques.

The Compliance Unit is developing other classes to meet the terms of this section of the Settlement Agreement. The curriculum will be reviewed by the Monitoring Team and the Department of Justice prior to implementation.

Sheriff McDonnell and AV deputies participate in the “Kingdom Day March”

Settlement Agreement Item #90
LASD agrees to ensure that monthly Crime Management Forum meetings with the Assistant Sheriff or his designee and semiannual Risk Management Forum meetings include

- discussion and analysis of trends in misconduct complaints and community priorities to identify areas of concern, and
- to better develop interventions to address them.

LASD agrees to use techniques such as spatial mapping and scientific deployment analysis to enable the Risk Management Forum to better support and measure community and problem-solving policing efforts.

Crime Management Forum meetings have been attended and each item described is being integrated into the meetings.
**Settlement Agreement Item #92**
LASD agrees to seek the assistance of community advocates in widely disseminating, in English and Spanish, to the public the requirements of this Agreement.

   LASD prepared a summary of the Settlement Agreement, which has been disseminated to the public in English and Spanish. This summary was approved by the Monitoring Team as meeting this requirement. Both English and Spanish versions of the summary have been made available at all CAC town hall meetings, neighborhood watch meetings, and numerous other meetings and events we attend. The summary was issued as a press release and was broadcast via Nixle, and our Facebook page. Additionally, the summary can be accessed at both Antelope Valley station’s websites and the Compliance Unit website.

**Settlement Agreement Item #93**
LASD will continue to support Lancaster and Palmdale’s CAC’s to advise and provide feedback to the LASD’s Antelope Valley stations.

The panel will leverage the insights and expertise of the community to address policing concerns, including, but not limited to, racial or ethnic profiling and access to law enforcement services, and promote greater transparency and public understanding of LASD.

The civilian panel shall be authorized to:
- advise the Sheriff and the station commanders on strategies and training to improve community relations, bias-free policing, and access to the civilian complaint system;
- work with the Sheriff and station commanders to establish and carry out community public safety priorities;
- provide the community with information on the Agreement and its implementation; and
- receive and convey to LASD public comments and concerns.

   Lancaster and Palmdale CAC’s have each been granted the authority as outlined above. Both CAC’s have hosted several Town Hall Meetings and “Days of Dialogue” events aimed at creating opportunities for station personnel to engage in meaningful conversation with the community regarding issues which have been traditionally controversial.

**Settlement Agreement Item #94**
LASD will memorialize the CAC’s into LASD-AV policy within 90 days of the effective date. The policy will establish the number of members and a mechanism to ensure that membership is representative of the diverse communities in the Antelope Valley, including members from each station, faith communities, minority, ethnic, and other community organizations.
LASD has memorialized the CAC’s into Unit Order’s at both Lancaster and Palmdale stations, thereby completing this section of Settlement Agreement Item #94.

LASD shall include student or youth organizations on the CAC’s or create a separate advisory committee made up of youth representatives.

LASD has worked with the CAC’s and has completed this section of Settlement Agreement Item #94. The CAC’s and station captains are continuously working to identify youth representatives.

LASD will facilitate quarterly public meetings of the CAC to discuss the Monitoring Teams’ reports and to receive community feedback about LASD’s progress or compliance with the Settlement Agreement.

LASD has been working with the CAC’s to hold quarterly town hall meetings at venues in both Lancaster and Palmdale.

Settlement Agreement Item #95
The CAC’s reports and recommendations will be posted on LASD-AV’s website.

LASD is working with the CAC’s to meet this requirement. As of December 2017, each of the CAC’s have submitted one report. The CAC’s are working with...
members of the Monitoring Team to ensure compliance with this section of the Settlement Agreement.

Please see comments under Settlement Agreement #96 regarding additional information about the CAC’s report.

LASD will consider and respond to the civilian panel’s recommendations in a timely manner.

LASD has been working with the CAC’s and has provided all information requested. Recommendations made by the CAC’s are taken under advisement by the station captain and are considered for future implementation. Specific requests for directed patrols or clarification of an incident are investigated and handled immediately.

Settlement Agreement Item #96
The County will provide the CAC with reasonable administrative support, including meeting space. In addition, the Monitor may provide advice and technical assistance to the CAC.

Each of the Antelope Valley stations have provided administrative support and the use of their station conference room for CAC meetings. Additionally, the CAC’s have met with members of the Monitoring Team to receive clarification and interpretation of the Settlement Agreement.

The CAC’s have requested the Monitoring Team to provide exemplars of acceptable CAC reports as a format guide. A meeting was held with members of the Monitoring Team requesting technical assistance in the format of the report. The CAC’s hope to receive further guidance in the future.

Settlement Agreement Item #97
The CAC will not have access to any non-public information regarding an individual deputy or allegation of misconduct or disciplinary action.

LASD agrees to continually meet the goals of this objective.

Settlement Agreement Item #98
LASD agrees to assist the Monitor in conducting a reliable, comprehensive, and representative annual survey of members of the Antelope Valley community regarding their experiences with and perceptions of LASD and of public safety.

LASD, the Compliance Unit, and Monitoring Team have been working with outside entities to achieve this objective. The first survey should be conducted in the first half of 2018.
Settlement Agreement Item #99
To conduct the annual community survey, the Monitor shall retain an individual or entity that shall:

a. develop a baseline of measures on public satisfaction with policing, attitudes among police personnel, and the quality of police-citizen encounters;
b. design, conduct, and analyze baseline and subsequent annual surveys of a representative sample of Antelope Valley residents, law enforcement personnel, Section 8 voucher holders, and detained arrestees;
c. review and consider prior law enforcement surveys in the Antelope Valley and other cities (including recent community policing surveys in Palmdale and Lancaster), as well as current or recent concerns in the Antelope Valley, in designing the survey;
d. engage in informal conversation with Antelope Valley residents, LASD deputies and command staff, and DOJ representatives, and observe community meetings;
e. ensure that the resident and arrestee surveys are designed to capture a representative sample of Antelope Valley residents including members of each demographic category;
f. conduct the survey in English and Spanish, as necessary, to ensure representation of the entire Antelope Valley community; and
g. formally discuss the survey methodology with LASD supervisors and DOJ, and consider these opinions in development of the initial survey and improvements to subsequent surveys.

LASD, the Compliance Unit, and Monitoring Team have been working with outside entities to achieve this objective. The first survey should be conducted in the first half of 2018.
Settlement Agreement Item #100
LASD agrees to cooperate with the design and conduct of the survey by, for example, helping to organize focus groups of deputies and obtaining and providing previous survey instruments and data.

LASD has met with the Monitoring Team and is working to achieve this objective.

Settlement Agreement Item #101
The report of the baseline survey and subsequent annual surveys shall be publicly distributed and posted on the LASD-AV website.

LASD will post the baseline survey report as specified, once it has been completed. LASD will also post all subsequent annual surveys.

Captain Weber and one of his many helpers take a break from handing out candy for a quick photo shoot at the “Boolvd” trick or treating event in Lancaster.
DETAILED WORK TO DATE

Settlement Agreement Item #91
“Actively participate in community engagement efforts in the Antelope Valley...”

Both Antelope Valley Stations have continued to work together in a valley-wide effort to reach out to community stakeholders and form alliances for the betterment of our citizenry. Both stations have focused on attending council meetings and meetings with organizations who serve all residents of the Antelope Valley.

In order to meet our goals and objectives, we began by holding classes to explain to our personnel the problems, concerns, and issues raised by the public and the Department of Justice regarding past law enforcement efforts. Every sworn member at each of the Antelope Valley stations attended this training. The terms of the settlement agreement were explained, as well as the Department’s expectations for compliance and the ultimate benefit to both our personnel and our community.

“These classes established the baseline from which we have built upon to change behaviors and perception of the public. We have worked to break down the “us versus them” mentality which had existed, and instead have promoted a “partnership” mentality. Each of our deputies try to extend this partnership in every contact made. This has allowed our personnel to take ownership of our problems and work collaboratively with the public to resolve policing, quality of life, and social issues affecting our community.

One of the many key factors was to change our “community relations” ideology, which focused on showing up at meetings and events and taking a passive role. Our prior

“Trust and legitimacy grow from positive interactions based on more than just enforcement interactions. Law enforcement agencies can achieve trust and legitimacy by establishing a positive presence at community activities and events, participating in proactive problem solving, and ensuring that communities have a voice and seat at the table working with officers.”

-Final Report on the President’s Task Force on 21st Century Policing Implementation Guide
“community policing” model fell a bit short in engaging the community as stakeholders in the process of formulating strategies and achieving consensus for implementation. We listened to the problems voiced by the public and worked with public and private organizations to solve the problems. However, this wasn’t always done with public assistance or buy-in throughout the process.

Both stations now embrace a “community engagement” model, which focuses on attending meetings and events as co-partners and equal stakeholders with the community. This has developed mutual trust and friendships, which have led to a working relationship in which all parties agree on the problem, analyze the contributing factors to the problem, develop a solution to address the problem, and work together to rectify the situation. A final assessment is done to ensure the problem has been solved.

“Community policing is a philosophy as well as a way of doing business. The commitment to work with communities to tackle the immediate and longer-term causes of crime through joint problem solving reduces crime and improves quality of life. It also makes officers safer and increases the likelihood of individuals to abide by the law.”

-Final Report on the President’s Task Force on 21st Century Policing Implementation Guide

The next step involved reaching out to the community to find out what their concerns were, as well as public perception of both Antelope Valley Sheriff Stations and law enforcement in general. We accomplished this by holding several “Days of Dialogue” sessions in 2014 and 2015. In 2016 and 2017, we worked with our CAC’s and conducted “Days of Dialogue” sessions during the quarterly CAC Town Hall Meetings.
Days of Dialogue was a moderated dialogue between the community and law enforcement. Attendees were broken into groups of eight to ten people and generally one deputy. Several topics were discussed regarding public perception of law enforcement. The discussions allowed law enforcement personnel to see how their actions were perceived by the public. They also allowed the public to see how their actions were perceived by law enforcement.

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<th>The SARA Process</th>
<th>Evaluation Questions</th>
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<td><strong>SCANNING</strong></td>
<td>How should the problem be measured?</td>
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<td>What is the problem?</td>
<td>What would have to decline for success to be seen?</td>
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<td><strong>ANALYSIS</strong></td>
<td>How “much” problem is there?</td>
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<td>How much problem is there?</td>
<td>Who is involved and how?</td>
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<td>Who is involved and how?</td>
<td>Where is the problem and why?</td>
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<td><strong>RESPONSE</strong></td>
<td>How will accountability be determined?</td>
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<td>What should be done about the problem?</td>
<td>How will problem reduction be measured?</td>
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<td>Who should do it and how?</td>
<td>How will displacement and diffusion be measured?</td>
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<td>Is it being done?</td>
<td>How will alternative causes for reduction be examined?</td>
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<td><strong>ASSESSMENT</strong></td>
<td>Was the response implemented (process evaluation)?</td>
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<td>Did the response occur as planned?</td>
<td>Did the problem change?</td>
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<td>Is there less of the problem?</td>
<td>Can alternative explanations for the changes be eliminated?</td>
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<tr>
<td>What should be done next?</td>
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Through these various events and open dialogue, we employed the “Scanning, Analysis, Response, Assessment” (SARA) problem solving model. This allowed us to identify problems brought forth by the community and work together towards resolution. We had to admit that our past practices left a portion of our community disenfranchised. Additionally, members of the community expressed a loss of trust in our ability to be fair, impartial, and truthful in our policing efforts. We are working with our CAC’s, and through our participation in community events and meetings, to continually address these issues.

Lancaster and Palmdale stations are unique amongst other LASD patrol stations, or even other policing agencies in Los Angeles County. A large majority of our station personnel live within the Antelope Valley. They shop at the same stores, go to the same schools, and see firsthand the crime and quality of life issues brought forth by the community. Because of this, our personnel have a vested interest in working with community members to resolve problems and seek solutions for the betterment of all.

