

# STRATEGIC PLAN



*Los Angeles County*  
**Sheriff's Department**

Leroy D. Baca, Sheriff

November 1, 2009







# *Message from the* **SHERIFF**

November 1, 2009

Distinguished Leaders:

The Los Angeles County Sheriff's Department continues to stand at the forefront of the fight against crime and injustice. Whether focused at home or in partnership with other agencies in the fight for freedom and against terror, the men and women of this great Department continue to distinguish themselves in the performance of their duties despite the many obstacles we face, including recent economic turmoil.

You will note that a compass is the thematic thread throughout this publication. Stephen R. Covey, in his book "First Things First," writes of the need to be guided by our compass, not by the clock. In many respects, the initiatives, programs and plans included in this publication represent the Sheriff's Department's compass – our deep conviction that public safety is critical to a strong community, that the work we do matters, and that our passion to excel in our public safety efforts requires us to have a clear vision for the future and to take concrete and innovative steps to attain it.

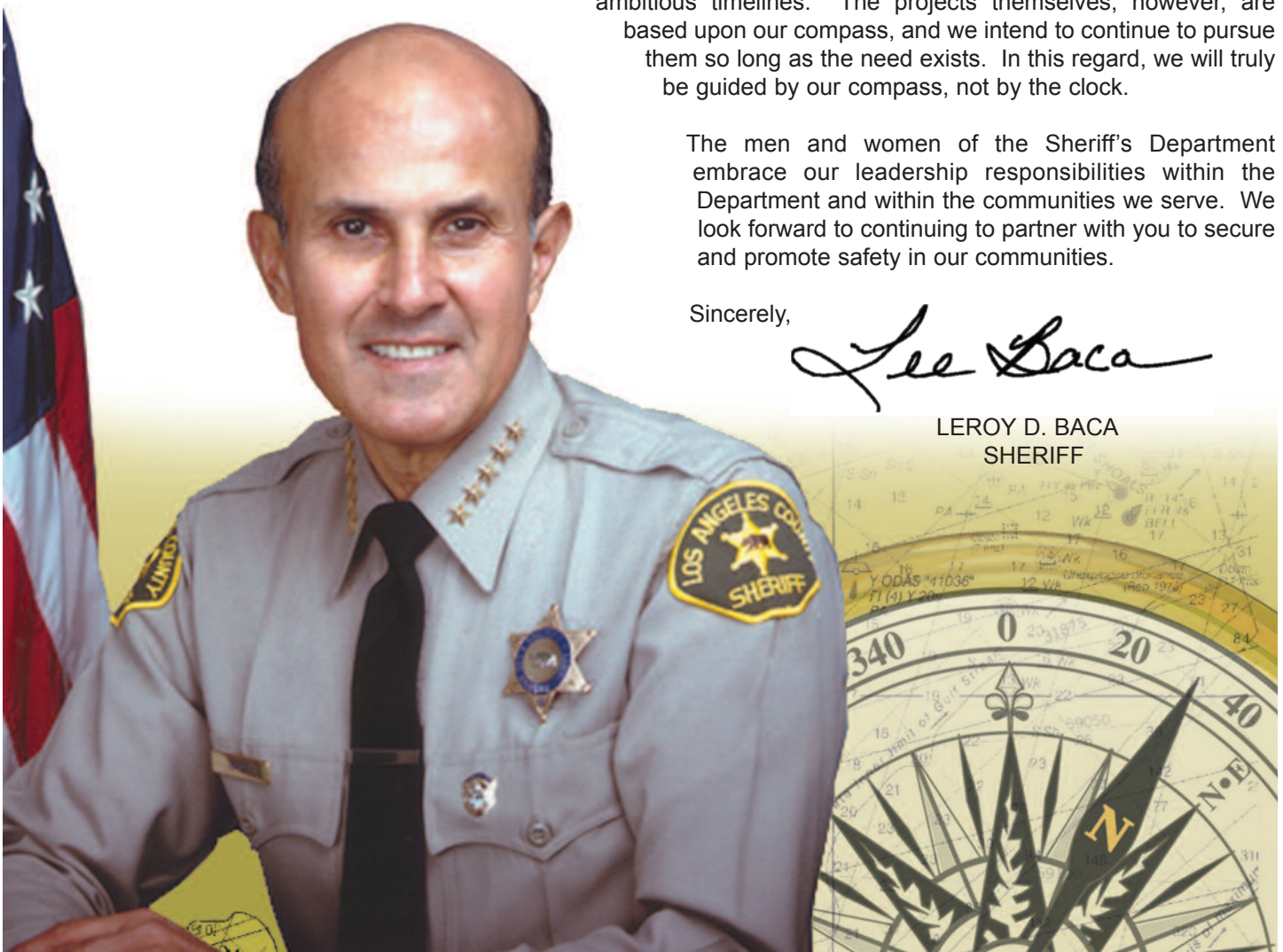
Each program listing includes a timeline. We recognize that, in difficult economic times, it may not prove to be possible to meet these ambitious timelines. The projects themselves, however, are based upon our compass, and we intend to continue to pursue them so long as the need exists. In this regard, we will truly be guided by our compass, not by the clock.

The men and women of the Sheriff's Department embrace our leadership responsibilities within the Department and within the communities we serve. We look forward to continuing to partner with you to secure and promote safety in our communities.

Sincerely,

A handwritten signature in black ink that reads "Leroy D. Baca".

LEROY D. BACA  
SHERIFF





*Los Angeles County*  
**Sheriff's Department**



# STRATEGIC PLAN

Leroy D. Baca, Sheriff

November 1, 2009



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# *County of Los Angeles* **STRATEGIC PLAN**



## **County Mission**

- To enrich lives through effective and caring service

## **County Values**

Our philosophy of teamwork and collaboration is anchored in our shared values:

- Accountability
- Can-Do Attitude
- Compassion
- Customer Orientation
- Integrity
- Leadership
- Professionalism
- Respect for Diversity
- Responsiveness

## **Strategic Plan Goals**

- Operational Effectiveness
- Children, Family and Adult Well-Being
- Community and Municipal Services
- Health and Mental Health
- Public Safety





## ***Our Core Values***

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As a **leader** in the  
Los Angeles County Sheriff's Department,

I commit myself to  
**honorably** perform my duties with  
**respect** for the dignity of all people,

**integrity** to do  
right and fight wrongs,

**wisdom** to apply **common sense**  
and **fairness** in all I do and

**courage** to stand against racism,  
sexism, anti-Semitism, homophobia  
and bigotry in all its forms.

## ***Our Mission***

---

**Lead** the fight to prevent  
crime and injustice.

Enforce the law **fairly** and  
defend the rights of all.

**Partner** with the people we  
serve to secure and promote  
safety in our communities.

## ***Our Creed***

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My goals are simple.  
I will always be  
painfully **honest**,  
work as hard as I can,  
**learn** as much as I can  
and hopefully  
**make a difference** in  
people's lives.

Deputy David W. March,  
End of Watch April 29, 2002  
(killed in the line of duty during a traffic stop)



# LA SD



Sheriff Leroy D. Baca



Assistant Sheriff  
Paul K. Tanaka



Undersheriff  
Larry L. Waldie



Assistant Sheriff  
Marvin O. Cavanaugh



Division Director  
Victor C. Rampulla  
Administrative Services  
Division



Chief  
Roberta A. Abner  
Leadership and Training  
Division



Chief  
Alexander R. Yim  
Correctional Services  
Division



Chief  
Willie J. Miller  
Detective  
Division



Chief  
Neal B. Tyler  
Field Operations  
Region I



Chief  
Richard J. Barrantes  
Court Services  
Division



Chief  
Cecil Rhambo, Jr.  
Field Operations  
Region II



Chief  
Dennis Burns  
Custody Operations  
Division



Chief  
Thomas P. Angel  
Field Operations  
Region III



Chief  
David R. Betkey  
Technical Services  
Division



Chief  
William J. McSweeney  
Office of  
Homeland Security



Department  
**EXECUTIVES**







# COMPLETED STRATEGIC PROJECTS

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## **ANTI-TERRORISM**

The Department's anti-terrorism operations have been developed and integrated into Department operations. The Department's robust capabilities in this area continue to grow as needed to address emerging threats and improve information sharing.

Command Accountability: Office of Homeland Security

## **BERETTA DUTY WEAPONS AND OFFICER SAFETY**

In May 2006, the Weapons Training Unit began upgrading the Department-issued Berettas to increase personnel safety. Upgrades were completed July 2007.

Command Accountability: Leadership and Training Division

## **CAPTAIN EXECUTIVE DEVELOPMENT CLASS**

In 2007, the Professional Development Bureau began the creative process to design the Captain Executive Development Class that became known as Captain's College. The curriculum was finished and approved in March 2009. The first class was held at Sheriff's Headquarters in June 2009. Subsequent classes will be scheduled as promotions occur.

Command Accountability: Leadership and Training Division

## **COMMUNITY ORIENTED POLICING (COPS) BUREAU**

As of July 2009, the High Impact COPS model has been revitalized and is now functional throughout the Sheriff's Department's patrol areas. The identification of neighborhoods that would benefit from deployment of COPS Bureau personnel is now a regular part of the Department's operations.

Command Accountability: Field Operations Region II

## **COMMUNITY TRANSITION UNIT**

The Community Transition Unit (CTU) works to reduce the likelihood of recidivism of the inmate population housed in the Los Angeles County Jails. Homelessness has been identified as a major contributor to the likelihood of recidivism; therefore, the CTU staff works to ensure identified incarcerated homeless persons have the necessary tools to successfully reintegrate back into the community.

The CTU distributes Metro bus tokens and taxi vouchers at no cost to inmates needing transportation to community programs as they are released from custody. Additionally, the CTU coordinates with Volunteers of America (VOA) to operate a transportation van that delivers recently released individuals to the VOA program site around-the-clock.

In 2008, the CTU created and filled a supervising social worker position. CTU case management information is now tracked via a special module in the Facilities Automated Statistical Tracking (FAST) system.

Command Accountability: Correctional Services Division

## **CONSTITUTIONALLY MANDATED MEDICAL CARE**

Correctional Services Division's Medical Services Bureau has implemented the achievable portions of this program between 2007 and 2009. Telemedicine has been fully implemented, and medical staff vacancies are being filled. Nursing Clinics were

implemented at North County Correctional Facility. Century Regional Detention Facility completed implementation of a step-down patient care area. The Centralized Scheduling Unit is operational and working to expand centralized patient scheduling to all patient care providers. The initiatives begun through this program continue to be developed and integrated into daily operations.  
Command Accountability: Correctional Services Division

### **EQUITY AND PROFESSIONALISM**

The Department continues to reinforce its efforts to ensure a workplace free from discrimination, harassment, and retaliation by requiring all newly-hired employees to attend the eight-hour Respect Based Leadership (RBL) and Policy of Equality (POE) training. The Department also requires that each sworn and professional staff supervisor receive the mandatory AB 1825 training every two years. All RBL/POE training records are maintained, tracked, and updated using the Equity Training Database and the Training Records System (TRS).

Sheriff's Bulletin #575, "Inappropriate Electronic Communications," was published to inform all personnel of the perils of computer misuse and the aggressive measures the Department is taking to deter e-mail violations, including the creation of several e-mail warnings displayed during computer logon. A training video, "Policy of Equality E-Mail Violations," on the Department's Intranet is required viewing for all supervisors and managers. This video emphasizes the affirmative duty of each supervisor to report POE e-mail violations.

Command Accountability: Executive Offices/Office of the Undersheriff

### **FACILITIES AUTOMATIC STATISTICAL TRACKING (FAST) SYSTEM**

The FAST System became fully operational in 2008, providing Court Services Division managers and executives timely information on the internal operations of the division. The system continues to be enhanced.

Command Accountability: Court Services Division

### **FIELD OPERATIONS DIRECTIVES REVIEW**

The review and update of Field Operations Directives has been completed. Field Operations Support Services has been re-assigned from the Office of Homeland Security to Leadership and Training Division to facilitate ongoing updates and revisions as well as to support the unit's other functions.

Command Accountability: Leadership and Training Division

### **FINGERPRINT PILOT PROGRAM**

The objective of developing a Fingerprint Pilot Program was completed in 2008. The program is currently being used by other patrol stations under the direction and supervision of Scientific Services Bureau.

Command Accountability: Field Operations Region III

### **FISCAL INFORMATION EDUCATIONAL CAMPAIGN**

The fiscal information educational campaign has been completed. It provided classes and information Department-wide related to purchasing, contracting, grants, and related expenditures. Fiscal notices are posted on the Department's Intranet.

Command Accountability: Administrative Services Division

### **FORENSIC SCIENCE CENTER CRIME LABORATORY (REGIONAL CRIME LAB)**

This project was completed, and the new crime lab is now occupied. Additional improvements continue to be sought related to staffing and upgrades of facilities and equipment as needed as part of normal Department operations.

Command Accountability: Technical Services Division



## **HATE CRIMES TASK FORCE**

The Hate Crimes Task Force is fully integrated into the Department's operations. Assigned to Operation Safe Streets Bureau and partnered with the FBI's Hate Crimes Task Force, the task force continues its partnerships with local government agencies and community groups and conducts criminal investigations into hate crimes that occur within the County.

Command Accountability: Field Operations Region II

## **INCORPORATING DEPUTY LEADERSHIP INSTITUTE TRAINING INTO CONTINUING PROFESSIONAL TRAINING**

In April 2007, the Professional Development Bureau began the process of incorporating Deputy Leadership Institute training into Continuing Professional Training. The development of the training curriculum was completed in May 2007, and the combination training began in July 2007.

Command Accountability: Leadership and Training Division

## **INTERNAL AFFAIRS BUREAU MANDATORY NOTIFICATIONS**

In early 2006, Internal Affairs Bureau staff began to compile the information necessary to provide training in policies and procedures concerning deputy-involved shootings, significant use of force incidents, and other critical incidents requiring immediate notification to and/or response by Internal Affairs Bureau. Training began in April 2006. The goal was to educate supervisors (sergeants and lieutenants) regarding their responsibilities and available resources. The training enhances employee knowledge, reduces civil liability exposure, and increases public confidence with respect to these critical incidents. The training continues as needed.

Command Accountability: Leadership and Training Division

## **JAIL ENTERPRISES UNIT**

The Jail Enterprises Unit provides occupational and employment skills to inmates, creates Departmental cost savings, creates new revenue streams, and maintains a philanthropic relationship with several organizations. Current jail enterprises include groundskeeping, nursery operations, dog grooming, printing, woodworking, sign making, and sewing shops.

Command Accountability: Correctional Services Division

## **LAKWOOD STATION EXPANSION**

Lakewood Station's expansion, including a new entry, dispatch area, locker rooms, operations area, and rework of the upper floor and construction of a new service garage, was completed in February 2008.

Command Accountability: Administrative Services Division

## **MANAGEMENT AND ACCOUNTABILITY DEVELOPMENT PROGRAM**

This program, fully implemented in 2007, is now integrated into regular operations. Focus continues on personnel selection and initial training. Management and accountability skills of managerial and supervisory personnel were improved by initiating a solid action plan. Divisional command staff enhanced unit-level supervision through emphasis on safety, integrity, and professionalism in harmony with the Department's Core Values.

Command Accountability: Field Operations Region II

## **MANAGEMENT OF INMATE SERVICES**

The Inmate Services Unit actively manages the Inmate Welfare Fund to ensure the fund is utilized to maximize program benefits to inmates and effectively reduce recidivism. The unit actively monitors service contracts funded by the Inmate Welfare Fund to ensure contract compliance and effectiveness. Contracts that generate revenue are monitored, and new avenues for revenue are explored.

The Inmate Services Unit works closely with the Correctional Innovative Technology Unit to identify and select automation and technology enhancements in order to track inmates' educational and program participation.

With the Countywide adoption of eCAPS, the Inmate Services Unit expects to implement warehouse inventory management in the near future.

Inmate accessible touch-screen computer kiosks have now been successfully installed at the Mira Loma Detention Facility and Century Regional Detention Center. Kiosks are presently capable of electronically accepting inmate commissary orders, checking the JIMS system for account balance, and creating obligations/debits and automating the paper-based commissary order system.

Command Accountability: Correctional Services Division

#### **MASTER/SENIOR FIELD TRAINING OFFICER**

Seeking to enhance the communities we serve with a higher level of law enforcement service, the Department appointed 16 deputies to the position of master field training officer (MFTO) on January 25, 2009. The Department anticipates the appointment of six additional MFTOs by the end of December 2009. The role of the MFTO is to provide direct leadership to field training officers and assistance in the development and implementation of the Field Training Program.

Command Accountability: Executive Offices/Office of the Undersheriff

#### **MILITARY ACTIVATION COMMITTEE**

The Military Activation Committee has been fully integrated into the Department's operations. Returning veterans are repatriated in accordance with policy and procedure. The Website is maintained, and active and deployed personnel are tracked.

Command Accountability: Executive Offices/Office of the Undersheriff

#### **MODIFIED FIREARMS QUALIFICATION SYSTEM**

In December 2006, the Weapons Training Unit modified the firearms qualification system to better prepare personnel for combat situations and increase the availability of qualification/training venues. The goal was to improve decision-making, target acquisition, weapons handling, and marksmanship skills. The program has been implemented.

Command Accountability: Leadership and Training Division

#### **NEW HIRES – PROFESSIONAL STAFF**

The professional staff hiring job analysis and examination development process was streamlined. The 120-day retiree program was revised and informational materials developed. Improved systems for tracking and monitoring applicants selected to fill professional staff vacancies pending CEO approval were implemented.

Command Accountability: Administrative Services Division

#### **OFFICE OF TECHNOLOGY PLANNING**

The Office of Technology Planning became operational in January 2008. The Department adopted an IT Governance Charter in October 2008 and, by March 2009, established both the Technology Advisory Board and Project Management Office. This program continues to mature within Technical Services Division.

Command Accountability: Technical Services Division

#### **OVERTIME EXPENDITURE TRACKING SYSTEM (OETS)**

A system was developed and implemented to streamline overtime tracking using a single Web-based system to enable management to generate real-time reports prior to information becoming available through traditional countywide reporting tools. Standardized reports provide a variety of information including overtime worked by division, bureau, and individual. Department-wide implementation was completed in May 2009.

Command Accountability: Administrative Services Division



## **PLATE SCAN PROJECT**

Following the pilot project in the city of La Mirada, the use of automatic license plate readers is now widespread throughout the Department. This technology has been successfully integrated into Department operations.

Command Accountability: Field Operations Region III

## **PROBATIONER APPREHENSION PROGRAM**

As of June 2009, probation officers are deployed at Century, Compton, and Lennox Stations and work with Operation Safe Streets Bureau and station detectives to reduce gang-related crime. The partnership effectively reduced crime and enhanced the abilities of investigators to solve cases.

