

# LOS ANGELES POLICE DEPARTMENT

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December 23, 2014

The Honorable Public Safety Committee  
c/o Holly Wolcott  
Office of the City Clerk  
Room 395, City Hall  
Los Angeles, California 90012

Honorable Members:

Enclosed for your review are the Los Angeles Police Department's responses to the following Special Studies assigned to the Department during the Fiscal Year 2014-2015 Budget deliberations:

- R. 151. Instruct the Los Angeles Police Department, with the City Administrative Officer to report to the Public Safety Committee with a strategic plan to manage the sworn overtime bank. The report should include what the Department has done to address and manage the overtime burden, issues impacting the accumulation of overtime, what can and cannot be done to control overtime, a five-year history and the activities of officers who accrue overtime (by position and hours), and the number and areas in which the officers are deployed.
- R. 152. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding coordination with the District Attorney, City Attorney and the Court system to manage Police overtime. The report should include recommendations to address these concerns.
- R. 154. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding a metric to evaluate more policing versus more police. The metric should address how many hours officers are actually on patrol in a given deployment period.
- R. 155. Instruct the Los Angeles Police Department to report to the Public Safety Committee on the change in Valley Traffic assignment in the last five years. The report should address specific strategies regarding hit and run investigations and apprehension, the gains in the Valley Traffic Bureau based on the report submitted and what investments can be made in the future.
- R. 159. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the impact of the 20 percent reduction in salaries for new sworn hires on the number of recruits and attrition.
- R. 162. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding efforts to address the disabling of Digital In-Car Video.
- R. 163. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding metrics on the 877-ASK-LAPD phone lines and calls to stations. The report should include the number of calls, and the amount of time taken to answer calls.
- R. 165. Instruct the Los Angeles Police Department, with the assistance of the Personnel Department, to report to the Public Safety Committee and the personnel and Animal Welfare Committee regarding flexibility that can be added to the Personnel process with regards to police hiring.
- R. 166. Instruct the Los Angeles Police Department to report to the Public Safety Committee to provide a five-year history on the changes made in the deployment of the gun unit. The report should include recommendations from the Chief of Police regarding efficiency or technology improvements.

- R. 167. Instruct the Los Angeles Police Department, with the assistance of the City Attorney to report to the Budget and Finance Committee on lawsuits filed against the Department by its officers and how that number has changed over the years.

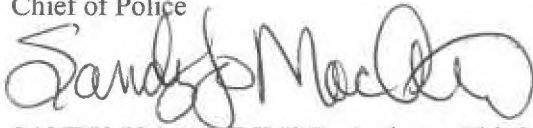
Special Studies R. 153 and R. 170 are combined into a single response.

- R. 153. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the cost/benefit of hiring fewer officers' verses accumulating overtime. The report should include the financial and operational impacts of having fewer officers and paying overtime in cash.
- R. 170. Refer to the Public Safety Committee 2014-15 Budget Memo No. 114 regarding Police-Jail Staffing.

We look forward to the opportunity to discuss these issues with you. If you have any questions regarding this information, please contact Assistant Chief Sandy Jo MacArthur, Director, Office of Administrative Services at (213) 486-8410.

Very truly yours,

CHARLIE BECK  
Chief of Police

A handwritten signature in black ink, appearing to read "Sandy Jo MacArthur", written in a cursive style.

SANDY JO MacARTHUR, Assistant Chief  
Director, Office of Administrative Services

Enclosures

**R. 151. Instruct the Los Angeles Police Department, with the City Administrative Officer to report back to the Public Safety Committee with a strategic plan to manage the sworn overtime bank. The report should include what the Department has done to address and manage the overtime burden, issues impacting the accumulation of overtime, what can and cannot be done to control overtime, a five year history of overtime activities of officers who accrue overtime (by position and hours), and the number of areas in which the officers are deployed.**

### **Background**

On May 22, 2014, the Los Angeles City Council's Public Safety Committee instructed the Los Angeles Police Department to report back with a strategic plan to manage the sworn overtime bank. The plan is to include the strategies for addressing and managing the overtime burden, issues impacting the accumulation of overtime and what can and cannot be done to control the overtime. Included is a five-year history of activities the officer did while accruing overtime (position and hours) and the number and areas in which the officers were deployed.

During the current Memorandum of Understanding (July 1, 2011-June 30, 2014) between the City and the Police Protective League, a cash overtime management agreement was devised. It states that management shall provide monetary compensation for all overtime hours once an employee has accumulated eight hundred (800) hours of Compensatory Time Off (CTO). If an employee is credited with more than 800 hours of CTO in the current payroll system Management shall buy back all CTO in excess of 800 hours for that employee within two pay periods following the pay period in which the overage is discovered by Management. Additionally, to ensure compliance with the FLSA, all hours worked in the excess of 171 in a DP shall be paid in cash.

Unless the parties agree to extend the 800-hour CTO accumulation limit, this provision will sunset on June 30, 2014. At that time, the CTO accumulation limit will return to a maximum of 150 hours. The City will have the option of cashing out the hours between 150 and 800, converting the time to another time bank or a combination of these two options. The City has decided to create a new time bank if the parties have not agreed to extend the current CTO accumulation provision.

### **Summary of Findings**

The department is committed to reducing the sworn overtime burden. There have been several strategies used throughout the department to manage the overtime burden, address issues impacting the accumulation of overtime and to control overtime. The Department continues to provide cash overtime for Fair Labor Standards Act (FLSA) overtime and reimbursable overtime. All other overtime is Compensatory Time Off (CTO).

Strategies to Address Manage and Control Overtime:

- During monthly COMPSTAT meetings management continually reviews issues related to overtime. They review with Commanding Officers who have officers who are at or above the 600 accrual hours of CTO time, they review officers who have received cash overtime for working over 171 hours in a deployment period and turning in late overtime reports.
- Administrative overtime is completed on a work-day, unless approved by the Commanding Officer.

- Use of the Electronic Subpoena (E-Subpoena) program which provides for another level of assurance that officers are subpoenaed timely and cancelled appropriately so as not to cause unnecessary overtime.
- On March 5, 2014, officers with CTO time over 250 hours were cashed out by dividing \$14,941,261.33 among the officers.
- Officers who exceed the CTO limits can be directed to take T/O days off to reduce the bank below 600 hours. Officers with over 800 hours are paid for hours in excess of 800.
- The Traffic Court appearance schedule was implemented in an effort to manage court overtime. The schedule was developed to aid officers in the planning and scheduling of their traffic court appearances.
- The Floor Warden Detail (FWD) liaison with the Courts to determine case dispositions and to immediately release employees upon disposition of their court case. The FWD retains the officer's court overtime report until the officer completes their court related duties and timestamps the starting and ending time for their actual appearance at court.

#### Issues impacting accumulation of overtime:

- Fair Labor Standards Act (FLSA) Overtime Rule – Refers to hours actually worked by a sworn employee of the Los Angeles Police Department during a 28-day work period (Deployment Period - DP) which exceeds 171 hours. This rule is a payroll procedure which compensates all overtime for employees in cash once the specific FLSA threshold hours of overtime have been entered into the payroll system in a DP. The FLSA rule ensures that all sworn employees receive only cash compensation and no CTO for any FLSA overtime hours worked.
- MOU provisions – Timely Payment of Overtime - Overtime compensation earned in a particular work period must be paid by the regular payday for the pay period in which the work period ends. When the correct amount of overtime compensation cannot be determined until sometime after the end of the regular pay period, the overtime compensation will be paid as soon after the regular pay period as is practicable. Payment may not be delayed for a period longer than is reasonably necessary for the employer to compute and arrange for payment of the amount due.
- End of watch – reports
- Certain provisions of the MOU specifically mandate the payment of overtime. These include but are not limited to
  - Care and grooming of animals – Employees assigned as dog handlers shall be entitled to 20 hours of on-duty time or compensatory time at the rate of straight time per DP for the purpose of feeding and care of a City-owned dog. An employee with the responsibility for the feeding and care of more than one City-owned dog shall be entitled to 30 hours of on-duty time or compensatory time at the rate of straight time per DP. This time shall count as hours worked for purposes of overtime computation.
  - Court - Employees shall report to Court or remain on call as directed by the subpoena. Whenever police officers are required by a “be there” subpoena outside of his/her work schedule, such officer shall receive a minimum of two (2) hours overtime compensation, plus hour for hour overtime compensation thereafter for each additional hour of actual attendance. If an employee is called into Court while on call, the employee shall receive a minimum of two and one-half (2 ½ ) hours of overtime compensation and hour-per-hour overtime compensation thereafter for each additional hour of actual attendance at Court. If the employee remains on call and is not required to report to Court, the employee shall receive two and one-half hours of overtime compensation regardless of the length of time the employee is required to remain on call.

