County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE
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DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors
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First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

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MICHAEL D. ANTONOVICH
Fifth District

June 26, 2006

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: David E. Janssen
Chief Administrative Officer

A PLAN TO COMMENCE EXPENDITURE OF THE UNINCORPORATED PATROL DESIGNATION AND MEMORANDUM OF AGREEMENT WITH THE SHERIFF FOR UNINCORPORATED PATROL (AGENDA OF JUNE 26, 2006 - BUDGET DELIBERATIONS)

On April 18, 2006, your Board instructed the Chief Administrative Office (CAO), in conjunction with the Sheriff's Department, to provide a report during June Budget Deliberations on:

1) A plan to expedite the increase of unincorporated patrols;

2) A fiscal and hiring plan to commence the expenditure of the unincorporated patrol designation; and

3) Language for a Memorandum of Agreement with the Sheriff on how personnel will be allocated to support the increased level of service in unincorporated areas of the County.

Unincorporated Patrol Plan

The Sheriff has implemented a Patrol Station Deputy Equity Policy (Attachment I) designed to increase patrol in unincorporated areas by spreading vacancies more equitably in Patrol between contract cities, unincorporated patrol, and other station-level functions. Assignment of new deputies to Patrol will be proportional to both contract cities and unincorporated areas, resulting in a more equitable distribution of resources.

Additionally, the Department, in their June 16, 2006 memo (Attachment II), indicated that there are up to 58.0 Deputy Sheriffs working in administrative positions that could be performed by Law Enforcement Technicians (LET). The Department requested that the Board consider funding $3,168,000 for the addition of these LET positions, which would enable the Sheriff to shift those deputies to Custody and Patrol functions.

The Department has also begun recruiting Custody Assistants in an effort to make more deputies available for Patrol. Currently, they are recruiting at high schools and targeting individuals who do not meet the minimum age requirement to be a Deputy. Earlier this calendar year, the Department had two Custody Assistant classes with approximately 30.0 enrollees per class. However, due to the increased recruitment efforts, there are 47.0 recruits currently in the third Custody Assistant class. The Department expects continued interest in the position and has added fourth and fifth classes of approximately 50.0 recruits each, slated to start in August and October respectively.

Fiscal and Hiring Plan

A Working Group - comprised of representatives from the Los Angeles County Sheriff's Department, the Chief Administrative Office, the Association for Los Angeles Deputy Sheriffs, the Professional Peace Officer's Association, and Supervisor Molina's office - has been meeting frequently to determine specific recommendations to further enhance the Department's recruitment, hiring, and training programs, and expenditure of the unincorporated patrol designation. The group has prepared a progress report for Budget Deliberations which examines the Department's request for $5,570,000 and 51.0 staff positions to increase recruitment and address potential bottlenecks in the hiring process. A more comprehensive report is expected to be issued during Supplemental Changes which will also discuss non-monetary recruitment and retention strategies.

In regards to the hiring plan, the Sheriff's Department has accelerated the target deadline for recruiting 1,000 Deputies from fiscal year (FY) 2007-08 to FY 2006-07, not including attrition. From January 2005 to the present, the Department has reached the approximate halfway point of this goal by graduating 497.0 Deputies. It is projected that they will surpass the recruitment goal by graduating a total of over 1,300 recruits by the end of FY 2006-07.

With an attrition rate of approximately 450.0 Deputies per year, the Department estimates that the net gain is roughly 333.0 Deputies per year. At this rate, the Department anticipates that it will take three years to reach a net gain of 1,000 deputies. The Department has been aggressively increasing recruiting efforts through more outreach and advertising, and has been meeting regularly with the Working Group to explore various options and strategies for increasing both recruitment and retention.

In addition, the Department will also begin offering more academy classes to accommodate applicants and will add extra classes as needed. To accommodate recruits who live in the more outlying regions of the County, the Department will be offering Academy classes in Antelope Valley, while continuing to offer classes at College of the Canyons. Currently, the Department runs three concurrent Academy classes and has added a fourth and fifth class (refer to Attachment III). These additional classes are currently not funded and are being staffed by items loaned to the Training Bureau from Field Operations. Of the total funding and staffing needs identified by the Working Group, 30.0 positions totaling $3,414,000 will provide the Training Bureau with the necessary resources and staff for the additional classes and reduce the current impact to Patrol.

