Before we take stock of this past year’s challenges and accomplishments, we respectfully and silently pause a moment, out of recognition for those taken from us during the horrific terrorist attack of September 11, 2001. That cowardly act of horrific proportions has left its mark on our country for time immemorial. But that mark has blossomed into a country unified in strength and purpose unrivaled in recent history.

The Los Angeles County Sheriff’s Department has long exemplified our country’s strength, resolve, and purpose, driven by the exemplary men and women who make our organization the finest law enforcement agency in the country. Their commitment, their hard work, their entrepreneurial spirit, has resulted in our innovative and successful approach to law enforcement. Which is why I’m proud to report to you that our Department is strong, secure and ever-vigilant to ensuring our continued tradition of service.

This Year In Review report serves as a detailed introduction to many of those programs devised and implemented by our sworn and professional staff. As an example, our Terrorism Early Warning Group, an interdisciplinary group comprised of a dozen agencies, was about its business immediately after September 11.

Our long-term strategic plan, known as LASD2, was formalized this past year, and provides a clear and strong picture of our future. There are many other examples contained in these pages. I think you will find them both illuminating and productive.

A successful inventory, however, falls short unless there is clear direction for the future. That is here as well. There is still much to do as we continue moving forward into the new millennium and I am confident our Department is ready to meet any such challenges.

The hard work and sacrifices over this past year have only enhanced the outstanding reputation enjoyed worldwide by our Department. You just can’t go wrong when you have the best people delivering the best programs, as exemplified by the Los Angeles County Sheriff’s Department.

- Lee Baca, Sheriff
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OUR MISSION

Lead the fight to prevent crime and injustice.

Enforce the laws fairly and defend the rights of all.

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

OUR CORE VALUES

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

I commit myself to honorably perform my duties with

respect for the dignity of all people,

integrity to do right and fight wrongs,

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

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

The Los Angeles County Sheriff’s Department is the principal law enforcement agency for forty-one contract cities and the unincorporated areas of Los Angeles County, as well as the provider of bailiff and security services for the Municipal and Superior Courts. The Sheriff’s Department also staffs the County Jail system which is comprised of nine jail facilities that house an average of more than 19,000 inmates at any given time. More than 86,224 Part I Crimes and 94,447 arrests were handled by the Department in 2001.

Services provided by our Department are as diverse as the County itself. In addition to providing basic patrol services, the Department offers the resources and expertise of specialized units including: Homicide Bureau, Narcotics Bureau, Organized Crime Section, Asian Crime Task Force, Family Crimes Bureau, Scientific Services Bureau, including fingerprint identification and crime laboratory services, and Fugitive Warrant Operations.

The Los Angeles County Sheriff’s Department also maintains specialized Search and Rescue Teams. Many of the team members are reserve deputies and volunteers who have brought specialized skills or training to the Department and have received additional specialized training in mountain, swift water, and ocean rescue operations. Deployed by helicopter to an emergency or disaster, they are prepared, at a moment’s notice, to effect rescue operations within Los Angeles County or to assist other counties or states in their rescue operations.

Any law enforcement agency’s primary concern is with the public it’s charged to protect. After September 11, 2001, that concern was never more real. Responding to emergencies is one of the things we do best. Within hours after the cowardly attacks on the other side of our nation, this Department immediately mobilized its Terrorism Early Warning Group, as well as the entire Emergency Operations Center (EOC). During such an emergency, Sheriff Lee Baca has a unique role as head of the EOC which is mandated by law.

Sheriff Baca also testified before the House Intelligence Committee regarding terrorism at the Manhattan City Hall in New York. Following his testimony, the Sheriff presented donations in the form of two checks totaling $244,305 to New York City Mayor Rudolph Giuliani to benefit the survivors of the New York City police officers and firefighters who died in the collapse of the World Trade Center on that fateful day. "The courage and leadership demonstrated by the people of New York City embodies the real tower of American strength and is an inspiration to everyone," Baca wrote in a letter to Mayor Giuliani.