- Injury on Duty medical examinations – When management determines that it is impracticable to schedule medical examinations and treatment on duty, an employee, notwithstanding the provisions of Articles 4.1, 6.1 and 6.2, will receive two hours straight time compensation regardless of the length of treatment.
- Standby time – Notwithstanding the provisions of Articles 4.1, 4.2, 6.1 and 6.2 of this MOU, employees who are required by the Department to standby for holidays or weekends will receive one hour of compensation at straight time for every six hours they are required to standby. As used here in, “standby” means that the employee must be reachable by phone, answering service, answering machine or paging device and must upon contact respond to a work location within a designated period of time.
- Turnaround time – If the start of an employee’s regularly scheduled duty day falls within eight hours of the previous regularly scheduled duty day (turnaround time), the employee shall be compensated at the overtime rate for those regularly scheduled duty hours or portions thereof falling within that eight-hour period. Time-and-one-half turnaround time shall be submitted as straight time equal to one half of the hours falling within the eight-hour period of the previous regularly scheduled duty day.
- Callouts – Time spent on duty during the period of standby. will be deducted from the total time the employees is on standby not from the time accumulated as compensated standby time.
- Firearms Qualification – Notwithstanding the provisions of Article 6.1, when an employee is required to complete a firearms qualification during off-duty hours, such employee will receive one and one-half hours of compensation time. Compensation time will be at the rate of time-and-one-half. No additional payment will be made regardless of how long or the number of times it may take the employee to complete the qualification in each qualification period. Management shall direct employees to qualify during on-duty hours whenever possible. The above method of compensation shall only be used when the employee can demonstrate to the employee’s commanding officer that it was impractical to complete the qualification during on-duty hours.
- Meetings – Department employees required to attend a meeting outside of normal work hours shall receive a minimum of two hours overtime compensation and hour-per-hour overtime compensation thereafter for each additional hour of attendance at a meeting, to be compensated to the nearest tenth of an hour, with following exceptions;
  - Meetings commencing two hours or less before the employee’s assigned watch;
  - Meetings commencing two hours or less after the employee’s assigned watch;
  - Meetings that begin during an employee’s assigned watch and terminate after the assigned watch.
- Compensation for the three exceptions listed above will be on an extended watch, hour-per-hour basis, compensated to the nearest tenth of an hour.
- Overtime shall be compensated in accordance with provisions of Article 6.1 of this MOU.
- At least 41% of all non-reimbursable overtime hours are spent on provisions required by the MOU.
  - 23.1% of these hours are used for Court
  - 11.6% of these hours are used for Standby

Office of Administrative services (OAS) - is responsible for administering the Department's personnel services, administering critical and major incident debriefings and providing support, guidance and information to the Los Angeles County Metropolitan Transportation Authority regarding transit related concerns within the City limits.

The average usage of overtime activities within the last five years for OAS was Department Administration, Personnel complaint investigations and personnel-recruit selections. These activities comprised 47%, 16% and 13% of the total overtime hours worked respectively. These results are typical in that the function of OAS is an administrative function.

Office of Operations (OO) – OO is responsible for uniformed and investigative operations within the geographic Areas/bureaus as well as the administrative office of the Assistant to the Director, Office of Operations. In addition, the Director oversees the Cyber Support Unit and Youth Programs for the Department.

The average usage of overtime activities within the last five years for OO was patrol operations, on-call felony court and directed felony court. These activities combined comprise 31%, 16% and 11% of the total overtime hours worked respectively. These results are typical in that OO's functions are primarily a patrol/enforcement/investigative function which most certainly requires officers to either attend or be on-call for court responsibilities.

Office of Special Operations – OSO oversees all specialized units under: Counter-Terrorism and Special Operations Bureau, and Detective Bureau, as well as Citywide Jail and Property Operations.

The average usage of overtime activities within the last five years for OSO was tactical operations, patrol operations, on-on-call felony court, narcotics use and gathering intel. These activities comprised 27%, 7%, 6% and 6% of the total overtime hours worked respectively. These results are typical in that OSO's functions are primarily investigating narcotics use, patrol/enforcement during special events and handling situations that require specialized tactical skills and intelligence gathering.

Professional Standards Bureau (PSB) – is responsible for providing investigative and specialized services within its jurisdiction.

The average usage of overtime activities within the last five years for PSB was investigating Use of Force incidents and personnel complaints. These activities comprise 71% and 21% of the total overtime hours worked respectively. The results are typical in that PSB's functions are to primarily investigate the use of deadly force and other incidents that cause great bodily injury and personnel complaints.

**R. 152. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding coordination with the District Attorney's (D/A) Office, the City Attorney's (C/A) Office and the Court system to manage Police Overtime. This report should include recommendations to address these concerns.**

## **FINDINGS**

### **Systems Currently in Place to Reduce Court-Related Overtime**

#### **Facsimile (FAX) Filing**

Facsimile filing has been in place for several years. It is utilized by the City Attorney and District Attorney Liaison Units in the downtown courts. It has substantially reduced court-related costs, including overtime. Historically, detectives drove their cases to the respective prosecutor, waited in line for an available filing deputy, and then drove back to their division. Facsimile filing obviates the need for the detective to perform all of the above tasks and allows them to send their case electronically to the concerned liaison unit, which reviews the case and presents it to the prosecutor. This method increases personnel efficiency, saves time, decreases gasoline consumption and reduces wear and tear on Department vehicles.

#### **Electronic (E) Subpoena System**

The E-Subpoena System has streamlined the subpoena control process and increased the prosecutors' confidence that officers will appear in court. The system even allows prosecutors to verify whether an officer acknowledged his/her subpoena. Thus, prosecutors are less likely to subpoena officers early in the trial process, which causes the officers to be unnecessarily placed on-call. Additionally, case dispositions are added to the E-Subpoena system, which provides notification to the witness officer and the respective Subpoena Control Officer (SCO).

#### **Web-Based Officer Appearance Schedules**

Recently, the Detective Services Section (DSS) began publishing the Officer Appearance Schedules on the Department Website. The Officer Appearance Schedules provide detailed information regarding the Traffic Courts' scheduling formula for scheduling officers to appear in Traffic Court. Specifically, the Court uses the officer's first initial of their last name to identify the possible dates that an officer will be scheduled to appear in court. Thus, the officers can determine, in advance, on which days they will likely be scheduled for court and can schedule their days off accordingly to avoid unnecessary overtime.

### **Programs Created to Reduce Court-Related Overtime**

March 2004 heralded the deployment of the Witness Management Team (WMT) at DSVD. The WMT was comprised of the Witness Detail (WD), the Floor Warden Detail (FWD), the Check-In/Out Center (CIOC) and the Electronic Subpoena Control Center (ESCC). All of these units successfully contributed to the reduction of court-related overtime, increased the efficiency of the subpoena control process and improved the efficiencies of filing and conviction. The combination of the Department's 2010 re-alignment and the loss of civilian positions and attrition resulted in the deactivation of the WD and the FWD. The loss of personnel prevented the necessary deployment of officers and supervisors to effectively

operate those units.

### Witness Detail

The WD was originally created in March 2004 and performed two primary functions. The first function consisted of a review of misdemeanor arrest reports to identify officers most critical to the case and to provide that information to the respective Deputy C/A. This ensured that the officers deemed "non-essential" to the case were dismissed from their subpoenas and as a result, unnecessary overtime was eliminated. This was a very effective process in cases such as vice task forces, in which there were many people involved but only two or three who could provide relevant testimony.

The second duty consisted of obtaining booked evidence for the C/A on the date of trial, thus expediting the trial disposition. Defendants were likely to plea when they were confronted with the evidence at some point prior to trial. In the past, the investigating officer would pick up evidence and present it to the D/A on the date of trial or thereafter. The delay of the presentation of evidence lengthened the court date and overall disposition of the criminal case.