Memorandum of Agreement

According to County Counsel, the Board may enter into a Memorandum of Agreement (MOA) with the Sheriff on how personnel will be allocated. However, because the Board executes contracts and delegates authority to the Sheriff, the Board would essentially be entering into an invalid contract with itself. This would be comparable to an MOA between two County departments and any disputes would have to be resolved within the County, not in the Courts, as they are not legally binding. Unlike agreements with contract cities, the MOA would not have enforceable ramifications if the Sheriff was unable to meet the terms outlined because the Sheriff does not have contract authority. However, the Sheriff is looking into whether service level standards could be developed and will report back their findings during Supplemental Changes.

If you should have any questions or require further information, you may contact Debbie Lizzari of my staff at (213) 974-6872.

DEJ:SH:DL
RG:SW:GY:yf

c: Executive Officer, Board of Supervisors
Sheriff
County Counsel

Attachments

MOA.Sheriff.0606.bm

Sheriff's Department
PATROL STATION RADIO CAR DEPUTY EQUITY POLICY
as of APRIL 30, 2006

Attachment I

REGION I	FY 05-06 BUDGET	(1) CONTRACT CITIES PATROL	EQUITABLE VACANCIES	(1) UNINCORPORATED AREA PATROL	EQUITABLE VACANCIES	(2) OTHER STATION DEPUTIES	EQUITABLE VACANCIES	(3) VACANCIES	(4) LONG-TERM ABSENCES	TOTAL SHORTAGES	% TO BUDGET	OVERTIME FTE	% TO TOTAL SHORTAGES
Lancaster Station	160.0	88.0	18.2	27.0	5.6	45.0	9.3	30.0	3.0	33.0	20.63%	33.0	100.00%
East Los Angeles	130.0	27.0	4.6	55.0	9.3	48.0	8.1	19.0	3.0	22.0	16.92%	10.0	45.45%
Santa Clarita Valley	151.0	71.0	15.0	26.0	5.5	54.0	11.4	26.0	6.0	32.0	21.19%	28.0	87.50%
Temple Station	158.0	76.0	19.2	27.0	6.8	55.0	13.9	36.0	4.0	40.0	25.32%	19.0	47.50%
Crescenta Valley	48.0	14.0	2.9	15.0	3.1	19.0	4.0	10.0	0.0	10.0	20.83%	4.0	40.00%
Malibu Station	113.0	69.0	14.0	9.0	1.8	35.0	7.1	21.0	2.0	23.0	20.35%	19.0	82.61%
Altadena Station	50.0	0.0	0.0	29.0	5.8	21.0	4.2	8.0	2.0	10.0	20.00%	4.0	40.00%
Palmdale Station	149.0	84.0	23.7	23.0	6.5	42.0	11.8	37.0	5.0	42.0	28.19%	31.0	73.81%
REGION I TOTAL:	**959.0**	**429.0**	**97.6**	**211.0**	**44.4**	**319.0**	**70.5**	**187.0**	**25.0**	**212.0**	**22.11%**	**148.0**	**69.81%**