That being said, we also have a few challenges. Both stations are extremely busy, leading all other LASD patrol stations in the number of calls for service. This leads to a very high employee turnover rate. Many of our personnel stay for less than three years, taking their experience with them. They have usually moved on to specialized
assignments or have been promoted. We are working with our CAC’s, through the SARA model to develop a response to these issues.

Both stations have difficulty with getting community members to engage with them, including communities of color. In 2017, both stations held a “Black History Month Essay Contest” in which Sheriff McDonnell presented the grand prizes. Although this was a great event which allowed us to engage with our youth, the majority of entrants were Hispanic.

Sheriff McDonnell and his executive staff joined station personnel to attend a Justice Sunday event in Lancaster. Support and engagement from the public at this event was good.

In an effort to further engage with communities of color, both stations held an interfaith clergy conference. This event was open to all pastors and their representatives from throughout the Antelope Valley. The Sheriff, Undersheriff, executive staff, and station personnel attended along with over 80 pastors. The topics included how the Sheriff’s Department could better serve them, their constituency, and community. Additionally, we discussed how we could better partner with the faith-based community in collaborative problem solving. This event has led to three pastors who have joined our Sheriff’s Clergy Council. Their congregations are generally made up of Hispanic members, which has helped us to dispel fears of their congregations being asked their immigration status by deputies.

Our ultimate goal is to find lasting solutions to the problems in our community. We are looking into utilizing the “Community Problem Oriented Policing” (CPOP) model as a means of getting to the root of our community problems and working with all of our community stakeholders to develop solutions. The CPOP model focuses on addressing causal factors and instituting preventative efforts, as opposed to a reactionary response. The below quotes explain this philosophy in better detail. For more information regarding CPOP, please see their website at: www.popcenter.org.

Problem-oriented policing places a high value on new responses that are preventive in nature, that are not dependent on the use of the criminal justice system, and that engage other public agencies, the community and the private sector when their involvement has the potential for significantly contributing to the reduction of the problem.

-Herman Goldstein (2001)
As stated earlier in this report, we welcome the results of the Monitoring Team's survey. We believe the survey results will provide useful critique of our performance and general perceptions of law enforcement. Our goal will be to collaborate with our CAC’s and community leaders to address the issues brought forth in the survey. We seek to utilize the CPOP methods of microscopic analysis and the SARA problem solving model as a means of developing action plans which will improve our relations with the community.

Lord Stevens, a previous commissioner of the London Metropolitan Police Service, once explained the fundamental challenge of policing with an analogy. He asked his audience to imagine a fast-flowing river, sweeping hundreds of people away in its current. He argued that the traditional police response is to jump into the river and try to help as many people as possible, rather than to head upstream to determine why and how people are falling into the river in the first place. He went on to say, “And so begins a reactive cycle of uncontrolled demand and equally uncoordinated response. The police become like lifeguards frantically swimming against the tide from one incident to another, employing different tactics in a disjointed and unfocussed manner with little or nothing to show for it at the end of the day.”


As stated earlier in this report, we welcome the results of the Monitoring Team’s survey. We believe the survey results will provide useful critique of our performance and general perceptions of law enforcement. Our goal will be to collaborate with our CAC’s and community leaders to address the issues brought forth in the survey. We seek to utilize the CPOP methods of microscopic analysis and the SARA problem solving model as a means of developing action plans which will improve our relations with the community.

Deputies meet with members of the American Civil Liberties Union (ACLU)

Deputies are recognized for their service by a local church
**Community Engagement Events**

Lancaster and Palmdale stations have a long history of presenting and participating in numerous events annually throughout the Antelope Valley. Our goals have always been focused on partnering with the community and allowing the community to accept both stations as stakeholders. The below listed engagement events are broken into two categories:

- those presented by the Sheriff’s Department, and
- those in which the Sheriff’s Department has been invited to participant and attend.

Each of these events have a proven track record of reaching a large constituency throughout the entire Antelope Valley. Each event has allowed our personnel to engage with our communities in a positive atmosphere and has worked towards breaking down barriers between the stations and the public. Our continued participation at each of these events helps us to promote and strengthen our partnerships within the community, engage constructively with the community to ensure collaborative problem-solving and bias-free policing, and ultimately, increase confidence in the Sheriff’s Department.

**Station Events:**

**Community Emergency Response Team (CERT) Refresher classes**

*Strategy:* CERT is a 21-hour Federal Emergency Management Agency (FEMA) course designed to empower citizens to take care of themselves, their family, and their neighborhood in the event of an emergency or disaster. In order to ensure skills are maintained, we present these quarterly refresher classes with the Los Angeles County Fire Department (LACFD). These classes are held on the first Tuesday evening of the quarter and are free to attend.

*Benefits:* These classes allow our personnel to work directly alongside community members in hands-on, practical application scenarios designed to enhance skills and knowledge. This allows the public to work through the problem with first responders, building confidence and developing relationships between all parties.

*Successes:* In 2017, we prescheduled and published a list of upcoming classes for the year. Each class has been filled to capacity with over 60 people in attendance. Comments from the public have been extremely favorable. Members of the public have reported that because of the training, they feel better prepared and confident. Several have reported using the skills learned to help others. Of even greater note, attendees have developed a new respect for our deputies and the job they do.
Obstacles: Finding a centralized venue to present classes was an issue in 2016. In 2017, The Los Angeles County Fire Department (LACoFD) was gracious in opening their local training facility at Fire Station 129 for these classes. We are actively seeking a larger venue which is centrally located and provides classroom space and room to perform scenarios.

Recommendations: This training and the CERT curriculum has proven effective throughout the nation. The San Andreas earthquake fault, which stretches from the Sea of Cortez through San Francisco Bay, runs through Palmdale’s service area. Should a major eruption occur, we need our citizenry prepared to take care of themselves until resources become available. This quarterly training will be continued through 2018.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Christmas Gift Giving Campaign
Strategy: To engage with youth and the public by sharing the joy of the holiday season. Each station purchases and collects donated toys for distribution by deputies to those less fortunate. Toys are distributed in the following priority: 1) deputies who have encountered a family in need, 2) requests from Sheriff’s Special Victims Bureau or Department of Children and Family Services, 3) pediatric ward at Antelope Valley Hospital or any children hospitalized at Palmdale Regional Medical Center, 4) requests from active military members who are deployed out of the country, 5) driving through neighborhoods throughout the Antelope Valley.

Palmdale Early Morning Deputies making a “toy run” for Santa.
Benefits: Youth and the public get to see the human side of law enforcement. They both get the opportunity to interact in a non-law enforcement encounter, allowing for positive interaction.

Successes: Special deliveries are made by deputies to families in need, allowing for personal interaction. Community members line the streets waiting for Santa and Santa’s deputy helpers to arrive and pass out toys.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: Our outreach and engagement efforts with this program have proven to be a successful opportunity to interact with youth and adults throughout our community. This program will continue in 2018.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
**Coffee with a Cop/Deputy/Captain**

**Strategy:** Our goal is to engage community members over a friendly cup of coffee. The conversation is truly open to everything from sports to politics. These events are held monthly in both Lancaster and Palmdale. They are open to the public and no purchase is necessary to attend. In most instances the coffee and snacks are provided free of charge.

**Benefits:** These events allow an opportunity for the public to freely engage with deputies in a non-threatening, relaxing, neutral location. The public freely ask questions and in many cases invite the deputy to sit at a table to talk. These events have been extremely successful in breaking down barriers between the public and law enforcement. The deputies get to relax and meet those we serve outside the regular call for service.

**Successes:** The community enjoys the opportunity to speak with a deputy one-on-one about any topic they choose. This has benefitted the deputies just as much as the public. These events help to reinforce our community engagement techniques by forming partnerships with the public to address and solve community issues.

In 2017, we expanded this program outside the city limits and held events in Acton, Pearblossom, and Wrightwood. Each of these events were huge successes which really helped to strengthen the relationship between the Department and the public.

In 2017, we held two Spanish only events on a Saturday at Vallarta Supermarket. The markets were located in Hispanic neighborhoods in both Lancaster and Palmdale. Spanish speaking deputies from both stations were on hand to address community concerns.

**Obstacles:** Finding venues which are able to comfortably hold an average of 30 people without affecting other business at the establishment has been difficult.

**Recommendations:** The public has expressed their continued support of this event. We hope to continue outreach to our service areas which are outside the cities of Lancaster and Palmdale. This program will continue in 2018.
This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Coffee with a Veteran**

**Strategy:** Working on the Coffee with a Cop concept, these weekly events are specifically geared towards Veterans. Although they are generally unstructured, like our regular “coffee” events, we have been asked to hold presentations for the attendees.

**Benefits:** This event allows us to meet with veterans and seniors in a relaxed, non-threatening environment. Many of our deputies are former military members, so there is often a connection and immediate bond between the attendees and our deputies. This bond has translated into numerous crime tips and valuable insight into both the veteran and senior communities.

**Successes:** Our ultimate goal is to reach out and engage all members of our community. Many of the issues plaguing our veterans are the same issues plaguing our community. Homeless, panhandling, illegal vending, alcoholism, drugs, theft, and fraud are all issues facing our veterans and especially our senior community. Our attendance at these meetings foster a strong relationship and assist us in working with the community to develop solutions to these problems.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** This event has proven to be an invaluable asset to our deputies and the attendees. This program will continue during 2018.
This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Community Academy**

**Strategy:** Presented twice a year, once at Lancaster Station and once at Palmdale Station, this 8-week long course invites the community to learn more about the Sheriff’s Department. It allows the attendees to experience the Department and police procedures first hand. This course is open to the public and free to attend.

**Benefits:** Anytime we can show the public how and why we do things a particular way, doors are opened for effective communication and a better understanding of modern day policing. The bond formed between the deputies and the class often extends way beyond the completion of the program.

**Successes:** Participants who complete this program have a much better understanding of the realities faced by law enforcement. Generally, their only prior law enforcement contact was a traffic ticket or what they may have seen on police television shows. Many of the attendees join our station volunteer program or become full-time employees.

**Obstacles:** The course is extremely time consuming for the community members who attend.

**Recommendations:** This course has been extremely well-received by all who attend. We would like to try and present a community academy for teens, ages 15 to 18, although current staffing does not make this feasible. We are also working on presenting a class in Spanish. This course will continue for 2018.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
**Kids, Cops and Cones, and Cookies**

**Strategy:** This is an off-shoot of the Coffee with a Cop concept, but reaching out to families and children. At these events, we bring out specialty vehicles for the whole family to enjoy, while having a delicious treat. In 2017, we hosted several events with our local McDonald’s franchises. These events were open to the public and no purchase was necessary to attend. Free treats and samples were provided to attendees.

**Benefits:** This has been a great outreach to children and their families. It has provided a non-threatening, neutral environment where all family members can engage and take photos with the deputies. In 2016, we presented Kids, Cops and Frozen Yogurt. It was such a success, that in 2017 we expanded this to also include “Kids, Cops, and Cones,” in which we served ice cream cones, and “Kids, Cops, and Cookies,” in which we served milk and cookies. Regardless of the title, each of these events have been exceptionally well-received, with several hundred people in attendance.

**Successes:** Imagine going to McDonald’s after school to find strings of balloons and music playing in parking lot. As you look a little closer, you see law enforcement vehicles and deputies handing out stickers and letting children activate the lights and siren. No advertising is necessary at these events, as the children flock there on their own. Our deputies have been made Facebook and Snap Chat stars by having their picture taken and posted by the children and teens in attendance. Business owners enjoy meeting the deputies and have been extremely generous in supplying free food items for these events.

**Obstacles:** We are consistently asked to hold these events throughout the Antelope Valley. Our Department policies do not allow us to favor or support private businesses. We must constantly weigh our need for public outreach versus any commercial benefit our presence may bring to a particular business.

**Recommendations:** We would like to expand this concept to hold the events on a quarterly basis. Additionally, businesses have asked us to hold these events on a
Saturday instead of on a weekday afternoon. Weekend events are nearly impossible to staff, as our field deployment and calls for service are highest Friday through Sunday. Additionally, community relations staff are usually busy attending events for other entities on the weekends, or are committed to working the field due to staffing shortages. These events will continue during 2018.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Kids, Cops, and Snow Cones**

**Strategy:** Another off-shoot of the Coffee with a Cop concept, but this time reaching out to middle school students. We went to Shadow Hills Middle School in Palmdale and provided after school treat for students.