In expression of heartfelt sorrow, the funds were raised in a Countywide fund-raising effort by the men and women of the Los Angeles County Sheriff’s Department and its community partners. The charitable giving was facilitated through the collection of donations and through the Department-sponsored sales of memorial bracelets and bumper stickers.
Needless to say, September 11 has contributed to making this past year one of the busiest twelve months this Department has had in recent history. While this year has been highlighted by many accomplishments, including the successful navigation of some challenging hurdles, we have also been devastated by the loss of two of our finest deputies. With great sorrow, we said goodbye to Deputy Brandon Hinkle who died following an accident on his Department motorcycle, and Deputy Hagop "Jake" Kuredjian who died at the hands of a deranged gunman.

One of the challenges we faced was recruitment, which is increasing following extraordinary efforts by our personnel. This is especially gratifying because recruitment numbers for law enforcement nationwide have been falling. In fact, our recruitment in 2001 saw a marked increase in both sworn and professional staff because of the Department’s commitment to getting the best and the brightest the area has to offer. The Department’s success in these ventures can be traced back to innovative partnerships for community outreach with media outlets, as well as the Mobile Recruitment Center. Sheriff Baca unveiled the Sheriff’s Department’s newest recruitment tool this year at East Los Angeles Community College. The Mobile Recruitment Center, a modified version of a city bus, is now being used by Examinations Unit personnel to administer written examinations for prospective deputy sheriffs at community events, college campuses, and job fairs. As a result of these efforts, the number of female recruits in the year 2000 was up 5% over 1999. Last year the percentage grew even higher, resulting in an impressive 25% of new recruits being females.

Also, recruitment has been fueled by Sheriff Baca’s innovative approach to law enforcement in general. As an example, and as a small part of Sheriff Baca’s long-range plans for the Department, the Office of Independent Review (OIR) was established to oversee internal investigations and citizens’ complaints. A prominent former federal prosecutor of hate crimes and police misconduct cases, Michael Gennaco, has been appointed to head the Office. He has selected five top civil rights attorneys to work with him in reviewing investigations and complaints, with an eye toward determining if training or policy and procedures should be changed to improve service and eliminate similar problems in the future. Those attorneys are: Ben Jones, Ray Jurado, Steve Connolly, Rob Miller, and Ilana Rosenzweig. Additionally, the OIR intends to examine ways to provide recognition and incentives for employees who perform their duties in an exemplary fashion, specifically in the areas of use of force, integrity, public contact, and other issues that frequently are the subject of discipline.

In addition to the OIR, the landscape in which we fight crime is changing. Sheriff Baca is not going to be left behind. In July 2001, the Sheriff implemented a multi-agency task force that targets high-tech crimes. The task force began with the Sheriff’s Department’s formation of a Computer Crimes Unit in 1991. Shortly thereafter, statewide cooperatives were being formed to combat high-tech crime.

In 1998, the Governor’s Office of Criminal Justice Planning (OCJP) approved the formation of task forces throughout the state. The Southern California Regional High Tech Crime Task Force covers the Los Angeles, Orange, and Ventura counties. Multi-agency cooperation is essential because the nature of high-tech crimes surpasses jurisdictional boundaries over large geographic areas. The Task Force is staffed with investigators from city, county, state, and federal agencies throughout the region. The Task Force is involved with the investigation of crimes such as child pornography, identity theft, counterfeiting of computer software and components, Internet auction fraud, hacking, intrusion, and stalking. The offices and labs are located in the city of Norwalk, with a satellite office and lab in Ventura County. The hard work of the Task Force investigators will go a long way in taking a “byte” out of crime.

Strategic planning may not be as exciting as fighting the new frontier of high-tech crime, but is just as important to the vitality of an organization. That brings us to the Department’s 30-year strategic plan, known as LASD2. This innovative strategic plan was formalized last year in a 115-page document, entitled “Long-Term Strategic Plan,” which puts the future of the Los Angeles County Sheriff’s Department in a working document that can be implemented over the next three decades. Sheriff Baca has long characterized his plan to restructure the Department -
adding a civilian Assistant Sheriff by way of an example - as “practical idealism.” This document demonstrates that workable future.

