

## **VOLUME 2 - CHAPTER 7**

### **ADMINISTRATIVE AND TRAINING DIVISION**

#### **2-07/000.00 ADMINISTRATIVE AND TRAINING DIVISION**

This chapter outlines the functions and responsibilities of the Administrative and Training Division.

#### **2-07/010.00 FUNCTIONS AND RESPONSIBILITIES**

The Administrative and Training Division is comprised of Headquarters Operations, Facilities Services Bureau, Facilities Planning Bureau, Fiscal Administration, Financial Programs, Personnel Administration Bureau, Training Bureau, Risk Management Bureau, Bureau of Labor Relations and Compliance, Contract Law Enforcement Bureau, Employee Support Services Bureau, and the STAR Unit. The Administrative and Training Division is responsible for providing administrative staff services to the Department Executives and to evaluate and refine policy and procedures through the inspection and training processes. It is also charged with identifying and mitigating areas of actual or potential Department Liability arising during the course of the Department's daily activities.

#### **2-07/030.00 HEADQUARTERS OPERATIONS**

Headquarters Operations is comprised of the Headquarters Unit, Board of Supervisors Liaison Team, Internal Audit Unit and the Business Systems Planning and Management Unit.

##### **Headquarters Unit**

Headquarters Unit responsibilities include Division administrative and clerical support; special projects; preparation and maintenance of the service and supplies and fixed asset budgets for Executive Offices and Administrative Services, as well as Division personnel transactions; and Division Injury and Illness Prevention Programs.

##### **Business Systems Planning and Management Unit**

Business Systems Planning and Management Unit manages the automation planning and projects for Administrative and Training Division. Responsibilities include:

- Sheriff's Department project management team for the countywide implementation of Enterprise Resource Planning (ERP) Systems including e-Caps (Financial Module) and the future Procurement, Inventory, Timekeeping, and

Human Resource modules;

- represents the Department on Countywide automation projects related to automation of administrative functions and ensures that the Department's requirements and issues are addressed;
- evaluates requests from Administrative and Training Division Bureaus and Units for automation, system enhancement, system procurement, and system implementation to ensure they are in alignment with the automation plan;
- coordinates project planning activities, project scope development, project implementation, and tracking of all automation projects that impact Administrative and Training Division;
- provides project management consistency and oversight to business process improvement and automation projects within Administrative and Training Division;
- in conjunction with the administrative business Units, redesigns and where applicable automates the identified business process to improve efficiency, effectiveness, and to focus on customer service;
- coordinates the "If I Were Sheriff," Employee Suggestion Award Program; and
- alternative representative for the Department to the Quality and Productivity Commission Network Managers Group.

#### Board of Supervisors Liaison Staff

#### **MISSION**

The Board of Supervisors Team acts as the liaison between the Board of Supervisors and the Department. The team performs the following functions:

- receive, process and file letters from the Department to the Board of Supervisors in keeping with Chief Executive Office protocols;
- assist Departmental Units in drafting Board letters;
- develop and maintain positive working relationship with the Board of Supervisors' offices;
- coordinate Departmental responses to Board of Supervisors requests for information, including responses to Board motions and the Civil Grand Jury;
- coordinate Departmental appearances before the Board;
- schedule preliminary meetings between Departmental Units, the Chief Executive Office's Public Safety Cluster Deputy, and the Justice Deputies;
- monitor and track the status of pending Board of Supervisors actions;
- provide information to and from the Board of Supervisors and the Department;
- review all Board of Supervisors' agenda items for any impact to the Department;
- attend all Board of Supervisors meetings; and
- prepare executive summaries of Board of Supervisors actions affecting the Department.

#### Internal Audit Unit

The Internal Audit Unit is committed to services and workforce excellence and fiscal integrity. They ensure compliance with the Government and the County codes.

The audit assignments are completed objectively with great emphasis to the sensibility of the clients. Apparent problems are transferred into opportunities for improvement and progressive changes.

#### The duties of the Internal Audit Unit

- Routine Assignments - Internal Control Certification Program, Affiliation with Foundation and Support Groups, and liaison with outside audits;
- Financial Audits - expenditure, revenue, contracts, trust accounts, Unit funds, Special Appropriation Fund, property and evidence, and the inmate's personal property and money. Shortages/overages and misappropriation of funds;
- Timekeeping Audits - compliance with County policy and Department rules;
- Management Audits - improving the processing procedures, internal controls, and the efficiency and economy of the operations; and
- sensitive and confidential studies and financial investigations.

#### **2-07/060.00 FACILITIES PLANNING BUREAU**

Facilities Planning Bureau is comprised of three Units that are responsible for the Department's planning process relating to Project Management, Facility Planning, and Leases/Contracts and Finance Management.

Responsibilities include:

- processing Department Capital Project requests;
- initiating authorizations to proceed with the Departments of Public Works (DPW) and/or Internal Services (ISD) work authorizations and monitoring/verifying capital project expenditures;
- preparing the necessary documents for program/design efforts in order to define a project's scope of work;
- acting as liaison between the Department, contracted consultants, and the Departments of Public Works and/or Internal Services on the planning, programming, design and construction phases of all Department construction projects;
- initiate service and facilities programs and drafting architectural drawings for small-scale projects;
- acting as liaison between the Chief Executive Office and the Auditor-Controller's Office on matters of financing and budgetary issues related to Capital Projects;
- providing minor space configuration designs with emphasis in use of ergonomic furniture;
- reviewing furniture replacement specifications and issuing related procurement authorization codes; and

- processing Space Evaluation Requests and monitoring Departmental space assignments of Capital, Operating, and Administrative Leases.