In addition to these regular duties, the WD made other significant strides in saving money for the Department and the City. For example, the WD is credited for saving the Department the equivalent of \$159,060.00 in court-related overtime costs in the Michael Jackson case. The WD coordinated the elimination of long term on-call subpoenas for Department witnesses, which, if left uncontrolled, would have been in effect for the entire length of the trial.

Similar success was achieved in a multi-three defendant homicide/narcotics case heard in the United States District Court for Tennessee. The case began in September 2007 and concluded in May 2008. There were 72 Department witnesses scheduled to be subpoenaed. With the help of the WD personnel, negotiations with the United States District Attorney resulted in only 17 officers having to appear in the case. Each officer averaged two days of overtime for their testimony. The detail was also very proactive in soliciting similar cases from the divisions for close monitoring.

Finally, the WD was recognized in 2005, one year after its creation, by the Los Angeles Quality and Productivity Commission for "outstanding dedication, innovation, and teamwork in developing and delivering a major new project to 'protect and serve' the residents of the City of Los Angeles."

### Floor Warden Detail

The FWD was created in February 2006. The FWD consisted of three to five officers who were deployed in uniform for high visibility. Their daily routine was to check twice each day with various Deputy D/As in Divisions 31-38 at the Criminal Courts Building (CCB) and gather dispositions of the cases at the preliminary hearing stage. The dispositions were then recorded on a Case Disposition Sheet and posted outside the respective courtrooms to notify witness officers and civilians of the case status. This allowed the subpoenaed officers to return to patrol (or their residence) as soon as their case had concluded. Additionally, the Case Disposition Sheet was faxed to each Area SCO for use in managing their officers' overtime and documenting dispositions.

Another duty of the FWD is to locate officers who were immediately needed by the Deputy



D/As for testimony in an ongoing case. On average, the FWD found those officers **60-70%** of the time. Prior to this service, the Deputy D/As had no one to locate the officers and many cases were summarily dismissed when the officers were not located in a timely manner.

#### Check-In/Out Center

The CIOC was located on the first floor of the CCB and was created in March 2008 to:

- Improve witness officer accountability with regard to appearance and court sign-in;
- Control court-related overtime by physically controlling overtime reports; and,
- Streamline the sign-in procedure for witness officers.

The CIOC deployed two uniformed officers every court day and captured statistics regarding the number of officers who signed-in on a daily basis, the amount of overtime expended, and whether or not the officers testified. The CIOC still exists in a modified version. It was moved to the 7<sup>th</sup> floor Officers' Waiting Room at the CCB where one officer is deployed.

#### Electronic Subpoena Control Center

The ESCC was activated Department-wide in October 2008. The ESCC is the liaison between the C/A and D/A offices with regard to witness officers and their appearance in court. An ESCC Procedures Manual was also created.

The ESCC functions as the Department's Master Subpoena Control Officer and has oversight of the duties and training of all Department SCO's and the Electronic Subpoena System (ESS). The ESCC is also responsible for reconciling automated "sent" subpoenas when the Area SCO is unable to determine the assignment of an employee. The ESCC hosts annual SCO training meetings. At the time of its inception, ESCC was staffed by four civilians and five officers. Currently, two officers and one civilian are assigned to ESCC.

#### **Resources Required to Fully Utilize All Programs**

Reactivation of the Witness Detail will require that two additional Police Officer's II be assigned to DSVD. Reactivation of the Floor Warden Detail (FWD) will require the assignment of five additional personnel at the rank of Police Officer III+1 and/or Sergeant I. The FWD is essentially a supervisory position that oversees court attendance. The benefit of providing additional personnel for these functions is a significant overtime savings for all the Divisions that utilize the Metropolitan Court System.

#### **Divisional Strategies that Help Reduce Court-Related Overtime**

Geographic and specialized divisions play a pivotal role in the court and subpoena control process. Their SCOs function as first line monitors for the entire process. Divisions can make a significant impact in the reduction of court-related expenses by performing the following functions:

##### Subpoena Control Officer Deployment

Subpoena Control Officers are responsible for monitoring the status of subpoenas in the Electronic Subpoena System, printing subpoenas, tracking dispositions, and notifying employee's when they are no longer needed for court and various other duties. Prompt tracking and notification of officers directly contributes to the reduction of court-related

overtime costs. Each division should ensure that their SCO positions are permanently staffed by trained personnel. The continuity of these duties and the efficiency of the system suffer when personnel are rotated through this position and/or are not sufficiently trained.

#### Subpoena Control Training

Subpoena Control Officers perform a multitude of functions and it is imperative that SCOs receive all requisite training to properly discharge their duties. Divisions should encourage and support their personnel in attending all necessary training to properly perform their duties. Such training should include Electronic Subpoena System training and SCO training, at a minimum.

As previously mentioned, properly trained SCOs play a tremendous role in monitoring the subpoena control and overtime tracking process. One possible strategy is for the SCOs to notify the Area Detective Commanding Officers and Table Coordinators when multiple officers receive a subpoena on the same case. Once notified, the Table Coordinators should contact the prosecutor and determine whether all of the subpoenaed officers are necessary. This can significantly reduce overtime if properly managed and supported at the divisional level.

#### Subpoena Management and Court Preparation

Supervisors should ensure their personnel check their Department GroupWise email at least once per workday for any electronic subpoenas. Officers should immediately open all received subpoenas so the system registers that the subpoena has been acknowledged. Court overtime slips should also be monitored to maintain consistency with established overtime rules and guidelines. Supervisors should further ensure their personnel are appropriately prepared to assist the D/A or C/A in the prosecution of the criminal case. Officers and or investigators should review all necessary reports, retrieve any evidence as required by the prosecutor and ensure all civilian witness subpoenas have been served.

#### Monitoring Sign In/Out Sheet

Detective Services Section monitors the Officers Sign-In/Out Sheets, located in the Criminal Court Building. These sheets document, on a daily basis, the officers who sign in for their court cases. These records can be forwarded to each division for comparison to the divisional subpoena records. This will provide Commanding Officers with timely information regarding tardiness and/or failures to appear.

### RECOMMENDATIONS

1. It is recommended that the Department reactivate and staff the DSVD Witness Management Team at DSVD.
2. It is recommended that the Department implement the Witness Management Team strategy throughout all Court Liaison Units (previously only implemented in the Metropolitan Courts monitored by DSVD Court Liaison Units).

**R. 170. Refer to the Public Safety Committee 2014-15 Budget Memo No. 114 regarding Police – Jail Staffing.**

**R. 153. Instruct the Los Angeles Police Department (LAPD) to report to the Public Safety Committee regarding the cost/benefit of hiring fewer officers versus accruing overtime. The report should include the financial and operational impacts of having fewer officers and paying cash overtime).**

This report addresses the optimal deployment level of sworn personnel needed in field operations, hiring of detention officers and returning 75 police officers currently assigned to the Department's jail to patrol. Additionally, this report addresses the cost to hire additional officers based on the optimal deployment level vs. deploying those officers on overtime.

## **SUMMARY**

The Department has reviewed data from the past ten years of the actual deployment of sworn personnel to the 21 Area Stations and identified positions that must be filled to manage the policing and public safety needs of each Area and then added the deployment needs associated with patrol resources to include basic car deployment. There are three terms the Department uses to identify these specific needs: 1) Fixed Post positions, those needed to keep open and run the actual station 24/7; 2) Fixed Unit positions, those required to meet the needs of each Area operations, and; 3) Field Patrol Force positions, those positions required to respond to emergency and non-emergency calls for service.

Each of the 21 geographic Areas patrol a portion of the City's approximate 463 square miles. The staffing at these Areas are comprised of Fixed Post, Fixed Unit and Field Patrol Force positions which are consistent with modern policing practices throughout the Nation. Examples of the Fixed Posts include but are not limited to: supervision, desk, sick and IOD coordinator positions. Fixed Unit examples include but are not limited to: Detective staffing, Narcotics Enforcement Detail, Vice Unit, Special Problems Unit, Gang Enforcement Detail, Community Relations Office, Cyber Team, and the Parole Compliance Unit, to name a few. Each Area may require a different number of positions in the various Fixed Units depending on the specific need of the respective Area Station. For example: Hollywood Area's Vice Unit will be much larger than Foothill Area based on the quantity and extent of the problems and crime associated with the specific Area, or 77<sup>th</sup> Area may have a larger Gang Detail than Topanga for similar reasons. These Fixed Unit positions are evaluated annually and proper adjustments are made accordingly.

