



LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
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June 21, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period of April 1, 2011, through April 15, 2011, was \$2,085,546. Seventy-two percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$575,611.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department remains vigilant and committed to cutting \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. During April 1, 2011, through April 15, 2011, CARP personnel filled 2,838 positions in lieu of operating with reduced line staff or expending overtime. This brings the total number of CARP shifts worked between September 2010, through April 15, 2011, to 39,501.

*A Tradition of Service*

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a significant reduction in productivity. Scientific Services Bureau (SSB) reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, and homicide comparison cases. Latent print comparison backlog has increased 225 percent, causing SSB to suspend responses to all vehicle burglaries and patrol stations to print held evidence. SSB will only respond to station/bureau crime scenes when there is an investigator on-site or an appointment is made. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records.
- Leadership and Training Division (LTD) reports delays in Public Records Act requests. They are unable to update or close Pro Per lawsuits and are delayed in providing discovery or information on three lawsuits requiring depositions. LTD also reports delays in the assignment of five newly received claims, and in review and disposition recommendation of three newly received unit claim responses.
- Homeland Security Division reports Aero Bureau was unable to respond to 171 air support calls for service due to staffing shortages. Metrolink detectives were unable to investigate or complete their cases in a timely manner. Metrolink's case closures from 2010 have fallen behind significantly. Transit Services Bureau detectives' caseloads have steadily increased and they were unable to follow up on active Part I cases in a timely manner. Follow-up investigations on pending cases were not completed due to a lack of personnel. Due to CARP responsibilities and prolonged staffing shortages, intelligence sharing with local agencies has been hindered.
- Court Services Division (CSD) reports an increased workload for the professional staff due to staffing vacancies, increase in demand for the civil process service,

and the inability to use overtime. The backlog of requests for process service, which include levies and eviction cases have increased on a weekly basis. The unprocessed service collections carryover is due mainly to the lack of overtime allowed to keep-up with the increased civil process demand. CSD reports an increase in the number of unprocessed collections, which results in a significant amount of unrealized revenue. The monthly average of process served by sworn personnel has increased, due to the use of supervisors to serve processes to keep up with the demand.

- Custody Division reports an increase in inmate population density due to curtailment efforts and partial facility closures. Operational efficiency and productivity is directly affected due to CARPping of personnel. Reviews and updates on policy (Standards and Compliance) have been delayed. Reduction in time spent on analysis of death reviews, and other audits have also been impacted.
- Correctional Services Division reports a continued increase in backlog of administrative projects and reports. Medical Services Bureau currently has a backlog of ACLU/Extradition responses and a backlog of court order responses. Inmate Reception Center (IRC) reports a delay in releasing female inmates from the Central Regional Detention Facility (CRDF). All Document Control personnel were moved to IRC to offset overtime. This reduced 70 or more shifts of clerk overtime per week, but has slowed down the release process at CRDF.
- Field Operations Regions are reporting a significant amount of investigative hours lost due to station investigators CARPping. Deferred reports are causing in-custody cases to be released due to the 48-hour filing deadline. Detectives have less time to spend investigating their cases, and as a result, solve rates are affected. Significant hours of direct line supervision, clerical, contract, and County patrol services are lost due to a shortage of personnel. This has resulted in extended response times.
- Detective Division reports significant investigative follow-up hours lost due to CARPping of investigators. Follow-up on leads of active investigations are postponed due to the curtailment of overtime and the investigators inability to complete them in a 40-hour work week; among these investigations are homicide cases. There is a continued reduced level of continuity and efficiency of investigations due to lost hours.
- County Services Bureau reports delays in processing Executive Force case reviews due to CARPping commitments. Significant investigative hours have been lost and have caused the detective bureau to cancel and reschedule a planned

Metal Theft Surveillance Operation. CARPing commitments have forced the detective bureau to postpone the investigation of six new incidents.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy Baca". The signature is written in black ink and is positioned above the typed name.

LEROY D. BACA  
SHERIFF