## **2-07/060.50 FACILITIES SERVICES BUREAU**

Facilities Services Bureau (FSB) is comprised of two Central Repair Units geographically located, a Preventative Maintenance Unit, a Projects Unit and a Headquarters Support Section. FSB consists of professional staff representing 19 trades that provide maintenance support, infrastructure management, alteration and improvement services for the Department's 7.5 million square feet of facility floor space.

FSB also partners with other County Departments to provide energy management, energy generation, environmental compliance and hazardous waste programs, with special expertise in health and safety and sanitation issues.

Requests for information concerning these services should be channeled to the Bureau Director.

Responsibilities include:

- plumbing, carpentry, painting, mason, tile, elevator, power plant operators, sheet metal, insulators and general maintenance support;
- replacement of building systems that have failed or outlasted their economic life cycle;
- indoor air quality;
- hazardous waste management and record keeping;
- carpet replacement;
- emergency generator maintenance and replacement;
- fire and security system maintenance and replacement;
- office machine repair;
- recycling programs;
- underground storage tanks and fuel dispensing equipment maintenance;
- maintains environmental operating and compliance permits for the Department; and
- managing, repairing and improving all the Department facilities, operating power plants, coordinating environmental regulatory compliance mandates.

## **2-07/070.00 FISCAL ADMINISTRATION**

Fiscal Administration is responsible for a variety of fiscal operations which permit appropriations, adopted by the Board of Supervisors upon recommendation by the Chief Executive Officer, to be expended for Department needs in an orderly manner.

## **2-07/070.05 GENERAL ACCOUNTING**

This section maintains all budgetary accounting records and certain specialized accounting records for the Department. Responsibilities of this section include the following:

- input all expenditure documentation into the Department's Financial Management System (FMS), which enables production and distribution of financial and stock reports;
- reconcile the Department's expenditure records with the Auditor-Controller's expenditure records:
  - determine Departmental expenditure costs distribution codes and symbols;
- coordinate the processing of requisitions:
  - verify accuracy of expenditure account codes on all Departmental Supply Requisitions; and
  - review and input on-line all requisitions for services and supplies and fixed asset items above the Department's delegated authority to ISD's eCAPS Procurement system;
- maintain perpetual inventory records for items stocked by and issued from the Central Supply Warehouse, and all other Units with inventory cost of \$50,000 or more;
- reconcile ISD invoices with the Auditor-Controller Vouchers and Department records;
- approve payment data into the Auditor-Controller's eCAPS system for recording of expense and payment to the vendor; and
- process all travel requests and travel advances and perform audits of expense claims.

## **2-07/070.25 GRANTS AND GRANTS ACCOUNTING**

### Grants Administration

This Unit is responsible for obtaining available funds from Grantor agencies to implement programs designed to improve both service and employee effectiveness.

Responsibilities of the Unit include the following:

- monitor available grant sources;
- provide assistance to Department members in writing proposals;
- coordinate the grant process, assisting project managers with grant-related activities;
- provide primary liaison between the Department and Grantor agencies; and
- insure grantee compliance with County fiscal policies.

### Grants Accounting

Works in concert with Grants Administration to account for all of the grant expenditures and ensure reimbursement to the Department from the appropriate granting agency.

### **2-07/070.30 CONTRACTS AND CONTRACT MONITORING**

This Unit is responsible for the solicitation and monitoring of Board approved contracts for Master Agreements and single vendor contracts where the individual contract value is over \$100,000.

#### **Printing Management**

This subsection of Central Supply and Logistics coordinates all printing, duplicating and reproduction services for the Department. The primary functions include the following:

- issuing Department form numbers;
- coordinating and authorizing any revision to existing or proposed forms regardless if the form is printed or electronic;
- maintaining the electronic form file on the Sheriff's Data Network;
- acting as liaison to outside vendors in obtaining accurate cost estimates and coordination of all printing jobs;
- performing consultant and liaison duties between the Department and other law enforcement agencies regarding various forms;
- reviewing and authorizing all printing requests;
- keeping and maintaining records on all forms; and
- determining the most cost-effective quantities and method of printing utilizing the Vocational Print Shop at North County Correctional Facility and outside vendors.

### **2-07/070.40 SPECIAL FUND ACCOUNTING**

This section Unit prepares, maintains and controls the financial records of the following specialized funds:

- Inmate Welfare Fund - revenue derived from commissary and vending inmate purchases, inmate telephone calls, vocational activities, and trusty barbershop are used for the purchase of health, education, and welfare items for the benefit of the inmates at the discretion of the Inmate Welfare Commission pursuant to state statute;
- Narcotics Enforcement Fund - revenue derived from seized assets forfeited in connection with violation of laws governing controlled substances are used to enhance future investigations;
- Special Training Fund - revenue received from Law Enforcement training provided to other jurisdictions are used to fund Law Enforcement Training programs;
- Processing Fee Fund - collected on disbursement of money collected under writs

of attachment, execution, and possession or sale are used to replace vehicles and vehicle equipment;

- Automated Fingerprint Identification System (AFIS) - revenue collected from fines, penalties or forfeitures levied and collected by the courts for criminal offenses are used to provide an automated system for fingerprint identification;
- Countywide Warrant System (CWS) - collected for every person convicted of failing to appear in court are used exclusively to finance the development and operation of the Automated Countywide Warrant System;
- Sheriff Automation - collected for serving, executing and processing required court notices, writs, orders, and other services; as well as those collection on each citation that requires inspection for proof of correction of any vehicle violation are used exclusively by Court Services Division to supplement the costs of automated systems, and administering the funds; and
- Vehicle Theft Prevention Program (TRAP) - collected from the registration or renewal of registration of every vehicle registered to an address within the County of Los Angeles are used to fund programs to deter, investigate, and prosecute vehicle theft crimes.