REGION II	FY 05-06 BUDGET	CONTRACT CITIES PATROL	EQUITABLE VACANCIES	UNINCORPORATED AREA PATROL	EQUITABLE VACANCIES	OTHER STATION DEPUTIES	EQUITABLE VACANCIES	VACANCIES	LONG-TERM ABSENCES	TOTAL SHORTAGES	% TO BUDGET	OVERTIME FTE	% TO TOTAL SHORTAGES
Lennox Station	152.5	23.0	5.0	61.0	13.2	68.5	14.8	31.0	2.0	33.0	21.64%	11.0	33.33%
Marina Del Rey	57.0	0.0	0.0	36.0	7.6	21.0	4.4	11.0	1.0	12.0	21.05%	5.0	41.67%
West Hollywood	112.0	59.0	10.0	15.0	2.5	38.0	6.4	16.0	3.0	19.0	16.96%	17.0	89.47%
Carson Station	148.0	69.0	9.8	22.0	3.1	57.0	8.1	18.0	3.0	21.0	14.19%	15.0	71.43%
Lomita Station	74.0	39.0	9.0	2.0	0.5	33.0	7.6	15.0	2.0	17.0	22.97%	10.0	58.82%
Century Station	214.0	41.0	9.8	96.0	22.9	77.0	18.4	45.0	6.0	51.0	23.83%	31.0	60.78%
Compton Station	128.0	75.0	12.9	16.0	2.8	37.0	6.4	17.0	5.0	22.0	17.19%	21.0	95.45%
Avalon Station	11.0	5.0	0.0	2.0	0.0	4.0	0.0	0.0	0.0	0.0	0.00%	2.0	-
REGION II TOTAL:	**896.5**	**311.0**	**60.7**	**250.0**	**48.8**	**335.5**	**65.5**	**153.0**	**22.0**	**175.0**	**19.52%**	**112.0**	**64.00%**

REGION III	FY 05-06 BUDGET	CONTRACT CITIES PATROL	EQUITABLE VACANCIES	UNINCORPORATED AREA PATROL	EQUITABLE VACANCIES	OTHER STATION DEPUTIES	EQUITABLE VACANCIES	VACANCIES	LONG-TERM ABSENCES	TOTAL SHORTAGES	% TO BUDGET	OVERTIME FTE	% TO TOTAL SHORTAGES
Walnut Station	98.8	37.0	5.6	21.0	3.2	40.8	6.2	13.0	2.0	15.0	15.18%	7.0	46.67%
Industry Station	177.2	58.0	10.5	42.0	7.6	77.2	13.9	28.0	4.0	32.0	18.06%	13.0	40.63%
Lakewood Station	215.0	139.0	19.4	1.0	0.1	75.0	10.5	25.0	5.0	30.0	13.95%	31.0	103.33% *
Norwalk Station	158.0	72.0	14.6	25.0	5.1	61.0	12.4	24.0	8.0	32.0	20.25%	23.0	71.88%
Pico Rivera Station	79.0	34.0	6.5	14.0	2.7	31.0	5.9	12.0	3.0	15.0	18.99%	6.0	40.00%
San Dimas Station	82.0	25.0	4.3	29.0	5.0	28.0	4.8	12.0	2.0	14.0	17.07%	4.0	28.57%
Cerritos Station	47.0	33.0	2.8	0.0	0.0	14.0	1.2	4.0	0.0	4.0	8.51%	12.0	300.00% *
REGION III TOTAL:	**857.0**	**398.0**	**63.7**	**132.0**	**23.7**	**327.0**	**54.2**	**118.0**	**24.0**	**142.0**	**16.57%**	**96.0**	**67.61%**
Community College Bureau	31.0	0.0	0.0	0.0	0.0	31.0	5.0	3.0	2.0	5.0	16.13%	8.0	160.00% *
Community Oriented Policing Services	159.0	0.0	0.0	0.0	0.0	159.0	66.0	63.0	3.0	66.0	41.51%	29.0	43.94%
Community Law Enforcement Partnership Program	3.0	0.0	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.00%	0.0	0.00%
GRAND TOTAL	**2905.5**	**1138.0**	**235.0**	**593.0**	**122.5**	**1174.5**	**242.5**	**524.0**	**76.0**	**600.0**	**20.65%**	**393.0**	**65.50%**

(1) Patrol, Traffic Enf., Special Assignment, School Res., Motor B/I, Tm Off., Resident

(2) Investigator, Watch Deputies, Traffic Investigator, Court Deputies, Team Leader, Helicopter Observer

(3) VACANCIES: Could be in either Contract Cities, Unincorporated Areas or Other

(4) Long-term absences including IOD, ROD, Military Leave, Maternity Leave, etc.

* Additional overtime is fully reimbursed by the contract agency.