**Benefits:** Our “kids and cops” events have been an effective outreach to families and children. We wanted to reach out to a diverse group of middle school students to show them that we care. Rather than have them come to us, we went to them.

**Successes:** We worked with our local Salvation Army to provide free snow cones to the students as they were leaving school. We chose a beautiful warm Friday afternoon and set-up just outside the school entrance gates. With the help of the Salvation Army, we served over 350 fresh made snow cones in just 45 minutes. Several specialized vehicles and patrols cars were on display. The students enjoyed meeting and talking to deputies while eating their sweet treat.

**Obstacles:** We tried to get permission from the Health Department to serve snow cones for this event. The requirements proved too prohibitive to meet on our own. We reached out to our local Salvation Army and explained our idea. They were kind enough to provide their certified food truck and certified food handlers to help us make the snow cones.
Recommendations: This event was a huge success. The thought of going into the public, as opposed to them coming to us, turned out to be a great idea. We are currently working with our local booster organizations and community groups to obtain a mobile food kitchen. The idea is to go into neighborhoods and provide free snow cones in the summer or hot chocolate in the winter as a means of opening dialogue.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Law Enforcement Memorial Torch Relay
Strategy: In honor of Peace Officers Memorial Day and those officers who have been killed in the line of duty, a relay event is held each year, which traverses through all 23 LASD patrol stations, including Catalina Island. Lancaster Station receives the torch from Santa Clarita Valley Station in Agua Dulce. They pass the torch to Palmdale Station at Sierra Highway and Avenue N. Palmdale passes the torch to Crescenta Valley Station at Monte Cristo Campground in the Angeles National Forest. The public is invited to run, bike, skateboard or scooter alongside station personnel.

Benefits: This event allows the public to join us in remembering those officers who were killed in the line of duty. Those who participate in this event are thankful for the opportunity to join our deputies in this noble cause.

Successes: Each year more and more members of the public and their families join us for this event. There is always a group photo taken at the end of each portion of the run.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This event serves as an important reminder of the dangers of the law enforcement profession. The 2017 calendar year was extremely remorseful with the passing of two LASD sergeants, including Sergeant Steve Owen of Lancaster station. This event will continue in 2018.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
Increase community confidence in the Department (SA Item VII)
Make personnel available for community feedback (SA Item 87)
Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**North County Law Enforcement Explorer Competition**

*Strategy:* Engage with our youth to provide mentorship and educate them in responsibility, leadership, and ethics. Additionally, this program provides work experience in the criminal justice field, allowing participants to learn new methods and tactics through practical application scenarios.

*Benefits:* The Explorer program is an apprenticeship type program operated in conjunction with the Boy Scouts of America, Learning for Life program. It is geared for teenagers and young adults, ages 14 to 21. The program focuses on leadership, integrity, accountability, and teamwork. This competition connects teams from throughout the western United States and tests them on law enforcement tactics.

*Successes:* 2017 was the sixth year of this competition. 34 Explorer Posts from 27 different police agencies brought over 450 participants to compete in this two day event. Teams are tested in 23 scenarios and events. This event continues to grow each year and has become the premiere competition of its type in southern California.

*Obstacles:* We have not identified any obstacles related to this event.

*Recommendations:* This event has made LASD a leader in promoting the Explorer program. Agencies from as far away as Nevada and Arizona participate in the competition. This event has become a model for other competitions throughout the state. This event will continue in 2018.

**This event meets the following Settlement Agreement (SA) objectives:**

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
• Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

The SHARE Program

Strategy: SHARE is an acronym for Stop Hate And Respect Everyone. This program is a multi-faceted, anti-hate and anti-bullying program. Our deputies engage middle and high school students in dispelling stereotypes associated with race, gender, and sexuality.

Benefits: This program is taken to school campuses and community events throughout Los Angeles County, including the Antelope Valley. It was created in conjunction with the Museum of Tolerance and numerous other human rights agencies as a means of addressing hate incidents and hate crimes in schools.

Successes: This program uses one deputy and a mobile movie theatre to SHARE a powerful message about tolerance and inclusion. In 2017, this program was presented in over 40 schools and taken to over 70 events throughout Los Angeles County. Los Angeles County Parks and Recreation held a summer lunch program to feed children. The SHARE program was taken to each park throughout the Antelope Valley to educate the children.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This program has made LASD a leader in promoting the message of tolerance and acceptance. This program should be expanded with one dedicated deputy assigned from each field region and our Parks Bureau. Additional movie trailers should be purchased and specially wrapped vehicles should be assigned to expand and appropriately market this program. Funding should be sought through grants and donations to support this program.

This event meets the following Settlement Agreement (SA) objectives:
Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Superhero Fun Run & Safety Expo

Strategy: In 2016, we presented the Muddy Explorer Fun Run as a project to raise funds for charity. Unfortunately, we were unable to secure a venue to repeat this event. In 2017, we presented our inaugural Superhero Fun Run. This 3K family fun run required the participants to dress as their favorite superhero. A safety expo was held in conjunction with this event. All proceeds were donated to charity.

Benefits: This was an opportunity to engage with children and their families in a fun and exciting atmosphere. Additionally, we raised money for "March of Dimes" and "999 for Kids" charities.

Successes: Participants had a great time running the course and winning a superhero medal. One of our deputies dressed as Batman and was at the finish line to "high-five" the runners and present their award medallion. Over 200 participants came out for the run and festivities. We were able to partner with First 5 LA, Salvation Army, Palmdale Auto Mall, CarMax, California Highway Patrol, Los Angeles County Fire Department, and the Department of Mental Health for this event.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This event turned into a much greater success with families and small children than we had originally imagined. We believe with a different venue and additional advertising this event could grow substantially larger. We anticipate presenting this event again in 2018.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
• Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
• Increase community confidence in the Department (SA Item VII)
• Make personnel available for community feedback (SA Item 87)
• Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Ride-A-Long
Benefits: This program provides participants the unique opportunity to gain insight into law enforcement by riding in a patrol car alongside a deputy as they work their shift. Many of the program participants come away with a much better understanding of the challenges faced by law enforcement.

Strategy: The Sheriff’s Department provides this program to community members and Department applicants. Participants get to interact one-on-one with a deputy sheriff for eight hours, asking questions and experiencing first-hand exactly what the job entails.

Successes: Participants leave with a new understanding of the law enforcement profession. Many participants become friends with the deputies, seeking to go on additional rides. We have sometimes offered the ride-a-long opportunity to members of the public who have complained about our procedures. This has proven to be a successful tool in providing a differing perspective. Additionally, many participants become involved with our volunteer program or other outreach efforts.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This program has proven to be a successful tool in allowing our deputies to engage with the public one-on-one, while responded to calls for service. Even our most ardent critics have come away with a new perspective and respect for the job we do. This program will continue.

This event meets the following Settlement Agreement (SA) objectives:
• Promote and strengthen partnerships within the community (SA Item VII)
• Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
• Increase community confidence in the Department (SA Item VII)
• Make personnel available for community feedback (SA Item 87)
• Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
**Station Open House** – Each station hosted their own open house.
- Lancaster Station invited many non-profit organizations who serve throughout the Antelope Valley. The displays included Lancaster’s new mobile command post, the BEARCAT armored rescue vehicle, and the Antelope Valley Search and Rescue Team rock climbing wall. Guided station tours were also a coveted attraction. The event was open to the public and free to attend. Free food and water were provided.

**Strategy:** The idea is to invite the community to visit their local Sheriff’s station. The public gets the opportunity to see the many tools used by law enforcement. Station tours allow the public to understand how calls are received and dispatched, learn about the ancillary support units that make everything work, and tour our station jail.

**Benefits:** Usually, the public only sees a large concrete building, but by opening our doors, the public gets an inside glimpse of how their local sheriff’s station works. They also get to meet the deputies and civilian staff and ask questions.

**Successes:** Our station personnel get to interact with the public, which opens dialogue and humanizes the law enforcement profession. The public gets an opportunity to view their sheriff’s department and gain a better insight into the department.

**Obstacles:** These events are an extremely large undertaking, requiring the closing of our jail facility and relocation of station trustees. Logistical coordination of department units, resources, and outside organizations requires months of pre-planning and coordination.

**Recommendations:** The open house concept is a great opportunity for community engagement. Participants learn about the many aspects of their local station and the LASD. Because of the time and resources required to present this event, and all of the other outreach events presented by the Antelope Valley stations, consideration should be given to determine if an annual event of this nature is the best use of those resources. Although both stations are planning open houses in 2018, consideration should be given to making this a biennial event, where each station holds an open
house every other year, so one open house a year is presented to Antelope Valley residents. This would also do away with competing for outside resources for each event in the same year.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Station Tours**

**Strategy:** Each station hosts tours as requested by schools, scouting troops, civic groups, and businesses. The tours are generally chaperoned by community relations staff and allow for direct interaction with deputy personnel.

**Benefits:** Staff from each operational area talk about their specific job function. Tours are tailored based upon the age group of the participants. The participants get to see the inner-workings of a police station, including desk operations, secretariat, detectives, armory, and jail. In 2017, Lancaster facilitated 24 tours and Palmdale facilitated 34 tours.

**Successes:** These tours allow participants one-on-one interaction with the deputy facilitators. They are able to learn about the station, procedures, tactics, and equipment, freely asking questions.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** Like the ride-a-long program, station tours allow the public to interact one-on-one with a deputy. They allow the public to see the deputy as just another person. This program will be continued.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
• Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Palmdale Sheriff's Trunk or Treat and Car Show**

*Strategy:* This event allows us to promote Halloween safety and engage with the community. For the second year, Palmdale Station worked with the local Boys and Girls Club to present this event which also acted as their open house.

*Benefits:* The public was invited to decorate their cars and hand out candy, while children were invited to dress in costume and receive candy. This year a live band, Aztec Dancers, food trucks, rock climbing wall, bounce house, and dunk tank were present along with several department specialty vehicles. The event was open to the public and free to attend. A nominal fee was requested for car show participants to defray the costs of awards and candy. Awards were made by participants enrolled in the Boys and Girls Club welding program.

*Successes:* This event was held at the Palmdale Boys and Girls Club which is located in an ethnically diverse area. Over 3,000 people attended this event. We partnered with local car clubs, churches, businesses, community groups, non-profits, and government agencies. Live music, Aztec dancers, and several opportunity drawings kept the event exciting. Participants had the opportunity to “dunk a deputy” in a dunk tank and learn about the different vehicles law enforcement uses. A great time was had by all. First 5 LA and CarMax helped to sponsor this event. All the car show participants indicated they would return for next year’s event. The public comments were very favorable. They enjoyed the festivities and interaction with the deputies.

*Obstacles:* Planning for this event started one year prior. The logistical coordination was extremely time consuming. There was no budget for this event. We were able to get a free event listing in the “Things to Do” section of the Automobile Club of Southern California (AAA) magazine, “Westways.” The only other advertising was through Facebook, Twitter, and word of mouth. We did not anticipate the number of car show entrants on the day of the event. Upon reaching 90 vehicles, we had to turn vehicles away, as we had run out of space.
Candy was donated by car show entrants. We were able to secure candy donations from two local area Walmart stores. Additionally, our deputies personally purchased and donated over $1,500 worth of candy. This candy was used to replenish the candy supplied by the car show entrants. This event went from 12:00 to 4:00 pm. We ended up running out of candy two hours into the event.

Recommendations: This event will continue in 2018. We are working with several food truck operators and working on solutions to accommodate more car show entrants. We expect next year's event to be larger and better organized.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Partner Agency Events – LGBTQ:

*The Outreach Center – AV Pride*

*Strategy:* Build and enhance relationships with members of the LGBTQ community.

*Benefits:* The Outreach Center is one of two entities in the Antelope Valley which provide services specifically for outreach to the LGBTQ community. Our partnership at events sponsored by The Outreach Center seek to open dialogue and break down barriers between the LGBTQ community and law enforcement.