## **2-07/070.55 ACCOUNTS PAYABLE**

This section maintains accounting records of goods and services obtained under various purchase, rental and maintenance agreements. Responsibilities of the section include the following:

- process payment and monitor expenditures under various purchase orders;
- review reports of goods received from Department Units and process payment via the Auditor-Controller's eCAPS system if the order, receipt and invoice information matched. The Unit issues a violation notice form when a purchasing non-compliance is determined;
- act as liaison between ISD Purchasing and Materials Management, Auditor-Controller, outside vendors and Department Units regarding procurement operations; and
- reconcile purchase orders with the Department's Financial Management System (FMS) and the Auditor-Controller.

## **2-07/070.60 CENTRAL PROPERTY AND EVIDENCE**

The Central Property and Evidence Section serves as the central repository for all evidence and property seized by the Department, and is responsible for maintaining accurate chain of custody records. The primary functions of this Section include the following:

- complying with the rules and regulations that govern the Department relative to the management of evidence;

- soliciting information relative to legislative changes to ensure compliance with Federal, State, and local laws;
- ensuring that all items no longer needed as evidence are returned to the rightful owners;
- assisting Department members and the general public as needed with evidence and property issues; and
- maintaining all items seized and deemed necessary as evidence in a secured storage environment.

## **2-07/070.65 CENTRAL SUPPLY AND LOGISTICS**

The Central Supply and Logistics Section serves as the major commodity and law enforcement equipment distribution center for the Department. The primary functions of this section include the following:

- maintaining stock inventory at predetermined levels and initiating replenishment orders when necessary;
- picking up and accepting delivery of supplies from outside vendors;
- providing items for pickup by, or delivery to, Department units;
- conducting yearly inventory of all warehouse stock items;
- accounting for and issuing uniform and safety equipment items, or related authorization vouchers, to members of the Department in accordance with the Los Angeles County Code, applicable Memoranda of Understanding and directives of the Sheriff;
- advising the Department Uniform and Safety Equipment Committee on matters pertaining to uniforms and safety equipment; and
- reissuing or recycling surplus items within the Department, or ensuring their appropriate disposal or sale.

### **Inventory Control**

This subsection of Central Supply and Logistics maintains the records of the Department's fixed assets. The primary functions include the following:

- inputting data into the Department's Fixed Assets System II (FAS II) regarding fixed assets purchased, moved, lost, destroyed, misplaced by a unit or transferred to salvage'
- reconciling the status of the Department's fixed assets with the Auditor-Controller's Annual Inventory Listing'
- checking and assigning property numbers to newly acquired fixed assets'
- conducting, or assisting units with, physical inventories and verifying Department records; and
- acting as liaison between the Sheriff's Department and Internal Services Department (ISD) regarding the acquisition or disposal of fixed assets.



## **2-07/080.00 PERSONNEL ADMINISTRATION BUREAU**

This Bureau is responsible for all transactions affecting an employee during the hiring and separation process, while in service, and the appropriate creation and retention of records pertaining to these matters.

### **2-07/080.10 BUSINESS OPERATIONS**

This section has the following responsibilities:

- management of internal operations for Personnel Administration Bureau including budget, staffing, parking, training, and vehicles;
- oversee, order, process, and distribute the services and supplies of the Bureau;
- monitor all large encumbrances and purchase orders generated through contracts and ISD requisitions, i.e. DOJ Fingerprinting, Background Investigations, Psychological Services, Building Security, Civilian and Sworn Badges, and Internal Transaction Agreements;
- operate the Sheriff's Headquarters mail room;
- manage Employee Reports of Outside Employment;
- coordinate, distribute and process Performance Evaluations;
- coordinate and schedule interviews for vacant positions;
- prepare and distribute the Bureau's weekly reports to ASD Headquarters;
- keeper and distributor of the Department's medal and award pins;
- coordinate Bureau special pick-ups and deliveries, i.e. W-2's, payroll warrants, etc.;
- plan, and schedule DST, CA and SO academy classes;
- liaison with the County Department of Human Resources in coordinating continuing educational programs; and
- manage Employee Reports of Outside Employment.

### **2-07/080.15 PAY AND LEAVE MANAGEMENT**

This section has the following responsibilities:

- record and update employee records in CWTAPPS to reflect the compensatory period for Occupational Injury or Illness claims received from the Return to Work Unit;
- research and resolve employee pay discrepancies;
- ensure, through CWTAPPS or manually prepared documents, that all time variances are reported to the Auditor-Controller for timely and accurate payment. Initiate special salary payments for uniform allowance, sick leave cash reimbursement, special event overtime, etc.;

