

Sandra Hutchens

INTRODUCTORY STATEMENT

Good morning, Mr. Chairman and honorable board members. First, let me thank each of you for the opportunity to participate in this important process. I would like to use the time I have to discuss my experience and qualifications and to share with you my vision and action plan for the Orange County Sheriff's Department.

Experience and Qualifications

While I know you have already seen my resume, I would like to highlight some of my qualifications. First, I have enjoyed being a resident of Orange County for the past 15 years. I have 29 years of law enforcement experience in the Los Angeles County Sheriff's Department where I attained the rank of Chief. I served six years in jail operations at the ranks of deputy, sergeant, and lieutenant. As a lieutenant, I served as a jail manager in a facility with a rated bed capacity of 900 and an average

daily population of 2400. I am well versed in the challenges we face in the operation of our County jails and have been an integral part of the problem solving for this very complex operation.

I served 18 years in patrol assignments at the ranks of deputy, sergeant, lieutenant, captain, and commander. As the captain of Norwalk Station, I served as the Chief of Police for the cities of Norwalk and La Mirada, and the unincorporated community of Whittier with a combined population of 200,000. I collaborated with and reported to two city councils, two members of the Board of Supervisors, and two neighborhood councils.

As a commander, I worked in a patrol operations region which encompassed eight patrol stations, 16 contract cities, and a large unincorporated area. We served 1.2 million residents with a staff of 1400.

I served as Sheriff Baca's executive aide, where I had the unique opportunity to personally observe and participate in the duties and responsibilities of the office of the Sheriff.

In March of 2003, Sheriff Baca promoted me to the position of chief. As a chief for the Los Angeles County Sheriff's Department, you are fourth in the chain of command which includes the Sheriff, the undersheriff, and two assistant sheriffs.

During the last four years of my career, I served as chief of the Office of Homeland Security. This division was comprised of over a thousand personnel, including three commanders and six captains who reported directly to me. In this position, my responsibilities included:

- The administration of all Sheriff's Department Contracts, including 40 contract cities, with annual revenue of \$400 million dollars.
- Aero bureau
- Special operations, including Swat
- Emergency operations and planning, mutual aid coordination
- Counter-terrorism initiatives, including participation with the FBI's Joint Terrorism Task Force
- Transit policing for 1,400 square miles

- Community oriented policing programs
- Gang suppression and prevention, and
- Management of 800 reserves and 2000 volunteers

Leadership Plan for Orange County Sheriff's Department

As the Sheriff/Coroner of Orange County, I will provide the leadership necessary to reform and transform the Department to the trusted and respected law enforcement agency the people of Orange County so richly deserve. I will use my many years of leadership experience to initiate change and challenge the status quo. I will inspire in the men and women of the OCSD a shared vision of a new department; one dedicated to serving the people of Orange County in a professional way, encouraging creative thinking, challenging old ways and fostering collaborative efforts.

Vision Statement

Recreate an organization:

1. That is open, transparent, trustworthy and honest
2. Which works in partnership with the community to solve problems
3. Encourages every member to be a leader
4. Whose members value human dignity and foster respect for all
5. Which is always responsive to those from whom their authority is granted, the people of Orange County

Contract with the People of Orange County

I. Assessment of the Sheriff's Department

Upon appointment to the office of Sheriff, I will conduct an internal and external assessment of the Department. I will visit every jail, station, court, and work site and speak to every employee, solicit their opinions and suggestions and communicate to them my expectations and vision. I strongly believe this must be done to begin reforming and transforming the culture of the Department.

Concurrently, I will conduct an external audit to identify the concerns and expectations of the people we serve, including each member of the Board, community members, the District Attorney and Public Defender, city managers and council members, law enforcement leaders and the Office of Independent Review.

This assessment will serve to identify the gaps in leadership and performance and will serve as a framework for developing reform measures so critically needed.

II. Jail Operations Audit

I will direct a thorough and exhaustive outside audit of all jail operations. I have identified several qualified experts in the field of jail management who, in collaboration with the Board, and the Office of Independent Review, will conduct an in-depth assessment of all five jail facilities. This audit team will evaluate all areas affecting jail operations including: policies, procedures, management and supervision, safety and security, inmate programs, medical and mental health services, overcrowding, and Title 15

compliance. The egregious conduct, gross dereliction of duty and alleged criminal behavior as documented in the District Attorney's Investigative Report and the Grand Jury Report will not be tolerated under my leadership.

III. Leadership Assessment

I will evaluate all members of the management and supervisory team of the Department to determine their leadership skills and their operational effectiveness. I will provide for ongoing leadership skills training and communicate directly and explicitly to them my leadership expectations and the consequences for their failure to lead. I believe that a true leader must develop leadership in others. I will consistently model the behavior I expect in my managers, supervisors, deputies and professional staff. I will not lead this Department from behind a desk.

IV. Ethics

A leader must always do what is right, lead by example, not mere words, and promote professional growth in others. The vast majority of the men

and women of the Orange County Sheriff's Department are ethical, dedicated, and committed law enforcement professionals who are proud of the OCSD, but embarrassed by the scandals that have rocked that Department. There needs to be a healing, and that requires a focus on our core values. I will enlist the support of personnel throughout the Department to engage in a discussion of ethics and our core values. We will collectively develop a core values statement for the organization that reflects our purpose, our values and our mission.

V. Accountability

As Sheriff of Orange County, I accept full responsibility for the actions of my personnel. I will also accept the responsibility for holding them accountable for their actions. Investigations are currently being conducted into the events surrounding the murder of John Chamberlain. Those investigations must be thorough and must leave no stone unturned. The outcome must be as transparent as possible and disciplinary action must be taken where violations and breach of trust occurred.

I will further strengthen accountability by instituting a monthly critical issues forum where supervisors and managers report out and are held accountable for crime and risk management issues under their respective commands. These issues will include crime statistics and strategies, use of force, citizen complaints, civil claims and lawsuits, and overtime management. This type of forum would have identified the mismanagement of overtime recently discovered in jail operations.

VI. Innovation

I will explore innovative and creative solutions to the problems we face, particularly in the operation and management of our jails. I will explore the expansion of GPS electronic monitoring for low-risk offenders, an expansion of video surveillance cameras, alternative work schedules to reduce overtime, and a space allocation study to determine if we are efficiently utilizing our jail facilities to maximum capacity. I will call upon personnel, both inside and outside the department, to participate in discussions that creatively solve old problems in new ways.

Conclusion

The foundation of any law enforcement agency must be built on the public trust. If you honor me by selecting me as your new Sheriff, I pledge to you and the people of Orange County that I will honorably perform my duties, never shrink from my responsibilities, work collaboratively with the criminal justice system and the community, and restore the public trust in the proud men and women of the OCSD who serve this county with honor and distinction.

Thank you Mr. Chairman and members of the Board. That concludes my opening remarks.