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

LEROY D. BACA, SHERIFF

June 16, 2006

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

Dear Supervisors:

"CORRECTED COPY"
REQUEST FOR ADDITIONAL LAW ENFORCEMENT TECHNICIAN POSITIONS

On March 28, 2006, your Board requested that the Sheriff's Department (Department) provide the results of an analysis of patrol and other administrative positions where civilian personnel could replace sworn staff. Further, your Board instructed the Chief Administrative Officer to include for consideration during budget deliberations a recommendation to add at least 40 additional law enforcement technicians in the Department's 2006-07 budget.

The Department is continuously conducting audits of its positions, staffing, and services to determine if the Board's priorities in unincorporated patrol areas and the jails are being met. The Department conducted a staffing analysis of the administrative support positions of its patrol stations and other operational divisions. This analysis examined the efficiency of use and performance of these positions in these environments.

The intent of this staffing analysis was to examine the possibility of releasing sworn personnel from being used in an administrative capacity, freeing them up to work unincorporated patrol functions or custody line operations. The analysis revealed that considering all 22 sheriff's stations, there are 58 deputy sheriffs working positions that law enforcement technicians could be performing. Although these desk positions were civilianized in 1998, deputies have been forced to perform these functions due to insufficient law enforcement technician items. In addition, 5 deputy sheriffs and 14 custody assistants could be reassigned from administrative support functions to line operations in our custody operations.

It is the Department's intention to maximize the efficiency of its sworn and non-sworn patrol personnel. To accomplish this, the Department is requesting that the Board consider funding **$3,168,000** for the addition of 58 law enforcement technicians to the Department's 2006-07 patrol budget. The addition of these items will allow 58 deputy sheriffs to be reassigned to unincorporated patrol. These 58 deputy sheriffs will allow the Department to reduce unincorporated patrol overtime expenditures and create the possibility of increasing unincorporated patrol coverage.

Below is a matrix showing the results of the analysis and how the additional law enforcement technicians would be distributed.

Lancaster	Palmdale	Santa Clarita	Crescenta Valley	Altadena	Lost Hills / Malibu	East Los Angeles	Temple	Total
3	*	4	1	1	1	3	3	16
West Hollywood	Century	Compton	Marina del Rey	Lennox	Carson	Lomita		
1	6	5	3	4	4	1		24
San Dimas	Walnut / Diamond Bar	Industry	Pico Rivera	Norwalk	Lakewood	Cerritos		
1	2	4	2	4	5	0		18
							Total	**58**

*Staffing for the new Palmdale Sheriff's Station was submitted on a separate budget request.

Further, it is requested that your Board approve funding $1,148,000 for the addition of 19 civilian support staff in our custody operations to replace 5 deputy sheriffs and 14 custody assistants. These support staff would be allocated to custody operations as follows:

Operations Assistant I	7
Operations Assistant II	8
Operations Assistant III	3
Law Enforcement Technician	1
	19

In summary, our analysis to date has provided an opportunity to reallocate 63 deputy sheriff and 14 custody assistant items based upon the funding and hiring of the requested civilian positions. Further, the Department will continue to review the appropriateness of other sworn positions or custody assistants being made available for redeployment, if qualified civilian personnel can be identified as suitable replacements.

Should you have any questions, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357 or Captain Edward Rogner, Contract Law Enforcement Bureau, at (323) 526-5737.

Sincerely,

LEROY D. BACA, SHERIFF

R. DOYLE CAMPBELL
ASSISTANT SHERIFF

RDC:VR:GD:ER:aa
(Administrative Services Division / Contract Law Enforcement Bureau)

c: Board of Supervisors, Justice Deputies
Sachi A. Hamai, Executive Officer, Board of Supervisors
David E. Janssen, Chief Administrative Officer
Sharon R. Harper, Chief Deputy Administrative Officer, CAO
Debbie Lizzari, Assistant Administrative Officer, CAO
Sheila Williams, Department Analyst, CAO
R. Doyle Campbell, Assistant Sheriff
Paul K. Tanaka, Assistant Sheriff
Victor Rampulla, Division Director, Administrative Services Division
Glen Dragovich, Assistant Division Director, Administrative Services Division
Conrad Meredith, Director, Financial Programs
Edward Rogner, Captain, Contract Law Enforcement Bureau
Merrill Ladenheim, Sergeant, Administrative Services Division
C. Arzate, OAII, Administrative Services Division