- distribute all pay warrants and direct deposit stubs issued by the Auditor Controller;
- process all manual outgoing reports upon proper written notification from Personnel Administration Bureau;
- serve as the Department's primary liaison for employee pay purposes with the County Auditor-Controller, Tristar and Return to Work Unit;
- respond to requests for salary verifications, PORF, child support payments, lost wages, subpoenas, etc.;
- assist the Advocacy Unit in resolving restoration and settlement agreements;
- coordinate employees' participation in the Leave Donation Program;
- provide assistance to employees inquiries through the Employee Service Center;
- oversee and direct the update and correction of employee leave balances in CWTAPPS via Unit timekeepers and Pay and Leave Management staff;
- record and monitor maternity, military, FMLA and other leaves of absences;
- maintain a time card on each employee, excluding Reserve Deputy Sheriff personnel, and record all information which has a direct effect on an employee's pay, record eligibility for sick leave cash reimbursement, percentage sick leave, military leave and industrial injury or illness leave;
- ensure through the County Wide Timekeeping and Payroll Personnel System (CWTAPPS) that all time variances are recorded and entered for timely and accurate payment;
- provide training and ongoing assistance to all consolidated and non-consolidated Time Accountants, operations and scheduling staff, and other Departmental personnel as needed;
- provide quality control measures to ensure all Units, both consolidated and non-consolidated operations are in compliance with the Auditor-Controller and Departmental rules and regulations pertaining to timekeeping; and
- provides expert witness services and payroll documents on behalf of the County as required by legal action.

## **2-07/080.20 PRE-EMPLOYMENT UNIT**

This section has the following responsibilities:

- investigate the character and background of prospective professional staff applicants;
- ensure applicants meet established hiring standards, including Federal, State, and local statutes;
- assist the Examination Unit with the testing of certain professional staff position applicants;
- conduct background investigations on professional staff applicant positions including medical services positions;
- conduct security clearances on employees hired on a contractual basis;
- conduct background investigations on certain prospective employees for other County departments; and

- conduct security clearances on prospective members of the Los Angeles County Grand Jury.

## **2-07/080.25 CLASSIFICATIONS UNIT**

This Unit has the following responsibilities:

- conduct Department classification studies;
- review and approve duty statements for the annual budget allocation process;
- review and process all special pay requests;
- review all requests for administrative reassignments and voluntary demotions;
- conduct sworn bonus studies;
- act as a liaison with the Chief Executive Office involving classification issues; and
- revise and create classification specifications.

## **2-07/080.30 EMPLOYEE SERVICE CENTER**

This section has the following responsibilities:

- process service connected disability retirement credentials;
- process Carrying Concealed Weapon (C.C.W.) permits;
- facilitate the Carrying Concealed Weapon (C.C.W.) and retirement credential revocation hearings;
- answer employee inquiries concerning any area of Personnel Administration Bureau's responsibilities;
- provide orientation to all newly hired employees regarding employee pay, medical and insurance benefits, employee identification and badges, Direct Deposit Program and Federal and State Withholding Allowance Tax Forms;
- coordinate the processing of new hires, transfers, reinstatements and settlement agreements;
- coordinate the processing of in and out Military Reservists with Pay, Leave Management and the Reintegration Programs;
- research and resolve employee pay discrepancies;
- serve as the Department's primary liaison for employee retirement issues with the Los Angeles County Employees' Retirement Association (LACERA);
- issue, retrieve, repair, maintain and audit all Department badges;
- provide orientation for retiring personnel, assist with badge orders and encasements and prepare Carry Concealed Weapon (CCW) identifications upon authorization for full credentials;
- coordinate and interact with the County's Third Party Administrator involving matters of benefits, lapses in employees' coverage and special events such as Marriage, Divorce, Birth and Death; and
- distribution of Department Service Awards.

### **2-07/080.35 TEST DEVELOPMENT UNIT**

This Unit has the following responsibilities:

- conduct job research and analysis for Departmental promotional, interdepartmental or open competitive sworn and professional staff exams;
- develop exam plans and components, e.g., written, interview and rating of appraisal of promotability;
- develop evaluation methods for the interview, performance and appraisal of promotability process;
- document research studies in technical reports to support the legal defensibility of exam processes;
- provide expert testimony regarding job analysis and testing methodology in civil service appeal hearings; and
- perform special projects in support of Administrative and Training Division and other Departmental Units.

### **2-07/080.40 PROFESSIONAL STAFF EXAMS UNIT**

This unit has the following responsibilities:

- conduct civil service examinations for professional staff positions;
- prepare examination bulletins and coordinate approval;
- coordinate examination activity with requesting Divisions;
- conduct employment application review;
- promulgate and certify eligible lists and report statistical information; and
- conduct examination review and coordinate appeal process.

### **2-07/080.43 SWORN EXAMINATION UNIT**

This Unit has the following responsibilities:

- administers open competitive and promotional civil service examinations for sworn and law enforcement support classes as follows:

#### Open Competitive Exams

Deputy Sheriff Trainee

Custody Assistant

Law Enforcement Technician

Security Assistant

Security Officer

### Promotional Exams

Sergeant

Lieutenant

Captain

Commander

- prepare examination bulletins and coordinate approval;
- conduct employment application review;
- promulgate and certify eligible lists and report statistical information; and
- coordinate appeal process.

### **2-07/080.45 PERSONNEL OPERATIONS UNIT**

This Unit has the following responsibilities:

- process new hires, transfers, reinstatements, separated employees and the release of temporary employees;
- process employee changes of status, e.g., promotion, restoration, demotion;
- maintenance of employee location and work-site issues;
- calculate and process bonus pay issues, e.g., bilingual, patrol retention, POST pay, 7<sup>th</sup> step consideration;
- coordinate special programs including the 120-Day Retiree Program, Continued Service After Age 60 Program, County-Wide Youth Employment Program (CYEP), Temporary Contract Employee Program, Veteran Intern Hiring Program, Community Based Enterprise Education Program (C-BEEP) and the Career Development Intern Hiring Program;
- coordinate the Management Appraisal Performance Plan (MAPP);
- coordinate, prepare and process, in conjunction with Department's Advocacy Unit, employee performance issues, e.g., discharge, demotion and Skelly rights;
- coordinate the Chief Administrative Office approval process for new hire, promotion, etc., transactions;
- coordinate and process Department of Motor Vehicles (DMV) Confidentiality requests;
- coordinate, process and maintain records for the Reserve Deputy program;
- coordinate all Department-wide EPETS (Employee Performance Evaluation and Tracking System) functions
- coordinate Department Workforce Reduction Program; and
- coordinate and interact with County's Third Party Administrator involving matters of unemployment insurance for separated employees.