Command Accountability: Field Operations Region II.

## **PRODUCTIVITY INVESTMENT FUND (PIF) PROJECT**

In 2006, the Professional Development Bureau coordinated a grant project designed to create 30 prototype patrol vehicles with advanced capabilities to assist deputies in the performance of their duties. In 2007, 30 patrol cars were deployed to Metrolink Unit, Industry Station, and Lancaster Station for a pilot project. Patrol safety was enhanced by the ability of desk personnel and other patrol units to immediately know the location of a patrol vehicle at any time. Safety sensors alert upon high speed pursuits, code six, and traffic accidents. Moving map displays assist containment coordination and present a common operating picture to all levels of the Department. Map servers record pursuit trails for court evidence. Mobile data computers allow patrol deputies to use e-mail and the Internet and write reports from their vehicles. Onboard law enforcement applications permit handheld devices to check suspect fingerprints for wants and warrants. For security and privacy, data traffic is fully encrypted to FBI standards. This program has been institutionalized.

Technical Services Division is continuing the technology deployment that resulted from this project and anticipates outfitting 2500 radio cars with the same technology developed for the PIF project.

Command Accountability: Leadership and Training Division

## **PROFESSIONAL STAFF DEVELOPMENT**

In 2006, the Professional Development Bureau launched a campaign to provide updated skills and abilities training to both represented and non-represented professional staff employees. The professional staff union contributed significant funding toward training its members and continues to dedicate funds for that purpose. The Department ensured that non-represented employees received training as well. Many training courses were enhanced and developed for the professional staff to enhance their skills toward self improvement and promotional advancement. This program has been institutionalized.

Command Accountability: Leadership and Training Division

## **PROFESSIONAL STAFF RECLASSIFICATION**

Job item reclassifications were completed for the ESA/OA series, Pay and Leave Management items, and the ASM I items in each Division.

Command Accountability: Administrative Services Division

## **REAL-TIME FISCAL SYSTEM**

Phase II of eCAPS was implemented in July 2009, simplifying and improving access to budget information, fixed asset records, grants management, and the procurement and inventory processes.

Command Accountability: Administrative Services Division

## **RECRUIT RETENTION**

In December 2007, the Training Bureau developed a plan to help deputy recruits graduate from the academy. A comprehensive review of all aspects of the recruit academy has been completed. New procedures and programs

focusing on improved recruit preparation and retention have been developed, reviewed, and implemented. The "You Can Do It" seminar, pre-academy physical training and test preparation, and Family Orientation are the foundational elements for recruit retention success. This program has been institutionalized.

Command Accountability: Leadership and Training Division

### **SEXUALLY TRANSMITTED DISEASE (STD) INTERVENTION**

The STD Intervention program has expanded programs and implemented new strategies which work to eliminate the transmission of sexually transmitted diseases within the jails. The program has expanded transitional case management services for HIV positive inmates. Diagnosis, treatment, prevention, aftercare, and case management for HIV infected or at-risk inmates is coordinated between the Sheriff's Department's Bureau of Offender Programs and Services and the Los Angeles County Department of Public Health.

In 2008, the Sexually Transmitted Disease Intervention program identified Rapid HIV Testing as an important new strategy-see "Rapid HIV Testing for Inmates" elsewhere in this publication.

Command Accountability: Correctional Services Division

### **SHERIFF'S LEADERSHIP ACADEMY ALTERNATIVE SCHOOL**

The Academy was established and associated with Century Station's Youth Activities League. Participants were provided a learning-friendly environment, free from the outside pressures of gang violence and substance abuse. The program provided educational opportunities to inner-city youth, inspired academic success, and focused on integrity and ethical behavior.

Command Accountability: Field Operations Region II

### **SUMMARY BILLING PROGRAM**

This program was discontinued upon the full implementation of the eCAPS program on July 1, 2009.

Command Accountability: Administrative Services Division

### **TECHNOLOGY EXPLORATION PROGRAM**

The Technology Exploration Program is now a fully-integrated program assigned to a commander in the Office of the Undersheriff. This program connects the Department with federal and other agencies seeking to develop and evaluate emerging technologies for public safety agencies. The Web page is active on the Department Intranet.

Command Accountability: Executive Offices/Office of the Undersheriff

### **TRANSITION TO REAL-TIME FISCAL SYSTEMS**

The transition to eCAPS was completed on July 1, 2009.

Command Accountability: Administrative Services Division

### **TRANSPORTATION BUREAU**

This project was completed in 2009 with the delivery of several new buses and vans.

Command Accountability: Correctional Services Division

### **WEAPONS OF MASS DESTRUCTION**

In January 2006, the Advanced Training Unit began training personnel in identification, pre-planning, and response to terrorist acts. Over 4,000 field operations personnel and members of surrounding municipal police, fire, and health agencies have been trained. Multi-agency, multi-disciplinary training exercises have been conducted to improve planning, communications, and the integration of the Incident Command System into joint operations. Training continues as needed.

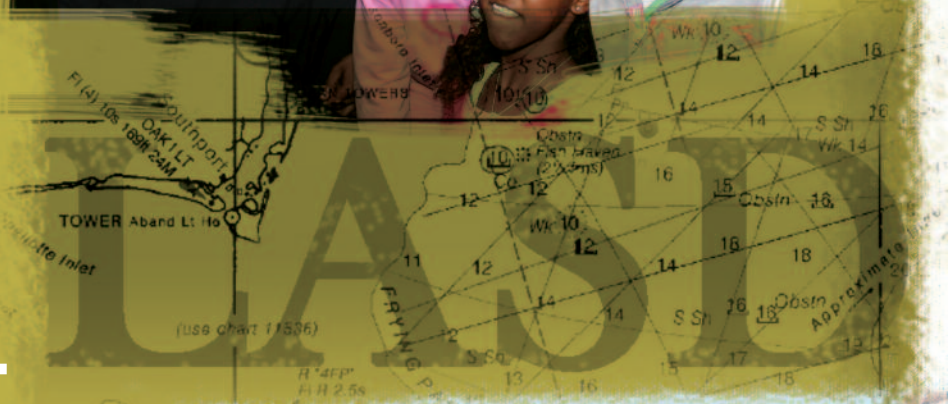
Command Accountability: Leadership and Training Division





# PUBLIC SAFETY SERVICES DELIVERY

*Earning the public's trust*



# Public Safety Services Delivery

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# ANTELOPE VALLEY CRIME FIGHTING INITIATIVE

*Command Accountability: Field Operations Region 1*

**STRATEGY:**

Coordinate crime reduction efforts within the Antelope Valley by leveraging resources through careful planning, coordination, and targeting.

**OBJECTIVE:**

Reduce Part I Crime Rate Index within the Antelope Valley to below 300 per 10,000.

**BENEFITS:**

More efficient and effective use of personnel leading to stronger partnerships with neighborhood, city and County representatives, resulting in less crime and safer communities throughout the Antelope Valley.

**IMPLEMENTATION / STATUS**

**TIMELINE**

An Antelope Valley Crime Fighting Initiative coordinator was designated to oversee crime reduction efforts. Completed  
March 2007

Designated four deputies at Palmdale and Lancaster Stations (referred to as “Community Oriented Response and Enforcement,” or CORE) to oversee specific geographical areas. These deputies open lines of communication with the area’s residents through community outreach, identify crime and community issues affecting their areas, and develop comprehensive and coordinated plans targeting the area’s most pressing concerns. Prior to the CORE program, there were 75 active Neighborhood Watch groups within the two cities; today, there are 500. Completed  
July 2007

Each station was provided with a High Impact Team (HIT) as well as a regional Crime Impact Team (CIT) to focus on high crime neighborhoods for an extended period of time. To date, eleven community reclamation areas throughout the Antelope Valley have benefited from the use of these teams. Completed  
August 2007

Party cars and cease-fire strategies were implemented at both stations to specifically address gang-related violent crime. Completed  
April 2008

Instituted burglary suppression teams to address property crimes. Completed  
August 2008

Overall coordination efforts will continue until the objective is achieved. At inception of the AVCFI, the valley-wide Crime Rate Index was 390. For 2008, the crime rate had decreased to 340 per 10,000. January 2010



# CONFLICT RESOLUTION TRAINING

*Command Accountability: Leadership and Training Division*

**STRATEGY:**

Create a course that will provide supervisors with the tools necessary to manage conflict in accordance with the Department’s Core Values and Mission Statement.

**OBJECTIVE:**

Provide supervisors with conflict resolution skills and tools in an effort to increase the use and effectiveness of conflict resolution, for our own personnel and the public; reduce the number of “Unable to Make a Determination” service review determinations; emphasize the importance of using conflict resolution techniques, when appropriate and feasible, in response to public complaints; and learn resolution strategies for managing workplace conflict.

**BENEFITS:**

Clarifies the expectation for supervisors to use conflict resolution processes when handling public complaints and workplace disagreements. Minimizes the frustration associated with complaint inquiries by increasing communication between the complainant and the Department. Resolves public complaints while producing a more satisfactory conclusion for both the employee and the complainant. Resolves workplace conflicts, creating a more harmonious working environment.

IMPLEMENTATION / STATUS

TIMELINE

|   |                                   |
|---|-----------------------------------|
| Assemble the committee.                               | Completed January 2008            |
| Develop curriculum.                                   | Completed July 2008               |
| WCSCR form revisions approved.                        | Completed March 2009              |
| Begin Train-the-Trainer courses (3 pilot courses).    | Started May 2009                  |
| Revise curriculum based on course feedback.           | Completed August – September 2009 |
| Implement training for all sergeants and lieutenants. | Started October 2009              |
| Evaluate results.                                     | July 2010                         |





# CORRECTIONAL VOCATIONAL TRAINING ENTERPRISES AND REHABILITATIVE PROGRAM REVENUE OFFSET

*Command Accountability: Correctional Services Division*

## **STRATEGY:**

Provide inmates with employability skills which reflect actual jobs available upon release, while maximizing revenue from the Jail Enterprises Unit (JEU) to offset rehabilitative programming and jail maintenance costs.

## **OBJECTIVE:**

Expand existing jail enterprises and implement new vocational programs to increase revenue and provide inmate trainees with transferable employment skills, and develop an effective marketing plan to bolster JEU's customer visibility.

Provide vocational training to inmates through existing enterprise-based programs. Create and implement new enterprise programs which provide revenue or cost savings and offer meaningful employability skills. Provide liaison between Custody Division, Vocational Training programs, and the community to promote businesslike industries. Increase JEU's customer base.

## **BENEFITS:**

Provides vocational training for inmates, improving employability upon release. Increases revenue and reduces jail operation costs by actively creating and seeking jobs and projects. Reduces jail violence as inmates engaged in activities are less likely become involved in disturbances.

| <u>IMPLEMENTATION / STATUS</u>   | <u>TIMELINE</u> |
|--|-----------------|
| Survey job market to identify living-wage job opportunities for post-release placement.                                | Annually        |
| Implement, refine, and expand existing plastic bag manufacturing, station feeding, and embroidery vocational programs. | 2009-2010       |
| Increase marketing of vocational program products to raise awareness of the program and its benefits.                  | Ongoing         |
| Establish one-stop Work Source Centers for inmate program participants inside custody facilities.                      | 2010            |

# COUNTYWIDE GRAFFITI TASK FORCE

*Command Accountability: Office of Homeland Security*

**STRATEGY:**

Establish a Countywide Graffiti Task Force to combat widespread graffiti issues within the County, with concentrated enforcement near transportation properties.

**OBJECTIVE:**

Assemble a team of highly-trained deputies and detectives who specialize in combating graffiti vandalism within the County. Establish a close working relationship with neighboring law enforcement agencies, including the District Attorney’s Office. Create a Countywide identification and tracking system.

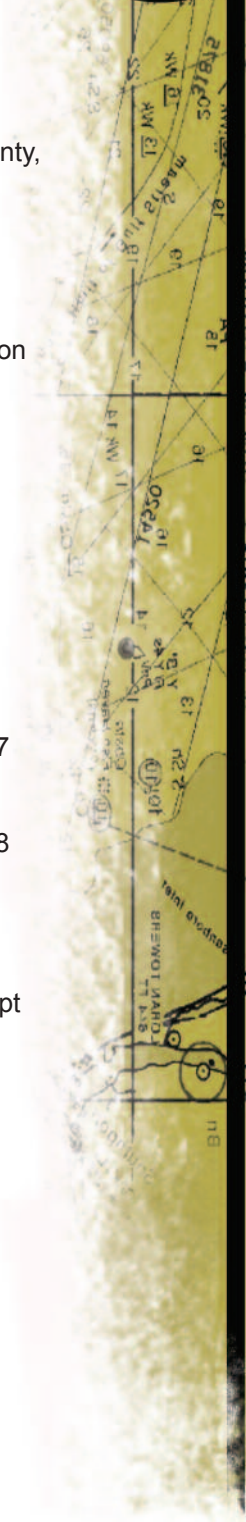
**BENEFITS:**

Provides a strategy to combat graffiti crime, reducing graffiti and its negative effects, including financial ramifications as noted in the “Broken Windows Theory” of policing.

**IMPLEMENTATION / STATUS**

**TIMELINE**

|  |                              |
|--|------------------------------|
| Establish a graffiti task force. The entire project includes two sergeants, up to twenty-two deputies, and one clerk.                | Completed<br>December 2007   |
| Work closely with neighboring law enforcement agencies, the District Attorney’s Office, CalGangs, and the California Highway Patrol. | Implemented<br>December 2008 |
| Establish the Southern California Graffiti Task Force Board.   | Completed<br>May 2008        |
| Identify and implement a Countywide graffiti identification and tracking system.   | Proof of Concept<br>May 2009 |
| Identify grant funding to expand the program into a multi-agency task force.   | June 2010                    |







# CULINARY ART TRAINING PROGRAM

*Command Accountability: Correctional Services Division*

## **STRATEGY:**

Provide educational training in the fundamentals of professional food preparation and service. Special emphasis is placed on development of the basic cooking principles in cafeteria settings and correctional quantity food production.

## **OBJECTIVE:**

Provide education and training for students to learn all aspects of food services including laws and regulations, safety and emergency procedures, sanitation and food handling, tools, utensils, appliances and equipment. Participants will also gain knowledge in nutrition, facility management, interpersonal communication skills, and problem solving.

## **BENEFITS:**

Enhances food production skills and improves professionalism within the Food Services Unit.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |             |
|---|-------------|
| Sanitation and safety in institutional food production. | 2009 - 2010 |
| Menu planning development.                              | 2009 - 2010 |
| Understanding nutrition and modified diets.             | 2009 – 2010 |
| Quantity food production.                               | 2009 – 2010 |
| Hazard Analysis Critical Control Point (HACCP).         | 2009 – 2010 |
| Interpersonal communication skills.                     | 2009 – 2010 |
| Ware washing and sanitation; facility management.       | 2009 – 2010 |
| Custody, security, and working with inmates.            | 2009 – 2010 |

# ELDER FRAUD INVESTIGATIVE DETAIL

*Command Accountability: Detective Division*

**STRATEGY:**

Identify a funding source(s) to create a dedicated team of investigators within Commercial Crimes Bureau to address allegations of financial abuse of elders and dependent adults.

**OBJECTIVE:**

To have sufficient personnel and resources to provide quality investigative services, including crime prevention and intervention, to elderly and dependent adults. These investigators would be trained specifically in the psychological and geriatric aspects of working with these highly vulnerable victims.

**BENEFITS:**

Enhance investigative services for the special needs of elderly victims through a collaborative effort with the many county and state agencies who play a role in the support of elders and dependent adults. This is especially important due to the increasing size of this age demographic.

IMPLEMENTATION / STATUS

TIMELINE

|   |                         |
|---|-------------------------|
| A Commercial Crimes Bureau sergeant was assigned as an original founding member of the Los Angeles County Elder Abuse Forensic Center on a collateral duty basis.                         | Completed October 2005  |
| Create and implement an automated computer tracking system for reports of suspected elder abuse and rewrite Field Operations Directive 04-02 (Elder Abuse).                               | Completed February 2007 |
| Three investigators from Commercial Crimes Bureau’s Major Fraud Unit reassigned, with no backfill, to specifically address allegations of financial abuse of elders and dependent adults. | Completed October 2007  |
| Countywide elder abuse training for investigators was presented by the Los Angeles County Elder Abuse Forensic Center.  | Completed May 2009      |
| Identify funding sources for a dedicated investigative team.  | Through July 2010       |





# GANG ENFORCEMENT TEAM

*Command Accountability: Field Operations Region II*

## **STRATEGY:**

Operation Safe Streets Bureau gang enforcement teams will deploy into identified areas based upon reported violence and investigative intelligence as a single team. The gang enforcement team will utilize an Emergency Operations Bureau trailer as a command post for the deployment.

The trailer will be placed in a highly visible area to be seen by the community announcing the presence of additional law enforcement personnel. The deployment will be augmented with a part-time crime analyst who provides immediate analytical information and aids field investigations with the ability to search multiple law enforcement data bases.

## **OBJECTIVE:**

To impact current gang violence by infusing a surge of gang enforcement personnel into an identified area to prevent further violence. The deployment will also prevent deeply rooted gangs from controlling and terrorizing communities.

## **BENEFITS:**

The presence of additional personnel and the highly visible trailer has provided a “blanket of safety” atmosphere in each community during the deployments and a marked reduction in gang-related violence and activity. Productivity and morale has increased with the new configuration as well as recruitment to the team.

## IMPLEMENTATION / STATUS

## TIMELINE

Consolidated deployment plan.

Implemented  
February 2009

Identify funding and acquire operations trailer for OSSB.

January 2010



# INCREASE INMATE VOTING PARTICIPATION

*Command Accountability: Correctional Services Division*

**STRATEGY:**

The Bureau of Offender Programs and Services, Inmate Services Unit, will make qualified inmates aware of their rights and support their efforts to register to vote and to vote in local, state, and federal elections.

**OBJECTIVE:**

Increase participation in voting processes and improve the process which enables eligible incarcerated person’s participation in primary election processes.

**BENEFITS:**

Provides inmates the opportunity to exercise their right to vote. This encourages responsible citizenship, maintains an offender's connection to the rest of society and reduces the inequity caused by the chance timing of an offender's incarceration.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Establish partnerships with the County Registrar-Recorder and League of Women Voters.

July 2009

Update “Easy Voter Guide” with League of Women Voters.

July 2009 – September 2009

Educate inmates about their right to vote and distribute voter guides.

January 2010 – June 2010

Support the Gubernatorial Primary election by collecting, validating, and transporting inmate ballots.

June 2010





# INMATE TELEPHONE MONITORING SYSTEM (ITMS) INVESTIGATIVE UNIT

*Command Accountability: Detective Division*

## **STRATEGY:**

The Inmate Telephone Monitoring System (ITMS) provides the ability to monitor, maintain data, and record telephone calls. ITMS is provided to the Sheriff's Department contractually by Global Tel\*Link.