*Successes:* The AV Pride event is an open house at The Outreach Center. This event included craft booths, entertainment, food and camaraderie involving the LGBTQ community. Deputies were present to interact and meet members of the LGBTQ community to address their concerns.
**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** We will continue to partner with The Outreach Center.

**This event meets the following Settlement Agreement (SA) objectives:**
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Friendsmas at Penny Lane Centers**

**Strategy:** This non-profit organization provides services for abused and neglected children, youth, and families. They provide therapeutic residential services, foster family home placements, adoption services, transitional and affordable housing, family preservation, and mental health services for children, youth, and families.

**Benefits:** The Friendsmas event allowed deputies to serve hot meals at Christmas to children and families taking advantage of the services provided by Penny Lane Centers. This event allowed deputies to engage in open dialogue with the participants. It also allowed those in attendance to see the deputies in a positive outreach endeavor.

**Successes:** One of the many programs highlighted at this event, was “The Yellow Submarine.” This program was created to provide a safe space for homeless teens to stay during the day. Showers, laundry services, and televisions are available at the facility. Many of the Antelope Valley’s homeless teens are part of the LGBTQ community and have no safe place to sleep at night. Deputies handed out meals and toured the facility to learn about the resources available should they encounter a homeless teen.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** We will continue to partner with Penny Lane Centers. Additionally, deputies have been referring homeless teenagers to their programs.

**This event meets the following Settlement Agreement (SA) objectives:**
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
Partner Agency Events – Neighborhood Watch

Numerous Neighborhood Watch events were hosted throughout the Antelope Valley. Both the cities of Lancaster and Palmdale coordinate with community members to establish neighborhood watch groups. In the rural areas, the resident deputies coordinate with community members to present meetings. Deputies met with block captains and neighborhood watch groups throughout the year to discuss crime trends and quality of life issues within their neighborhood.

Strategy: To promote and strengthen partnerships in the community and to deter crime. Deputies also work with community members to solve local area problems using the SARA problem solving methodology. Refer to page 18 for more information about the SARA methodology.

Benefits: Our presence at the neighborhood watch meetings allow us to address crime trends, quality of life issues, as well as, neighborhood and community problems. When time permits, we try to send the deputy who is currently on-duty assigned to patrolling the area where the meeting is occurring. This allows the deputy to hear neighborhood concerns and lets the attendees meet the actual deputy patrolling their area.

Successes: The neighborhood watch program has been instrumental in deterring crime. The insight provided by residents to the deputies has been responsible for identifying numerous suspects, ultimately leading to arrests and a reduction of crime.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: When dedicated community relations staff attend, they are able to run crime statistics and address specific issues regarding the neighborhood where the meeting is taking place. This also provides a specific person of contact within the Department for residents to address their future concerns. We will continue to schedule field personal to attend.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
**Partner Agency Events – Youth Engagement**

**AV-YouthBuild Annual Softball Tournament**

*Strategy:* Youthbuild provides educational and workplace opportunities for young adults seeking to improve their lives. Deputies attend classes with program participants and each year they are invited to compete in a friendly game of softball.

*Benefits:* This event allowed us to engage with youth who may have made poor life choices and had prior encounters with law enforcement. It allows the participants to see a different side of law enforcement.

*Successes:* Deputies and participants have a great time putting aside their differences and playing together. At the conclusion of the game, there is a question and answer period and a delicious BBQ.

*Obstacles:* We have not identified any obstacles related to this event.

*Recommendations:* Youthbuild USA and our local chapter have been leaders in providing leadership, mentoring, education, and job opportunities for young adults who have made poor life choices. We will continue to participate in this event or any other events and projects requested.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Every 15 Minutes**

*Strategy:* Promote partnerships in the community and build and enhance relationships with youth. Participants get to meet deputy personnel and see both the law enforcement side and the human behind the badge.

*Benefits:* Every 15 Minutes is a national organization which teaches high school students the dangers of driving while under the influence of alcohol. We work with the California Highway Patrol (CHP), Los Angeles County Fire Department, Coroner’s office, and a local tow company to present this program several times a year.
Successes: This national program teaches, in a very vivid way, the dangers of alcohol intoxication while driving. Students get the opportunity to see law enforcement in action at a crash scene where their peer is arrested and booked for drunk driving. Students get to interact with law enforcement throughout the event.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This program has proven effective in reducing alcohol-related arrests and deaths amongst our youth. We will continue to partner with the California Highway Patrol and our schools to present this program when requested.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

The Last Text

Strategy: Promote partnerships in the community and build and enhance relationships with youth. Participants get to meet deputy personnel and see both the law enforcement side and the human behind the badge.

Benefits: This event was hosted by the Jacob Heffer Foundation, which promotes the dangers of distracted driving. This educational experience is similar to “Every 15 Minutes.” We worked with the California Highway Patrol, Los Angeles County Fire Department, Coroner’s office, and a local tow company to present this program in 2017.

Successes: This program teaches, in a very vivid way, the dangers of distracted driving. Students get to interact with law enforcement throughout the event.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This program, in conjunction with the “It Can Wait” program, helps to bring awareness to this cause. We will continue to partner with the
Jacob Hefter foundation, California Highway Patrol, and our schools to present this program when requested.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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Exploring My Career Path – Antelope Valley Community College
Strategy: Promote partnerships in the community and build and enhance relationships with youth and young adults.

Benefits: This event is a career fair hosted at Antelope Valley College. Middle school aged students take a field trip to the college campus and talk to deputies about job related sworn and civilian options.

Successes: Many of the participants have not decided on a career path. Our involvement allows one-on-one interaction with a deputy to answer questions and provide career advice. For those interested, we provide information on our law enforcement Explorer program.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: We will continue to support this event by providing hiring criteria to middle school students, we can deter potential disqualifying factors, providing an effective career path in the law enforcement profession.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

The Great Kindness Challenge
Strategy: Promote partnerships in the community and build and enhance relationships with youth and young adults.

Benefits: Deputies were at Monte Vista Elementary School to help launch the Great Kindness Challenge, a week-long event where students are encouraged to perform at least one kind act per day.
Successes: Deputies committed to smiling at 25 people, saying, “Thank you," to volunteers, and saying, “Good Morning,” to 15 people amongst other ideas presented by the students and school.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: Deputies had a great time interacting with the students and coming up with challenges. This event will continue in 2018.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Highland High School Career Day
Strategy: Promote partnerships in the community and enhance relationships with youth and young adults.

Benefits: Each year, deputies join other law enforcement agencies and first responders to present a career day for all of the students at Highland High School.

Successes: Deputies interact with the students by showing them special equipment and vehicles. Additionally, deputies answer general questions about the law and a career in the law enforcement profession. For those interested, we provide information on our law enforcement Explorer program.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: We will continue to support this event. By providing hiring criteria to high school students, we can deter potential disqualifying factors, providing an effective career path in the law enforcement profession.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Highland High School Law and Government Academy**

**Strategy:** Promote partnerships in the community and enhance relationships with youth and young adults.

**Benefits:** Deputies and other law enforcement agencies introduce high school students to careers in all facets of the criminal justice system.

**Successes:** Deputies speak with students about the needed educational and principled requirements of those seeking a future career in the justice system.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** We will continue to partner with Highland High School’s Law and Government program whenever requested.

**This event meets the following Settlement Agreement (SA) objectives:**
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Law Enforcement Explorer Competitions**

**Strategy:** Engage with our youth to provide mentorship and teach them responsibility, leadership, and ethics. Additionally, this program provides work experience in the criminal justice field, allowing participants to learn new methods and tactics through practical application scenarios.

**Benefits:** The Explorer program is an apprenticeship type program operated in conjunction with the Boy Scouts of America, Learning for Life program. The program is geared for teenagers and young adults, ages 14 to 21. The program focuses on leadership, integrity, accountability, and team work. Lancaster and Palmdale Station Explorer Posts traveled to Chandler, Arizona and Orange County, California to compete in Explorer Competitions against other posts from across the country.
Successes: These three-day annual competitions included team and individual events which allowed the participants to showcase their law enforcement skills, as well as build confidence, teamwork and leadership skills. Our attendance at events outside of Los Angeles County strengthen and promote our Explorer program. By learning new concepts and tactics, we expand our knowledge.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: Both stations support the Explorer program and view it as an opportunity to guide and train the next generation of law enforcement leaders. Although staffing and budgets are an issue, it would benefit the program to receive Department support through funding and a dedicated deputy at each station. We will continue to support the program and attend future competitions.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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Make-A-Wish Strategy: Promote partnerships in the community and enhance relationships with youth and young adults.

Benefits: This worldwide organization grants last wishes to terminally ill children and teenagers. The Sheriff’s Department is committed to fulfilling the wishes of anyone in this program.

Successes: Both Antelope Valley Stations’ personnel will do everything possible to make a person’s dream come true, especially if that dream is to be a deputy sheriff.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: We will continue to give priority to fulfilling these requests.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
Paw Patrol

**Strategy:** Promote partnerships in the community and enhance relationships with youth and young adults.

**Benefits:** Sundays are “NICK JR” night at the Hangar, the local minor league baseball stadium in Lancaster. Our deputies attended the “Paw Patrol” event. Paw Patrol is a popular cartoon show for young children, which depicts animated dogs as first responders.

**Successes:** Deputies were present and interacted with the participants, allowing them to meet their real life heroes. Children got to see the deputy’s vehicles and specialty equipment.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** This event was very well received by the participants. We will continue to support future events.

*This event meets the following Settlement Agreement (SA) objectives:*
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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Pen or Pencil National Mentoring Initiative

**Strategy:** Promote partnerships in the community and enhance relationships with youth and young adults.

**Benefits:** The Pen or Pencil National Mentoring Initiative is a non-profit organization which mentors youth to continue with their education.

**Successes:** Deputies were present to watch the program participants perform skits, as well as engage and participate in team building exercises. Deputies were assigned to different teams and encouraged children to stay in school. Additionally, we are invited to their annual event, “Serving Those Who Serve.” This event highlights the accomplishments of program participants, who serve a delicious dinner to those in attendance.

**Obstacles:** We have not identified any obstacles related to this event.
Recommendations: This program has proven effective in breaking down barriers between youth and law enforcement. Education is the foundation of understanding. Anything we can do to promote education and community engagement to keep our youth from exploring nefarious activities, we will proudly support.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Read Across America Strategy: Promote partnerships in the community and enhance relationships with youth.

Benefits: This event is sponsored by the National Education Association and promotes literacy. Research has shown that children who are motivated and spend more time reading do better in school.

Successes: In celebration of Dr. Seuss’ birthday and to promote literacy in schools, deputies went to numerous elementary schools and read books to classes from kindergarten to 6th grade. These events allow our personnel to directly interact with students by sharing the gift of reading. Our deputies are animated readers, motivating the students and allowing them to see law enforcement as people, just like their parents. A total of fifteen deputies from Lancaster and Palmdale stations visited twelve elementary schools to read to the students.

Obstacles: We have not identified any obstacles related to this event.
Recommendations: This program has proven effective in breaking down barriers between youth and law enforcement. Education is the foundation of understanding. Motivating children to read is an important factor in student achievement. Anything we can do to promote education and community engagement to keep our youth from exploring nefarious activities, we will proudly support.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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Red Ribbon Week

Strategy: Promote partnerships in the community and enhance relationships with youth and young adults.

Benefits: Red Ribbon Week is an initiative for the education and prevention of drugs, tobacco and alcohol abuse. During the week between October 23 – 31 each year, elementary schools, junior high schools, high schools, community groups and organizations focus their attention on the celebration of a drug-free life.

Successes: Deputies went to several schools throughout the Antelope Valley encouraging children to stay away from drugs, tobacco and alcohol. Students are encouraged to take the pledge to stay healthy and drug free. Several show cars, patrol cars and specialty vehicles were brought in for the students to explore. Deputies interact with the children and answer questions.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This program has proven effective in breaking down barriers between youth and law enforcement. The best way to stay away from drugs, tobacco and alcohol, are to never start using them in the first place. A majority of our calls involve drugs and alcohol. Anything we can do to educate our youth on their dangers, we will proudly support.
This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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School Presentations

**Strategy:** Promote partnerships in the community and enhance relationships with youth and young adults.

**Benefits:** Children are our future. Anything we can do to break down barriers between law enforcement and youth, work for the betterment of our community and society.