### **2-07/080.50 PERSONNEL RECORDS UNIT/VAULT**

This section has the following responsibilities:

- maintain personnel records of Department employees; and
- provide employee information to authorized persons.

## **2-07/080.55 RECRUITMENT SECTION**

This section has the following responsibilities

- convey the needs, opportunities, and benefits of the Sheriff's Department to the Community at large with special emphasis on those who qualify for the position of Deputy Sheriff;
- conduct seminars to benefit the applicant success rate;
- assist Sworn Examination's Unit with off-site DST tests;
- answer written and telephonic inquiries pertaining to employment with the Department;
- prepare and maintain current display material and literature consistent with the Unit's need for presentations;
- participate in Recruitment Unit research and task force projects;
- disseminate recruitment literature to all Sheriff's Stations and Units;
- prepare monthly Recruitment Unit activity reports; and
- prepare media releases and announcements relative to recruitment activities.

## **2-07/080.60 SPECIAL PROJECTS TEAM**

- develop programs directed at increasing productivity through computer automation;
- create databases to capture and track information utilized by personnel at Administrative and Training Division;
- facilitate any workforce reduction caused through facility closure or budgetary constraint, ensuring compliance with all laws, policies and employee union agreements;
- provide a selection process for facilitating job relocation for displaced employees and job reclassification to those facing possible layoffs;
- act as a resource for Department Executives in researching, development and implementation of innovative ideas aimed at benefitting the Department;
- administer and coordinate the Employee Information System (E.I.S.); and
- administer and coordinate the County Wide Timekeeping and Payroll Personnel System (C.W.T.A.P.P.S.),
- process and facilitate requests for Employee Information System (E.I.S.) and County Wide Timekeeping and Payroll Personnel System (C.W.T.A.P.P.S) reports.

## **2-07/080.65 STAFFING UNIT**

This section has the following responsibilities:

### **Sworn Staffing Detail**

- plan, schedule and monitor DST academy classes and all sworn new hires;
- process Sworn promotions;
- produce management biographies and demographic statistics for executives;
- maintain Patrol and Custody Assistants transfer seniority lists; and
- schedule and conduct all sworn deployment breakups.

### **Certification Detail**

- receive and maintain Certification Lists for the Department;
- ensure eligible candidates on lists are referred to requesting Units;
- ensure Department compliance with Civil Service Rule 11, certification and appointment;
- maintain the Certification Desk Management System (CDMS);
- respond to CDMS users regarding CDMS database problems;
- respond to candidates on certification lists regarding their status on a list, or to update personal information; and
- respond to notices received from the Certification Unit.

## **2-07/080.70 SWORN BACKGROUND SECTION**

This section has the following responsibilities

- investigate the character and background of prospective Sworn and certain professional staff applicants;
- ensure that applicants meet established hiring standards, including Federal, State, and local statutes;
- assist the Examination Unit with the testing of certain sworn and professional staff positions; and
- conduct background investigations on certain prospective employees for other County Departments.

## **2-07/090.00 FINANCIAL PROGRAMS BUREAU**

Financial Programs Bureau operations focus on Department financial matters, with an emphasis on budget, revenue, and position control, and is divided into the following three sections:

- Budget Services;
- Item Control; and
- Special Accounts.

Their specific duties are outlined in the following subsections.

### **2-07/090.10 BUDGET SERVICES**

The Budget Services Section prepares the Department's annual general fund budget request for submission to the Chief Executive Officer (CEO). Additionally, the Section monitors budgetary expenditures and revenues to ensure the Department remains within the Board of Supervisors adopted budget. The primary functions of this Section include the following:

- reconcile the Board-adopted budget to the Department's submitted budget request;
- allocate and monitor Services and Supplies appropriation via the Financial Management System (FMS) to facilitate the Departmental expenditure process;
- update the Departmental Budget Information Management System (BIMS) to reflect budgeted position and compensation changes/adjustments;
- liaison with Departmental personnel, the CEO and other County departments regarding budgetary matters; and
- monitor Departmental expenditures and revenues to ensure the Department remains within its budgetary allowance.

### **2-07/090.40 ITEM CONTROL**

The Item Control Section monitors and tracks employee positions Department-wide, providing executives and requesting units with reports on the status of staffing and vacancies for sworn and professional staff. The Section's primary functions include the following:

- tracking all Department positions by ordinance and funding source, and working collectively with the Budget Services Section to ensure there is sufficient ordinance and budget to hire and promote personnel;
- liaison with Personnel Administration Bureau to expedite requested position transactions; and
- processing Item Control and Alpha Processing Request Forms, also known as "Blues," for promotions, new hires, demotions, status changes, and reclassifications.

### **2-07/090.50 SPECIAL ACCOUNTS**



The Special Accounts Unit is responsible for collecting the Department's revenue. The Unit's responsibilities are divided among two subsections.