Additionally, each Area requires a Field Patrol Force which is the proper number of sworn officers to deploy the basic cars and other patrol assets to manage uniformed basic car deployment. To identify those needs the Department uses a formula that includes multiple matrixes to determine how many officers it requires to deploy to each of the 21 Area Stations in order for it to meet its optimal deployment level. This is called the 7/40 Standard and allows for a timely response to emergency calls for service and strategic crime reduction. Based upon quantifiable data the Department would need to hire additional officers just to meet its "optimal deployment level for the 21 Area Stations. This does not include any assessment for the basic

deployment needs of the Office of Administrative Services, Professional Standards Bureau or the Office of Special Operations. These assessments based on evidence are being studied and will be forth coming in the Chief's five year strategic plan to be completed by April, 2015, for his second term.

Costs to hire new officers, versus cost to deploy existing officers on overtime demonstrates that hiring additional officers is more cost efficient. For example: The total salary cost to hire an additional 100 officers would be approximately \$8.4 million. The cost to deploy existing officers on an overtime basis to match that same level of deployment is approximately \$11.0 million. Therefore, hiring additional officers is more cost efficient.

Currently the Department has 75 sworn officers deployed to the jails that will be returned to the field when the Department hires additional detention officers as identified in this year's budget. The Department has sufficient funds to hire the necessary detention officers. If the 75 officers currently assigned in the jail were reassigned back to patrol, the number to be hired would be reduced resulting in a slightly lower cost.

## **RECOMMENDATIONS**

The Department recommends the following:

1. Hire 81 Detention Officers during the current fiscal year with existing funds and return the police officers assigned to the Department's jails as these detention officers are hired, trained and deployed.
2. Transfer \$3,299,648 from the Unappropriated Balance (UB) to the Sworn Salary Account to enable the Department to hire to 10,000 officers during the current fiscal year.
3. The City working with the Department to create a five years hiring plan and provide sufficient funds in future budgets years to reach the optimal deployment level for sworn personnel.

Currently the Department has sufficient funding to fill the vacant Detention Officer positions along with a number of its critical civilian vacancies. The Department will require that the funds in the UB be transferred to the Sworn Salary Account to be able to continue to hire based on this year's sworn hiring plan.

Furthermore, the Department is in the process of researching and developing a 5-year strategic plan that will include increasing sworn and civilian deployment incrementally, by an additional number of sworn positions to meet the optimal deployment level for patrol operations and the total additional positions needed for the Office of Special Operations, Professional Standards Bureau, and Office of Administrative Services to function effectively in the 21<sup>st</sup> Century.

## **BACKGROUND**

As a result of discussions during the consideration of the FY 2014-15 Proposed Budget, the City Council voted to place the funding designated for either police officer and/or detention officer hiring into the UB. This action grew out of the discussion by the Council regarding the continued

deployment of 75 police officers rather than detention officers in the Department's Jails. There is currently \$3,299,648 in the UB for these purposes.

The concern of both the Department and the City Council is that because the Department had not been given the authority to hire civilian detention officers in prior budgets, it has had to assign 75 police officers to the Jail. All agree that the City would be better served by having these police officers performing patrol duties rather than civilian detention officer duties. In order to allow time for a thoughtful discussion of this issue, the Council voted to refer this conversation to the Public Safety Committee for review and recommendations.

**Current approved Level of LAPD Deployment:** At this time the Department has 10,480 *sworn authorities*. However, over the last several years the Department has received sufficient funds to hire to 10,000 police officers, leaving 480 authorities unfunded. Currently there are approximately 9,920 officers and the Department continues to hire in an effort to fill to the budgeted deployment of 10,000.

**Optimal Patrol Deployment:** The Department is currently analyzing quantifiable data to determine the "optimal deployment level" for the Department Field Patrol Force operations, the Office of Special Operations, Professional Standards Bureau and the Office of Administrative Services. Initially, in order to come closer to the optimal patrol deployment level, all of the 10,480 authorized positions should be filled.

## **JUSTIFICATION FOR INCREASING POLICE OFFICER PATROL DEPLOYMENT**

The following is a detailed explanation of the factors used to arrive at the optimal deployment level for Field Patrol Force operations.

In 1987, the City and the Department entered into an agreement with a vendor, Police Administration Services. The agreement called for the vendor to assess Department operations and develop factors that are used to quantify how many officers the Department requires to adequately patrol Los Angeles. The system developed a working plan for the Office of Operations known as the "Patrol Plan". The Patrol Plan requires a systems report each quarter based upon verifiable data to determine the optimal Field Patrol Force deployment level necessary for each Area Station. The objective is to achieve a seven minute response time to emergency calls for service and allot 40% of time dedicated to proactive enforcement. This is referred to as the 7/40 Standard. The current research being conducted by the Department is to determine if this standard is still considered "Best Practices" in policing nation-wide. Currently the Department is not able to meet the 7/40 Standard 100 percent of the time.

**7/40 Standard:** The 7/40 Standard provides a calculated distribution of the patrol work force which is the basic fundamental delivery system of law enforcement patrol duties. The deployment of officers to patrol duties with attention on Area strength levels as well as the other patrol categories, require a seven minute median response time for all emergency calls for service, and 40 percent (24 minutes per hour) of available time for proactive enforcement. Although, the Department continuously meets the seven minutes response time as routinely evaluated during the CompStat process, the 40 percent proactive enforcement criteria is challenging and is met at various times throughout the 24 hour daily time span through the use of

Field Patrol Forces and Fixed Unit operations. This available time is critical to lowering crime rates within the City.

## **FIELD PATROL FORCE**

**Patrol Plan:** The following matrixes are used to establish the Patrol Plan for the Field Patrol Force operations:

- **Number of Units Fielded** – The average number of response units fielded, broken down into four hour blocks by day of the week, month, or quarter as needed. This information includes patrol units that are assigned to calls for service.
- **Forecasted Call Rate** – Projects the number of calls for service by comparing the calls for service from the same period during the previous year.
- **Percent of Calls with One (two, three, four five or six plus) Unit(s) Dispatched** – This data set estimates the percentage of calls requiring one or more units to respond.
- **Average Service Time** – This data set computes the average response time for those units.
- **Non-Calls For Service Time** – Calculates time spent on activities such as meetings, mandated administrative tasks, policy mandated qualification, etc.
- **Dispatching Policy** – This information set includes the three possibilities relating to call dispatch once a request for service has been received.
- **Percent of Calls Dispatched by Priority** – Three categories of data that corresponds to Priority One, Two and Three Calls for Service:
  - Priority One Call – Code 3 Response
  - Priority Two Call – Code 2 Response/Non-Coded alarm calls
  - Priority Three Call – Non-Coded calls
- **Square Miles** – Determines the square miles of a geographic area from city data sources.
- **Medium Travel Time** –time factor for Priority One, Two, and Three calls for service.
- **Street Miles** – Preventive patrol estimates based of total length on the streets measured in miles that are patrolled.

## **FIXED UNIT ASSIGNMENTS PERFORMED BY SWORN**

In addition to routine patrol duties performed by the Field Patrol Force, sworn officers assigned to the Area Stations perform a wide variety of duties that are a critical component to the crime suppression and public safety efforts of the Department. These duties include but are not limited to:

- Parole Compliance Unit - AB-109 Re-Alignment, Community Relations Office/Youth Service Officer, High Intensity Drug Trafficking Area Program, Violent Crime Task Force, and Criminal Gang and Homicide Group, etc.
- Detectives, Gang Impact Team, Vice, and Community Relations Offices.
- Bike Units, and Special Problems Unit, who impact the quality of life issues within the City and specifically focus on the proactive enforcement criteria of the 7/40 Standard.

## **COST COMPARISON IN HIRING SWORN VS OVERTIME VS HIRING CIVILIAN**

The following outlines the costs associated with hiring new officers versus the cost of overtime for existing staff to meet the optimum deployment level or 7/40 Standard 100 percent of the time.

Comparison – for every 100 new officers hired versus cost of to deploy on overtime:

- Every 100 officers added to the Department's deployment costs \$8.4 million.
- The cost to hire 100 Detention Officers is \$7.1 million
- The cost to deploy 100 police officers on overtime is \$11.0 million

**R. 154. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding a metric to evaluate more policing versus more police. The metric should address how many hours officers are actually on patrol in a given deployment period.**

Attached for your information are the number of officers assigned to Patrol in a given deployment period.



