



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



January 24, 2005

Little Hoover Commission
State of California
925 I Street, Suite 805
Sacramento, California 95814

Dear Members of the Little Hoover Commission:

**TESTIMONY OF SHERIFF LEE BACA, COUNTY OF LOS ANGELES,
REGARDING PUBLIC HEARING ON GRP 2,
REFORMING CALIFORNIA YOUTH AND ADULT CORRECTIONAL SYSTEM**

My testimony concerns improving the organizational culture of the Adult Correctional System. To successfully achieve a rapid transformation of this large organization will require the following key elements:

- A clear and simple vision of the Agency.
- A clear and simple mission of the Agency for both inmates and the Agency's employees.
- A recognition that core values leads to organizational development that incorporates best practices.
- A recognition that a learning organization further leads to organizational development that encourages innovative best practices.
- A recognition that a leadership organization that trains all of its employees to be leaders will quickly fulfill its mission, incorporate its core values, and transform its culture into one that is accountable to its policies.

A Tradition of Service

The attached pages are an elaboration of the aforementioned key elements. For further inquiries, I may be contacted at (323) 526-5000.

Sincerely,

A handwritten signature in black ink that reads "Leroy Baca". The signature is written in a cursive style with a large initial "L" and a long, sweeping underline.

LEROY D. BACA
SHERIFF

“An organization that does not believe in the goodness of its mission, core values, and the leadership qualities of its employees will not steer itself away from mediocrity.”

VISION

The Adult Correctional Agency manages a prison culture in each facility that helps inmates restore and maintain their humanity; improves their capacity to live decently and safely, and provides avenues of hope for a better crime-free life.

The Agency endeavors to be a learning organization that places high premium on leadership, education, best practices, and innovation.

MISSION

The mission of the Adult Correctional Agency is to significantly improve the lives of people who are incarcerated, and prepare individuals who will be released with life survival skills that do not involve crime.

The mission of the Agency will be attained by all employees performing their duties as leaders who use best practices through education with full compliance to our core values and policies.

ORGANIZATIONAL DEVELOPMENT: CORE VALUES

To be successful, core values must be prescriptive and committed to memory by all employees, especially recruit-level correctional officers. Core values are what individuals and organizations stand for. The following core values are recommended:

“As a leader in the Adult Correctional Agency, I commit myself to perform my duties with respect for the dignity of all people; integrity to do what is right and fight what is wrong; wisdom to apply common sense and fairness in all that I do; and courage to stand against racism, sexism, anti-Semitism, homophobia and bigotry in all its forms.”

EMPLOYEE DEVELOPMENT: A LEARNING ORGANIZATION

Concerning employee development, employees should all aspire to attain college degrees. A university system can be developed in conjunction with public and private universities to facilitate curriculum and instruction for employees at their work facilities.

The Los Angeles County Sheriff's Department University in partnership with California State University, Los Angeles; California State University, Long Beach; National University; Woodbury University; and West Los Angeles School of Law is a model of this vital principle of employee development.

The educational part of the Agency's culture will result in innovative best practices.

EMPLOYEE DEVELOPMENT: CORRECTIONAL OFFICERS'
LEADERSHIP INSTITUTE

All employees of the Adult Correctional Agency should be educated to be leaders. The culture of a leadership organization that places a premium on the line personnel and staff as leaders will solidify the mission and core values of the Agency. The leadership program used by the Los Angeles County Sheriff's Department is a model.