### Revenue and Billing

The Revenue and Billing Section maintains records for billing and collections made by the Department. Invoices are prepared and delivered, and payments tracked, for the various services provided by the Sheriff to other County Departments, contract cities, school districts, the courts, and various other public and private entities. This section is also responsible for maintaining the Billing Summary Report used to make revenue forecasts and to establish the annual revenue budget.

### Trust and Cashiering

The Trust and Cashiering Section manages the Special Appropriations Fund, the Department's TK7 trust account, and the Department's miscellaneous fees and bail and fines bank accounts. This section receives, deposits and records transfer payments made to the Sheriff by federal, state and local agencies under the aegis of grant programs and statutes such as SB-09, Proposition 69, and Proposition 172. This section is also responsible for working with the Department's Contract Law Enforcement Bureau and with the Los Angeles County Auditor-Controller to develop billing rates.

## **2-07/100.00 TRAINING BUREAU**

This Bureau is responsible for:

- developing and coordinating Department in-service training programs/schools in compliance with POST's continuous professional training requirements;
- developing and coordinating civilian training programs;
- researching, developing and updating the training curriculum and other material utilized for in-service training;
- operating the Sheriff's Ranges, including the development and implementation of Range training programs, as well as weapons and ammunition research and testing;
- conducting the Department's Driver Training Programs;
- testing Departmental vehicles for in-service use;
- maintaining liaison with POST and processing all POST certificate applications and reimbursement claims, Arranging for the purchase, dissemination and repair of all Department weaponry;
- production of training film videos and tapes and maintenance of the Department Film Library;
- coordinating and processing outside travel and training requests;
- operating and maintaining the Tactics and Survival Training Center;
- scheduling, staffing, administering regular and Reserve recruit training classes and training;

- coordinating and conducting group tours of the training facility;
- preparation of agenda for Training Committee meetings;
- administering the physical agility test; and
- Uniform Committee.

## **2-07/110.00 RISK MANAGEMENT BUREAU**

The Risk Management Bureau is responsible for providing a Department-wide, coordinated effort to reduce the frequency of preventable accidents, minimizing the loss of Department resources and controlling liability costs. The Bureau includes the Corrective Action Unit, Field Operations Support Services (FOSS), Random Drug Testing Unit, Safety Management Unit, the Civil Litigation Unit, and the Traffic Services Detail.

The Bureau protects the Department's interests in civil lawsuits by promptly handling all potential civil litigation cases and pending civil claims through the Civil Litigation Unit. It takes a proactive approach to prevent civil suits and limit Department liability by identifying and evaluating areas and issues of potential risk. Risk issues involving vehicle operation are analyzed and reported upon by the Traffic Services Detail. Information developed through these efforts is provided to Department managers.

### **2-07/110.10 SAFETY MANAGEMENT UNIT**

The Safety Management Unit ensures the Department maintains compliance with Cal/OSHA, ADA and other State and Federal regulations. The Unit greatly enhances our ability to control risks and reduce losses pertaining to property damage, worker accident frequency rates, Workers' Compensation, and costs associated with contractor projects that have been halted due to safety issues. Additionally, the Department's Wellness Program is part of the Safety Management Unit and is responsible for promoting wellness programs Department-wide.

### **2-07/110.20 CORRECTIVE ACTION UNIT**

The Corrective Action Program is separated into two functions: Corrective Action and Monitoring and Planning.

The Corrective Action component is characterized as generally reactive in nature and works closely with members of Risk Management Bureau's Civil Litigation Unit, the Office of Independent Review (OIR), and the Los Angeles County Board of Supervisors analyzing selected lawsuits settled by the County of Los Angeles (or in cases where a settlement is imminent) in an attempt to preclude a recurrence. Training and policy issues are examined to determine if changes or revisions are necessary.

The Monitoring and Planning section is designed to be proactive and identify relevant law

enforcement trends and/or issues which may expose the Department or the County of Los Angeles to litigation. Periodic newsletters on issues related to the management of risk and exposure to litigation will be distributed to all Department employees. Other relevant information will be shared regularly via the Bureau's Intranet website. Corrective Action Unit staff provide tracking of settlement agreements containing special provisions and provides support to the Department's Education-Based Discipline Program.

Proposed additions or revisions to any Los Angeles County Sheriff's Department procedural/regulatory manual is coordinated by this Unit.

### **2-07/110.30 FIELD OPERATIONS SUPPORT SERVICES (FOSS)**

Field Operations Support Services assists Department personnel in the provision of law enforcement services. Their duties and responsibilities are to:

- manage projects for Patrol Divisions, Countywide Services Division, Detective Division, and Homeland Security Division;
- author:
  - Field Operations Directives;
  - Newsletters;
  - Manual Revisions;
  - Officer Safety Bulletins; and
  - response letters to inquiries of the Department;
- author and maintain:
  - Station Desk Manual;
- analyze:
  - proposed legislation and its impact on the Department;
  - case law decisions that affect patrol functions; and
  - "If I Were Sheriff" suggestions;
- conduct:
  - Station training program inspections; and
  - pilot projects;
- review new technology and products affecting patrol;
- answer questions from Department members of all ranks regarding policies and procedures;
- respond to Board of Supervisors' motions;
- create, organize, and train personnel on new procedures and equipment for implementation in patrol; and
- serve as the Domestic Violence Liaison.

### **2-07/110.40 DISCOVERY UNIT**

The Discovery Unit is divided into two sections: (1) Discovery and (2) Personnel Performance Index (PPI) Administration. The Discovery Section handles

Pitchess/Brady/Vela Motions (requests seeking personnel information regarding allegations of specific conduct by Department members), Public Records Act requests, and State and Federal Grand Jury requests for documents.