**Successes:** At the request of elementary and middle school staff, deputies participated in numerous school presentations and assemblies. We have provided information on bullying, drugs, and careers in law enforcement. Patrol cars, specialty vehicles, and equipment were displayed, allowing for hands on demonstrations with the students and teachers. Many of the students ask questions and take photos with the deputies.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** Children are our future. Any opportunity to engage in positive interaction with children is effective in breaking down barriers between youth and law enforcement. Any outreach event involving our youth is given priority over our attendance at other events. We will continue to support these events.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
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**Walking School Bus**

**Strategy:** Promote partnerships in the community and enhance relationships with elementary school children.

**Benefits:** This program is geared towards elementary school students and promotes walking as a means of staying in shape. Additionally, it educates the participants on pedestrian safety.

**Successes:** Students, teachers, and family members walk to school instead of taking a bus. Five Palmdale deputies participated at three elementary schools by walking with students and blocking intersections to ensure safe passage.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** This program is an effective tool for educating children about pedestrian safety. As stated above, any opportunity to engage in positive interaction with children is effective in breaking down barriers between youth and law enforcement. We will continue to support this event.

*This event meets the following Settlement Agreement (SA) objectives:*

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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**Partner Agency Events – Veterans**

**Veterans Annual Job Fair**

**Strategy:** Promote partnerships in the community and enhance relationships with particular groups.

**Benefits:** This event was held at the University of the Antelope Valley and focused on the hiring of Veterans. Teaming up with organizations and local businesses such as the NAACP, Antelope Valley College, Rite Aid, and Michael’s, Lancaster Station hosted a booth at the 3rd Annual Veterans Job Fair.

**Successes:** Four deputies were on hand throughout the four hour event to explain in detail the Department’s hiring process, application process, background investigations, as well as, benefits and retirement options. Since many of our deputies have prior military service, they know and understand issues faced by our veterans.

**Obstacles:** We have not identified any obstacles related to this event.
Recommendations: This is the third year we have attended this event. Participants are eager to talk to our deputies and learn more about the intricacies of the law enforcement profession. We will continue to support this event.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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Partner Agency Events – Victims of Crimes

Domestic Violence Advocate Presentations
Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: Hosted at a domestic violence/sexual assault shelter, two of our station’s domestic violence investigators presented classes to the volunteers teaching women how to become victim advocates.

Successes: Detectives discussed crime elements, definitions related to domestic assault crimes, and how to obtain restraining orders. Additionally, station personnel instruct the advocates on basic self-defense techniques to keep them safe when responding to calls.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: We will continue to partner our local area domestic violence shelters.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
**High Desert Fallen Heroes Memorial Ride**  
*Strategy:* Promote partnerships in the community and enhance relationships with particular groups.

*Benefits:* Sponsored by the “High Desert Fallen Heroes Fund” and our local Antelope Valley Harley-Davidson dealership, this multi-agency event supports the families of first responders who lost their lives in the line of duty.

*Successes:* Both stations have supported this event since its inception. Deputies participate in the ride, work at the many rest stops, and are present at the start, finish, and after party. Deputies meet and interact with the public from start to finish. Over the years, many relationships have been formed.

*Obstacles:* We have not identified any obstacles related to this event.

*Recommendations:* This organization has been an advocate for all first responders in the Antelope Valley. Their support has been unwavering. We will continue to support events sponsored by the High Desert Fallen Heroes.

*This event meets the following Settlement Agreement (SA) objectives:*
  - Promote and strengthen partnerships within the community (SA Item VII)
  - Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
  - Increase community confidence in the Department (SA Item VII)
  - Make personnel available for community feedback (SA Item 87)
  - Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Partner Agency Events – General Events**

**9-11 Memorial**  
*Strategy:* Promote partnerships in the community and enhance relationships with particular groups.

*Benefits:* After the coordinated attacks of 9/11, local community leaders created a memorial to recognize first responders who were killed while serving the residents of the Antelope Valley. The High Desert Fallen Heroes Memorial was built and placed at the main entrance at the Antelope Valley Mall. Each year, all first responders throughout the Antelope Valley invite the public to join them in remembering those who perished serving our nation.
**Successes:** This event features students and members of the public. After the formal ceremony, first responders are on hand to talk and console the public in attendance.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** We will continue to support this event.

*This event meets the following Settlement Agreement (SA) objectives:*
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**BooLvd**

**Strategy:** Promote partnerships in the community and enhance relationships with particular groups.

**Benefits:** Held the Saturday before Halloween, this carnival is a celebration where community members dress up in costume and go door to door “trick or treating” at businesses along Lancaster Boolavard.

**Successes:** Lancaster Station set-up a booth and brought out specialty vehicles for the public to view. Deputies handed out candy to children, took pictures with the public, and answered questions.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** This event has proven to be an effective outreach tool. We will continue to attend this event in the future.
This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Caring for the Community at University of Antelope Valley

Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: This is an annual event in which toys, coats, accessories, and non-perishable food is collected and distributed.

Successes: Deputies helped with the distribution of over 2,000 toys donated by the community. Deputies also rolled up their sleeves and served a hot lunch for those in need and helped pass out coats. Santa Claus was also present to take pictures with children and deputies.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This is a whole family outreach endeavor. We will continue to support this event in the future.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
Casino Night
Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: Both Antelope Valley Stations have booster organizations which help to provide funding for items not supplied by the County.

Successes: Station personnel are given the opportunity to engage with business owners and community members who help to support the efforts of our booster groups.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: Our boosters have been instrumental in suppling our personnel with Tasers, tactical entry vests, mass casualty trauma kits, and other supplies not funded by the County or by other means. We will continue to support their efforts in helping our stations.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Celebrate America
Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: This event is hosted by the city of Lancaster and brings awareness to the beauty of American liberties and freedoms.

Successes: Several deputies attended to interact and meet with residents and participate in several challenges, including a pie eating contest against local members of the Los Angeles County Fire Department.

Obstacles: We have not identified any obstacles related to this event.
**Recommendations:** This event allowed the public to interact with our personnel in fun and exciting competitions. We will continue to attend this event in the future.

**This event meets the following Settlement Agreement (SA) objectives:**
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Courageous Kids Climbing**

**Strategy:** Promote partnerships in the community and enhance relationships with particular groups.

**Benefits:** Courageous Kids Climbing is a group of rock climbers based in Central Idaho. They have partnered with law enforcement and fire departments to teach children with special needs how to climb. This allows the children to develop coordination between their hands and feet. Additionally, it helps with the development of reasoning and problem solving skills.

**Successes:** In 2017, we were approached by this organization to see if our search and rescue team (SAR) would be interested in working with special needs children, teaching them how to climb a rock wall. Twenty special needs children and their families volunteered to participate. In addition to our rock climbing wall, several specialty vehicles were on display and a small off-road course was set-up. Children and their families were given rides on our Kawasaki Mule off road vehicle. Deputies had one-on-one interaction with the children, learning how to positively interact with the intricacies associated with special needs children. The rock climbing wall proved empowering for the participants and allowed us to learn how to better interact with the children.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** This event was an outstanding outreach opportunity. The children learned not to be fearful of law enforcement and we learned how to better communicate and engage with special needs children. We will be doing this event again in 2018.

**This event meets the following Settlement Agreement (SA) objectives:**
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Days of Dialogue – CAC Town Hall Meetings**

*Strategy:* Promote partnerships in the community and enhance relationships and engage constructively in collaborative problem-solving.

*Benefits:* Days of Dialogue is a nonprofit, nonpartisan organization whose mission is to be a catalyst in the community problem solving process by creating dialogue on sensitive social issues among diverse community groups. By facilitating respectful, purposeful conversation on a broad range of public issues, policies and topics, they foster understanding, and encourage people to improve their quality of life through civic engagement.

*Successes:* Both stations have embraced this program and have incorporated it into the CAC town hall meetings. This format has proven to be an effective engagement and collaboration between the public and law enforcement. Palmdale Station was involved in a shooting incident. Coincidentally, a CAC town hall meeting had been scheduled the week following this incident. Over 80 people showed up at the meeting and participated in the Days of Dialogue engagement with deputies. Although deputies were not permitted to discuss this incident due to Department policy, they were able to address our policies and protocols, and answer questions posed by the public. This ultimately led to a better acceptance by the community.

*Obstacles:* These events are sponsored and hosted by our respective CAC's. Developing consensus and assisting with the coordination of these events has at times
been disjointed. There is no budget for advertising or venue rental. Attendance by the public at these events has been sporadic.

Recommendations: Both CAC’s are doing their best to create an identity and following. We are working together in an effort to reach out to the community to determine how we can collaboratively solve local issues. We will continue to support these events and all of our CAC’s efforts now and in the future.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Deputy Don Self Integrity Golf Tournament

Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: Deputy Don Self worked at the Antelope Valley Mall where he would arrest shoplifters. He created a diversionary program for first time offenders stressing the importance of integrity. Deputy Self’s life was cut short due to a medical illness, but his legacy lives on. For the past 18 years, this golf tournament has raised scholarship monies for high school students seniors entering college. Four students each year are chosen based upon their commitment to “integrity”.

Successes: The legacy of Deputy Self lives on through this golf tournament and scholarship program. Off-duty deputies compete with business owners and members of the public at this annual event.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This event is a time honored tradition which provides scholarships for high school students entering college. The message of Deputy Self has proven to be a guiding force in the lives of scholarship recipients. We will continue to support this event.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
**Elder Abuse and Safety Presentation**

**Strategy:** Promote partnerships in the community and enhance relationships with particular groups.

**Benefits:** A meeting specifically for elderly citizens living in group homes, these presentations covered safety information such as popular scams, financial, physical and emotional abuse by caregivers, and social media safety.

**Successes:** The elderly tend to be an “easy” target for con artists, so several different scams were shared to ensure our elderly residents do not fall victim to crime.

**Obstacles:** Crimes against the elderly can be complex to explain and comprehend. Nobody ever thinks it will happen to them, and when it does, many are too embarrassed to report the incident.

**Recommendations:** We will continue to partner with group homes and senior living centers.

*This event meets the following Settlement Agreement (SA) objectives:*
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Fire Service Day**

**Strategy:** Promote partnerships in the community and enhance relationships with particular groups.

**Benefits:** This is Los Angeles County Fire Department’s open house in the Antelope Valley.

**Successes:** The Sheriff’s Department assists with this event by providing emergency and specialty equipment and vehicles for display. Deputies interact with the public by answering questions, explaining equipment, and taking photos.

**Obstacles:** We have not identified any obstacles related to this event.
Recommendations: This event has grown each year, with attendance reaching several thousand people. This is a great outreach event with community support and positive interactions. We will continue to support this event in the future.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Foundations Fundraiser
Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: This is a fundraising event for an organization called “Transformations,” which provides and promotes specialized programs for adults with special needs.

Successes: Deputies met with participants of the program to reinforce that making contact with someone in uniform is the safest thing, should they be in need.

Obstacles: We are working with this organization to help provide self-reliance and ensure clients are not abused by their caregivers. Many people with special needs or mental health issues are fearful of those in uniform. We are working to break down this barrier.

Recommendations: We will continue to partner with this organization.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Hot Dogs, Harley’s and Hot Rods
Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: This car and motorcycle show is hosted by Cornerstone Church of Littlerock. The event includes music, games, food, and a pinewood derby race.
**Successes:** Deputies attend with specialized vehicles and had a great time interacting with the participants. In 2017, we brought the BEARCAT Armored Rescue Vehicle which drew large crowds, allowing us the opportunity to engage with community members. Deputies competed in several events and donated money to smash a car with a sledge hammer.

**Obstacles:** We have not identified any obstacles related to this event.

**Recommendations:** This is fairly large event for the town of Littlerock, bringing in several hundred people. We will continue to attend this event in the future.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Justice Sunday National Continuum Event**

**Strategy:** Promote partnerships in the community and enhance relationships with particular groups.

**Benefits:** Justice Sunday is an annual event observed in cities across the country to commemorate the life and legacy of Dr. Martin Luther King Jr. The event was founded by the National Alliance of Faith and Justice (NAFJ), a nonprofit association of criminal justice professionals and community leaders whose mission is to promote the value of the inclusion of faith in addressing prevention, consequences and resolutions of crime.