Homicide Bureau recognized the need for system integrity, and further saw the system as a valuable investigative tool. In June 2008, Homicide Bureau proposed that Detective Division absorb the monitoring side of the system and create an ITMS Investigative Unit. In early 2009, Homicide Bureau's proposal came to fruition. The unit includes sworn personnel and crime analysts for analytical support. Homicide Bureau has already seen ITMS benefit its investigations. Homicide Bureau's vision includes broadening the scope of the ITMS mission to include all investigative units and outside agencies. The contractual term with Global Tel\*Link ends in 2010. Homicide Bureau has recognized the need to expand ITMS and enhance the investigative capabilities of the system.

## **OBJECTIVE:**

To staff sufficient personnel, resources, and monitoring systems to provide quality investigative services, as well as analytical support to all investigative units and outside agencies. Homicide Bureau's objective includes the writing of a new contract through a Request for Proposal (RFP), which will greatly expand the ITMS system as an investigative aid.

## **BENEFITS:**

Improved ITMS investigative services will not only enhance investigations Countywide, but will ensure the safety of the custody environment.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                            |
|---|----------------------------|
| ITMS Investigative Unit opens with one Homicide Bureau sergeant, one Major Crimes Bureau investigator, and three crime analysts.  | Completed<br>February 2009 |
| Submitted request to Detective Division Administration for two law enforcement technicians, one Operation Safe Streets Bureau investigator, one Operations Safe Jail deputy, and one computer technician. | Completed<br>June 2009     |
| Work in conjunction with the ITMS Administrative Unit (Custody Division) to develop an RFP for a new ITMS contract which expands the investigative capability of the system.                              | Started<br>August 2009     |
| Seek inclusion of program in the Department's budget.   | July 2010                  |
| Release request for proposal.   | December 2010              |

# INVESTIGATION OF ALL FELONY SEX CRIMES BY SPECIAL VICTIMS BUREAU



*Command Accountability: Detective Division*

**STRATEGY:**

Expand Special Victims Bureau's responsibilities to include all adult felony sexual assaults.

**OBJECTIVE:**

To increase the number of solved cases and the successful prosecution of these cases. Centralizing all sexual assaults will allow for better crime solving strategies and the ability to identify serial offenders earlier.

**BENEFITS:**

Based upon the nature of investigations conducted by Special Victims Bureau, it would streamline and enhance the investigative services provided. Special Victims Bureau has critical training and investigative expertise needed to enhance investigate outcomes of these sensitive cases. Special Victims Bureau personnel work cooperatively with victim support networks and meet regularly with these groups to ensure best practices are utilized in all phases of investigation. Provides for enhanced service to the public and aids in the successful prosecution of predators. Enhances and streamlines the use of Departmental and outside resources such as the Crime Lab forensics, Major Crimes Bureau surveillance teams, and District Attorney's Office vertical prosecution. Reduces in liability and complaints as a result of the expertise of Special Victims Bureau investigators.

IMPLEMENTATION / STATUS

In order to effectively take on this additional responsibility, increased staffing is needed. Funding is being sought and has been requested for an additional field lieutenant, two team sergeants, eighteen investigators, one crime analyst and two professional staff members.

TIMELINE

July 2010





# JUST IN REACH PROGRAM

*Command Accountability: Correctional Services Division*

## **STRATEGY:**

The Bureau of Offender Programs and Services Community Transition Unit will combine the strengths and resources of many independent rehabilitative services program providers to create an integrated rehabilitative and re-entry program for chronically homeless individuals which begins inside custody and continues to provide support after release from custody.

## **OBJECTIVE:**

Create a collaborative network of agencies to provide comprehensive case management to address needs of chronically homeless inmates. This includes a thorough in-custody assessment of targeted inmates when they arrive in jail, creation of a case plan while in jail, seamless transition to services as the individual leaves custody, and continued case management and services in the community. Provide individualized case management to match the specific needs of each person including employment, housing, life skills, mental health, and substance abuse rehabilitation.

## **BENEFITS:**

The Just In Reach program will ultimately help chronically homeless individuals transition to a stable, crime free, self-sustaining life. Participants will experience a much reduced likelihood that they will re-offend or return to jail. This will also improve the quality of life in the community and ultimately reduce Department operating costs.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                                       |
|---|---------------------------------------|
| Board of Supervisors allocated \$1.5 million to fund the Just In Reach program as part of the Homeless Prevention Initiative. | Funded April 2008 through April 2010  |
| Identify collaborative partners.  | Completed April 2008                  |
| Identify chronically homeless inmates.  | Underway July 2008 through April 2010 |
| Provide services.   | Underway July 2008 through April 2010 |
| Provide case management.  | Underway July 2008 through April 2010 |
| Evaluate program effectiveness; due in 19th month of program per contract.  | November 2009                         |
| Pursue additional funding to continue program.  | January 2010                          |

# LOS ANGELES REGIONAL GANG VIOLENCE REDUCTION STRATEGY



*Command Accountability: Field Operations Region II*

**STRATEGY:**

This Los Angeles County Chief Executive Office initiative tasks the chief of Field Operations Region II with developing and implementing a holistic suppression strategy at four demonstration sites: Harbor-Gateway, Florence-Firestone/Newton, Monrovia-Arcadia-Duarte, and Pacoima. Resulting recommendations will be submitted to the Board of Supervisors for approval as part of a larger initiative designed to integrate prevention, intervention, reentry, and suppression strategies based on a multi-agency, multi-disciplinary approach.

**OBJECTIVE:**

Improve multi-agency coordination and collaboration leading to streamlined innovative strategy implementation due to increased collaboration, partnerships, strategically leveraged resources, and information sharing across multiple disciplines.

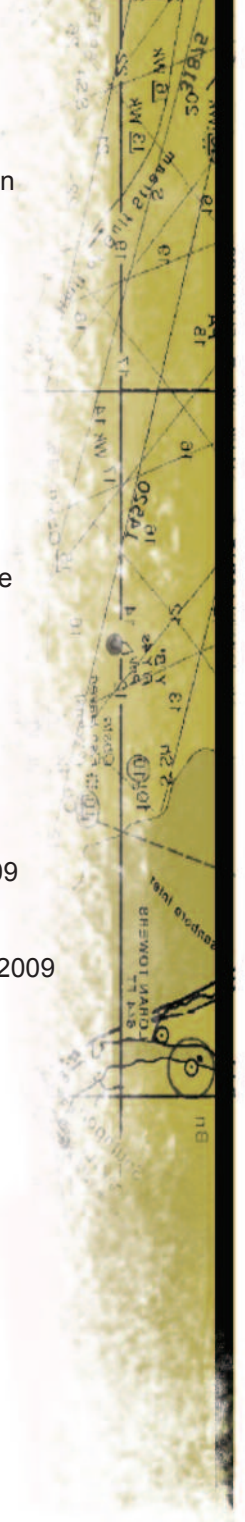
**BENEFITS:**

Innovative strategies designed to augment current best practice will be implemented Countywide based on successful results within each demonstration site. Anticipated benefits include further reduction in violent gang crime and gang recruitment.

IMPLEMENTATION / STATUS

TIMELINE

|   |                        |
|---|------------------------|
| Develop suppression strategies for the four demonstration sites in partnership with all justice community stakeholders. | Completed June 2009    |
| Suppression reports to be integrated into the larger comprehensive framework.   | Completed October 2009 |
| Comprehensive report submitted to LA Regional Gang Violence Executive Committee for review and approval.                | October 2009           |
| LA Gang Violence Reduction Strategy submitted to Board of Supervisors for approval.                                     | November 2009          |
| Subject to Board of Supervisors' approval, implement program.   | October 1, 2009        |
| Evaluate results.   | July 2010              |





# MERIT PROGRAM EXPANSION

*Command Accountability: Correctional Services Division*

## **STRATEGY:**

Provide in-custody programs, in and tailored to the needs of each jail facility, which directly address rehabilitation in identified specific offense areas with historically high recidivism rates such as substance abuse, domestic violence, individuals with low education levels, and parole violators, through intensive programming, collaboration with the courts and social service agencies, and partnerships with community support providers. Additionally, provide continued transitional support with station-based, step-down programs.

## **OBJECTIVE:**

Provides goal-oriented inmates the opportunity to rehabilitate themselves through a strict regimen of behavior modification and educational programs. Provides an avenue for change through personal accountability, increased awareness, and the knowledge of options and resources that are available to inmates upon release.

## **BENEFITS:**

The MERIT program actively and successfully reduces the cycle of violence and recidivism, fosters lawful behavior among inmates in custody as well as those exiting, and actively enhances quality of life for inmates, their families, and the people of Los Angeles County.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                           |
|---|---------------------------|
| Identify potential program locations in each facility.  | June 2009 – December 2009 |
| Evaluate program effectiveness and refine as necessary.                                       | June 2009 – June 2011     |
| Meet with facility command staff and program providers to develop facility-specific programs. | January 2010 – June 2011  |
| Commence MERIT program at each facility.  | January 2010 – June 2011  |



# NARCOTICS BUREAU STRIKE TEAMS

*Command Accountability: Detective Division*

## **STRATEGY:**

Expansion of Narcotics Bureau's responsibilities and role in the obliteration of targeted gangs within Los Angeles County. Reevaluate the effectiveness and impact of Narcotics Bureau's reconfiguration and utilization of its resources. Enhance enforcement efforts utilizing Operation Safe Streets Bureau personnel and resources. Establish liaison with the Crime Assessment Center (CAC) to optimize available information and maximize deployment strategies.

## **OBJECTIVE:**

To combat drug and gang violence by utilizing proven and effective interdiction methods. To focus its enforcement efforts on targeted gangs by utilizing a Narcotics Strike Team (NST) concept that will provide an immediate response for each of the three Field Operation Regions and other Detective Division bureaus. Strike teams are self-sufficient and mobile, capable of rapid deployment to targeted areas. Each respective team is comprised of one lieutenant, one sergeant, six Narcotics Bureau deputies, two Operation Safe Streets Bureau deputies, an available canine, and patrol support.

## **BENEFITS:**

Strike teams will provide a greater Countywide service and increase the number of gang members arrested. This approach has proven to be highly effective. Increased arrests and prosecutions enhance public safety and boost the economy of affected areas as they rebound and thrive again. Successful models of this program are the Gang and Narcotics Enforcement Team (GANET) and its predecessor, the Community Oriented Multi-agency Narcotics Enforcement Team (COMNET).

## IMPLEMENTATION / STATUS

Monitor effectiveness and efficiency through available data such as Part I Crimes and Crime Assessment Center reports.

## TIMELINE

January 2009 – January 2010





## PAROLE AND COMMUNITY TEAM (PACT)

*Command Accountability: Field Operations Region III*

### **STRATEGY:**

Expand the Department's participation in the California Department of Corrections and Rehabilitation's (CDCR) Parole and Community Team program (PACT).

### **OBJECTIVE:**

Utilize effective best practices to monitor and, if necessary, apprehend parole violators and parolees-at-large.

### **BENEFITS:**

Enhance community safety by closely monitoring the re-integration of the parolee population within our service areas. Effectively respond to active parole violators, including 290 PC registrants, active gang members, and other violent offenders who are suspected of re-offending and committing crimes or acts of violence in our communities.

### IMPLEMENTATION / STATUS

### TIMELINE

|   |               |
|---|---------------|
| Pilot LASD/PACT program implemented.                          | 2005          |
| FOR III / San Dimas Station PACT enhanced.                    | 2007          |
| Collaborate with CDCR for program enhancement implementation. | December 2009 |

# PAROLEE ASSISTANCE PROGRAM

*Command Accountability: Field Operations Region II*

**STRATEGY:**

Using the Parole LEADS data base, parolees new to the area will be identified within the first 30 days of their release. Deputies will conduct consensual contacts with each parolee and provide them with a tri-fold pamphlet which will contain a list of public services sponsored by the local community and the Department. Deputies making contact will generate a log entry and complete a Field Interview Report.

**OBJECTIVE:**

Provide parolees with an alternative to recidivism by supplying them with direction to intervention and prevention programs, employment resources, and self-help centers in their neighborhood. Services available to the parolee and his family will help them avoid behavior which may lead to a violation of parole.

**BENEFITS:**

Facilitate parolees' reintegration into society. Directing them to social services local to their home will discourage future criminal activity, strengthen family bonds, enhance domestic harmony and reduce crime. Families are kept intact, and the overall cost to the community to incarcerate re-offenders is reduced.

IMPLEMENTATION / STATUS

TIMELINE

|   |                      |
|---|----------------------|
| Organizational/Needs assessment.                | Completed April 2009 |
| Creation of unit orders and tracking methods.   | October 2009         |
| Production of resource handouts.                | October 2009         |
| Full implementation in Region II.               | November 2009        |
| Expand to Regions I and III and other agencies. | January 2010         |







# PERSONAL REFLECTION IN DEVELOPING ETHICS (PRIDE) PROGRAM

*Command Accountability: Field Operations Region III*

## **STRATEGY:**

Develop self-esteem and confidence in at-risk middle school youth. The newly created PRIDE program consists of a nine-week course that is designed to graphically demonstrate how good and bad life choices can impact the lives of the youthful participants. The goals of the program are accomplished through a mixture of learning experiences, lectures, demonstrations, and tours. The program also provides parenting classes and family counseling services to participants and their families. The program is a 503(c) tax-exempt entity funded by private donors and staffed by community volunteers.

## **OBJECTIVE:**

Identify the consequences of good and bad life choices, provide positive role models, and engage in positive social activities with at-risk youth. Coordinated by Pico Rivera Station, in conjunction with members of the local clergy and community volunteers, the program includes guest speakers and visits to a jail, local mortuary, various local businesses, and other activities designed to steer participants away from the lure of gangs and drugs. The program also includes parenting classes and family counseling services at no charge to participants and their families.

## **BENEFITS:**

The PRIDE program will promote safety in the community by reducing juvenile delinquency and associated crime. The PRIDE program fosters a closer partnership between the Department, local schools, and the community by working together to provide at-risk youth and their families with the skills and resources necessary to deter involvement in street gangs and drugs.

## IMPLEMENTATION / STATUS

Pilot program initiated.

Program received tax-exempt status.

Program provided with permanent campus at a local school.

Program being replicated at other Sheriff's Department jurisdictions.

## TIMELINE

Completed 2007

Completed March 2008

Completed March 2009

December 2009

# RAPID HIV TESTING FOR INMATES

*Command Accountability: Correctional Services Division*

**STRATEGY:**

Provide Rapid HIV Testing and sexually transmitted disease education to all inmates throughout the entire jail system.

**OBJECTIVE:**

Reduction of HIV transmission through education and early identification of a person’s HIV status with coordinated diagnosis, treatment, prevention, aftercare, and case management for HIV infected or at-risk inmates.

**BENEFITS:**

Increases awareness of sexually transmitted diseases and reduces infectious disease transmission in the jails. Increases the number of inmates participating in the program, improves transitional case management, and ensures an effective continuum of care for HIV-positive inmates. Rapid HIV Testing allows immediate HIV status reporting so caregivers can begin treatment and case management at the earliest possible time, reducing the potential negative health affects of the infection, associated deterioration of a person’s quality-of-life, and the increased costs necessitated by late discovery of HIV infection.

IMPLEMENTATION / STATUS

TIMELINE

|   |                                 |
|---|---------------------------------|
| Expand Rapid HIV Testing to each jail facility.                         | July 2009 – July 2010           |
| Intensive case management for newly diagnosed HIV positive individuals. | Started<br>July 2009            |
| Sexually transmitted disease education.                                 | Continues<br>through July 2010  |
| Enhance case management for identified HIV-positive individuals.        | Continuous<br>through July 2010 |





# SHARE TOLERANCE PROGRAM

*Command Accountability: Field Operations Region 1*

## **STRATEGY:**

SHARE Tolerance is a continuation of the 2007 Mobile Hate Crime Education Program which sought to conduct training and education classes for communities most affected by hate crimes through the use of a mobile presentation. The goal of constructing a mobile traveling theater and production of a video regarding tolerance was accomplished. The current strategy is to recruit/enlist high school students in presenting SHARE Tolerance to fellow students; expand the program into other areas of the Department (possibilities include VIDA, Custody Division, STAR, YAL, Department personnel, etc.); and develop partnerships with other agencies to present to wider audience.

## **OBJECTIVE:**

Continue to develop youth leadership regarding tolerance.

## **BENEFITS:**

Increase the pace at which we accomplish our goal of developing leadership about tolerance by enlisting youth in the effort to assist in presenting the program. We can spread the message more widely by expanding the range of audiences.

## IMPLEMENTATION / STATUS

## TIMELINE

|  |                          |
|--|--------------------------|
| Discuss program implementation with LAPD and LAUSD.  | Completed September 2009 |
| Implement program in L.A. Superior Court Teen Court. | Completed September 2009 |
| Implement program within VIDA–youth and parents.     | October 2009             |
| Begin use of student facilitators in presentations.  | December 2009            |
| Assess and pilot program in Custody Division.        | April 2010               |



# VANDALISM ENFORCEMENT TEAM – PICO RIVERA STATION

*Command Accountability: Field Operations Region III*

## **STRATEGY:**

Create a multi-agency team, consisting of one sergeant, four deputies, one dedicated deputy district attorney, and one probation officer, to focus on identifying and apprehending those who engage in tagger graffiti within the city of Pico Rivera and parts of the unincorporated First Supervisorial District.

## **OBJECTIVE:**

Arrest graffiti taggers, seek restitution, and abate acts of graffiti within the community. Investigators will utilize the commercial Graffiti Tracker Internet-based program, Probation Department authority, and various innovative techniques to investigate, apprehend, and prosecute taggers to the fullest extent of the law.

## **BENEFITS:**

Apprehending and prosecuting those responsible for creating graffiti will prevent similar property damage, enhance the visual appearance of neighborhoods, and promote the Department's Community Oriented Policing philosophy. A coordinated enforcement effort ensures full prosecution and deters recidivism.

## IMPLEMENTATION / STATUS

## TIMELINE

Pilot program initiated.

Completed January 2008

Program fully funded.

Completed July 2008

Program replicated and deployed in other Sheriff's Department jurisdictions including Century, East Los Angeles, and Temple Stations.

December 2009





# VITAL INTERVENTION AND DIRECTIONAL ALTERNATIVES (VIDA)

*Command Accountability: Field Operations Region 11*

**STRATEGY:**

Provide intervention, alternatives, and role models for at-risk youth. Provide ongoing counseling service for VIDA families and maintain tracking of graduates.

**OBJECTIVE:**

Develop and implement a comprehensive program for at-risk youth and juvenile gang members to eliminate negative behavior. Partner with private entities to ensure continued service to the community.