## Hours Worked per DP by Shift Type

Shift	Hours Worked per Day	Number of Days Worked per DP	Total Hours Worked per DP	Number of Personnel Working This Shift	Numer of Personnel Currently Assigned to Patrol *	Notes regarding Holidays per M.O.U.
3/12	12	13	156	2316	1450	Employees working 12-hour shift shall be scheduled for 4 hours of holiday time each DP.
4/10	10	15	150	3893	411	Employees working 10-hour shift will generally work 15 days a DP with 1 scheduled holiday. During a DP when an employee is scheduled to work 14-15 days, the employee shall be scheduled for 10 hour holiday.
5/40	8	19	152	566	N/A	Employees working 8-hour shift shall have holidays scheduled pursuant to days off in lieu of a holiday as specified on the annual deployment calendar.
9/17	9	17	153	184	N/A	Employees working 9-hour shift shall be scheduled for 7 hours of holiday time each DP

\* A, X, XL only - DP 6, 2014 Information.

**R. 155. Instruct the Los Angeles Police Department to report to the Public Safety Committee on the change in the Valley Traffic assignment in the past five years. The report should address specific strategies regarding hit and run investigations and apprehension, the gains in the Valley Traffic Bureau based on the report submitted and what investments can be made in the future.**

The Department has identified 2014 as the "Year of the Traffic" During this year; the Department has established specific goals and strategies to reduce the number of traffic collisions through increased enforcement, education and improved engineering in all of its Traffic Divisions. The success of the Department efforts and commitment will be measured by the number of lives saved and by the reduction in the number of people injured as a result of traffic collisions.

### **ENFORCEMENT STRATEGIES:**

#### **Increased Deployment of Officers to Traffic Divisions**

The Director, Office of Operations, is fully committed to the successful implementation of the 2014 Traffic Plan, specifically as it relates to providing a safe environment for the communities we serve. Based on an increase in 2013, of both "A" (Accident) and "K" (Killed) traffic collision within the City of Los Angeles, the Director has decided to loan personnel within the Office of Operations geographic Areas to the traffic division. This movement of personnel embraces the Department core value of "Service to our Community" as it is done with a purpose to reduce the number of fatal and serious injury traffic collisions in 2014.

#### **Maintain Command Emphasis over Traffic Enforcement**

A command emphasis by bureau chiefs and all commanding officers will be instituted to ensure traffic enforcement efforts to include the use of a warning in lieu of a citation is conducted at locations where collisions are occurring. Traffic Commanding Officers will utilize traffic plans and mission sheets to identify specific locations and times of traffic collision problems in each geographic Area. Commanding officers should ensure supervisory personnel are reviewing Traffic Daily Field Activities Reports and Daily Field Activities Reports to ensure traffic enforcement efforts are being conducted at identified locations. Commanding officers will be required to provide updates at all COMPSTAT inspections. The Traffic COMPSTAT profiles have been expanded to provide additional focus on specific hit and run cases involving death and injury and also to include case clearance information. This should be reviewed and discussed by traffic commanding officers.

Commanding officers will develop and institute specific traffic enforcement strategies to reduce the number of collisions involving pedestrians, bicyclists and hit and runs. Monthly distracted driving traffic enforcement details should be conducted to target drivers who continue to use their cell phones while driving. Furthermore, the traffic divisions will continue to work with Area commands to provide training to personnel related to traffic enforcement with particular emphasis on newly installed buffered bicycle lanes and other strategies to improve bicycle and pedestrian safety.

Other enforcement strategies may include:

- Deploy teams of loaned traffic enforcement units to high-risk intersections and streets to provide enforcement and education during high traffic collision hours;
- Parking decoy vehicles at locations where recent fatal and serious injury traffic collisions have occurred;
- Conduct nighttime OP details with concentration in Areas with increased hit and run traffic collisions involving injury or death;
- Traffic violation warnings may be issued in lieu of a traffic citation at the officer's discretion.
- Develop or continue to deploy a habitual traffic offender unit to monitor repeat offenders;
- Increase the number of pedestrian sting operations and enforcement of California Vehicle Code violations contributing to pedestrian collisions; and,
- Increase the number of in-service radar operator schools to expand the number of officers trained to conduct speed enforcement.

### **Realign Assault with a Deadly Weapon with Vehicle Investigations**

The Department has realigned investigative responsibilities established in Special Order No. 2, "Reporting and Investigative Procedures for Traffic Collisions and Assault with a Deadly Weapon, Motor Vehicle - Revised," February 1, 2011. These investigative responsibilities will be returned to the Area Detective Sections to allow traffic detective personnel to concentrate investigative efforts in solving hit and run crimes.

### **Manage, Oversee and Apply for Traffic Enforcement Grants**

Emergency Operations Division (EOD) will continue to manage, oversee and apply for traffic enforcement grants to augment existing traffic enforcement endeavors. Traffic enforcement grant details shall be deployed based upon an analysis of the available traffic collision statistics. At the conclusion of the detail, an activity analysis shall be submitted to EOD. Each Deployment Period, a citywide traffic grant enforcement detail will be coordinated through EOD to ensure a concentrated traffic enforcement detail is conducted in support of national, State and local traffic campaigns. Primary collision factors, driving under the influence saturation patrols and distracted driving details will be the cornerstone of the enforcement efforts.

### **Seek Legislation with Regards to Hit and Run Traffic Collisions**

The Department, in conjunction with the Mayor, City Council and the City Attorney's Office, will continue to seek legislation to:

- Increase the penalties for hit and run crimes;
- Eliminate civil compromises for hit and run crimes;
- Increase the penalties for distracted driving violations and cause violations to be considered a moving citation resulting in a point on a violator's driving record; and,

- Finally, the Department will research the feasibility of requiring auto body repair facilities to report substantial vehicle damage to local law enforcement to identify individuals involved in hit and run collisions.

## **EDUCATION STRATEGIES:**

### **Create Public Service Announcements (PSAS)**

The Department will convene a Community Impact Team consisting of various community leaders, celebrities and other governmental representatives to fund and develop traffic safety public service announcements. An emphasis will be on the creation of PSAs that will educate the public regarding their duties and responsibilities when involved in a traffic collision. The message will advise the public that a traffic collision is an unintentional incident and generally not a crime, but failing to stop is a crime. Other announcements will focus on bicycle and pedestrian safety, and the dangers of distracted driving. The PSAs will seek to educate the various diverse communities in the City of Los Angeles.

### **Provide In-Service Traffic Education Outreach**

Traffic Commanding Officers will continue to ensure regular roll call training on traffic enforcement and collision trends is being conducted at the geographic divisions by either the Complaint Traffic Safety Units or the Field Enforcement Unit. Traffic divisions will continue to work with Area commands to provide training to personnel related to traffic enforcement with particular emphasis on newly installed buffered bicycle lanes and other strategies to improve bicycle and pedestrian safety.

### **Community Outreach Service Plan**

The Department will increase traffic safety and awareness through community outreach endeavors. The Community Impact Team, as mentioned above, will assist in developing a community outreach service plan. The Community Impact Team will consist of subcommittees that will develop goals and strategies to accomplish the Department's traffic reduction goals. The following subcommittees have been created:

- Public Service Announcements;
- Enforcement;
- Technology; and,
- Engagement.

Further community outreach endeavors will focus on working with various established groups, such as bicycle and pedestrian groups, Community Police Advisory Boards, Clergy Councils and other community meetings and councils to discuss traffic safety.

The Department will continue to support and assist the Department's Bicycle Liaison in the implementation of the City's Bicycle Plan. The Traffic Commanding Officers will be responsible for ensuring the designated Traffic Division Bicycle Liaison is responsive and conducting monthly meetings to educate bicyclists and motorists on traffic safety.

The Department will continue to work with the Bicycle Advisory Committee and the Pedestrian Advisory Committee to improve bicycle and pedestrian safety and also distribute bicycle helmets and bicycle lights. These committees are under the purview of the Los Angeles Department of Transportation (LADOT) and will have oversight on funding for equipment to be distributed.

Traffic educational materials will be published and disseminated to the public at various venues (malls, churches, etc.) and social media to raise awareness of the various California Vehicle Codes, California Penal Codes and Los Angeles Municipal Codes designed to reduce the number of hit and run traffic collisions, improve bicycle and pedestrian safety, and raise awareness of the dangers of distracted driving.