**Successes:** This event involves faith-based community leaders who focus on race relations and procedural justice. Deputy personnel attend local events and stand in unison with participants.
Obstacles: We have not identified any obstacles related to this event.

Recommendations: This event is attended by a broad spectrum of our community. It provides an opportunity for Department members to engage with the community in open conversation regarding race relations. We will continue to support this event and events like it in the future.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Law Day
Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: Sponsored by the Antelope Valley Bar Association and High Desert Fallen Heroes, this annual luncheon recognizes the efforts of individuals making a positive impact in criminal justice efforts throughout the Antelope Valley.

Successes: Each year, one deputy from each station is recognized at this luncheon for their outstanding efforts and positive impact in crime prevention. Additionally, scholarships are awarded to our Explorers who have made a positive impact in our community.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: We will continue to partner and support these organizations. We appreciate the support from our local bar association and consider it to be a testament to the positive impact we are making in our community.

This event meets the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**National Night Out**

*Strategy:* Promote partnerships in the community and enhance relationships with particular groups.

*Benefits:* This annual event is sponsored by Target stores. This event is held on the first Tuesday in August, and is a community-building campaign which promotes police-community partnerships to enhance the relationship between neighbors and law enforcement.

*Successes:* Both stations hold large public events in each city. Additionally, smaller events are held in the unincorporated areas within the same week as National Night Out. Each station showcases their equipment and specialized vehicles. Deputies and “McGruff the Crime Dog” are on hand to interact with the public and take pictures.

*Obstacles:* City staff plan these events within city limits. Outlying areas are coordinated by station personnel. The events in the cities are very large, bringing in several thousand people. Outlying area events may bring in as many as 100 people. Each of these events required advanced logistical and staffing coordination.

*Recommendations:* National Night Out has proven to be a successful community outreach tool to promote neighborhood watch, Community Emergency Response Team (CERT), the community academy, and our many volunteer opportunities. We will continue to support this event in 2018.

*This event meets the following Settlement Agreement (SA) objectives:*

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Relay for Life**

*Strategy:* Promote partnerships in the community and enhance relationships with particular groups.
**Benefits:** This annual charity event is sponsored by the American Cancer Society. It is a 24-hour walk in which sponsors pledge donations.

**Successes:** Station personnel help at this event both on and off-duty. They show their support for this worthy cause by walking, raising money, and providing security.

**Obstacles:** This is a 24 hour event, making our presence at the entire event difficult.

**Recommendations:** Most everyone knows someone who is suffering from cancer, is a cancer survivor, or has died from cancer. We will do anything we can to help support this cause.

**This event meets the following Settlement Agreement (SA) objectives:**
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

**Thunder on the Lot**

**Strategy:** Promote partnerships in the community and enhance relationships with particular groups.

**Benefits:** Sponsored by Kids Charities of the Antelope Valley, this two-day event is the largest car show in northern Los Angeles County. Several hundred cars and several thousand people attend this event.

**Successes:** Both Antelope Valley stations supply support and displays for this event. Deputies get to interact and engage with the community, while helping to support 25 different children’s organizations throughout the Antelope Valley. Our presence and displays attract thousands of people to our booth. Deputies are on hand to answer questions and engage with the participants.

**Obstacles:** Planning for this event begins two years prior. Unfortunately, due to the immense nature of this event and costs involved, event organizers have stated 2017 will be the final year.

**Recommendations:** Kids Charities of the Antelope Valley has supported numerous endeavors at both stations over the years. We will continue to support any future projects and events.
This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)

Welcome Back to Campus
Strategy: Promote partnerships in the community and enhance relationships with particular groups.

Benefits: Community and college members met at the Antelope Valley College campus to discuss campus security for new and returning students.

Successes: This fair-like event provided our deputies the opportunity to engage with students and their families regarding safety tips and other pertinent information for college students.

Obstacles: We have not identified any obstacles related to this event.

Recommendations: This has been a great opportunity to speak with students and their families. We will continue to attend this event in the future.

This event meets the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
COMMUNITY MEETINGS

Settlement Agreement Item #91
“...Participate in local community meetings,...”

The Antelope Valley stations have continued to actively work with the below listed local community organizations and community based groups. Through consistent collaboration with these community groups, both stations have established the Sheriff’s Department as a valuable resource and community partner. In return, these organizations have assisted the stations in creating opportunities in developing relationships with the community members they represent.

Through increased participation in civic and community engagement, deputies from Lancaster and Palmdale stations have gained a greater understanding of community needs and are working alongside community members, non-profit organizations, community organizations, and other government agencies to positively impact the quality of life for all Antelope Valley residents.

City/Town Council Meetings

Strategy: Continue to partner with the communities we serve to identify problems and work collaboratively to develop solutions.

Benefits: Attendance at city and town council meetings allows the public to speak directly to a deputy regarding their concerns. It also allows deputies to listen and understand the concerns of the community. For continuity, the same deputy is usually present at the same meeting each month, with patrol deputies stopping in to hear community concerns.

Successes: These meetings allow the public to meet the deputies who are currently working in their area. The deputies get to meet the public and can address their concerns and conduct follow-up visits with the public to help resolve their specific issue.

Obstacles: We have not identified any obstacles related to this event.

Below is a list of the town and city council meeting we attend.

- Acton Town Council
- Antelope Acres Town Council
- Aqua Dulce Town Council
- Green Valley Town Council
- Juniper Hills Town Council
- Lake Los Angeles Town Council
- Lancaster City Council Meeting
Recommendations: These meetings have proven to be an effective means for the community to address concerns with our personnel. We will continue to attend these meetings.

These events meet the following Settlement Agreement (SA) objectives:

- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
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School Board Meetings
Strategy: Allow access for the public to talk to school resource deputies about problems affecting students and the schools.

Benefits: These meetings are a forum for citizens to voice concerns regarding their communities, school programs, school safety, as well as, their experiences and perceptions of deputy interactions with students.

Successes: We attend meetings as requested by school board members based on crime trends or issues affecting local schools. Our presence allows us to address public concerns regarding issues arising in our schools.

Obstacles: We have not identified any obstacles related to this event.

Below are listed each of the school districts serving the Antelope Valley.

- Antelope Valley Unified School District
- Antelope Valley Union High School District
- Eastside Union School District
- Keppel Union School District
- Lancaster School District
- Palmdale School District
- Westside Union School District

Recommendations: These meetings have proven to be an effective means for the community to address concerns with our personnel. We will continue to attend as requested by the various school districts.
These events meet the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
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Chamber of Commerce
Strategy: To allow access of Department personnel to the business community to address concerns and collaboratively develop solutions.

Benefits: Deputies learn about crime and social issues facing large and small businesses and their impact.

Successes: We have been working to increase business participation in crime prevention programs, develop relationships with the business community, and to work together with local businesses to develop strategies to reduce crime.

Obstacles: These meetings are generally held over breakfast or lunch. They usually require a contribution fee to attend, which includes the meal. This can be problematic as there is no funding source for deputies to attend. Morning chamber meetings are often held during shift change, so to enable patrol personnel to attend they are either held over from early morning shift, or have to come in early for day shift.

The stations have attended the following Chamber of Commerce meetings:
- Antelope Valley Chamber of Commerce
- Hispanic Chamber of Commerce
- Lancaster Chamber of Commerce
- Palmdale Chamber of Commerce
- Quartz Hill Chamber of Commerce

Recommendations: These meetings have proven to be an effective outreach to the business community. We will continue to attend as we are available.

These events meet the following Settlement Agreement (SA) objectives:
- Promote and strengthen partnerships within the community (SA Item VII)
- Engage constructively with the community to ensure collaborative problem-solving and bias-free policing (SA Item VII)
- Increase community confidence in the Department (SA Item VII)
- Make personnel available for community feedback (SA Item 87)
- Enhance relationships with particular groups within the community, including but not limited to, youth, immigrant, LGBT, and communities of color (SA Items 88)
Other Community Meetings

The meetings and organizations listed below engage large segments of the public within the greater Antelope Valley. Their commitment to the betterment of our community is unquestionable. The Antelope Valley stations’ affiliation with these groups allow us to work collaboratively toward solving community problems. We are better able to understand the organizations outreach capabilities and how we may be able to utilize their services. These groups also understand our limitations in handling both criminal and non-criminal situations.

Each of the below listed groups have helped both stations, through education and training in recognizing those in need, understanding their perception of law enforcement, and how best to bring about a peaceful resolution to their situation.

We are working together to develop a local resource guide for our deputies. We would much rather provide a referral service which may actually be able to fix the problem, than return at a later date when the situation has become a criminal act. Our goal is to equip our field personnel with a toolbox full of local resources to help those in need.

Our station personnel attend each of the below meetings:

- **Antelope Valley Homeless Coalition** – meets on the first Wednesday of the month at 1:00 pm.
  - This coalition includes Grace Resource, Catalyst Foundation, Mental Health America, Valley Oasis, the Department of Mental Health, and other service providers. Each of these organizations provide education, emergency food, housing assistance and other emergency resources for homeless, veterans, mentally ill and/or displaced members of the community.

- **Antelope Valley National Association for the Advancement of Colored People** (AV NAACP) – Meets on the third Monday of every month at 6:00 pm.
  - This meeting helps the Sheriff’s Department repair fractured relations with minority communities, specifically the African-American community.

- **Antelope Valley Veterans Alliance and the Antelope Valley Veterans Community Action Coalition** (Veterans, Homeless Veterans, Veterans with Disabilities) – Meets on the third Wednesday of the month at 10:00 am.
  - Both organizations are comprised of representatives from government agencies, law enforcement, and non-profit organizations to address the needs and concerns of the Antelope Valley’s Veteran population.

- **Mental Health America** (Mental Health, Homeless, Veterans) – Meets the third Wednesday of the month at 10:00 am.
  - This organization has proven instrumental in helping to equip law enforcement personnel with tools and de-escalation techniques when encountering community members suffering with mental health issues.
- **Antelope Valley Re-Entry Coalition** - Meets the third Wednesday of the month at 11:00 am.
  - This coalition was created to assist probationers and parolees make a successful reintegration from incarceration back into society.

- **Antelope Valley Disaster Planning Council** – Meets quarterly on the third Thursday of the month at 10:00 am.
  - This meeting is made up of all public and private sector entities who can provide emergency or disaster relief within the greater Antelope Valley. Each meeting features four major presentations by entities who will require emergency services or who can provide emergency services.

**Other Community Partnerships**

We work with each of the below organizations to promote and provide their services throughout our community. We attend meetings as requested by each of these groups and collaborate on numerous projects and events. Like the above organizations, each of these groups have a proven track record of success toward the betterment of our community. Each of these organizations provides services which support and augment our policing and community engagement efforts. We consider our affiliation with these organizations to be a partnership in furthering or supplementing our cause.

- **American Red Cross** – This worldwide organization provides disaster and emergency relief services. Both stations meet regularly to discuss ongoing community outreach and engagement efforts regarding emergency and disaster planning. We work together to promote CPR/first aid classes and the Community Emergency Response Team (CERT) curriculum.

- **Antelope Valley Re-entry Coalition** – Spearheaded by the Paving the Way Foundation, this group works to assist community members who are on probation or parole to successfully fulfill the requirements of their court sentence, while finding gainful employment and/or education. The coalition holds two Community Resource Fairs per year in which we participate.

- **Antelope Valley Interfaith Council** (Faith Based/Secular) – These meetings and events provide public forums designed to engage the community in an open setting to voice grievances, ask questions and join in fostering a greater understanding of community concerns. We attend as requested.

- **Kid’s Charities of the Antelope Valley** – Both Antelope Valley Stations assist this organization which benefits over 25 local children’s organizations. They present two large annual events which our stations support: Thunder on the Lot Car Show and GraceFest AV.

- **Foster Care Community Programs** – Palmdale Station has partnered with the Department of Children and Family Services to promote adoption from the foster
care system within their service area. This organization has provided a forum for perspective parents to partner with deputies in providing counseling, mentoring, resources, and tools for addressing incorrigible youth.