**BENEFITS:**

Provides motivation, career guidance, health education, counseling, mentors, and gang intervention. Encourages goal setting and physical fitness. Discourages criminal behavior. Creates community-based and interagency partnerships. Affirms Core Values and inspires public trust. Creates partnership with the community, and utilization of Schiff-Cardenas Bill funds ensures this service will continue despite county budget cuts.

| <u>IMPLEMENTATION / STATUS</u>  | <u>TIMELINE</u>         |
|---|-------------------------|
| The VIDA program is ongoing at three locations: Century, Palmdale, and Santa Clarita Valley Stations.   | Completed April 2006    |
| Two additional sites for the VIDA program will open at Lennox and Lancaster Stations.   | Completed August 2007   |
| VIDA program partnered with Palmdale School District, Sequoia Charter School in Santa Clarita Valley and the Sheriff's Youth Foundation.          | Completed August 2007   |
| VIDA program partnered with the Los Angeles Unified School District and opened a site at Fremont High School.                                     | Completed February 2008 |
| Partnering with the Bellflower School District, a new VIDA site has been opened at Lakewood Station for total of eight VIDA sites.                | Completed August 2009   |
| Formation of additional partnerships with other school districts in and around Los Angeles County as additional funding sources become available. | February 2011           |







# TECHNOLOGY AND INFORMATION SYSTEMS

*Innovations Supporting Public Safety and Service*



# Technology and Information Systems

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# AUTOMATED EMPLOYEE SCHEDULING SYSTEM (AESS)

*Command Accountability: Administrative Services Division*

## **STRATEGY:**

Adopt a two-phase approach with installations for Sheriff, Fire, and Probation Departments. Phase I will include two installed sites for each respective department. Phase II, full implementation, will proceed only upon the contractor's ability to achieve Departmental acceptance and only upon approval of additional funding by the Board of Supervisors. This strategy replaces the Real Time Scheduling System program.

## **OBJECTIVE:**

Provide Web-enabled, automated scheduling for the Department's scheduling staff. The scheduling system will interface with the new County timekeeping application.

## **BENEFITS:**

Reduces man-hours, paperwork, and errors for schedulers. Streamlines scheduling functions to allow rapid response by schedulers to fill critical vacant posts. Allows automatic creation of emergency staffing rosters. Utilizes telephony function for automatic outbound calling to employees whose schedules have been changed or for mass emergency deployment. Allows employees to access their schedules and bid for overtime (among other features) using a Web browser or telephone (interactive voice response system).

## IMPLEMENTATION / STATUS

## TIMELINE

|  |                     |
|--|---------------------|
| Proposal evaluation and vendor selection.                      | Completed July 2009 |
| Contract negotiations.   | July-October 2009   |
| Place on Board of Supervisors' agenda to effect the agreement. | December 2009       |



# CIVIL MANAGEMENT BUREAU AND REPLACEMENT OF THE MODIFIED AUTOMATED PROCESS ACCOUNTING SYSTEM

*Command Accountability: Court Services Division*

## **STRATEGY:**

Create a Civil Management Bureau within Court Services Division. Replace the Modified Automated Process and Accounting System (MAPAS), an archaic accounting system.

## **OBJECTIVE:**

Provide a unified command, more uniform practices in handling civil process, and greater accountability. MAPAS II, a graphical and browser-based software, will provide navigation and better workflow within the bureau.

## **BENEFITS:**

Increases the efficiency of our civil process services and enhances the Department's ability to market these services to increase our revenue generating capability and opportunities. The software streamlines the movement of process to the field for service and requires fewer staff and less training. This enables Internet-based solutions and e-commerce capabilities which will enhance the bureau's ability to maximize revenue.

## IMPLEMENTATION / STATUS

The Civil Management Unit assumed all bureau-level responsibilities including budget and supplies; however, a lieutenant is the designated unit commander.

Review and evaluate the capabilities of numerous automated systems.

RFP in progress.

Bid process.

Implementation of system, ongoing review.

Completion of system.

## TIMELINE

Completed January 2005

Completed June 2006

January 2009

February 2010

June 2010

June 2011





# COMMAND AND CONTROL ACCOUNTABILITY

*Command Accountability: Office of Homeland Security*

## **STRATEGY:**

Coordinate Departmental response to critical incidents.

## **OBJECTIVE:**

Modernize command and control capabilities to effectively manage personnel and resources countywide.

## **BENEFITS:**

Provides situational awareness to the incident commander and the Department Operations Center's chief; automates a resource tracking system and improves after-action financial recovery efforts.

## IMPLEMENTATION / STATUS

## TIMELINE

Two new state-of-the-art command posts were designed and have been delivered. These command posts tie into our Department Operations Center and provide tactical real-time asset management and information.

Completed July 2007

Two of the four Los Angeles Regional Common Operational Picture Program (LARCOPP) vehicles have been delivered. These vehicles allow incident commanders to view tactical information in real time and transmit that information directly to the Department Operations Center.

Completed July 2008

A new state-of-the-art command post was designed, ordered, and received in February 2007. The AntaresX installation remains to tie into the current command post fleet and our Department Operations Center.

December 2009

# CONSOLIDATED FIRE, SHERIFF, AND OFFICE OF PUBLIC SAFETY COMMUNICATIONS SYSTEM (CFSCS)

*Command Accountability: Technical Services Division*

**STRATEGY:**

Assess existing capabilities and develop useful upgrades for the Sheriff's and Fire Departments and Office of Public Safety with the potential for a regional system.

**OBJECTIVE:**

Implement a consolidated, Countywide, phased replacement wireless communications system including voice/mobile data and computer-aided dispatch (CAD).

**BENEFITS:**

Enhances the level of communication and performance for all three agencies.

| <u>IMPLEMENTATION / STATUS</u> | <u>TIMELINE</u> |
|--------------------------------|-----------------|
|--------------------------------|-----------------|

|   |                |
|---|----------------|
| A Regional Interoperability Steering Committee (RISC) was created to jointly fund a 2005 feasibility study for all public safety agencies in Los Angeles County. Interoperability between public safety agencies will be achieved with the creation of a shared, regional, single-platform voice and data radio system (RISC Vision). | Completed 2005 |
|---|----------------|

|   |                |
|---|----------------|
| Due to a severe budget crisis within the Los Angeles County government, Phase II 2006 for the CFSCS, the RFP development, was not started until early 2006. | Completed 2006 |
|---|----------------|

|  |                     |
|--|---------------------|
| RISC is renamed the Los Angeles Regional Interoperability Communications System (LA-RICS). | Completed 2006-2007 |
|--|---------------------|

|   |                |
|---|----------------|
| Phase II of CFSCS (RFP development and vendor selection process). | Completed 2007 |
|---|----------------|

|  |                |
|--|----------------|
| The Sheriff's Department is awarded a \$2.5 million federal grant to develop the RFP for the regional RISC Vision. | Completed 2007 |
|--|----------------|

|  |                |
|--|----------------|
| Funding identified for Phase III of CFSCS (systems implementation and training). | Completed 2008 |
|--|----------------|

|  |               |
|--|---------------|
| CFSCS was absorbed into LA-RICS and is now working with multiple first responder agencies within federal, state, and local governments with the purpose of building a regional communication system. RFP and bid processes are being developed with award of contract estimated to be one year away. | December 2010 |
|--|---------------|







# CORRECTIONAL INNOVATIVE TECHNOLOGY UNIT

*Command Accountability: Correctional Services Division*

## **STRATEGY:**

Identify, evaluate, develop, purchase, and implement technologies to enhance the business processes of Correctional Services and Custody Operations Divisions.

## **OBJECTIVE:**

Implement seven projects over the next three years: Phase II of the Jail Information Management System (JIMS) which includes a replacement strategy for the Automated Jail Information System (AJIS); enhance tracking of inmates' security and participation in jail housing activities through the Title 15 Automation Enhancement Project; actively track inmate movement through Sheriff's Data Network (SDN) Access Points (APs); teleconferencing inmate visiting; automate personnel scheduling; create an automated workflow process of all custody incident reporting/real-time presentation of management dashboards; and provide digital signage for inmate information.

## **BENEFITS:**

Provides enhanced officer and inmate safety, higher levels of risk management, paperless documentation, and unlimited archival ability. Improves efficiency and enhances our ability to manage the inmate population without the added costs of additional personnel. Automates personnel scheduling and assists in a paperless time and attendance process. Provides coordinated technology implementation and eliminates duplication.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                               |
|---|-------------------------------|
| Custody Accountability and Reporting Tracking System (CARTS). | February 2009 – March 2009    |
| Inmate Information Digital Signage.                           | Completed March 2009          |
| Video visiting.   | September 2009 – October 2010 |
| JIMS Phase II, Stage 1.                                       | October 2009 – March 2012     |
| Title 15 Enhancements (included in JIMS Phase II, Stage 1).   | October 2009 – March 2011     |
| Active Inmate Tracking Pilot with SDN APs.                    | January 2010 – November 2010  |
| Automate Employee Scheduling Pilot.                           | January 2010 – March 2010     |

# DATA CENTERS

*Command Accountability: Technical Services Division*

**STRATEGY:**

Maintain critical law enforcement data and systems in a data center complex designed to protect the data and systems from loss, ensure they are continuously available to all people who rely on them, and permit the addition of new systems as dependence and use of information technology grows throughout the criminal justice community.

**OBJECTIVE:**

Provide redundant data centers capable of supporting law enforcement needs, including providing information to field units, administrative personnel, and other criminal justice agencies. Ensure the centers remain capable of providing services to multiple agencies as data sharing and data analysis across multiple agencies grows.

**BENEFITS:**

Provides a secure, robust, and highly available data center complex for critical data storage and systems. The complex should include geographically separated data centers with failover systems in place to permit the law enforcement community to have constant access to critical data – such as crime information, shared intelligence information, and public safety information – despite any short or long-term disaster.

IMPLEMENTATION / STATUS

TIMELINE

|   |               |
|---|---------------|
| A plan has been implemented to complete a major power upgrade in the Norwalk Data Center. This data center has reached the maximum capacity of its power infrastructure.  | March 2010    |
| Identify potential out-of-state data disaster recovery site capable of operating critical systems in the event a disaster impacts all local data centers.   | June 2010     |
| A plan has been proposed to move all systems from the Monterey Park (SHQ) Data Center. This data center was subjected to a raw sewage spill and is physically insufficient for a data center. This plan is pending approval and funding.  | March 2011    |
| A plan has been proposed to have virtual systems within the data centers, allowing multiple servers to be utilized in a shared environment to improve failover levels, decrease space and power use, and reduce the overall number of servers needed for each application. Once funded, conversion will require two years to implement. | December 2011 |





# DIGITAL SIGNAGE AND VIDEO CONFERENCING

*Command Accountability: Administrative Services Division*

## **STRATEGY:**

Implement digital signage and video conferencing throughout the Department to increase communication, productivity, and efficiency. The system allows the Department to centralize the management of text, visual and audio content to keep personnel connected to their local facility and the Department's central command.

## **OBJECTIVE:**

Utilize state-of-the-art technology to more effectively deliver Department information to, and communicate with, employees throughout the County.

## **BENEFITS:**

Department members stay connected to the Department through both centralized and decentralized management of text, video, and audio communications.

## IMPLEMENTATION / STATUS

## TIMELINE

Analysis of hardware and software solution.

Completed November 2007

Equipment purchase.

Completed July 2008

Installation.

December 2009

Training.

January 2010



# ENTERPRISE ASSET MANAGEMENT PROGRAM (MAXIMO)

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Automate Facilities Services Bureau through the implementation of the MAXIMO program, an 18m. web-based program that is recognized as the global standard for facility maintenance, repair and material expenditure tracking and accountability.

**OBJECTIVE:**

Integrate procurement, labor, vendor services, and inventory management into one Web-based system, increasing accountability and efficiency.

**BENEFITS:**

Enhances the Department's ability to efficiently manage and maintain its physical infrastructure, leased space, inventory, and employee time.

IMPLEMENTATION / STATUS

TIMELINE

Initial implementation.

Completed  
December 2007

Wireless access configured for MAXIMO.

December 2009

Configuration and implementation of inventory component.

September 2009

Integrate timekeeping functionality with the new County timekeeping application.

2011





# GANG AUTOMATED REGISTRATION DATABASE SYSTEM (GARDS)

*Command Accountability: Field Operations Region 11*

## **STRATEGY:**

Enhance law enforcement's ability to enforce the Gang Violence and Juvenile Crime Prevention Act, Proposition 21, which was approved on March 8, 2000. This law created the ability for courts to order gang members to register with law enforcement agencies similar to that required of sexual predators and narcotics offenders.

## **OBJECTIVE:**

Create and implement the Gang Automated Registration Database System (GARDS) to begin the first automated gang registration database for court ordered offenders in the State of California. GARDS will be a module within the existing CalGang intelligence database system and will also work in conjunction with the Los Angeles County Conditions of Probation System (COPS).

## **BENEFITS:**

An automated gang registration database will allow law enforcement agencies in Los Angeles County to enforce Penal Code section 186.30. Registrants who fail to comply with the registration process will be subject to arrest under this law. It will additionally provide gang investigators the opportunity to complete thorough identification of gang members during the registration process and help track the movement of gang members throughout the state.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                |
|---|----------------|
| Funding for software development has been identified.   | August 2009    |
| County Counsel reviews and modifies as needed the contract agreement with the software company and the California Gang Node Advisory Committee (CalGang). | October 2009   |
| System in service.  | March 2010     |
| Evaluate results.   | September 2010 |

# IN-CAR VIDEO PROJECT

*Command Accountability: Field Operations Region III*

**STRATEGY:**

Provide video and audio records of deputy contacts with members of the public.

**OBJECTIVE:**

Demonstrate the Department's commitment to enhance officer safety and risk management by monitoring and managing patrol activities.

**BENEFITS:**

Provides evidence in court and a training tool to protect the integrity of the Department and deputies. Assists the Department during investigations of complaints and provides documentation for use in defending the Department during litigation involving personnel performing their lawful duties.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Project pilot program revisited in FOR III.

Completed 2005

Implementation strategy developed and pilot program for the City of La Mirada.

Completed 2005-2006

Numerous contract cities express interest in the program.

Completed 2006-2007

Three vendors were identified and pilot project completed. Project review and recommendations are in the process of being completed for final review by Communications and Fleet Management Bureau.

December 2009







# INMATE VISITING RESERVATION SYSTEM

*Command Accountability: Custody Operations Division*

## **STRATEGY:**

Improve the existing inmate visiting system.

## **OBJECTIVE:**

Implement an inmate visit reservation system for scheduling and tracking personal and professional visits available to inmates housed within the Custody Division.

## **BENEFITS:**

The current inmate visiting system is “first-come, first-served,” and can be a time intensive process that often has visitors waiting at the facility for hours. This results in people needing to eat, use restrooms, children running around the facility and large amounts of trash. The current system also requires that visitors be present at the jail to find out if the inmates are available for a visit. The new system would be more efficient by permitting visitors to schedule exact times to visit, based on an inmate’s availability. A reservation system would provide a safer environment for visitors, keep the external jail environment cleaner, and allow us to better screen visitors enhancing security in the jail.

## IMPLEMENTATION / STATUS

## TIMELINE

Project research started.

April 2008

Scheduled for invitation for bid.

Summer 2009

Continue implementation process.

July 2010

# INNOVATIVE ELECTRONIC SERVICES FOR INMATES

*Command Accountability: Correctional Services Division*

## STRATEGY:

The Bureau of Offender Programs and Services, Inmate Services Unit will explore, evaluate, and implement measures which expand educational opportunities and improve communication between inmates and their families. These implementations will also supply additional revenue streams, which will help offset the new technology enhancements. The addition of technology includes the use of MP3 players, electronic mail, and video on demand. Electronic games, video visitation, touch-screen computer kiosks, audio books, digital educational podcasts, e-learning materials, etc., are also being considered.

## OBJECTIVE:

Create a harmonious working environment that recognizes the humanity of our incarcerated population by allowing them more direct control over part of the conditions of their confinement.

## BENEFITS:

Allows inmates to experience limited control of a portion of their environment will create a calming effect which, in turn, creates a safer environment for both inmates and staff alike. Rental fees for MP3 players, game consoles, etc., also offer a possible source of revenue for the Inmate Welfare Fund, which is used to fund various programs which benefit inmates.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                       |
|---|-----------------------|
| Select various technologies and lifestyle items for potential introduction to inmate use. | July 2009 – July 2012 |
| Evaluate potential improvements for positive impact and security concerns.                | July 2009 – July 2012 |
| Create policy for use of approved items inside custody facilities.                        | July 2009 – July 2012 |
| Implement improvements.   | July 2009 – July 2012 |





# JUSTICE SYSTEM COLLABORATION AND INMATE POPULATION MANAGEMENT

*Command Accountability: Correctional Services Division*

## **STRATEGY:**

Develop a variety of inmate management practices which focus on inmate status within the larger context of the criminal justice system. To work with our partners, the court, the District Attorney, the Public Defender, Probation Department, and State Parole, to identify practices or patterns having a significant impact upon the jail population.

## **OBJECTIVE:**

Process inmates into and out of the jail system more efficiently.

## **BENEFITS:**

Minimize jail overcrowding.

## **IMPLEMENTATION / STATUS**

## **TIMELINE**

Track inmates through the justice system who significantly impact our population. For example, inmates with open charges for more than a year, inmates convicted but not sentenced, and inmates with future court dates more than 90 days in the future.

August 2009

For the sentenced population, system tools will calculate the jail bed space required to keep sentenced inmates for 100 percent of their time, track inmates sentenced to county jail for more than one year, and those sentenced as felons to the county jail.

September 2009

Budget tools will be developed to calculate costs of housing inmates in each facility, module, pod, or dorm based upon minimum staffing needs. Such tools can track long-term inmates housed in manpower-intensive cells due to security risks or medical needs.

October 2009

Court and California Department of Corrections and Rehabilitation data will be used to track inmates within our system, particularly those with parole holds, but no open charges, parole hearings and the length of time inmates are spending in our custody, and the number of state prisoners awaiting transfer to prison.

January 2010

Superior Court data will be integrated with AJIS to track detained defendants through the court process from arraignment to conviction. By tracking the number of days and continuances between milestones such as arraignment, preliminary hearing, trial, and sentencing, we can identify choke points involving specific inmates or groups of inmates.

January 2011



# JUVENILE ASSESSMENT AND CASE MANAGEMENT PROGRAM (NORTHPOINTE - COMPAS YOUTH)

*Command Accountability: Field Operations Region 11*

## **STRATEGY:**

Enhance the Department's ability to conduct a comprehensive risk assessment of youth and develop an appropriate case management plan to address needs and access community-based services.