Public awareness campaigns with traffic safety messages will be developed to raise pedestrian and bicycle safety awareness. The campaign will consist of designing and installing traffic safety messages at public transportation locations (i.e., bus stops, train platforms), billboards and inside public transportation. Furthermore, the Senior Lead Officers and the Complaint Traffic Safety Unit will work with the Los Angeles Unified School District, University of Southern California, University of California Los Angeles and other higher educational institutions to support various pedestrian and bicycle traffic safety programs.

The Department will develop technological improvements to educate the public through the development of a traffic smartphone application or mobile website. Furthermore, improvements to the LAPD Infoweb and LAPD Online website (traffic division links) will continue to improve web-browsing, educate the public on the Department's traffic endeavors and raise awareness of current traffic collision statistics. The LAPD Online website will provide links to other local, state and national traffic-related websites that provide educational awareness recommendations, such as, the Los Angeles Department of Transportation, State of California's Office of Traffic Safety and United States Department of Transportation-National Highway Traffic Safety Administration.

## **ENGINEERING STRATEGIES:**

### **Upgrade Technology**

The Department will work with City Council to upgrade the City's Automated Traffic Surveillance and Control System (ATSCS) or develop a camera system at intersections with the greatest number of traffic collisions in each bureau. The upgraded system will record and enhance the resolution capability of the camera system to improve the Department's ability to investigate hit and run crimes and improve traffic safety.

### **Improve Crosswalks**

The Department will work with the Los Angeles Department of Transportation to identify intersections in each bureau that have the highest number of pedestrian traffic collisions. Intersections will be evaluated and recommendations will be submitted to improve pedestrian markings, signage and push buttons at identified crosswalks. Improvements will consist of restriping existing crosswalks, installation of horizontal crosswalks and installation of push buttons in English, Spanish and Korean. Furthermore, the installation of midblock crosswalks

and pedestrian warning devices will be recommended to improve pedestrian safety at critical locations.

### **Support Engineering Requests at Problem Locations**

Traffic Coordination Section, EOD, will support traffic plans developed and modifications implemented at problem locations identified by the Los Angeles Department of Transportation. The Department will provide support through education and enforcement at identified locations.

As part of this goal, Traffic Coordination Section, EOD, and the four Traffic Divisions will conduct surveys at intersections where a disproportionate number of traffic collisions are occurring. Surveys will seek to identify and recommend engineering modifications possibly contributing to traffic collisions. Other modifications might include:

- Widening sidewalks and crosswalks;
- Developing buffered bicycle lanes;
- Extending red curb zones;
- Installing pedestrian refuge islands; and,
- Installing pedestrian warning devices at critical locations.

Traffic Coordination Section, EOD, will request the Los Angeles Department of Transportation to update expired traffic speed surveys to enable officers to enforce speeding violations via the use of radar.

## VALLEY TRAFFIC DEPLOYMENT FROM 2009-2014:

Yr	Qtr	CAPT-2			CAPT-1			LT-1			DET3			DET2			DET1			SGT 2			SGT 1			PO 3+1			PO 3			PO 2/1		All Total	
		AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	AU	ADJ	DEP	ADJ	DEP		
2009	Q1	1	1	1	0	0	0	2	2	2	1	1	1	5	5	4	2	2	2	4	4	3	18	18	18	8	8	7	14	14	10	0	175	157	205
	Q2	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	2	4	4	4	18	18	17	8	8	7	14	14	8	0	175	160	207
	Q3	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	2	4	4	4	18	18	17	8	8	7	14	14	10	0	175	164	213
	Q4	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	2	4	4	4	18	18	19	8	8	7	14	14	10	0	175	168	219
2010	Q1	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	2	4	4	4	18	18	19	8	8	7	14	14	10	0	175	171	222
	Q2	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	2	4	4	5	18	18	20	8	8	7	14	14	10	0	175	177	230
	Q3	1	1	1	0	0	0	2	2	2	1	1	1	5	5	4	2	2	2	4	4	5	18	18	19	8	8	7	14	14	10	0	175	176	226
	Q4	1	1	1	0	0	0	2	2	2	1	1	1	5	5	4	2	2	1	4	4	4	18	18	19	8	8	7	14	14	10	0	175	174	223
2011	Q1	1	1	0	0	0	1	2	2	2	1	1	1	5	5	4	2	2	1	4	4	3	18	18	17	8	8	7	14	14	10	0	174	180	226
	Q2	1	1	0	0	0	1	2	2	2	1	1	1	5	5	5	2	2	1	4	4	3	18	18	16	8	8	7	14	14	10	0	173	178	224
	Q3	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	1	4	4	3	18	18	17	8	8	7	14	13	10	0	174	178	225
	Q4	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	1	4	4	3	18	18	17	8	8	8	14	13	9	0	174	173	220
2012	Q1	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	1	4	4	4	18	18	17	8	8	8	14	13	9	0	172	166	214
	Q2	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	2	4	4	3	18	18	20	8	8	8	14	14	9	0	175	164	215
	Q3	1	1	1	0	0	0	2	2	2	1	1	1	5	5	5	2	2	2	4	4	3	18	18	20	8	8	8	14	14	11	0	175	163	216
	Q4	1	1	0	0	0	1	2	2	2	1	1	1	5	5	5	2	2	2	4	4	3	18	18	21	8	8	7	14	14	12	0	174	159	213
2013	Q1	1	1	0	0	0	1	2	2	2	1	1	1	5	5	5	2	2	3	4	4	4	18	18	20	8	8	7	14	14	11	0	174	159	213
	Q2	1	1	0	0	0	1	2	2	2	1	1	1	5	5	4	2	2	3	4	4	4	18	17	20	8	8	8	14	14	12	0	173	155	210
	Q3	1	1	1	0	0	0	2	2	2	1	1	1	5	5	3	2	2	3	4	4	4	18	17	19	8	8	8	14	14	11	0	173	157	209
	Q4	1	1	0	0	0	1	2	2	2	1	1	1	5	5	3	2	2	2	4	4	4	18	17	20	8	8	8	14	14	11	0	174	156	208
2014	Q1	1	1	1	0	0	0	2	2	2	1	1	1	5	5	3	2	2	2	4	4	4	18	17	20	8	8	7	14	14	13	0	173	155	208
	Q2	1	1	1	0	0	0	2	2	2	1	1	1	5	5	3	2	2	2	4	4	4	18	18	20	8	8	5	14	14	13	0	171	152	203
Average		1	1	1	0	0	0	2	2	2	1	1	1	5	5	4	2	2	2	4	4	4	18	18	19	8	8	7	14	14	10	0	174	166	216

Yr	Qtr	Start Date
2009	Q1	01/07/2009
	Q2	04/02/2009
	Q3	06/23/2009
	Q4	09/15/2009
2010	Q1	01/03/2010
	Q2	04/01/2010
	Q3	06/23/2010
	Q4	09/15/2010

Yr	Qtr	Start Date
2011	Q1	01/05/2011
	Q2	03/27/2011
	Q3	06/21/2011
	Q4	09/11/2011
2012	Q1	01/03/2012
	Q2	03/28/2012
	Q3	06/18/2012
	Q4	09/09/2012

Yr	Qtr	Start Date
2013	Q1	12/31/2012
	Q2	03/26/2013
	Q3	06/17/2013
	Q4	09/08/2013
2014	Q1	12/29/2013
	Q2	04/20/2014

Increase from prior quarter

Decrease from prior quarter

**R. 159. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding the impact of the 20 percent reduction in salaries for new sworn hires on the number of recruits and on Attrition.**

An analysis of the certification and hire list spanning the five years from 2009 through 2013, was completed by the Department. The attached graph shows not just a dramatic decrease in the number of officers hired, but more importantly, the number of eligible candidates (certification list) from which to draw the best candidates. The relatively larger certification list as compared to later years, has allowed the Department to hire the most qualified candidates.

In 2009, there were 1,472 candidates on the certification list. In that year, we hired 577 officers, or approximately 39 percent of candidates on the certification list. This allowed us to draw from an extensive pool, while presumably selecting the most qualified candidates.

The 20 percent pay cut took place in 2010 and its effect was felt almost immediately. The 2010 total certification list contained 1,130 candidates. This number was 342 fewer than the previous year, or a 24 percent reduction from 2009. Ultimately, we hired only 284 candidates, which represented 49 percent of the 577 officers were hired in 2009.