- **Grace Resource Center** - A faith-based community emergency housing shelter and food bank. Both Antelope Valley Stations support food, clothing, jacket, shoe, and backpack drives to support the growing number of homeless and low-income families in the Antelope Valley.

- **Jacob Hefter Foundation** – Jacob was 18-years-old when his life was taken when the commuter train he was riding in, collided head on with a freight train. It was later determined the conductor had been distracted by text messaging. Both stations have partnered with this organization to warn teenagers and adults of the dangers of distracted driving. We also worked with this organization to present "The Last Text," which is a program that emphasizes the dangers of distracted driving.

- **Making Appropriate Choices (MAC) Program** – Lancaster Station deputies participate in this program which encourages local youth to “Make Appropriate Choices” (MAC). The MAC program was created in response to several tragic events involving the use of illegal drugs and/or alcohol which cost local teens their lives. A committee comprised of business professionals, school administrators, law enforcement, and local youth, researched various drug, alcohol and tobacco prevention programs that were being taught nationwide. The committee selected elements from each program which they felt were the “best practices” and the “MAC” program was created. The value in the program’s overlying theme is the premise that students are taught they have a choice. Information is conveyed in a fun and informative way, and responsible behavior is rewarded through a variety of extracurricular school-sponsored activities in which deputies and California Highway Patrol officers participate.

- **Paving the Way Foundation** – This organization offers educational classes and re-entry programs. They provide life classes, parenting classes, job interview and resume assistance, domestic violence awareness groups, and re-entry focus groups are just a few of the services they provide. Our deputies attend classes and group sessions as requested.

- **Pen or Pencil Mentoring** – A culturally-based academic and mentoring enhancement curriculum created by the National Alliance of Faith and Justice. The principles of Pen or Pencil evolved around the link between educational experiences (pencil) and delinquency (penitentiary). The Antelope Valley stations participate by mentoring students in the program. This program is designed to empower and encourage minority students to graduate high school, go to and complete college, and ultimately working towards a successful career.

- **Penny Lane Centers** – Lancaster Station has partnered with this organization to provide safety training to employees, counselors, and other staff who work with
troubled youth. Additionally, station personnel have been working with Penny Lane administrators to create life skills classes for foster children who are aging out of the program. Many of our homeless young adults are children who left the foster care system without a support system or the skills to take care of themselves.

- **The Salvation Army** – This worldwide faith based organization provides numerous outreach services to a broad spectrum of citizens throughout the Antelope Valley. Both Antelope Valley stations have partnered with the Army to address homeless, prostitution, human trafficking, emergency preparedness, disaster relief, and mentorship opportunities.

- **Special Olympics** – This worldwide organization empowers special needs athletes. Both stations provide support at events and host annual Tip-A-Cop events to help raise funds and awareness for this worthwhile cause.

- **Valley Oasis** – A community-based organization dedicated to eliminating social and domestic violence and homelessness through community awareness intervention, prevention, safe shelter, and supportive services. Our personnel work directly with this organization to provide victim support.

- **YouthBuild USA** - Palmdale Station has partnered with the Antelope Valley chapter of YouthBuild, which works with young adults between the ages of 17 – 25. This outreach provides guidance to those who are often in conflict with the justice system. Deputies meet bi-monthly with YouthBuild participants to answer questions and discuss current issues. This outreach includes events which promote tolerance and teamwork by coming together and participating in softball and kickball games with the deputies.

### Additional Community Partnerships and Programs

There are several partnerships which have been developed with community stakeholders which were specifically created to better serve our area residents.

- **Acton Disaster Resiliency Program** – Originally created by the Department of Health Services, this program provides relief services after an emergency or disaster to the residents of Acton. This program is coordinated with the Acton Resident Deputy.

- **Illegal Dumping Taskforce** – The task force uses residents to identify and report illegal dumping activities in the unincorporated county areas of the Antelope Valley. The task force is managed by the Sheriff’s Department and Department of Public Works. Each of our Resident Deputies are assigned to liaison between the community and the taskforce.

- **Water Board meetings** – The unincorporated areas have several small water districts. Local area Resident Deputies attend these meeting to stay abreast of issues affecting their area residents.
• **Business Watch Meetings** – These meetings are held with numerous community stakeholders and business leaders. Crime trend information is disseminated by the Sheriff’s Department and deputies are available to address issues concerning businesses.

• **Neighborhood Watch Meetings** – The Sheriff’s Department provides information and training to neighborhoods seeking to create their own group. Both stations provide crime trend information and attend meetings as requested. The cities of Lancaster and Palmdale have several hundred active groups.

• **Block Captain’s Forum** – These meeting are held by the cities for Neighborhood Watch Block Captains. Deputies are on-hand to provide crime trend information, address quality of life issues, and provide community resources.

Charitable Giving

Both stations provide charity work on a small scale throughout Antelope Valley. The Sheriff’s Department has approved additional charitable campaigns for larger scale charity work. Both stations support the below listed causes.

• **March of Dimes** – Both stations collected in excess of $1,000 for this charity.
• **999 For Kids** – Both stations collected in excess of $2,000 for this charity.
• **Special Olympics**
  o Tip-A-Cop fundraiser at Red Robin Restaurant. This event raised over $2,400 in 2017.
  o Tip-A-Cop fundraiser at Chili’s Restaurant, Lancaster. This event raised over $3,000 in 2017.
  o Tip-A-Cop fundraiser at Crazy Otto’s Restaurant, Lancaster. This event raised over $3,000 in 2017.
• **Los Angeles County Charitable Giving Campaign** - Fun in the Sun Chili Cook-off
  o Both stations participated in this event which provided over $32,000 to our regional area Special Olympics.

Station Volunteer Opportunities

From the inception of the Sheriff’s Department in 1850, we have always sought volunteers to help us achieve our mission. From “rounding up a posse” of citizens to help arrest a bad guy, to our modern day cadre of reserve deputies, the department continues to embrace volunteers to assist with community outreach and with patrol functions. It would be extremely difficult for each station to function without the help of our volunteers. Each of our volunteers is an extension of the station and the Department.

• **Law Enforcement Explorers** – This program is an interactive career program available for young adults ages 14 – 21. The Explorer program provides educational and hands-on experience for youth who may be considering entering the law enforcement, criminal justice or military profession.
• **Explorer Search and Rescue** – This program uses specially trained Explorers to assist on search and rescue operations in the mountain and wilderness areas of the Antelope Valley.

• **Teen CERT** – This program is operated in conjunction with our local school districts. It teaches emergency and disaster preparation and practical skills. Program participants are used to assist with school emergency drills.

• **Station Volunteers** – This cadre of volunteers helps with completing, organizing and filing paperwork within each station.

• **Station Boosters** – This cadre of volunteers assist with fundraising efforts to help support station function.

• **Community Advisory Committee** – These volunteers are discussed in great detail under “Settlement Agreement #91”.

• **Clergy Council** – This group is made up of pastors and associate pastors of churches throughout the Antelope Valley. They provide comment and suggestions from their constituency and act as a liaison between the stations and the community.

• **Station Chaplain** – This cadre of pastors minister to station personnel when requested.

• **Volunteers on Patrol** – This cadre of volunteers act as an extra set of “eyes and ears” on the streets of our community.

• **Mounted Volunteer Posse** – This cadre of volunteers act as an extra set of “eyes and ears” from horseback and patrols the rural areas of Palmdale.

• **Mama and Papa Program** – When children are removed from their homes, they are often taken to the station until family members or the Department of Children and Family Services arrive. This can sometimes take hours. We utilize specially trained volunteers to watch these children. The volunteers wear regular street clothes while playing and interacting with the children.

• **A.V. Court Docent Volunteer** – This cadre of volunteers help in the morning and afternoon at Antelope Valley Court. They help direct the public to the proper courtroom.

• **CERT Volunteers** – This cadre of volunteers have been trained in the FEMA Community Emergency Response Team program and have agreed to help our community in the event of a disaster or emergency.

• **Disaster Communications Specialists** – These highly trained volunteers assist the stations with amateur radio communications in the event of an emergency or disaster.

• **Uniform Reserve Company** – These highly trained volunteers are Reserve Deputy Sheriff’s and can perform all police functions. They support and augment patrol operations.

• **Antelope Valley Search and Rescue** – These highly trained volunteers are Reserve Deputy Sheriff’s and can perform all police functions. Additionally, they are Emergency Medical Technicians (EMT) and have specialized training in mountaineering and wilderness survival and rescue skills. They augment patrol operations and search for missing, lost and/or injured hikers.

• **Civilian Volunteer Specialists** (SAR Team) – These highly trained volunteers are Emergency Medical Technicians (EMT) and have specialized training in
mountaineering and wilderness survival and rescue skills. They support the search and rescue team by searching for missing, lost and/or injured hikers.

**Settlement Agreement Item #91**

“...Making itself available for community feedback,...”

The above listed community events, meetings and partnerships provide numerous opportunities for community feedback from a broad spectrum of our population. In addition, each and every deputy at both stations carry business cards and each patrol car has complaint forms in both English and Spanish.

At the front counter in both stations, there are public comment forms in both English and Spanish. They are visible to the public, as opposed to being behind the front counter. The public has a choice to request to speak with the watch commander, or may take the comment form home and complete it. Additionally, Sheriff’s public comment forms are kept stocked at County libraries in the Antelope Valley.

The main Sheriff’s website contains both complaint and commendation forms. Both stations have links on their websites to the complaint/commendation form. We also receive feedback via mail, email, telephone, or in person at the station, in the field while at a call for service, or at community events.

Both Lancaster and Palmdale CAC’s also receive feedback from the community. Information they receive is forwarded directly to the station captains. The station captains will research the issue and take the necessary action.

**Settlement Agreement Item #91**

“...Developing the Community Advisory Committees (CAC)...”

The Sheriff’s Department has supported the Lancaster and Palmdale CAC’s from their inception. Their goal is to be a liaison between the Sheriff’s Department and the Community. The CAC’s are responsible to keep the Sheriff’s Department informed about criminal matters and quality of life issues within the Antelope Valley. Additionally, they receive and forward public comment and complaints to the Sheriff’s Department.

CAC members have unfiltered access to the station captains and provide valuable input to them and the Sheriff regarding strategies in training which would improve community relations and the complaint process. They also work with the Sheriff and station captains to establish and carry out community public safety priorities and concerns.

Both CAC’s have received training in the organizational structure of the Sheriff’s Department, a review of the Department’s Manual of Policy and Procedures, the Department’s complaint system, use of force policies, internal investigations and accountability systems, Peace Officers Bill of Rights (POBR), policies and procedures related to the use of force and firearms, station community programs, Problem Solving
Policing, Community Policing and Communication, Bias Free Policing, and Implicit Bias. Both stations are still developing a program to train new CAC members, so they may better understand how the Sheriff’s Department operates and equip them with the same information of tenured CAC members.

Both CAC’s have taken active roles in station and community events, making themselves available to the community for feedback. They have hosted quarterly town hall meetings to discuss the Settlement Agreement and progress made to date. Attendance at these meetings has been sporadic, however, they have proven to be a great opportunity to engage the public and receive commentary.

The Lancaster CAC created and maintains control over its Facebook page, “LancasterCAC.” CAC Member Shunnon Thomas is the administrator of the site. The CAC is able to receive messages from the public and can advise the public how to file complaints, commendations, or just voice comments or concerns. To date, the Palmdale CAC has not created an internet or social media presence.

One of the initial projects spearheaded by the Lancaster CAC was to create a pamphlet about what to do if stopped by a deputy sheriff in the Antelope Valley. This pamphlet was finally approved for release in 2017. Each station has these pamphlets in their public lobbies in both English and Spanish. Additionally, they have been distributed at every community event and meeting our personnel attend.

The CAC’s are still working with our local cable and radio stations to produce several public service announcements (PSA’s). The purpose of these PSA’s is to educate the public on, “What to do if you are pulled over,” “What to do if you see an emergency vehicle behind you,” and “How to reduce theft,” to name a few.