Los Angeles County Sheriff's Department
Personnel Administration Bureau

Attachment III

ACADEMY CLASS SCHEDULE
January 2005 thru December 2007

Class Number	Location	Start/Finish Dates	Hired	Graduated	Attrition Rate
340	STARS	01/05/05 - 05/13/05	85	71	16.5%
341	STARS	03/23/05 - 07/29/05	90	71	21%
342	STARS	05/04/05 - 09/08/05	47	37	21%
343	STARS	06/22/05 - 10/25/05	103	85	17.5%
344	COC	08/10/05 - 12/16/05	51	42	18%
345	STARS	09/14/05 - 01/20/06	99	73	26%
346	STARS	11/30/05 - 04/07/06	107	84	21.5%
347	COC	01/25/06 - 06/02/06	50	34	32 %
348	STARS	03/01/06 - 07/07/06	107	83*	
349	STARS	04/12/06 - 08/18/06	116	93*	
350	STARS	05/24/06 - 09/29/06	111	92*	
351	COC	06/14/06 - 10/20/06	52	40*	
352	STARS - K 1	06/28/06 - 11/03/06	115*	92*	
353	STARS - K 2	08/02/06 -12/08/06	115*	92*	
354	STARS - T 1	09/13/06 - 01/19/07	85*	68*	
355	STARS - T 2	10/25/06 - 03/02/07	85*	68*	
356	Antelope Valley	11/08/06 - 03/16/07	50*	40*	
357	Biscailuz Center	12/06/06 - 04/13/07	80*	64*	
358	Biscailuz Center	01/17/07 - 05/25/07	80*	64*	
359	COC	01/24/07 - 06/01/07	65*	52*	
360	STARS - K 1	03/07/07 - 07/13/07	115*	92*	
361	Antelope Valley	04/04/07 - 08/10/07	40*	32*	
362	Biscailuz Center	04/25/07 - 08/31/07	80*	64*	
363	STARS K 2	05/23/07 - 09/28/07	115*	92*	
364	STARS T 1	06/20/07 - 10/26/07	85*	68*	
365	STARS K 1	07/25/07 - 11/30/07	115*	92*	
366	El Camino**	08/08/07 - 12/14/07	30*	24*	
367	STARS K 2	10/10/07 - 02/15/08	115*	92*	
368	STARS T 2	11/14/07 - 03/21/08	85*	68*	
369	Biscailuz Center	12/12/07 - 04/18/08	80*	64*	
		TOTAL	**2,553**	**2,033**	**Avg = 20.2%**

NOTE: (*) indicates projected figures. Projected graduates are estimated at a 20% attrition rate.
(**) indicates pending negotiations with El Camino

Los Angeles County Sheriff's Department
Personnel Administration Bureau

DEPUTY SHERIFF TRAINEE Totals by Year		
Year	**Hired**	**Graduated**
2003	75	99
2004	190	91
2005	582	370
2006*	968*	690*
2007*	1,005*	820*

(*)indicates projected figures. Projected graduates are estimated at a 20% attrition rate.

Male/Female Break-down by class							
		Hired			Graduated		
Class	**Start/Finish Dates**	**Males**	**Females**	**% Females**	**Males**	**Females**	**% Females**
340	01/05/05 -05/13/05	57	28	33%	56	15	27%
341	03/23/05 - 07/29/05	66	24	27%	56	15	27%
342	05/04/05 - 09/08/05	37	10	21%	28	9	32%
343	06/22/05 - 10/28/05	76	27	26%	69	16	23%
344	08/10/05 - 12/16/05	39	12	23.5%	31	11	35%
345	09/14/05 - 01/20/06	64	35	35%	54	19	35%
346	11/30/05 - 04/07/06	80	27	25%	69	15	22%
347	01/25/06 - 06/02/06	33	17	34%	23	11	48%
	TOTAL	**452**	**180**	**28.5%**	**386**	**111**	**28%**