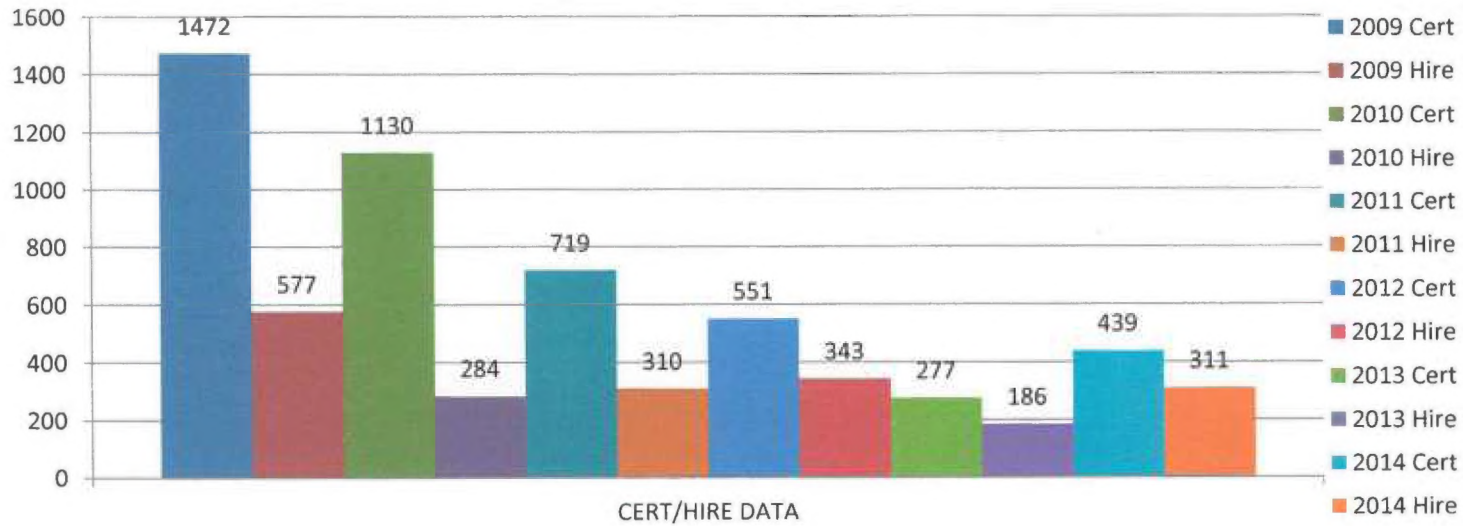
By 2011, the certification list contained 719 candidates, which represented only 48 percent of the total numbers from 2009. The number of candidates from which to draw from had been reduced by more than 50 percent. The Department hired 310 new officers, which meant we took 43 percent of the certification pool.

In 2012, there were only 551 total candidates on this certification pool. This was only 34 percent of the total certification list from 2009. When faced with a dramatically reduced certification list, we exhausted 62 percent was exhausted in hiring just 343 new officers.

The downward trend continued into 2013, when the certification list was half (277) of what it had been in 2012 and only 18 percent of the 1472 number from 2009. The Department hired 186 officers, while exhausting 67 percent of the certification list as compared to the 39 percent exhaustion rate in 2009.



# LAPD CERT/HIRE DATA 2009-2014



**R 162. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding efforts to address the disabling of Digital In-Car Video.**

Since the inception of Digital In-Car Video (DICV) in Operations South Bureau (OSB) in 2010, it has been made clear that anyone who disables, vandalizes or does anything to circumvent the use of the system is committing serious misconduct. Actions that intentionally mask or hide officer's activities are a form of corruption. The Department cannot allow for the loss of public trust, nor the erosion of confidence in our leadership if such actions go undetected or unchecked.

There are numerous checks and balances that the Department has put in place to ensure the security of the DICV system. Protocols regarding the police vehicle include:

- Officer(s) individually log into the system to associate themselves with videos created during their shift.
- Cameras are bolted in a fixed position so they cannot be moved (consistent fixed field of view.)
- Captured video is duplicated on two components within the vehicle.
- Hard-drive is locked and only accessible by a supervisor.
- The primary method for transferring video is wireless and requires no officer interaction.
- Video will not erase from the vehicle until a verification of a complete transferred has occurred from the vehicle to the station server.
- Each video captured in the vehicle creates a unique validation number that cannot be altered. Any attempt to manipulate a video would cause this validation number to conflict.
- Wireless Microphones have an external and internal antenna.
- Each unit has a secondary battery specific to DICV system to extend its ability to record when the vehicle is off.

Additional protocols put into place in each Area station include:

- Access to video requires logging-in with your serial number and password.
- Access rights are predetermined by your rank.
- All activity is captured by logging the systems meta-data (time accessed, video viewed, comments added, etc.).
- Only the System Administrator (ITB SUPV) has the ability to delete.
- Only supervisors can request videos to be duplicated.
- Duplication process is fully automated and centralized within Property Division.

In October of 2013 OSB published Bureau Order No. 1, 2013, to delineate required inspections to be conducted at the start and end of watch. Direction was provided for the documentation of any missing or damaged cradle port antennas potentially identified during an inspection. This year OSB Bureau Order No. 2, 2014, added to the inspection the antennas attached to the personal transmitters, or microphones. The intent of this addition was to provide a clear chain of custody of equipment so that in the event equipment is broken or damaged there is appropriate and timely documentation and accountability.

Currently, supervisors conduct a minimum of two daily field inspections of both the Cradle Port Antennas and the personal transmitter antennas. These inspections are documented in the Supervisor's log. All Watch Commanders must ensure that their supervisors are conducting such inspections. Significant progress has been made, and the majority of our officers have demonstrated that they support the use of the system. The Office of Operations is working on standardizing all OSB protocols through the Department's Employee Relations Group as the DICV system expands to all geographic bureaus.

**R. 163. Instruct the Los Angeles Police Department to report to the Public Safety Committee regarding metrics on the 877-ASK-LAPD phone lines and calls to stations. The report should include the number of calls, and the amount of time taken to answer calls.**

**BACKGROUND**

The Los Angeles Police Department (LAPD) Communications Division (CD) functions as the Public Safety Answering Point (PSAP) for the City of Los Angeles. Calls made to 9-1-1 within the City limits are routed to the Metropolitan or Valley Communications Dispatch Centers (MCDC/VCDC). In 2013, only 36.9% of 9-1-1 calls answered by LAPD CD resulted in an emergency or urgent police dispatch, or the dispatch of the Los Angeles Fire Department (LAFD).

In an effort to minimize the number of non-emergency calls made to 9-1-1, the LAPD operates a toll-free non-emergency telephone number, 877-ASK-LAPD (877-275-5273) 24 hours per day, seven days per week. Calls made to 877-ASK-LAPD are answered by an Interactive Voice Response (IVR) system, offering callers a number of options for call routing including non-emergency police response, transfers to local police stations, connection to 3-1-1, and information on how to obtain a copy of a police report. Over the past three years, an average of 53,642 calls were made to 877-ASK-LAPD each month.

**FINDINGS**

Chart I below outlines the number of calls received on the 877-ASK-LAPD line over the past three years, and the average number of calls received per month.

*Chart I*

<b>YEAR</b>	<b>NUMBER OF CALLS</b>	<b>AVERAGE PER MONTH</b>
<b>2011</b>	<b>672,883</b>	<b>56,074</b>
<b>2012</b>	<b>668,485</b>	<b>55,707</b>
<b>2013</b>	<b>589,729</b>	<b>49,144</b>

Callers who dial 877-ASK-LAPD and select the option for “non-emergency police response” are routed to the LAPD non-emergency Automated Call Distribution (ACD) queue. If no operators are immediately available, the call is placed on hold and answered in the order received.

In addition to 877-ASK-LAPD calls, several other call types are also routed to the same non-emergency ACD queue, including calls originally received on 9-1-1 which were determined not to be life threatening or urgent in nature.