Both CAC’s have been working with community leaders to build partnerships and specifically engage youth, the Hispanic community and communities of color. The ultimate goal is to establish open communication and trust. For more information about efforts being made by our CAC’s, please view their annual report.

Settlement Agreement Item #91
“...Working with the community on the development of diversion programs.”

VIDA (Vital Intervention Directional Alternatives)
VIDA is a 16-week long structured academy. Each week consists of a 2-hour mid-week counseling class and an 8-hour course on Saturdays. Students engage in educational tours, physical fitness and educational classes. Parents attend parenting skill building classes.

Male or female participants must be between the ages of 11 to 17-1/2 and may be referred to the program through the court, probation, patrol deputies, station detectives, school districts, or a legal guardian.
VIDA is facilitated by deputy sheriff’s equipped with training in juvenile intervention. Each site is a collaborative effort between law enforcement, community-based organizations and volunteers dedicated to the ongoing success of each family.

Palmdale VIDA is located at Oaktree School (38136 35th Street East, Palmdale). VIDA is part of the Department’s Community Partnership Bureau. There is currently one Palmdale deputy assigned to the program.

Enrollment:

2017
Class 33: Total Enrolled 27; Graduated 12
Class 34: Total Enrolled 33; Graduated 12

Lancaster VIDA is located at 1040 W. Lancaster Blvd, Lancaster. There is currently one Lancaster deputy and one Lancaster reserve deputy assigned to the program.

Enrollment:

2017
Class 33: Enrolled 33; Graduated 10
Class 34: Enrolled 27; Graduated 12

The VIDA program graduates have had less than a 10% recidivism rate.

**YAL (Youth Activity League)**
Youth Activity Leagues (YAL’s) provide educational tutoring, computer training, cultural field trips, sports activities, and character building activities for “at-risk” children ages 8 – 17. These children, some for the very first time, enjoy a positive relationship with law enforcement. This afterschool program offers a safe environment for young people during the hours of the day that most juvenile crime is committed. Activities and programs offered are; basketball, libraries, academic tutoring, boxing, computer labs, cultural trips, arts and crafts, cooking, and foreign languages.

The program has an open door policy. Most children are referred to the program by local schools. There are currently 48 children enrolled in the program, with approximately 23 – 30 showing up day to day. The YAL is open Monday thru Friday, 12:30 – 6:30 pm, with occasional field trips on the weekends. Children are also provided snacks and a hot meal.
Palmdale YAL is located at Jackie Robinson Park (8773 East Avenue R, Littlerock). Palmdale Station has one deputy assigned to the program. The Sheriff’s Youth Foundation also provides a civilian staff member.

**Teen Court**

“Teen Court” is a general term describing alternative early intervention courts which involve young people in various roles participating in the trial of a juvenile offender. It is a juvenile diversion and prevention program which links students, schools, teachers, parents, juvenile offenders, local police, civic organizations, volunteer attorneys, the Los Angeles County Probation Department, and the Los Angeles Superior Court in a collaborative effort to reduce recidivism and encourage juvenile offenders to accept responsibility for their actions.

Teen Court is based on the philosophy that the students who volunteer to participate as jurors, clerks, and bailiffs, and the juvenile offender benefit from participation. The premise is that a juvenile offender will not continue delinquent behavior after participating in a judicial process in which a jury of their peers determines that he or she violated the law and recommends an appropriate consequence.

Each Teen Court case teaches the juvenile offender and the student volunteers:
1) The rules of the law that apply to the particular case;
2) The consequences of the offense; and
3) How due process is observed by court procedure.

In addition, the participants – both offender and volunteer – learn about justice, power, equality, property rights, and liberty. Justice is demonstrated when the jury exercises its power of decision to either hold the alleged offender responsible for his or her actions or to exonerate him or her of responsibility by finding him or her not guilty. The property rights of members of society are addressed in cases involving vandalism and theft. Liberty is addressed when the desire of the individual offender is weighed against the rights of others. The court provides equal justice according to established rules and procedures.

The Teen Court program offers a convicted juvenile offender the incentive of having no record of a criminal conviction if the sentence imposed is completed within a six-month period. If the juvenile offender fails to comply with the conditions of informal probation for the entire six-month period, the offender is transferred back into the traditional juvenile justice system for adjudication. This informal probation early intervention program is authorized by Welfare and Institutions Code Sections 236 and 654.

Teen Court has two locations in the Antelope Valley:

Highland High School
39055 25th Street West
Palmdale, Ca. 93551
Juveniles in the program who attend either Highland or Antelope Valley High School will have their cases heard at the opposite location. Cases are held twice a month at each school and generally two to three cases are heard each session.

**Total cases for Teen Court 2017 = 26**

Teen Court participants have an approximately 10% recidivism rate.
ASSESSING THE IMPACT OF COMMUNITY ENGAGEMENT INITIATIVES

Baseline Survey Study
Over the past three years, both Antelope Valley stations have made tremendous efforts to create inroads to the many communities we serve. We have changed our policing efforts and have been employing de-escalation techniques whenever possible. Although a survey will be helpful in determining current views, it cannot reflect any improvements from the on-set of the Settlement Agreement, as it was originally intended. All parties to the Settlement Agreement are working together and anticipate the survey to begin the first quarter of 2018.

Additionally, we have been eagerly awaiting the results of the Los Angeles County Commission on Human Relations’ survey regarding public perception of law enforcement. We hope to use the survey and the results of the commission’s report to help direct our engagement efforts.

Tracking
The Sheriff’s Department created a tracking system to record community engagement events and to document each deputy’s participation at an event. The Department also created a community event survey form, which is made available for the public to complete and comment on the Department’s participation at an event. Many attendees state verbally how much they enjoyed the event and appreciate what the sheriff’s department and both stations are doing throughout the community.

Attendance at CAC Meetings
Both stations believe they have made great strides in their efforts to engage their communities. In spite of these efforts, attendance at town hall meetings or specific events where the community is invited to express their concerns about the Antelope Valley Sheriff Stations, has been sporadic. Both stations have published these events via conventional newspaper articles, fliers, posters, station Internet websites and social media. Additionally, we have tried handing out fliers in front of shopping centers, have gone door-to-door, and have enlisted our local schools to send emails and fliers home with students. With the exception of reaching out to our schools, these are the same avenues used to advertise station open houses, safety fairs, and the Trunk or Treat and Car show event. Each of these events garnered between several hundred people to several thousand people.

We are working with our CAC’s to rectify this issue. One suggestion has been to have an advanced calendar of town hall meeting dates, times, and locations. This can then be distributed at all of the events and meetings station personnel attend. We will support any suggestions our CAC’s provide.

Event Photos
The Monitoring Team requested the department provide high-quality un-staged photographs of deputy personnel engaging with the public at community events as proof of their attendance. This request has proven very difficult to accomplish for a couple of
reasons learned from community members. The community members, at times, have said they do not want their picture taken or used, and/or have made comments to the effect that it appears disingenuous and/or self-serving in taking the pictures for publicity or proof of fulfilling an obligation rather than a true concern for the community members.

Our deputies will continue to take photographs, but we are considering using community members to take additional photos on our behalf.

*Department Participation*
The Sheriff Department’s primary job function is to provide policing services throughout the county of Los Angeles. As part of providing these services, the department believes community engagement is essential in providing safer communities. Lancaster and Palmdale service an area of approximately 1,170 square miles, serving nearly half-a-million residents. Despite the vast area and number of residents, plus staffing shortages, both stations were able to send a majority of their sworn personnel to at least one community event during the 2017 calendar year.

Once the baseline survey is complete, we will work with our CAC’s to create a plan pursuant to Settlement Agreement Item #88. In the interim, we will be seeking to implement a program to track individual community engagement performed by our sworn personnel.

**FUTURE ACTIVITIES**

*Hispanic Outreach*
In response to concerns from the Hispanic community that both stations lacked effective Hispanic Outreach programs, both the Lancaster and Palmdale Stations have worked diligently to increase outreach efforts within the Hispanic Community. Both stations added bilingual personnel to their community relations/public information staff. In addition to hosting neighborhood watch groups, Community Emergency Response Team (CERT) and women's self-defense classes spoken primarily in Spanish, we have partnered with local churches and business groups such as the Hispanic Chamber of Commerce which host various social events.

Community Relations staff from both stations are still developing a Community Academy which will be presented solely in Spanish. Additionally, both stations have been working toward increasing communication efforts in Spanish through social media.

*Clergy Council*
In 2017, both stations hosted an interfaith conference which included Sheriff McDonnell and his command staff. The goal was to establish open dialogue and invite local pastors to help us in our community outreach efforts. A consortium was established which is creating a directory of available services throughout the Antelope Valley. We hope to have this resource by mid-year 2018.
**Diversionary Programs**
Both the city of Lancaster and the city of Palmdale recognize the importance of reducing the number of incarcerated youth by offering diversion programs. Our involvement with the VIDA, YAL, Teen Court and Explorer programs work towards redirecting and mentoring youth to positive activities and life choices.

Our work with the Probation Department and the teen court program help to provide an alternative to incarceration. Our partnerships with other organizations like YouthBuild, MAC program, and Salvation Army, work towards education as a means of creating new opportunities and positive life choices.

No new diversionary programs have been implemented to date. Both stations are working with several organizations to create new programs. Any implementation will probably be delayed until 2019, due to agency approvals and the seeking of possible grant funding.

**Trailer Mounted Shooting Simulator**
The Antelope Valley stations have been working on a number of innovative ideas designed to bridge law enforcement with the community by employing interactive and educational exercises.

One of the concepts has been to obtain a trailer mounted shooting simulator. A shooting simulator projects a scenario on a movie screen. A trained deputy sheriff acts as a monitor and oversees the scenario. The monitor can change the outcome of the scenario based upon the participant's interaction with the characters on the screen. Different options for controlling the on-screen characters can be used by the participants, including verbal commands, de-escalation techniques, less lethal and lethal force options.

Both stations have held numerous events in the past, however many community members fear law enforcement and may believe they are not welcome to attend these events. In an attempt to reach out to those who may not feel welcome, we would like to go to them. The purpose of mounting the shooting simulator in a trailer, is to take it to high schools, colleges, and public events throughout the Antelope Valley. We would like to take the shooting simulator trailer directly into the community.

Additionally, the trailer would be used to help train our field personnel. The Sheriff’s Department continually monitors Appellate and Supreme Court decisions and updates policies frequently. By applying the new policy to a given scenario, our personnel will be able to perform within policy and support their actions in the field.
We have been reaching out to community groups and our respective booster organizations to help fund and support this endeavor.

**Snow Cone/Food Trailer**

The Antelope Valley stations have been working on a number of innovative ideas designed to bridge law enforcement with the community by employing interactive dialogue.

Both stations have held numerous events, which have proven beneficial in these outreach efforts. However, many community members fear law enforcement and may believe they are not welcome to attend. In an attempt to reach out to those who may not feel welcome, we partnered with the Salvation Army, who has a certified food truck, to offer free snow cones to the public. We set up the stand at a local middle school and served over 300 snow cones in less than an hour.

In order to expand upon this concept, we would like to obtain a certified food trailer to serve shaved ice or snow cones to the public. In the winter, we would offer free hot chocolate. The goal is to take the trailer into the community where we can meet and interact with the public in an inviting atmosphere, thus engaging the public in conversation.

The trailer could also be used during emergency situations to feed the deputies and the public.

We have been reaching out to community groups and our respective booster organizations to help fund and support this endeavor.

**CONCLUSION**

The Antelope Valley stations have continued to embrace the reforms set forth in the Settlement Agreement. To this end, we have been actively participating in community engagement efforts and meetings through the Antelope Valley. We have continuously made ourselves available for community comment and feedback, including making the ability to file a complaint, easily accessible. We have eagerly embraced our CAC’s and continue to support their mission. We have been working on alternative strategies to incarceration and working to pre-emptively provide resources to community members in an effort to thwart possible future criminal acts.

We believe we may be starting to see the tangible results of our actions. In 2017, Palmdale was named the 35th safest city in California, based on cities with a population of over 50,000, as compiled by SafeHome.org. We hope this trend will continue and that we may someday become a model for other agencies to emulate.