## **OBJECTIVE:**

Implementation of a three-year pilot project to test the feasibility of the Web-based Compas Youth assessment program developed by Northpointe that has an imbedded, in-depth risk factor and needs assessment tool which assists the user in assessing and identifying the needs of at risk youth. The system allows for information sharing, tracking, and case management among service providers, such as other public agencies and community-based organizations. VIDA deputies will use the program to assess, manage, and track over 700 juveniles who participate in their program each year.

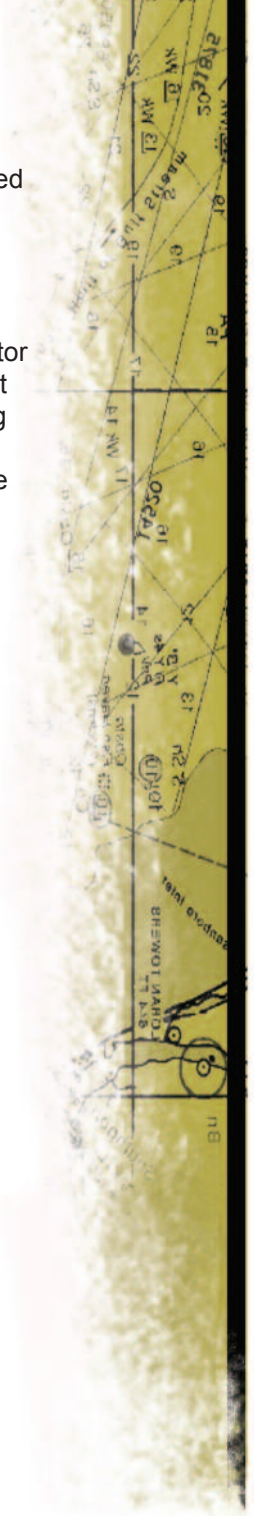
## **BENEFITS:**

The Web-based computer program allows the user to conduct a comprehensive assessment of a juvenile's needs and store this information. The system can be accessed through any computer linked to the Internet allowing two-way information sharing between the Sheriff's Department and community-based organizations.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                |
|---|----------------|
| Funding for the projects identified.  | January 2009   |
| Data Systems Bureau reviewed and approved the purchase of software licensing.   | February 2009. |
| Purchase of the software licensing agreement was initiated.   | April 2009     |
| Training of VIDA staff was completed.   | June 2009      |
| Initial implementation of the program has begun while customization will continue throughout the first year of its use. | September 2010 |
| Evaluate results and expand program.  | October 2010   |





# LOS ANGELES REGIONAL COMMON OPERATIONAL PICTURE PROGRAM (LARCOPP)

*Command Accountability: Office of Homeland Security*

## **STRATEGY:**

Develop and deploy technology to provide situational awareness for overall incident management through a common operating picture on a tactical and strategic level to first responders and emergency managers within Los Angeles County.

## **OBJECTIVE:**

Acquire equipment and technology to support a common operational picture through the securing of grant funding.

## **BENEFITS:**

Public safety agencies in the operational area will have real-time status of events to more effectively manage resources.

| <u>IMPLEMENTATION / STATUS</u> | <u>TIMELINE</u> |
|--------------------------------|-----------------|
|--------------------------------|-----------------|

|  |         |
|--|---------|
| Grant funds partially secured and the technology acquired to meet the objective. | Ongoing |
|--|---------|

|  |              |
|--|--------------|
| LARCOPP capabilities were added to the Department Operations Center. | October 2009 |
|--|--------------|

|   |               |
|---|---------------|
| LARCOPP capabilities added to the Joint Regional Informational Center (JRIC). | December 2009 |
|---|---------------|

# LOS ANGELES REGIONAL CRIME INFORMATION SYSTEM (LARCIS) FIELD PAPERLESS DATA COLLECTION

*Command Accountability: Technical Services Division*

**STRATEGY:**

Provide true paperless reporting in furtherance of the concept of patrol station automation.

**OBJECTIVE:**

Create a user environment in LARCIS that provides for direct data entry (automated report writing) at the author level.

**BENEFITS:**

Ensures the production, handling, data entry, and imaging of paper documents is dramatically reduced, if not completely eliminated. The addition of word and “fuzzy logic” searches of narratives allows the retrieval of reports containing similar information for investigative or crime analysis purposes.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Procure a law enforcement records management system through the request-for-proposal (RFP) process.

June 2010

Implement new commercial records management system that will replace LARCIS.

June 2013

Move LARCIS from the production mode to archive mode.

December 2013







# LOS ANGELES REGIONAL TERRORISM INFORMATION AND INTEGRATION SYSTEM (RTIIS)

*Command Accountability: Technical Services Division*

**STRATEGY:**

Develop a Countywide information repository for the sharing of crime-related data by all County law enforcement agencies.

**OBJECTIVE:**

Facilitate solving cases by having data from all agencies available online through a single database because crimes are often related across time and jurisdictional boundaries.

**BENEFITS:**

Identifies potential suspects, projects potential future incidents, and enhances the ability to solve criminal cases across jurisdictional boundaries.

| <u>IMPLEMENTATION / STATUS</u>   | <u>TIMELINE</u> |
|--|-----------------|
| Implementation of commercial software, including loading data from the law enforcement agencies and training them on system use. | Ongoing         |
| Three-year maintenance agreement in place.   | December 2009   |

# MEN'S CENTRAL JAIL SECURITY UPGRADE

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Increase closed circuit television (CCTV) monitoring of jail inmates.

**OBJECTIVE:**

Install CCTV system(s) throughout Men's Central Jail.

**BENEFITS:**

Enhance inmate and staff safety and security. Reduce criminal acts in the jail and enhance evidence collection for subsequent court proceedings.

IMPLEMENTATION / STATUS

TIMELINE

Project on hold awaiting the outcome and implementation of the Jail Master Plan.

To be determined





# PROPERTY, EVIDENCE, AND LAB INFORMATION MANAGEMENT SYSTEM (PRELIMS) PHASE I

*Command Accountability: Administrative Services Division  
with Technical Services Division*

## **STRATEGY:**

Install and maintain a comprehensive property, evidence and lab information management system utilizing a Web-delivered application.

## **OBJECTIVE:**

To replace the Department's three legacy evidence tracking systems with a single system to support the Department's evidence, property, and laboratory operations.

## **BENEFITS:**

PRELIMS will provide a state-of-the-art, scalable, secure system that will capture chain-of-custody records and data security requirements for evidence operations in addition to supporting the specialized and technical needs of the Department's crime labs. The system will reduce and eliminate redundant data entry, provide the ability to access information quickly and easily, reduce the need for manual reports and ledgers, and grant access to laboratory examination results electronically thereby reducing telephone laboratory inquiries and increasing efficiency.

## IMPLEMENTATION / STATUS

## TIMELINE

|                                       |                          |
|---------------------------------------|--------------------------|
| Request for Proposal.                 | Completed September 2007 |
| Vendor selected and contract awarded. | Completed April 2008     |
| Project development/configuration.    | In progress              |
| Full implementation.                  | July 2010                |



# PROPERTY, EVIDENCE, AND LAB INFORMATION MANAGEMENT SYSTEM (PRELIMS) PHASE II

*Command Accountability: Administrative Services Division with Technical Services Division*

## **STRATEGY:**

Replace the Department's various and disparate legacy systems with a state-of-the-art Web-based system.

## **OBJECTIVE:**

Provide an enterprise solution for the Department's evidence and laboratory operations.

## **BENEFITS:**

A secure Web-based database provides real-time, role-based access to evidence information including laboratory analytical reports.

## IMPLEMENTATION / STATUS

## TIMELINE

|                            |                     |
|----------------------------|---------------------|
| Project start.             | Completed May 2008  |
| Functional requirements.   | Completed June 2008 |
| Development environment.   | Completed July 2008 |
| Implementation assessment. | Completed June 2009 |
| Integrated system testing. | March 2010          |
| Production cut-over.       | February 2011       |





# TRIAL COURT FUNDING – CONTRACT COMPLIANCE

*Command Accountability: Court Services Division*

**STRATEGY:**

Provide a sufficient level of service to appropriately meet the requirements of the Trial Court Funding Contract.

**OBJECTIVE:**

Ensure the courts operate as efficiently as possible by utilizing the “best practices” principle, while continuously monitoring personnel deployment and overtime usage.

**BENEFITS:**

Fulfills the Trial Court Funding Contract within the agreed upon variation of 2.5 percent. Court Services Division will successfully complete the terms of the contract.

| <u>IMPLEMENTATION / STATUS</u>  | <u>TIMELINE</u>           |
|---|---------------------------|
| Trial Court Funding (TCF) Committee met and established common policies, standards and practices in addressing personnel issues.  | Completed<br>October 2004 |
| Developed and tested an internal audit mechanism resulting in a complete gauge of contract fulfillment levels.  | Completed<br>January 2005 |
| TCF Task Force was formed to analyze, review, and make recommendations to convert the Paradox tracking system to an Oracle database to automate reports and validate data entry.  | Completed<br>March 2006   |
| After evaluation/Analysis Phase of current TCF Tracking System and future system needs, the cost analysis was submitted and approved for new TCF Tracking System.   | Completed<br>March 2007   |
| Start of Design Phase for new TCF System.   | Completed<br>April 2007   |
| TCF tracking system revealed 100 percent contract compliance for Fiscal Year 2007-08.   | Completed<br>July 2008    |
| Conferred with Oracle Consulting in June 2009. The cost of work estimate and maintenance contract has not yet been received. Specifications for all forms and reports have been written. An assessment of the projected software is continuing. | July 2010                 |









# INTERNAL OPERATIONS EFFICIENCY/EFFECTIVENESS

*Never Settling for "Good Enough"*



# *Internal Operations Efficiency/Effectiveness*

|  |    |
|--|----|
| Audit by the Countywide Criminal Justice Coordinating Committee (CCJCC) and the Vera Institute ..... | 60 |
| Bureau of Offender Programs and Services Efficiency Integration ..                                   | 61 |
| Centralized Testing for Deputy Sheriff Coveted Positions .....                                       | 62 |
| Core Knowledge Assessment Program .....  | 63 |
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| Education Based Discipline .....   | 66 |
| Education Based Promotions .....   | 67 |
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| Expanded Polystyrene (EPS) Collection and Recycling Services Program .....                           | 69 |
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# CENTRALIZED TESTING FOR DEPUTY SHERIFF COVETED POSITIONS

*Command Accountability: Executive Offices/  
Office of the Undersheriff*

## **STRATEGY:**

Administer centralized coveted testing processes in a manner that satisfies the Department's needs and fulfills requirements imposed by the federal court. Testing for coveted positions will be centralized and conducted Department-wide under the supervision of the Coveted Testing Unit (CTU) within the Bureau of Labor Relations and Compliance.

## **OBJECTIVE:**

Organize, implement, and administer the Department's validated testing selection processes for deputy sheriff coveted positions. Test components for each process will include structured interviews, competency demonstration exercises, and a written knowledge test.

## **BENEFITS:**

Ensures valid and job-related selection processes to fulfill the final requirement of a federal court order. Appointment to coveted positions will be objective and made in rank order based on the candidate's performance within the testing process.

## IMPLEMENTATION / STATUS

## TIMELINE

|  |                             |
|--|-----------------------------|
| Master field training officer selection process was conducted and appointments were made utilizing centralized testing components. | Completed<br>January 2009   |
| Minimum qualifications established for each coveted position and implemented during coveted testing.                               | Completed<br>September 2009 |
| Job family test components validated and ready for implementation.   | October 2009                |
| CTU testing center at STARS Center to be utilized for all coveted tests.   | December 2009               |
| All coveted testing centralized and conducted under the supervision of the CTU.  | January 2010                |

# CORE KNOWLEDGE ASSESSMENT PROGRAM (CKAP)

## *Command Accountability: Field Operations Region 1*

### **STRATEGY:**

Reinforce law enforcement knowledge and promote leadership through in-service training briefings with an assessment aspect to identify areas for mentorship.

### **OBJECTIVE:**

Shift supervisors will conduct weekly briefings designed to facilitate discussion on a wide range of topics relative to case law, officer safety, policy and procedures as well as developing leadership. A component of the briefings includes a self-administered test on the material to determine comprehension and retention of the subject matter. Supervisors will avail themselves to subordinates who exhibit deficiencies in specific areas as well as for those requesting mentoring. A semiannual cumulative test will be conducted to determine the long-term retention of the subject matter and benefit of the program.

### **BENEFITS:**

Increases the quality of law enforcement services in the unincorporated and contract city areas by helping deputies make higher quality arrests in a manner which is safer and complies with federal and state law as well as Department policy. Personnel will develop leadership qualities that will assist them in making everyday decisions while performing their duties.

### IMPLEMENTATION / STATUS

### TIMELINE

CKAP is a continuing program with weekly briefings.

Implemented  
November 2005

First assessment.

January 2010

Analysis of assessment results, redirection of program topics, and creation of new briefings.

March 2010

Second assessment.

July 2010







# COURTESY AWARD PROGRAM

*Command Accountability: Field Operations Region I*

## **STRATEGY:**

To recognize all personnel within Field Operations Region I for acts of courtesy in trying circumstances, within and outside the Department. Personnel will be nominated by supervisors, peers, and co-workers. Recipients of the award will receive a scroll from the division chief along with a Field Operations Region I lapel pin signifying their award.

## **OBJECTIVE:**

To promote service excellence by recognizing personnel for acts of courtesy toward the public and within the workplace.

## **BENEFITS:**

Helps provide excellent service to the public while maintaining a productive and professional work environment. The Courtesy Award Program will recognize those employees who strive to achieve this level of excellence.

## IMPLEMENTATION / STATUS

## TIMELINE

Advised unit commanders of guidelines regarding the Courtesy Award Program and solicited award nominations from Region personnel.

Implemented  
October 2009

Review nominations and issue Courtesy Award scrolls and lapel pin.

Through  
December 2010

Evaluate program results.

July 2010

# CUSTODY DIVISION EMPLOYEE IDENTIFICATION CARDS

*Command Accountability: Custody Operations Division*

**STRATEGY:**

Replace facility specific employee identification cards with a division-wide employee identification card.

**OBJECTIVE:**

Design and implement a division-wide employee identification card to improve employee ingress and egress at each jail facility.

**BENEFITS:**

Eliminates delays while entering and exiting the secure areas of the jails. It additionally enhances public safety as the new identification cards provide a large photograph of the employee that is easier to see from a distance.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Concept and design phase.

Mid - 2008

Full implementation.

November 2009





## EDUCATION BASED DISCIPLINE (EBD)

*Command Accountability: Leadership and Training Division*

### **STRATEGY:**

Provide educational alternatives to the standard suspension disciplinary actions.

### **OBJECTIVE:**

Create a menu of classes in which an employee can elect to participate instead of receiving days off for founded disciplinary matters. The unit commander will develop the Education Based Discipline plan consisting of classroom subjects and individual study programs focused on the behavior that led to the disciplinary event.

### **BENEFITS:**

The employee receives education designed to bring about lasting behavioral change and is not subjected to money being taken from his/her paycheck thus adversely affecting the family budget. The Department gets an educated employee that is not focused on the negatives of the discipline process and can work toward lasting change.

### IMPLEMENTATION / STATUS

### TIMELINE

|  |  |
|--|--|
| Assembled EBD study team.  | Completed January 2008                 |
| Study the issues and research solutions.   | Completed<br>February – August 2008    |
| Create LIFE class and develop EBD process.   | Completed<br>September – November 2008 |
| Finalize curriculum, EBD menu of classes, present to unions, Department executives, and other public entities.   | Completed<br>November – December 2008  |
| Select lieutenants to teach LIFE class.<br>Select EBD staff, train LIFE facilitators, final informational briefings, and implement pilot LIFE classes. | Completed<br>January – April 2009      |
| Launch EBD as a major component of the LASD disciplinary process.  | Completed May 2009                     |
| Evaluate results.  | July 2010                              |



# EDUCATION-BASED PROMOTIONS

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Implement education-based minimum promotion requirements for sworn classes of sergeant, lieutenant, and captain.

**OBJECTIVE:**

To increase the professionalism of sworn supervisory staff by establishing minimum educational requirements for promotion to supervisory and managerial positions.

**BENEFITS:**

Ensure that the people of Los Angeles County receive professional and effective law enforcement services.

IMPLEMENTATION / STATUS

TIMELINE

Review of project feasibility.

In process.

Convene with subject matter experts (SME) to discuss educational requirements.

Ongoing

Sergeant SME process.

Completed August 2009

Lieutenant SME meetings.

November 2009

Captain SME meetings

January 2010





# ELECTRONIC COMMUNICATIONS GROUP

*Command Accountability: Executive Offices/  
Office of the Undersheriff*

## **STRATEGY:**

Consolidate various electronic communications functions within Sheriff's Headquarters Bureau to more effectively and efficiently leverage electronic media for both internal and external communications.

## **OBJECTIVE:**

Establish the Electronic Communications Group by consolidating and coordinating existing disparate work units within Sheriff's Headquarters Bureau (SHB). Assign responsibility for SHB's electronic, computer, digital signage, and Web-based projects to the Electronic Communications Group.

## **BENEFITS:**

Improved internal communications among Department members as well as externally with the public we serve. Create potential for archival storage of significant information. Engage members of the public as partners in the fight against crime.

## IMPLEMENTATION / STATUS

## TIMELINE

Implement the SHB News Clipping program to provide the Department with daily, electronic access to newspaper and TV news stories related to Department business in conjunction with the CEO News program that provides daily newspaper and TV news stories related to Los Angeles County business.

Completed  
June 2009

Provide internal Intranet access to the SHB newspaper clippings and television news clips compilations.

Completed  
August 2009

Implement the CrimeStoppers section of the Department's Internet site so people can provide anonymous crime and suspect information to the Department through electronic media.

Completed  
September 2009

Complete the LASD2 update of the Sheriff's Department's Internet site. Include newsroom, public notification of the updates and social Web sites, such as Facebook.

February 2010

Create an on-site television studio, with a green screen for use with graphics, to create daily or semi-weekly broadcasts for use in Departmental and appropriate external electronic media.

September 2010

Upgrade the Media Room including installation of two large-screen overhead monitors for providing relevant information in high definition to media representatives prior to or during press conferences.

December 2010

# EXPANDED POLYSTYRENE (EPS) COLLECTION AND RECYCLING SERVICES PROGRAM

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Develop a program for recycling EPS materials from selected Department facilities. This program, if successful, will be expanded to other County departments.

**OBJECTIVE:**

Establish a no-cost, competitive-bid EPS recycling service contract through the Internal Services Department (ISD). The initial one-year contract will be exclusive to the Sheriff's Department, but will be expanded if successful.