It is currently not possible to isolate call answer times specifically for ASK-LAPD (see note below), however, Chart II below depicts call answering statistics for all calls routed to the non-emergency ACD queue:

*Chart II*

<b>YEAR</b>	<b>% OF CALLS ANSWERED 10 SECS OR LESS</b>	<b>% OF CALLS ANSWERED 20 SECS OR LESS</b>	<b>% OF CALLS ANSWERED 30 SECS OR LESS</b>
<b>2011</b>	<b>63%</b>	<b>68%</b>	<b>73%</b>
<b>2012</b>	<b>64%</b>	<b>71%</b>	<b>75%</b>
<b>2013</b>	<b>61%</b>	<b>69%</b>	<b>74%</b>

**NOTE:** Callers who select “non-emergency police response” on the 877-ASK-LAPD IVR are originally routed to the MCDC non-emergency ACD queue. At this point, the call is easily identifiable as a call received from 877-ASK-LAPD based on the AT&T “Route Name”. In the event no operator is available at the MCDC, but an operator is available at the VCDC, the call is then routed to the VCDC. In this scenario, the AT&T Route Name changes, and the call is no longer identifiable as an 877-ASK-LAPD call. LAPD CD is currently working with Cassidian, our vendor for telephone call processing equipment, and AT&T to determine if a solution is available.

Chart III below depicts the total number of calls routed from the 877-ASK-LAPD IVR to the LAPD non-emergency ACD queue. These statistics are for the MCDC only. Statistics for the VCDC are unavailable.

*Chart III*

<b>YEAR</b>	<b>NUMBER OF CALLS</b>	<b>AVERAGE PER MONTH</b>
<b>2012</b>	<b>280,647</b>	<b>23,387</b>
<b>2013</b>	<b>206,101</b>	<b>17,175</b>

**NOTE:** Due to archiving of data for 2011, statistics for the entire year were not readily available.

Call statistic equipment is not in place to track calls made to Area police stations, therefore the number of calls and call answer times could not be obtained.

**R. 165. Instruct the LAPD, with the assistance of the Personnel Department, to report to the Public Safety and the Personnel and Animal Welfare Committee regarding flexibility that can be added to the Personnel process with regard to police hiring".**

The Police Department has been working collaboratively with the Personnel Department to identify processes that will allow the hiring process to become more flexible and timely. As of August 1, the LAPD has trained a sergeant and eight officers who are now conducting the preliminary meetings with candidates who are filling out their Preliminary Information Questionnaire (PIQ) which allows Personnel Department personnel to focus on the background investigations.

The Police Department and Personnel Department have completed an updated MOA which will also allow the Police Department to assist with background investigations on an as needed basis. This will ultimately increase the candidate pool so that the Police Department will reach the goal of 10,000 officers and then remain at that staffing level. The updated MOA also requires the two departments to meet on a regular basis and examine current on-going background investigations to ensure that there is agreement regarding the suitability of all LAPD candidates for hire at the various levels in the hiring process. Prior to this agreement, such reviews would take an inordinate amount of time. By reviewing at each step in the process the delays will be minimal.

Finally, both Departments have conducted a joint review of all the background standards guidelines to ensure they have been updated and are contemporary with best practices in police hiring standards, and are consistent with California State Police Officer Standards and Training requirements.

Through the agreement that now allows the Police Department to assist Personnel Department in the hiring of police candidates, the process will become more timely and flexible allowing for a rapid increase in investigators when necessary to quickly increase the candidate pool, or to quickly review packages when an issue arises so that candidates are not delayed in the process unnecessarily.

**R. 166. Instruct the Los Angeles Police Department to report to the Public Safety Committee to provide a five-year history on the changes in the deployment of the Gun Unit. The report should include recommendations from the Chief of Police regarding efficiency and technology improvements.**

The Gun Unit is currently staffed with twelve sworn personnel and two civilians. The current Officer in Charge is a Detective III. Recently, there has been a reduction in sworn investigative personnel due to promotions. This equates to a loss of six investigators. It is anticipated the vacancies will be filled in coming months.

Despite the reduction in personnel, and in addition to the continued practice of handling gun trafficking investigations, gun store inspections, and the processing of Carrying Concealed Weapon (CCW) permits, the Gun Unit has absorbed a number of firearm related responsibilities during the past five years. Notably, these additional duties include:

- Bi-annual City-wide Gun Buy-Back operations;
- Exclusive enforcement of mentally ill Armed Prohibited Possessors (APPS);
- Department-wide oversight of all areas in Office of Operations regarding convicted felon APPS enforcement;
- Increased involvement in the review, preparation, or modification of new or existing Municipal, State, and Federal firearm laws and legislation; and;
- Due to the February 2014, ruling by the 9<sup>th</sup> U.S. Circuit Court of Appeals, there has been a dramatic rise in CCW license investigations, with 203 year-to-date; representing a 372 percent increase above the 2013 YTD work load of 43.

In the past five years, the Gun Unit has taken the following measures to increase efficiency, several of which involve technological improvements:

- Standardized Gun Buy-Back operation plans that have fine-tuned and streamlined the process at multiple venues, including the use of on-site lap-top computers to expeditiously catalog divested firearms;
- Electronic submission of documents such as search warrants to magistrates, and case filing material to the offices of the District Attorney and City Attorney;
- Creation of a user friendly LAPD On-Line CCW application in order to facilitate public accessibility and expedite subsequent investigations; and,
- Implementation of an LAPD APPS database that mirrors the system utilized by DOJ, in order to hasten delivery of monthly lists to geographic areas and accurately track enforcement efforts.

The Gun Unit has partnered with Information and Technology Division to begin developing additional means to enhance efficiency. The following projects are pending completion:

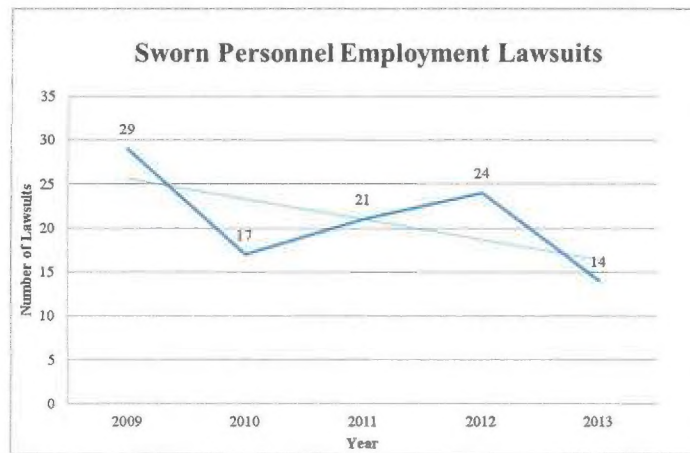
- A LAN-based APPS system similar to the Fugitive Warrant System (FWS);

- A program that will simultaneously populate applicable firearm information on a Property Report, Property Receipt (10.10), and Firearm Supplemental Report, rather than completing three documents separately; and,
- An electronic, web-based system that captures information contained on all Los Angeles Police Commission Ammunition Registration Forms (Ammo Logs), from all licensed vendors, to eventually include transmission of purchaser thumbprints. This tool will simplify the recording of individual purchases and identify those prohibited from doing so.



**R. 167. Instruct the Los Angeles Police Department, with the assistance of the City Attorney to report to the Budget and Finance Committee on lawsuits filed against the Department by its officers and how that number has changed over the years.**

The number of employment lawsuits filed against the Los Angeles Police Department (Department) by sworn employee reflects a downward trend from 2009 to 2013. Accordingly, the Department had a total of 29 lawsuits filed in 2009. This represented approximately .003 lawsuits per employee. In 2010, a total of 17 lawsuits were filed depicting a percent change of (-51%) from 2009 to 2010, and totaling about .002 lawsuits per employee. An increase in lawsuits occurred in 2011, with a total of 21 lawsuits filed. But, the number of lawsuits per employee remained stable at .002. In 2012, the number of lawsuits filed increased to 24, but again remained at a stable .002 lawsuits per employee. A decrease in lawsuits occurred in 2013, with 14 filings totaling a percent change of (-42%) and representing a reduction to .001 lawsuits per employee. The Department's downward trend in lawsuits is consistent with the percent change of (-52%) between 2009 and 2013.



	2009	2010	2011	2012	2013	Average
<b>Average Number of Sworn Personnel</b>	9,919	9,920	9,896	9,911	9,949	9919
<b>Number of Employment Lawsuits filed by Sworn Personnel</b>	29	17	21	24	14	21
<b>Lawsuits per Sworn Personnel</b>	0.003	0.002	0.002	0.002	0.001	0.002

	% Change from 2010 to 2009	% Change from 2011 to 2010	% Change from 2012 to 2011	% Change from 2013 to 2012	% Change from 2013 to 2009
<b>Sworn Personnel Employment Lawsuit Percent Change</b>	-41%	24%	14%	-42%	-52%