The Personnel Performance Index (PPI) Administration Section handles Preliminary Data Entry (PDE), Reported Use of Force Packages (not resulting in an IAB roll out), Service Comment Report Packages, Preventable Traffic Collisions Point system, and PPI User Privileges. Information is tracked, input, and stored for response to future civil or criminal court proceedings.

## **2-07/120.00 SUCCESS THROUGH AWARENESS AND RESISTANCE (STAR) UNIT**

### **Success Through Awareness and Resistance (STAR) Unit**

- assisting in design, purchase and implementation of a substance abuse prevention curriculum in all elementary schools within the Sheriff's jurisdiction;
- teaching a selected curriculum by presenting a number of lessons to 4th, 5th and 6th grade students in classroom situations;
- working with community leaders, civic and service organizations, and religious groups in developing support for area programs;
- working with parents to raise their level of awareness, gain their support and teach them how to foster prevention activities in the home;
- providing in-service training for Department members and outside agencies; and
- gathering, coordinating and disseminating information on drug prevention, intervention programs and drug treatment programs.

## **2-07/130.00 EMPLOYEE SUPPORT SERVICES BUREAU**

The Bureau provides free, confidential counseling to all Department employees, their spouses and significant others. All personal counseling sessions between our licensed law enforcement psychologists and employees are privileged communications except for admissions of child or elder abuse or danger to self or others. This is the same standard required of all therapists throughout the state. No information regarding any counseling session, including the fact that it occurred, will be released to any Department member or family member without a formal, signed authorization from the employee. Counseling and crisis intervention is offered at three different office locations - downtown Los Angeles, Whittier, and Palmdale.

Personnel involved in life threatening events shall attend a confidential debriefing conducted by a Department Psychologist no later than five days following the incident. It is the responsibility of the Unit Commander to arrange the debriefing. Employee Support Services Personnel will contact each employee, telephonically or via e-mail, for a two week follow-up. The employee may also request confidential follow-up sessions at any-time after the first session. In addition to the above, Unit Commanders may send for a

debriefing personnel involved in any event that has the potential to overwhelm normal coping skills. All sessions will be on-duty time. In addition to the counseling and consulting assistance, specially trained psychologists advise Department personnel on approaches to crime specific and/or law enforcement concerns including crisis negotiations upon request.

### Peer Support / Addiction Recovery Programs

The Bureau also incorporates several other distinct programs that all interface based on the needs of the employee. The Peer Support and Addiction Recovery Program are each coordinated by a Bonus I - Advanced Training Deputy. These Deputies recruit both sworn and professional staff to assist Department employees. Those recruited attend a minimum, mandatory three-day, on-duty training to learn to better assist their co-workers with personal and work-related concerns, having themselves already "been there." The Coordinators further provide these trained Department members, with support, education, resources and referral information to assist their co-workers address problems involving various everyday issues as well as addictions, including alcohol abuse, drug misuse, and gambling problems. All meetings between these peer-level support program personnel and an employee are treated as private communications except where there is danger of harming oneself or someone else, child abuse, elder abuse, dependent abuse, or a significant Department policy violation. Supervisory personnel have some additional reporting requirements in line with their supervisory role. Training is also provided Department-wide via lectures as part of Recruit Training, Field Training Officers School, Sergeant Supervisors School, etc., as a means of furthering their message of peer-level support and assistance. Both Deputies interact with a variety of community organizations in furtherance of their mission and maintain a basic demographics only data base to monitor program utilization.

### Unit Chaplains – Program

The Unit Chaplains – Program provides for the spiritual and personal needs of Sheriff's personnel and their families. They offer an additional confidential resource for all Department employees. Each Unit Chaplain is assigned to a specific field, custody, or specialized unit within the Department. Our volunteer Chaplains provide spiritual support and guidance to personnel as well as provide comfort and support to members of the community during times of emotional distress (e.g., the aftermath of violent crimes, death notification, etc.). In addition to aiding employees directly, Chaplains promote an environment of well-being by inserting a presence that fosters the highest ethical conduct among employees as well as fostering heightened public confidence. Unit Chaplains are frequently called upon to provide benedictions and invocations at Department and community events.

### Uniform

The Chaplains are issued Department Chaplain Identification cards, green polo shirts, and green wind-breaker type jackets with the words "SHERIFF'S CHAPLAIN" written on

the back and the Unit Chaplains – Program logo placed over the left pocket (the issuance of these shirts and jackets is through Employee Support Services Bureau and not the Sheriff's Logistics Unit).

### Organizational Consultant Program

The Organizational Consultant Program is staffed by licensed clinicians specifically trained in organizational psychology. These Departmental employees provide on-site training and consultation to first line supervisors and command staff at designated facilities. Program emphasis is on developing and assisting management and supervisors in identifying early warning signs of stress/burnout in their employees.

Employee Support Services Bureau provides management consultation, topical wellness-based training and 24-hour/7 day a week emergency availability.

## **2-07/140.00 THE BUREAU OF LABOR RELATIONS AND COMPLIANCE**

The Bureau of Labor Relations and Compliance reports directly to the Office of the Sheriff, Undersheriff, and concerned Assistant Sheriff, through the Equity Commander. The Bureau consists of six major Units, which specialize in dealing with major areas affecting the civil and other rights of Department employees as they interact with each other and Department management and supervision.