**BENEFITS:**

Recycling EPS would have a cost savings on fees currently expended to dispose of EPS food container products. Environmental benefits include keeping tons of EPS packaging material out of landfills. EPS can then be recycled back into the economy as a resource.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Solicit bids.

Completed  
August 2009

Contract execution.

Completed  
September 2009

Evaluate program for expansion.

October 2010







# FIELD TRAINING OFFICER'S COLLEGE

*Command Accountability: Field Operations Region III*

## **STRATEGY:**

Provide all field training officers with necessary training, education, and curriculum pertinent to enhancing the excellence of field training officers.

## **OBJECTIVE:**

Create a Field Training Officer's College to ensure that all field training officers are equipped to provide the best possible patrol training for their respective patrol trainees.

## **BENEFITS:**

Field training officers will become more knowledgeable, efficient, and effective in the delivery of patrol training. This development will lead to fewer patrol failures and a stronger, knowledgeable work force, and result in improved community police service.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                   |
|---|-------------------|
| Pilot program initiated.  | Started July 2009 |
| Program fully adopted by Field Operations Region III.                 | September 2009    |
| Program replicated and deployed in Field Operations Regions I and II. | July 2010         |

# FOOD SERVICES GROWTH AND CONTRACTING

*Command Accountability: Correctional Services Division*

**STRATEGY:**

Provide quality food at significant savings to Los Angeles County, city government, and non-profit organizations using the cook-chill food preparation process.

**OBJECTIVE:**

Provide quality meals that meet nutritional standards, sanitary requirements, and budgetary constraints. Use bulk and pre-portioned food for use of county departments, police departments, and organizations that may contract for our service.

**BENEFITS:**

Considerable cost savings to the county, cities, and organizations. The growth will enhance food production, delivery, and quality of services performed by Food Services personnel while providing vocational training to jail inmates. Promotes leadership and professionalism within the Food Services Unit to improve the work environment and services.

**IMPLEMENTATION / STATUS**

**TIMELINE**

|  |                      |
|--|----------------------|
| Expand the duties of inspectional services and fill current personnel vacancies in support of contracting ventures.    | 2009–2011            |
| Contract established with the Glendale Police Department to provide inmate meal service.                               | Completed April 2009 |
| Contract with the Probation Department to provide food service to the juvenile halls.                                  | 2009-2011            |
| Contract with the U.S. Vets to provide 29,000 meals per month for disabled/transitional veterans.                      | 2009-2010            |
| Enhance cook chill mass feeding system by opening a state-of-the-art production center at NCCF.                        | 2009-2010            |
| Establish additional city contracts and provide inmate food services to at least 25 of the largest police departments. | 2009-2011            |
| Contract with the Probation Department to provide food service to their 12 probation camps.                            | December 2010        |





# FUNDAMENTALS OF TACTICS COURSE

## *Command Accountability: Field Operations Region III*

### **STRATEGY:**

Provide first line supervisors and field deputies with instruction on the fundamentals of tactics and methods for managing dynamic tactical problems.

### **OBJECTIVE:**

To teach all students the fundamental doctrinal principles from which tactics are derived. The course defines and describes time honored concepts such as: Envisioning and Achieving the End State; Nine Principles of War; Crisis Decision Making; Maneuvering in Time; Asymmetric Strategies; and Terrain Analysis. The information will be reinforced through a series of videos, demonstrations, and practical problem solving exercises.

### **BENEFITS:**

Students who complete this course can expect to gain considerable insight and understanding into the underlying factors and influences that impact tactical operations. Students will be better suited to develop effective and efficient strategies and tactics. Students who complete this course will be better tacticians and avoid the pitfalls of unsound tactical plans.

### IMPLEMENTATION / STATUS

### TIMELINE

Course received P.O.S.T. certification and provided to 20 Field Operations Region III deputies.

Completed 2008

Course provided to master field training officers.

Completed May 2009

Fully-developed curriculum ready for Department-wide implementation.

Completed June 2009

Evaluate program.

July 2010



# INMATE AND STAFF NUTRITION

*Command Accountability: Correctional Services Division*

**STRATEGY:**

Provide quality food in a sanitary manner and meet nutritional requirements for the Los Angeles County Jail staff and inmate population.

**OBJECTIVE:**

Provide quality meals that meet nutritional standards, sanitary requirements, and budgetary constraints. Implement a food service software application to manage food preparation, recipes, inventory control, and procurement needs. Utilize the cook-chill method, a mass feeding system based on conventional preparation and cooking of food, followed by rapid chilling and storage in a temperature-controlled environment. Continue to use pre-portioned food for patrol station feeding as well as for other departments and agencies who contract for this service.

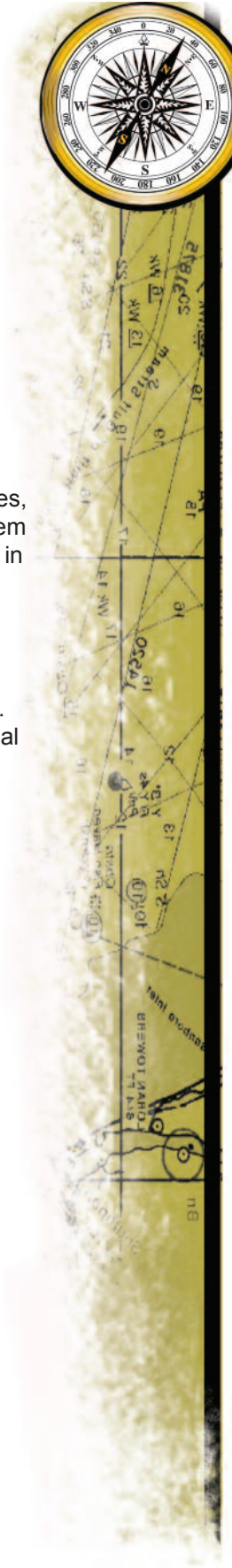
**BENEFITS:**

Enhances food production, delivery, and quality of service while maintaining risk management. Increases accountability by providing better quality meals, and automatically provides nutritional analysis of recipes and menus. Promotes leadership and professionalism within the Food Services Unit to improve the work environment and service.

**IMPLEMENTATION / STATUS**

**TIMELINE**

|  |                             |
|--|-----------------------------|
| Explore the expansion of the Computrition software application used in the eight individual facility kitchens to manage food preparation, inventory and procurement. | Completed<br>January 2008   |
| Operate the Sheriff's Headquarters cafeteria as a culinary arts training facility/laboratory for food service personnel.   | Completed<br>September 2008 |
| Fill current 20 percent personnel vacancy through recruitment and the development of a community Culinary Arts Program.  | 2009-2011                   |
| Establish the officer dining room wellness serving practice that assists employees to make healthier food choices.   | Completed<br>July 2009      |
| Emergency Field Feeding Program.   | Completed<br>August 2009    |





## NEW HIRES - SWORN

*Command Accountability: Administrative Services Division*

### **STRATEGY:**

Meet Department sworn personnel recruitment goals by combining traditional and innovative recruitment approaches and techniques including a media campaign utilizing the services of a professional advertising company.

### **OBJECTIVE:**

Develop a broad-based recruitment campaign including the hiring of female deputy sheriff trainees to reflect the 18.6 percent parity labor market.

### **BENEFITS:**

Meet the Department's desired sworn staffing level to allow for expanded public safety services and to meet federal hiring guidelines.

### IMPLEMENTATION / STATUS

### TIMELINE

Meet the diversity goal of female deputy sheriff.

January 2011

# NEW SWORN PERFORMANCE EVALUATION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Develop a new electronic performance evaluation and tracking system.

**OBJECTIVE:**

Streamline the performance evaluation in accordance with guidelines set by the Department of Human Resources (DHR). Add a performance mentoring plan to further develop employee performance.

**BENEFITS:**

Reduces preparation time of evaluations and provides employees with valuable input into their performance.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Implementation of performance tracking system and pilot of sergeant performance evaluation.

August 2010

Development of sworn evaluations for deputy and lieutenant.

To be determined







# PATROL PREPARATION PROJECT

*Command Accountability: Field Operations Region I*

## **STRATEGY:**

Assist deputies to properly prepare for a patrol assignment through the use of Region I master field training officers (MFTO). MFTOs will conduct a mentor program with pre-patrol deputies at their unit of assignment including report writing classes, patrol procedure classes, patrol ride-alongs, e-mail workshops, and the compilation of a patrol workbook. In addition, MFTOs will seek and recruit patrol-trained deputies working non-patrol assignments to partner with and mentor deputies while under the MFTO's supervision.

## **OBJECTIVE:**

Better prepare deputy personnel for their eventual patrol assignments and training within the Field Operations Regions.

## **BENEFITS:**

A deputy sheriff in a non-patrol assignment who participates in the Patrol Preparation Project will be better prepared for an assignment in a Field Operations Region. The advance training will reduce the anxiety and stress levels related to the patrol training experience, thus accelerating learning. The benefit to the Department is a lower percentage of patrol trainee failures and a reduction in overtime due to difficulty with report writing, booking procedures, evidence handling, etc.

## IMPLEMENTATION / STATUS

## TIMELINE

|  |                     |
|--|---------------------|
| Region I executives met with MFTOs regarding guidelines for the program.   | Completed May 2009  |
| MFTOs met with Court Services Division, Custody Support Services, and Correctional Services Division training staffs to explain the program. | Completed July 2009 |
| Recruitment of patrol trained mentors.   | Through July 2010   |
| Unit visits, e-mail workshops, and training classes.   | Through July 2010   |
| Evaluate results.  | July 2010           |

# SERVICE COMMENT REPORT HANDBOOK

*Command Accountability: Leadership and Training Division*

**STRATEGY:**

Create a resource handbook for existing policies, procedures, forms, and laws for handling complaints to give watch commanders greater discretion in making final determinations on service reviews and encourage conflict resolution.

**OBJECTIVE:**

Encourage the use of objective factors to make credibility assessments of both the reporting party and employees. Permit/encourage watch commanders to write a briefer summary memo if there is a thorough tape recording of the reporting party's complaint.

**BENEFITS:**

Explains and encourages watch commanders to utilize conflict resolution. Defines and simplifies procedures when reporting parties or witnesses cannot be located. Gives more discretion to a watch commander to terminate service reviews such as when the watch commander has personal knowledge that a complaint is false. Allows taped interviews and phone calls to be considered part of the thorough documentation, thus enabling the supervisor's service review memo to be more concise. Provides additional tools for watch commanders to use in making service review determinations.

IMPLEMENTATION / STATUS

TIMELINE

|   |   |
|---|---|
| Assemble the committee.   | Completed<br>January 2008                 |
| Begin research and writing the new handbook.                                      | Completed<br>February - July 2008         |
| Assemble new handbook and write manual revisions.                                 | Completed July –<br>September 2008        |
| Brief executives and bargaining units on handbook content.                        | Completed<br>September –<br>December 2008 |
| SCR handbook approved and implemented training for all sergeants and lieutenants. | January 2009                              |
| Evaluate program.   | January 2010                              |







## INFRASTRUCTURE AND FACILITIES

*A Strong Foundation  
to Support Our  
Tradition of Service*



# LASD





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# AERO BUREAU NORTH COUNTY SATELLITE

*Command Accountability: Office of Homeland Security*

## **STRATEGY:**

Develop an Aero Bureau facility to meet the needs of the Antelope and Santa Clarita Valleys.

## **OBJECTIVE:**

Identify a suitable site and build a new facility to serve as a North County Aero Bureau satellite and operations center. The original 2005 plan to locate the facility at the Pitchess Detention Center has been modified. The satellite operations center is now located at Mira Loma Detention Facility. Phase II of this project is the original plan resubmitted on a smaller scale without a logistical storage option.

## **BENEFITS:**

Provides additional support and shorter response times in the North County. Provides a base for future 24-hour operations in the North County for patrol and Air Rescue 5. Provides an alternative base of operations for Fire Department helicopters during the fire season.

## IMPLEMENTATION / STATUS

## TIMELINE

Design phase/bidding/construction.

May – December 2009

Occupancy.

July 2010

# AERO BUREAU RELOCATION

*Command Accountability: Office of Homeland Security*

**STRATEGY:**

Identify and acquire a larger facility at Long Beach Airport for Aero Bureau’s headquarters.

**OBJECTIVE:**

Negotiate a lease with an existing property at the location that has sufficient ramp, hanger, and office space that will meet Aero Bureau’s current and future needs.

**BENEFITS:**

Provide a state-of-the-art workplace allowing for improved maintenance and employee working conditions at Aero Bureau.

IMPLEMENTATION / STATUS

TIMELINE

The original 2005 plan to co-locate with the Long Beach Police and Fire Departments was not in the best interest of the County. The anticipated cost sharing arrangement was cost prohibitive.

Terminated.

Property has been identified at Long Beach Airport that meets Aero Bureau’s needs. Negotiations are ongoing to effect a lease/build-out arrangement on a property we partially encumber.

December 2009

Full occupancy.

Early 2010







# ALTADENA STATION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Improve operational effectiveness and community and municipal services by investing in infrastructure to provide a more efficient, visitor-friendly working environment, and emphasizing proactive community policing to better serve the local community.

**OBJECTIVE:**

With limited funding, the scope of work is a three-phased process.

Phase I includes the lobby remodel, dispatch center, and security fencing.

Phase II includes converting the existing jail into office space, renovation of existing office space, demolition of the old gym and construction of a new gym with locker space, demolition of the existing service bay and construction of a rescue modular building and construction of a new site, and conversion of the current phone system to a VOIP system.

Phase III is the construction of a new jail.

**BENEFITS:**

The proposed improvements will provide improved emergency response service to the community, a safe working environment for staff, and a welcoming environment that meets current American with Disabilities Act requirements.

IMPLEMENTATION / STATUS

TIMELINE

|               |                         |
|---------------|-------------------------|
| Program.      | Completed November 2008 |
| Design phase. | December 2009           |
| Phase I.      | December 2009           |
| Phase II.     | To be determined        |
| Phase III.    | To be determined        |

# BISCAILUZ REGIONAL TRAINING CAMPUS PHASE I - SEB RELOCATION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Upgrade existing facilities for specialized units.

**OBJECTIVE:**

Convert and renovate selected sites at the existing vacant detention facility to house the Special Enforcement Bureau and the Arson/Explosives Detail. The project consists of renovating the various buildings, infrastructure systems, and adjacent parking area.

**BENEFITS:**

Provides a state-of-the-art facility for the Special Enforcement Bureau and Arson/Explosives Detail.

IMPLEMENTATION / STATUS

TIMELINE

|  |                                  |
|--|----------------------------------|
| Programming.   | Completed November 2002          |
| SEB relocated from their existing facility at the East Los Angeles Civic Center to the new site. | Completed Summer 2006            |
| Design.  | Completed December 2007          |
| Service building and a new permanent storm drain for Biscailuz Training Campus.                  | Design -<br>January - March 2010 |
|  | Construction - Fall 2010         |





# BISCAILUZ REGIONAL TRAINING CAMPUS PHASE II - RELOCATION OF TRAINING ACADEMY

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Upgrade existing facilities for specialized training units.

**OBJECTIVE:**

Centralize the Department’s various training facilities by converting the existing vacant detention facility into a new regional training campus. Renovate the various buildings, infrastructure systems, and adjacent parking area. Relocate the Sheriff’s Training Academy from its existing location at STARS Center to the new site.

**BENEFITS:**

Provides a centralized training facility to train recruits and provide in-service training. Relocating from STARS Center provides an opportunity for County lease consolidations and subsequent savings.

IMPLEMENTATION / STATUS

TIMELINE

Program.

Completed Summer 2007

Design/Phase: The CEO is revising the Board letter to award consultant service agreements. The CEO will proceed with the Board letter once the consultant completes the Post-Closure Land Use Plan for the Eastern Avenue hill.

January - March 2010

Construction.

July 2010 - June 2011

Operational.

Summer 2011



# BISCAILUZ REGIONAL TRAINING CAMPUS - PISTOL RANGE RENOVATION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Upgrade existing pistol range facility.

**OBJECTIVE:**

Renovation of the existing pistol range to better train employees.

**BENEFITS:**

Allows for varying types of weapons training in an atmosphere more conducive to learning.  
Enhance facility safety and the confidence and skills of employees being trained.

IMPLEMENTATION / STATUS

TIMELINE

Renovation Completion

December 2009





# BURBANK AIRPORT AUXILIARY FACILITY

*Command Accountability: Office of Homeland Security*

**STRATEGY:**

Provide an improved location for the staging/housing of additional Aero Bureau assets and emergency response equipment.

**OBJECTIVE:**

Acquire facilities at Burbank-Glendale-Pasadena Regional Airport that will accommodate Aero Bureau and Emergency Operations Bureau assets.

**BENEFITS:**

Provides alternative location and support facilities for the Aero and Emergency Operations Bureaus. Better response time to the County's northern and central basin areas. Enhances capacity to stage emergency assets.

IMPLEMENTATION / STATUS

TIMELINE

Negotiations are ongoing with the Burbank Airport Police to identify and build-out facilities. The Federal Bureau of Investigation (FBI) is reviewing an option to lease space and share with our Department.

December 2009

# CALIFORNIA EMERGENCY AND HOMELAND SECURITY TRAINING CENTER

*Command Accountability: Office of Homeland Security*

**STRATEGY:**

Establish a Southern Region State of California Emergency Operations Center to coordinate disaster response for Field Operations Region I and surrounding areas.

**OBJECTIVE:**

Create a regional emergency operations center to enhance multi-disciplinary and multi-jurisdictional training and operations for fire, law, health, and military professionals.

**BENEFITS:**

Provides a training platform to enhance interoperability between all public safety disciplines.  
Provides a direct line to state and federal resources during disasters and recovery.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Facilities Planning Bureau will work with Emergency Operations Bureau and California's Office of Emergency Services to determine final of scope of the project. This project has been submitted and has not yet been voted on by Congress.

Mid-2010







# CARSON STATION EXPANSION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Expand and upgrade the existing facility.

**OBJECTIVE:**

Partner with the city of Carson and the 2nd Supervisorial District to share projected costs, reducing the net County cost while expanding the station to meet current and future community and Department needs.

**BENEFITS:**

Provide the public improved access to services provided by Carson Station. Integrate community and business interests while accommodating growth and expansion in the area. Provide enhanced levels of service to the community and a state-of-the-art workplace for employees.

IMPLEMENTATION / STATUS

TIMELINE

|                             |                  |
|-----------------------------|------------------|
| Funding source identified.  | Completed 2008   |
| Final design plan approval. | To be determined |
| Bid process.                | To be determined |
| Construction.               | To be determined |
| Occupancy.                  | To be determined |

# CENTRAL PROPERTY AND EVIDENCE STORAGE

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Ensure adequate and appropriate storage space is available for all property and evidence processed by the Department.