### **2-07/140.10 EMPLOYEE RELATIONS UNIT**

This Unit is the liaison between management and the Unions. The Employee Relations Unit is the Departmental negotiator for "meet and consult," and "meet and confer" issues with the various Unions, which cover more than 28 Memoranda of Understanding ("MOU's") and more than 300 classifications. The Unit provides centralized control for all Departmental grievances and most Settlement Agreements resulting from a grievance, non-discipline appeals, and non-discipline arbitrations.

### **2-07/140.20 COVETED TESTING UNIT**

This Unit has the responsibility of coveted position testing implementation and the day-to-day negotiations relating to a number of Consent Decrees entered into by the Department with the Federal Court as a result of the Bouman v. Baca litigation. The Consent Decrees currently in force address procedural changes relative to entry-level applicants, and employee appointments to coveted positions as well as any deputy position that is considered favored or high profile. The Consent Decree Unit is responsible for maintaining centrally-controlled testing standards to ensure a single Departmental standard relating to the appointment of employees to coveted positions.

### **2-07/140.30 INTAKE SPECIALIST UNIT**

This Unit has the responsibility for being the Department-wide single-point-of-intake for employees complaining of violations of the Policy of Equality (“POE”). Its primary role is to initially evaluate the substance of equity-based complaints and determine the proper path for the investigation and/or disposition of those complaints. The Unit works closely with the Los Angeles County Office of Affirmative Action Compliance.

### **2-07/140.40 OMBUDSPERSON UNIT**

Ombudsperson Unit has the responsibility of providing training and advice to supervisors, managers, executives or other inquiring persons, as needed, relating to the general interpretation and applicability of the Policy of Equality and other related matters. The Ombudsperson Unit is responsible for documenting all reports of workplace violence and providing support personnel for the Threat Management Team (TMT).

### **2-07/140.50 AFFIRMATIVE ACTION UNIT**

The Affirmative Action Unit receives and processes all complaints made to the County's Office of Affirmative Action Compliance (OAAC), The Equal Employment Opportunity Commission (EEOC) and /or the California Department of Fair Employment and Housing (DFEH). Where appropriate, the Affirmative Action Unit will forward the complaint to the Equity Investigative Unit for investigation and resolution. The Affirmative Action Unit is also responsible for developing and maintaining records for the Department's Equal Employment Opportunity Plan required under Federal law.

### **2-07/140.60 THE AMERICAN WITH DISABILITIES ACT (ADA) UNIT**

The American with Disabilities Act (“ADA”) Unit is separated into two components:

Title I, Employment issues, and Title II, Public Access issues. Under Title I, the ADA Unit ensures that Department supervisors are aware of and in compliance with Title I of the Federal ADA, as well as the State's Fair Employment and Housing Act (FEHA). The Unit is responsible for developing and presenting ADA training for Department supervisors. The ADA Unit, in conjunction with the Health and Safety Unit, Advocacy Unit, and Personnel Administration Bureau, assist individual Units regarding the interactive process with concerned employees, and with reasonable accommodations for existing Department members. The ADA Unit is responsible for processing all reasonable accommodation requests received from Department applicants.

Under Title II, the ADA Unit ensures that all Department-occupied buildings, including jail facilities, are in compliance with ADA regulations. Working with Correctional Services

Division and Custody Operations Division, the ADA Unit helps to ensure that inmates with disabilities have access to all programs that all other inmates receive. The ADA Unit also processes facility-access complaints received from the public, including inmates, as it pertains to Department facilities.

## **2-07/150.00 CONTRACT LAW ENFORCEMENT BUREAU**

This Bureau reports to the Office of the Sheriff, Undersheriff, and the concerned Assistant Sheriff and is responsible for:

- administration and oversight of the Department's contract city law enforcement contract services;
- administration and oversight of all public and private entity contract services;
- administration and oversight of the court and custody contract services;
- monitoring unincorporated area law enforcement services;
- developing and submitting law enforcement contract proposals to interested parties;
- developing costing and staffing analyses for interested parties;
- monitoring and reporting on meetings of public agencies and government entities concerning matters of interest to the Department; and
- monitoring and reporting all proposed and enacted legislation that may affect contract cities.

Duties include the following:

- monitor all contract services to ensure proper service levels are being provided and administrative requirements are being met in a timely manner;
- monitor law enforcement services in all unincorporated areas and completing analyses of patrol deployment;
- submit the monthly Patrol Area Statistical Summary (PASS) reports from all Stations to the Board of Supervisors and Chief Executive Office (CEO);
- provide staff support to Department executives and Units in matters relating to contract law enforcement;
- develop and assist with the initiation of new revenue programs that will provide efficient and cost effective services to contracting agencies;
- conduct studies and prepare reports for government agencies that request information concerning contract services;
- provide staff support for contracting cities in limited areas relating to contract law enforcement services;
- maintain personnel information files on contract city officials;
- monitor a credential program for officials of contract cities;
- coordinate with the Auditor-Controller's Office the development of contract service costs;
- conduct inspections of each Station's Contract Law Enforcement Program and



service to the unincorporated areas;

- participate with the Local Agency Formation Commission (LAFCO) on incorporation studies, secession studies, and municipal service reviews;
- complete special projects and assignments for Department executives and command staff;
- assess patrol resource management, allocation, and utilization;
- maintain automated accountability programs such as the Patrol Area Statistical Summary Program (PASS), the City Official Badge/Identification Card Program, the City Official Biographical Program, and the Private Entity Billing Program;
- conduct Contract Law Enforcement training classes for Department personnel and contract clientele; and
- organize City Council Academies for contract city officials and managers to acquaint them with the services provided by the Sheriff's Department.