**OBJECTIVE:**

Identify the best means of addressing the rapidly diminishing evidence storage capacity as a result of the 2000 post-conviction DNA testing law.

**BENEFITS:**

Ensure greater success in criminal prosecution and reduce exposure to civil liability and public embarrassment.

**IMPLEMENTATION / STATUS**

**TIMELINE**

A capital project approved by the CEO to build a mezzanine in the Central Supply Logistics Warehouse to hold two additional freezers was modified to utilize existing floor space at the warehouse. The design proposal was modified through Facilities Planning Bureau and is currently under review.

Ongoing

The Central Property and Evidence Unit conducted a freezer condensing project that provided the ability to store an additional 12 months of DNA evidence within existing freezer space.

February 2009

Construct two additional freezers.

FY 2009-2010





# CERRITOS STATION EXPANSION

*Command Accountability: Field Operations Region III*

## **STRATEGY:**

The city of Cerritos has committed to adding 5,000-square-foot to the current Cerritos Station facility to enhance the city's existing and future policing and code enforcement programs.

## **OBJECTIVE:**

To partner with the city of Cerritos in an effort to design the most efficient patrol station. Create both a technologically advanced dispatch center and joint emergency operations center.

## **BENEFITS:**

Provides the public with improved service, increases available work space for the deputies, and significantly increases both the evidence storage room and armory. The most current technologies will be incorporated into the city's joint emergency operations center/community room.

## IMPLEMENTATION / STATUS

## TIMELINE

|   |                           |
|---|---------------------------|
| Begin construction.                         | May 2009                  |
| Phase I – Exterior building modifications.  | May - September 2009      |
| Phase II – Exterior building modifications. | September - December 2009 |
| Project completion.                         | January 2010              |



# EAST LOS ANGELES STATION EXPANSION PHASE I & II

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Improve service delivery and accessibility.

**OBJECTIVE:**

Phase I: Renovate the vacated Special Enforcement Bureau (SEB) facility to provide additional office space and relieve the overcrowded conditions at the existing East Los Angeles Station.

Phase II: Renovate a portion of the East Los Angeles Station to accommodate various operational units.

**BENEFITS:**

Provide improved public service and better working conditions for employees.

IMPLEMENTATION / STATUS

TIMELINE

|                        |                          |
|------------------------|--------------------------|
| Phase I.               | Completed August 2008    |
| Phase II program.      | Completed March 2009     |
| Phase II design.       | Completed April 2009     |
| Phase II construction. | Completed September 2009 |





# FUEL TESTING

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Inspect and test the Department's fueling sites and dispensing equipment using vendor resources.

**OBJECTIVE:**

Determine the Department's compliance with SB 989 environmental requirements established in December 2003.

**BENEFITS:**

Maintains the Department's ability to continue to dispense fuel at its designated sites.

IMPLEMENTATION / STATUS

TIMELINE

Six of seven sites brought to compliance.

Completed July 2009

Pico Rivera Station replacement is on hold pending FY 2009-10 funding to increase the scope of the work.

To be determined.

# HALL OF JUSTICE RENOVATION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Upgrade existing vacant facility to accommodate present and future needs of the Department.

**OBJECTIVE:**

Renovate the Hall of Justice for use as the headquarters of the Sheriff's Department.

**BENEFITS:**

Provides space for headquarters personnel by relocating the executive offices to a more centrally-located downtown area. The renovation would allow the Department to eliminate costly lease space.

IMPLEMENTATION / STATUS

TIMELINE

Non-structural demolition phase.

Completed Summer 2007

Design phase (structural only.)

Completed Summer 2007

New financing plan being developed for Board of Supervisors' consideration that will complete the renovation plan.

To be determined







# HELICOPTER REPLACEMENT

*Command Accountability: Office of Homeland Security*

**STRATEGY:** Replace a portion of the current helicopter fleet.

**OBJECTIVE:**

Acquire up to 15 new helicopters to replace some of the current fleet (which are up to forty years old). Acquire in a timely manner to offset projected maintenance fees.

**BENEFITS:**

Provide safe and reliable emergency air response to critical incidents, including crimes in progress, search and rescue, and medical emergency.

| <u>IMPLEMENTATION / STATUS</u>  | <u>TIMELINE</u> |
|---|-----------------|
| Acquire four helicopters – Eurocopters AS350B2.   | October 2009    |
| Acquire three helicopters – Eurocopters AS350B2.  | April 2010      |
| Acquire four helicopters – Eurocopters AS350B2.   | October 2010    |
| Acquire three helicopters – Eurocopters AS350B2.  | April 2011      |
| Acquire two Sikorsky Superhawk helicopters to replace three Sikorsky H3 rescue helicopters. | July 2011       |

# INDUSTRY STATION EXPANSION (REDIRECTED TO LEASE SPACE)

*Command Accountability: Administrative Services Division.*

**STRATEGY:**

The plan to upgrade and expand the existing facility has been redirected to utilize lease space to accommodate Industry Station’s future growth needs.

**OBJECTIVE:**

Partner with the City of Industry to utilize lease space.

**BENEFITS:**

Provides the public with improved service. Integrates community growth and business interests and provides adequate workspace for employees. Resolves the facility and expansion needs for public safety to better serve the community. The additional leased office space will allow for decentralization of Countywide services including COPS, OSSB, Scientific Services, and Pre-Employment.

**IMPLEMENTATION / STATUS**

**TIMELINE**

|  |               |
|--|---------------|
| Lease negotiation.   | December 2009 |
| Phase I: Industry Station’s Operation Safe Streets Bureau, COPS Bureau and Youth Activities League space.  | 2009/2020     |
| Phase II: Industry Station’s Operation Safe Streets Bureau, COPS Bureau and Youth Activities League space. | 2009/2020     |
| Phase I: Industry Station’s Detective Bureau and Narcotics space.  | 2011/2012     |
| Phase III: Cargo CATs space.   | 2012-2013     |





# MALIBU STATION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Refurbish and reopen Malibu Station.

**OBJECTIVE:**

Improve public safety service delivery and accessibility to the Malibu community and the surrounding County area.

**BENEFITS:**

Provides enhanced level of service, accommodates community growth, and decreases response times to major incidents.

IMPLEMENTATION / STATUS

TIMELINE

|               |                  |
|---------------|------------------|
| Program.      | To be determined |
| Design.       | To be determined |
| Construction. | To be determined |
| Occupancy.    | To be determined |



# MEN'S CENTRAL JAIL REPLACEMENT

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Replace the existing Men's Central Jail (MCJ) and Correctional Services Transportation Bureau (CST) headquarters and bus lot.

**OBJECTIVE:**

Replace old and new side of MCJ with three new towers and construct a new CST headquarters and bus lot to improve the efficiency of services.

**BENEFITS:**

Replace outdated and inefficient jail and transportation facility to better serve the needs of the County. Will provide a better working environment for staff and will enhance the delivery of inmate services and programs.

IMPLEMENTATION / STATUS

TIMELINE

Program.

Board approval  
to be determined

Design phase.

To be determined

Construction.

To be determined

Occupancy.

To be determined





# SOUTH LOS ANGELES STATION

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Improve service delivery and accessibility to the Lennox Station policing jurisdiction.

**OBJECTIVE:**

Design and construct a new Sheriff's Station in the Athens/South Los Angeles area to replace Lennox Station.

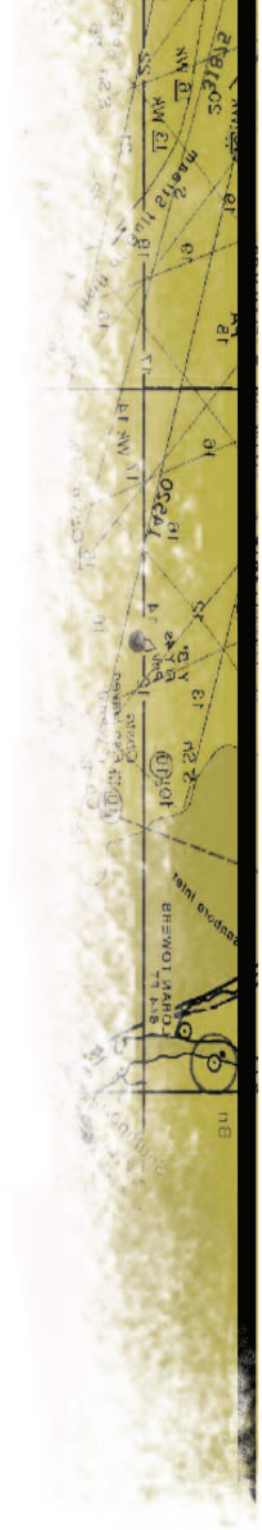
**BENEFITS:**

Provides the public improved service and accessibility. Integrates community and business interests and accommodates growth and expansion. Provides a state-of-the-art workplace for employees.

IMPLEMENTATION / STATUS

TIMELINE

|               |                                  |
|---------------|----------------------------------|
| Program.      | Completed April 2004             |
| Design.       | Completed May 2007               |
| Construction. | November 2007 –<br>December 2009 |
| Occupancy.    | Spring 2010                      |







# SOUTH WHITTIER EDUCATIONAL CENTER (RIO HONDO COMMUNITY COLLEGE DISTRICT)

*Command Accountability: Administrative Services Division - Rio Hondo Community College District*

## **STRATEGY:**

Partner with the Rio Hondo Community College District to construct a new classroom building at the STARS Center campus to serve residents of South Whittier.

## **OBJECTIVE:**

County will lease land to the Rio Hondo Community College District to construct a new educational facility that consists of three new classrooms. The proposed new educational facility will provide instructional and community-related classes for residents of South Whittier. The proposed education facility is also available for the Sheriff's Department to conduct training classes at no cost to the Department.

## **BENEFITS:**

The building is a satellite classroom facility located 13 miles from Rio Hondo College's main campus. This new classroom will give South Whittier residents the opportunity to attend and complete college credit courses in Rio Hondo College's academic program, while providing valuable classroom training space for the Department.

## IMPLEMENTATION / STATUS

## TIMELINE

|               |                         |
|---------------|-------------------------|
| Program.      | Completed 2007          |
| Design.       | Completed May 2008      |
| Construction. | April 2009 – April 2010 |
| Occupancy.    | September 2010          |

# SYBIL BRAND INSTITUTE REPLACEMENT

*Command Accountability: Administrative Services Division*

**STRATEGY:**

Increase jail facility capacity.

**OBJECTIVE:**

Replace the existing Sybil Brand Institute facility to house female inmates.

**BENEFITS:**

Provides additional bed space in the jail system to reduce overcrowding and the early release of inmates.

**IMPLEMENTATION / STATUS**

**TIMELINE**

Program – redesigned to house 985 women.

Completed Fall 2007

Design is on hold pending Jail Master Plan approval by the CEO.

To be determined

Construction.

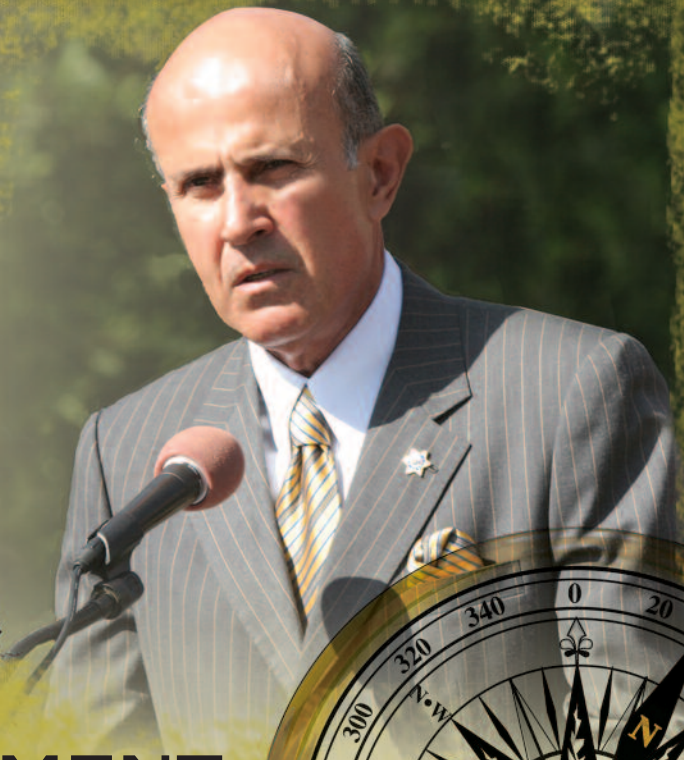
To be determined

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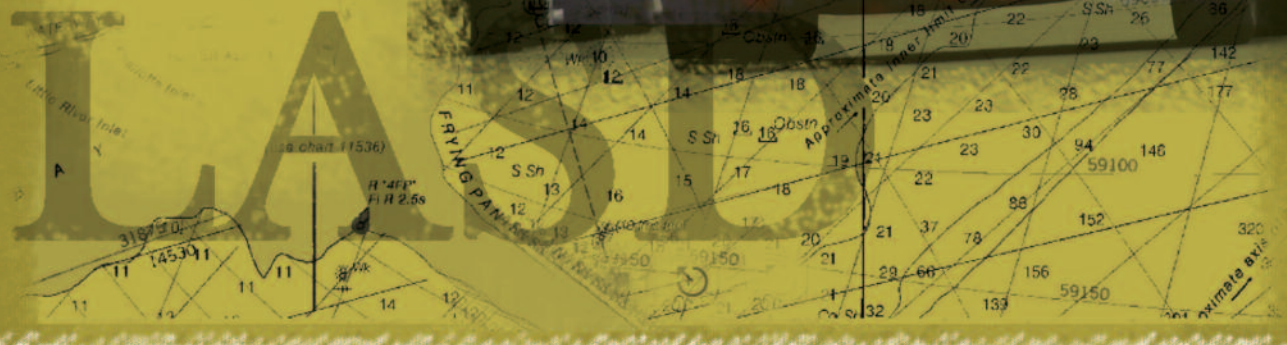






# LAW ENFORCEMENT LEGISLATION AND UPDATES

*A Voice for  
Public Safety  
in the  
Legislative  
Process*





# *Law Enforcement Legislation and Updates*

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# ASSEMBLY BILL 286 (SALAS/JONES – 2009) VEHICLE THEFT INVESTIGATION FUNDING

*Command Accountability: Executive Offices, Legislative Unit*

**STRATEGY:**

Pass legislation to extend the sunset date for the \$1 vehicle license fee that funds vehicle theft prevention programs throughout the state. These fees currently fund the multi-agency Task Force for Auto Theft Prevention (TRAP) program that investigates vehicle thefts in Los Angeles County.

**OBJECTIVE:**

This bill would extend the sunset, which expires in 2010, to 2018 for the vehicle license fee of \$1 for use in vehicle theft programs.

Existing law authorizes local agencies to impose separate motor vehicle registration fee surcharges in their respective jurisdictions for a variety of special programs, including \$1 for deterring and prosecuting vehicle theft. In 1993, Los Angeles County chose to charge \$1 to create TRAP.

Since 1993, TRAP has made 6,949 arrests, served 3,066 warrants, recovered 18,718 stolen vehicles, inspected 3,041 businesses, and recovered stolen vehicles worth nearly \$320 million.

**BENEFITS:**

Provides funding to continue regional vehicle theft investigations and prosecutions as well as prevention efforts that will otherwise end in 2010.

IMPLEMENTATION / STATUS

TIMELINE

The bill is still making its way through the legislative process.

2009

# ASSEMBLY BILL 383 (LIEU – 2009) DNA TESTING STATUTE OF LIMITATIONS

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation that would extend the statute of limitations for DNA testing of evidence of sex crimes from two years to five years.

## **OBJECTIVE:**

This bill would extend the time period for testing biological evidence collected in sexual assault cases for DNA and entering the information into the Combined DNA Index System (CODIS) from two years to five years.

Assembly Bill 383 will ensure that all rape kits are processed and all biological evidence collected in connection with the offense is analyzed for DNA type and entered into the CODIS. The processing of all rape kits, in order to obtain DNA evidence, provides the most conclusive proof of identity, giving law enforcement the ability to solve crimes, convict the guilty, and exonerate the wrongfully accused. This change will enable laboratories to eliminate current backlogs of evidence to be examined.

## **BENEFITS:**

All biological evidence from sexual assaults will be analyzed providing closure to victims and evidence to convict the guilty and exonerate the innocent.

## IMPLEMENTATION / STATUS

## TIMELINE

This bill failed to get out of the Senate Public Safety Committee when originally introduced, so it will be re-introduced in the 2010 legislative session.

December 2010







# ASSEMBLY BILL 532 (LIEU – 2009)

## DOMESTIC VIOLENCE FIREARM SEIZURES

*Command Accountability: Executive Offices, Legislative Unit*

### STRATEGY:

Pass legislation that allows peace officers to obtain a search warrant to recover a firearm when its owner has been arrested for domestic violence or detained for a 72-hour evaluation and there is information that the arrested or detained individual possesses a firearm(s).

### OBJECTIVE:

This bill would provide law enforcement with the ability to get a search warrant to seize a firearm in a domestic violence incident or with an individual who is detained for mental observation.

California Penal Code section 12028.5 requires law enforcement officers at the scene of a domestic violence incident to “take temporary custody of any firearm or other deadly weapon” in order to protect the victim. California Welfare and Institutions Code section 8102 requires that whenever law enforcement officers detain a person because they have a mental condition that makes them a danger to themselves or others (Welfare and Institutions Code section 5150), the officer shall confiscate any firearm or other deadly weapon in the person’s possession or control.

These two mandates can only be accomplished with either consent of the individual or exigent circumstances. There is no other mechanism law enforcement can use to fulfill this legal mandate. California Penal Code section 1524 contains a list of circumstances under which a court can issue a search warrant, and neither of these circumstances are currently covered in this section. Currently, officers cannot seek, and a court cannot grant, a search warrant to take temporary custody of weapons from these individuals in these situations. Amending section 1524 will allow a court to issue a search warrant in these situations, providing law enforcement the appropriate mechanism to enforce sections 8102 WIC and 12028.5 PC

### BENEFITS:

Passage of this legislation will provide legal support for peace officers to seize firearms in specified domestic violence and mental health situations thereby increasing public safety as well as reducing liability risks for policing agencies.

### IMPLEMENTATION / STATUS

The bill is still making its way through the legislative process.

### TIMELINE

December 2009

# ASSEMBLY BILL 688 (ENG – 2009) DOMESTIC VIOLENCE SUSPECT RELEASES

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation to reconcile disparate arrestee release requirements related to misdemeanor domestic violence charges.

## **OBJECTIVE:**

Current law in the California Penal Code contains conflicting language pertaining to the release of a person arrested for a misdemeanor domestic violence charge. One section (853.6) allows for the release of a misdemeanor arrestee; however, the other section (1,270.1) states that a person arrested for misdemeanor domestic violence cannot be release on their own recognizance. These sections must be reconciled by amending Penal Code section 853.6 to cross-reference Section 1270.1.

## **BENEFITS:**

Passage of this legislation will clarify legislative intent regarding misdemeanor arrestee releases as well as enhancing consistent application of the law by law enforcement agencies.

## IMPLEMENTATION / STATUS

The bill is still making its way through the legislative process.

## TIMELINE

December 2009





# ASSEMBLY BILL 714 (FEUER – 2009) COMPOSITE KNUCKLES

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation that will expand the definitions related to metal knuckles to include such implements made from composites and wood and prohibit their possession.

## **OBJECTIVE:**

This bill would recast “hard plastic knuckles” as “composite knuckles” and prohibit their possession. This new definition would include not only “hard plastic” but wooden knuckles as well.

Law enforcement agencies throughout California and nationally have encountered a new type of weapon on the streets, composite knuckles. Composite knuckles are very similar to brass or metal knuckles in strength and appearance, but instead of being made out of metal, they are made from a hardened composite or ballistic material, such as lexan, which is the same material used by law enforcement agencies for riot shields and bullet-proof glass. Because composite knuckles are undetectable by metal detectors, there is a fear that these weapons can be easily smuggled into secure areas such as jails, courthouses, airports, and government buildings. It will benefit public safety to have these weapons made illegal.

## **BENEFITS:**

Increased public safety by prohibiting the possession of these dangerous items.

## IMPLEMENTATION / STATUS

The bill is still making its way through the legislative process.

## TIMELINE

December 2009



# ASSEMBLY BILL 789 (DE LEON – 2009) DOMESTIC VIOLENCE FIREARM RELINQUISHMENT

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation that will allow law enforcement to seize firearms and dangerous weapons from persons served with a restraining order for domestic violence.

## **OBJECTIVE:**

California Family Code section 6389 requires a person who is served with a protective order in a domestic violence case to relinquish possession or control of any firearms, and that person may not purchase or receive any firearms for the duration of the restraining order. The person being served must immediately surrender the firearm in a safe manner upon request of any law enforcement officer. However, there is no provision or mechanism to seize the firearm if the person being served refuses to relinquish it.

The mandate to take custody of these weapons can only be accomplished with either consent of the individual or exigent circumstances. There is no other mechanism law enforcement can use to fulfill this legal mandate. In California Penal Code section 1524, there is a list of circumstances under which a court can issue a search warrant, and this circumstance is currently not covered in this section. Currently, law enforcement cannot seek, and a court cannot grant, a search warrant to take temporary custody of weapons from individuals in these situations. This bill will allow a court to issue a search warrant in these situations and provide law enforcement the appropriate mechanism to enforce the provisions of Family Code section 6389.

## **BENEFITS:**

Provides law enforcement legal authority to seize firearms that a person served with a domestic violence restraining order is not allowed to possess, thereby preventing unlawful use of such firearms.

## **IMPLEMENTATION / STATUS**

The bill is still making its way through the legislative process.

## **TIMELINE**

December 2009





# ASSEMBLY BILL 1360 (PEREZ – 2009) DOMESTIC VIOLENCE VICTIM CATEGORIES

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation for consistency in the types of relationships that are included in felony and misdemeanor domestic violence statutes.

## **OBJECTIVE:**

The lists of relationships in Penal Code section 273.5 that may evoke prosecution for felony domestic violence does not include a fiancé or persons with whom the perpetrator has or previously had a dating or engagement relationship. These relationships are included in the list of potential victims of misdemeanor domestic violence in Penal Code section 243(e)(1). This bill would include these victim relationships in the felony domestic violence section (273.5) to ensure consistency in prosecutions involving domestic violence.

## **BENEFITS:**

By charging a suspect with felony domestic violence (273.5), there are better provisions and benefits such as additional fees and penalties. It creates a clear record of domestic violence to be used in consideration for future domestic violence incidents and anger management classes, and it provides the victim with the ability to seek a ten-year restraining order. Including these victim relationships in felony domestic violence section 273.5 creates consistency between misdemeanor section 243(e)(1) and the felony section.

## IMPLEMENTATION / STATUS

## TIMELINE

The bill is still making its way through the legislative process.

December 2009

# ASSEMBLY BILL 1363 (DAVIS – 2009) CONCEALED WEAPONS

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation so that persons issued a concealed weapon permit by a county with a population of less than 200,000 cannot carry an exposed and loaded firearm in a county other than the one that issued the permit.

## **OBJECTIVE:**

California Penal Code section 12050 allows the sheriff or police chief to issue a concealed weapons permit (CCW). The section was amended some years ago to allow open carry of a loaded firearm in a county with a population of less than 200,000. However, section 12031 (the punishment section) was not updated to reflect the two different types of CCW authorizations. This bill closes this loophole in the concealed weapons law by making an amendment to Penal Code section 12050 to clarify that an individual can exercise their ability to carry a firearm openly and loaded only in the county in which it was authorized.

## **BENEFITS:**

Persons will not be able to obtain an open-carry permit from a small county to carry exposed and loaded firearms in congested, high-density population areas.

## IMPLEMENTATION / STATUS

The bill is still making its way through the legislative process.

## TIMELINE

December 2009







# ASSEMBLY BILL 1369 (DAVIS – 2009) ELECTRONIC MONITORING HOME DETENTION

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation to allow a county sheriff to put a qualifying inmate who is committed to the county jail for a felony and meets the existing program criteria on electronic monitoring home detention and add the involuntary home electronic monitoring Penal Code section 1203.017 to the punishment Section 4532.

## **OBJECTIVE:**

This bill would allow the Sheriff's Department to place qualified inmates committed to county jail time on electronically monitored involuntary home detention.

California Penal Code section 1203.017 allows involuntary participation by qualified, minimum security, low risk, inmates in a home detention electronic monitoring program in lieu of confinement in the county jail. The Department has been able to better manage and control the jail population as a result of this legislation. This bill would add certain felony county jail commitments to this section to allow the Department to better control the size of the inmate population and create much needed room for the more serious offenders.

## **BENEFITS:**

Improved public safety by allowing more serious offenders to remain in jail.

## IMPLEMENTATION / STATUS

## TIMELINE

The bill is still making its way through the legislative process.

December 2009

# ASSEMBLY BILL 1923 (ANDERSON – 2008) HANDCUFF KEYS IN CORRECTIONAL FACILITIES

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation to prohibit possession of a handcuff key in a custodial setting without authorization.

## **OBJECTIVE:**

This bill makes it a crime for the unauthorized possession of a handcuff key by someone housed in a local correctional facility. Currently, the possession of a handcuff key by an inmate is not illegal. Inmates who possess a handcuff key can remove their handcuffs enabling them to attack an officer, escape, or harm a member of the general public.

## **BENEFITS:**

This bill makes it a crime for unauthorized possession of a handcuff key by someone housed in a local correctional facility. Not only would it serve as a deterrent, but it would also afford investigators the ability to conduct a criminal investigation regarding how the inmate came into the possession of the handcuff key.

## IMPLEMENTATION / STATUS

This bill was signed into law by the Governor.

## TIMELINE

July 22, 2008





# ASSEMBLY BILL 2796 (NAVA – 2008) LIABILITY PROTECTION DURING DECLARED EMERGENCIES

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation to provide limited liability protection for private companies and non-profit organizations that assist the Sheriff's Department, Fire Department and/or Office of Emergency Services in the event of a declared emergency.

## **OBJECTIVE:**

This bill relieves private businesses or nonprofit organizations, included on the statewide registry, from civil liability for a death, injury, illness, or other damage to a person or property caused by its donation of services, goods, labor, equipment, resources, dispensaries, or other facilities during a declared war or emergency.

The Los Angeles County Sheriff's Department and other law enforcement agencies and fire departments throughout California have been working closely with private contractors and businesses to create a disaster and emergency assistance program. This program establishes working agreements with certain critical businesses to provide services in the event of an emergency. These services include, but are not limited to, crane operators, aircraft owners, and other entities or individuals with special skills, equipment, or other resources that might be needed in the event of a natural or man-made disaster or emergency. These business entities would be registered with the county or city agency and would agree to provide help if needed.

## **BENEFITS:**

The assistance provided by these entities is often crucial to the success of an emergency operation. These entities have equipment or resources that emergency responders either do not have or are unable to bring to the location of the emergency in time to help. This legislation will encourage these organizations to partner with local government during times of emergency.

## IMPLEMENTATION / STATUS

This bill was signed into law by the Governor.

## TIMELINE

September 27, 2008



# ASSEMBLY CONCURRENT RESOLUTIONS 30 AND 34 MEMORIAL HIGHWAYS

*Command Accountability: Executive Offices, Legislative Unit*

**STRATEGY:**

Pass assembly concurrent resolutions to dedicate portions of state highways in memory of Deputy David Powell, who was killed in the line of duty in 2002, and Deputy Maria Cecilia Rosa, who was killed in 2006.

**OBJECTIVE:**

To dedicate the portion of State Highway 91, the Artesia Freeway, between Interstate Highway 605 and Pioneer Boulevard, as the Los Angeles County Deputy Sheriff David Powell Memorial Highway. To dedicate the portion of Interstate Highway 710, the Long Beach Freeway, at the Willow Street East exit, as the Los Angeles County Deputy Sheriff Maria Cecilia Rosa Memorial Highway.

**BENEFITS:**

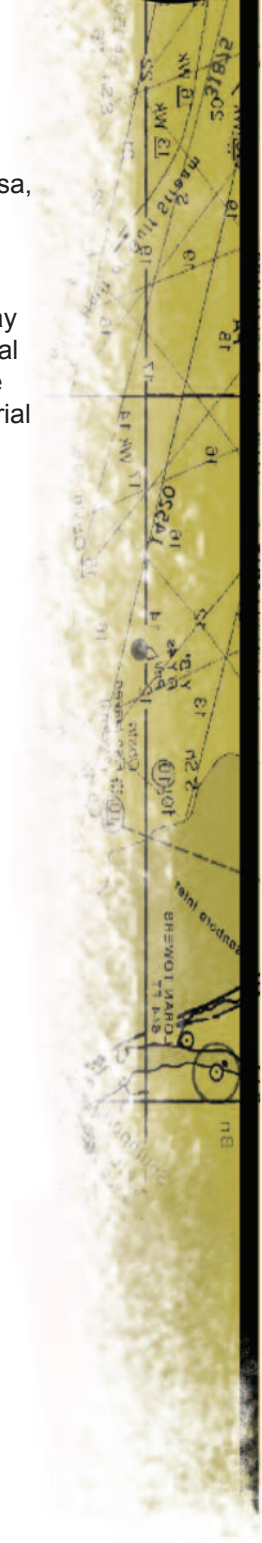
To memorialize the lives and sacrifices of Deputies David Powell and Maria Cecilia Rosa.

IMPLEMENTATION / STATUS

TIMELINE

Both resolutions were passed by the Assembly.

2009





# SENATE BILL 24 (OROPEZA – 2009) CARGO THEFT

*Command Accountability: Executive Offices, Legislative Unit*

**STRATEGY:**

Pass legislation to extend Penal Code section 487h, pertaining to cargo theft, beyond its current statutory sunset in 2010.

**OBJECTIVE:**

This legislation will enable tracking of cargo thefts as a separate category of crime. If not extended beyond the current sunset date, law enforcement will lose a practical tool to understand trends related to cargo theft as such thefts otherwise must be covered among several other statutes. The result will be the inability to accurately assess the scope of the problem and provide sufficient resources to handle it.

**BENEFITS:**

It is important to have a separate Penal Code statute for cargo theft to better track this crime. Having cargo theft as a separate section of law enhances proactive enforcement and investigation, justifies local, state, or federal funding, and provides focused statistical information.

IMPLEMENTATION / STATUS

TIMELINE

The bill is still making its way through the legislative process.

December 2009

# SENATE BILL 495 (BENOIT – 2009) WIRELESS DEVICES

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation to mandate that wireless providers provide certain information, such as location (Global Positioning Satellite or “GPS”) of a phone, during an emergency, exigent situation, or circumstance such as a homicide, kidnapping, robbery, or other situation where there is an immediate threat to life or property.

## **OBJECTIVE:**

This legislation would allow law enforcement to access customer information from a telecommunications service provider in the event of a law enforcement exigent circumstance without a court order. In the event of a kidnapping, where the victim had a cellular phone in his or her possession, law enforcement could request GPS tracking or other methods for that cellular phone from the service provider to immediately begin to track the victim’s cellular phone in hopes it would lead to the victim’s location. This could be a life-saving measure in a kidnapping situation where every second is critical and could mean the difference between life or death for the victim.

In the past, during some emergency situations, some service providers have been reluctant to provide information or provide information in a timely manner.

## **BENEFITS:**

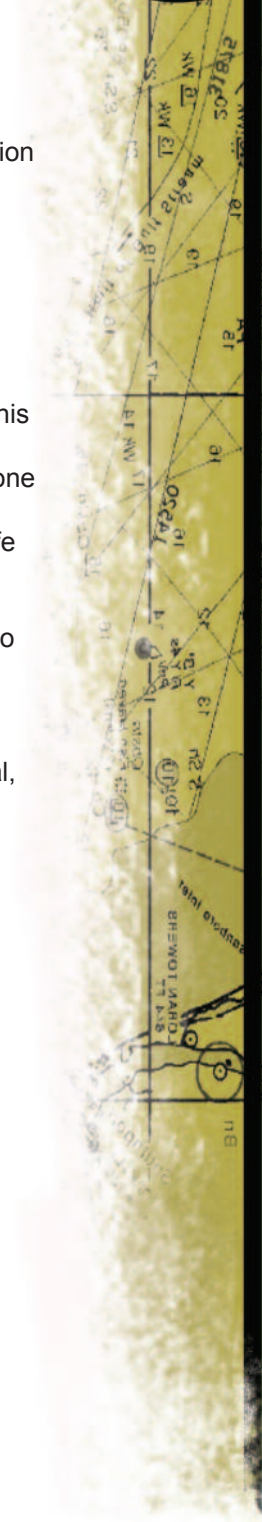
This legislation will provide law enforcement with quick access to investigative leads in critical, time-sensitive, cases in which lives may be in peril.

## **IMPLEMENTATION / STATUS**

The bill is going to be a two-year bill and will continue in the legislative process in 2010.

## **TIMELINE**

December 2010







# SENATE BILL 1396 (COX – 2008) REAL ESTATE FRAUD

*Command Accountability: Executive Offices, Legislative Unit*

## **STRATEGY:**

Pass legislation to increase the fees paid on real estate transactions to pay for real estate fraud task forces. These task forces are funded solely by these fees and pay for deputy district attorneys and deputy sheriffs who investigate what is becoming the one of the fastest growing crimes in America.

## **OBJECTIVE:**

Existing law authorizes a county board of supervisors to impose a fee of up to \$2 to be paid at the time of recording of every real estate instrument, paper, or notice required or permitted by law to be recorded within that county. Current law also defines the terminology “real estate instrument.” This bill authorizes a county board of supervisors to impose a fee of up to \$3 to be paid at the time of recording of every real estate instrument, paper, or notice required or permitted by law to be recorded within that county, and expands the definition of “real estate instrument.”

## **BENEFITS:**

This bill generates revenue for real estate fraud investigations with such funding directly related to fees paid related to real estate transactions.

## IMPLEMENTATION / STATUS

This bill was signed into law by the Governor.

## TIMELINE

September 27, 2008

# DELETED/SUSPENDED PROJECTS

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## **DESK AND PUBLIC COUNTER CUSTOMER SERVICE**

The goal of the Desk and Public Counter Customer Service project was to provide the “Nordstrom” customer approach at every public counter, enhance our communication and listening skills, and support and promote our Core Values and community oriented policing. The centralized project was suspended with responsibility for quality of service at the Department’s public counters assigned to individual unit commanders.

Command Accountability: Executive Offices/Office of the Undersheriff

## **DETECTIVE DIVISION REORGANIZATION**

Due to changes in strategy, Detective Division deleted plans to create new bureaus and rename existing bureaus.

Command Accountability: Detective Division

## **EDUCATION/CAREER ENHANCEMENT**

Due to economic downturn and fiscal emergency, educational reimbursement was suspended. Reimbursements may resume when state economic strength increases. The Cornell University certificate course continues with our fifth cohort. The University of Southern California cohorts continue. Expansion of subject matter areas and delivery modes of degree programs continue.

Command Authority: Leadership and Training Division

## **PITCHESS DETENTION CENTER COMPOSTER**

The Pitchess Detention Center Composter Project was cancelled after review of environmental impact studies and a thorough cost-benefit analysis. Meeting regulatory needs and environmental mandates would be too costly.

Command Accountability: Administrative Services Division

## **PROFESSIONAL STAFF RECLASSIFICATION**

In 2004, a clerical study was initiated by the County’s Department of Human Resources with the assistance of the Sheriff’s Department’s Personnel Administration. Implementation and review were subsequently abandoned by the Department of Human Resources.

Command Accountability: Administrative Services Division

## **PROMOTIONAL PROCESS**

In 2007, Leadership and Training Division considered potential strategies to increase success for employees who engaged in the promotion process. Based on the professional development programs already in existence, it was decided to let those programs fully develop to their full potential before trying to implement any new and possibly redundant programs.

Command Accountability: Leadership and Training Division

## **REOPENING OF JAIL FACILITIES**

Staff from the North County Correctional Facility was used to supplement staffing shortages at other facilities, including reopening Pitchess Detention Center South Facility. The goal of a fully staffed NCCF has been achieved, as the previous staffing shortages have been filled.

Command Accountability: Custody Operations Division

## **SAN DIMAS STATION PERSONNEL RESTORATION**

The project to restore jail, desk, and critical sworn items deleted from San Dimas Station during prior budget curtailments has been suspended. Repeated budget requests have failed to win approval. Efforts to restore these positions through the budgetary process will continue, but no longer will be listed in this publication.

Command Accountability: Field Operations Region III

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LARRY L. WALDIE, UNDERSHERIFF

ROBERT A. OSBORNE, COMMANDER

ERIC K. HAMILTON, COMMANDER

MERRILL E. LADENHEIM, LIEUTENANT

JOSEPH H. STEPHEN, JR., LIEUTENANT

SANDRA R. ENSLOW, GRAPHICS SPECIALIST

EDWARD J. ELLIOTT, SERGEANT, NCCF

BARRY R. ELLSWORTH, SERGEANT, NCCF

RYAN T. WHEELER, VOCATIONAL WORKSHOP INSTRUCTOR, NCCF

DONALD J. LYNN, TEACHER, HACIENDA LA PUENTE SCHOOL DISTRICT, NCCF

JIM PETERSON, TEACHER, HACIENDA LA PUENTE SCHOOL DISTRICT, NCCF