Our Department is growing. On January 21, 2001, security and law enforcement services for all nine campuses of the Los Angeles Community College District became part of the Sheriff’s Department. With approximately 100,000 enrolled students, the Los Angeles Community College District consists of one district office, two satellite facilities, and nine college campuses located throughout the western portion of Los Angeles County. Two of the campuses are already in areas serviced by the Sheriff’s Department. The College District joins the forty-one contract cities, the court system, our unincorporated areas, the jails, as well as many other services we provide throughout Los Angeles County.

While we continue to grow - currently 16,311 budgeted, sworn and professional staff employees - we are continually learning how to better train our staff and manage this, the largest sheriff’s department in the nation. For example, we are drafting a Department-wide Diversity Plan which will focus both on valuing and managing diversity within the Department, as well as addressing the issues of racial profiling and bias-based policing when dealing with the public. We also are expanding the Department’s on-site Associate’s and Bachelor’s Degree educational programs to enable more employees to pursue higher education at convenient locations.

Through diversity and education, we build strength, tolerance, and finally, better leaders. While doing this, we needed to employ a way to say thanks to our employees. As a result, we implemented the Department’s “On the Spot Recognition” program. Recognition forms are now available to the public to express appreciation for “a job well-done.” The public’s input will both recognize individual excellence and allow the Department to evaluate public opinion and priorities, enabling our Department to better serve the community.

It’s important to note that this is just a short list of some of the accomplishments over the last year. Many more, such as the activation of the Hate Crimes Unit and In-Court Release Program, are contained in the body of this report. We believe we are the best law enforcement agency in the world because we have the best people delivering the best programs.

As a final note, this report replaces the prior Year In Review document which was published for calendar years 1991 - 2000. We will be introducing a revised statistical summary later in the year which will provide all of the data previously included in the Year In Review.
YEAR IN REVIEW 2001

PATROL AREA BOUNDARIES

Field Operations Region I
1 Altadena
2 Crescenta Valley
3 East Los Angeles
4 Lancaster
5 Malibu/Lost Hills
   a Lost Hills
   b Malibu
6 Palmdale
7 Santa Clarita Valley
8 Temple

Field Operations Region II
9 Carson
10 Century
11 Community College
12 Compton
13 Lennox
14 Lomita
15 Marina Del Rey
16 Transit Services Bureau
   Metrolink
   MTA Blue Line
   MTA Green Line
17 West Hollywood

Field Operations Region III
18 Avalon
19 Cerritos
20 Industry
21 Lakewood
22 Norwalk
23 Pico Rivera
24 San Dimas
25 Walnut/Diamond Bar
CAL-CARD PURCHASING CARD

FISCAL ADMINISTRATION
ADMINISTRATIVE SERVICES DIVISION

Background
The Sheriff’s Department recently contracted with the State of California, Department of General Services, to participate in the state’s Visa Purchasing Card Program, referred to as the CAL-Card. The state, in turn, contracts with U.S. Bank I.M.P.A.C. Government Services as the card issuer. A purchasing card is a business credit card that can be used for small-dollar purchases of goods and services by authorized employees of the Los Angeles County Sheriff’s Department. Use of a purchasing card for Department purchases is authorized by the Board of Supervisors, reviewed by the Auditor-Controller for appropriate internal control procedures, and is subject to the Department’s policies and procedures.

Purpose
Estimates are that purchase orders in large organizations typically cost between $50 and $150 each to process. At this cost, the purchase order (P.O.) is not an economical way to make small-dollar purchases of goods and services, which make up the vast majority of the Department’s purchase transactions. Often the cost of processing a P.O. exceeds the value of the items being purchased.

State of California Department of General Services
CAL-Card Program

CAL-Card Visa purchasing card.

Los Angeles County Sheriff’s Department
In addition, small-dollar P.O.’s generate thousands of separate invoices annually that must be matched with receiving documents and the originating order documents in order to create the payment packages that inundate the Department’s Accounts Payable staff. This contributes to delays in paying suppliers which, in turn, leads to lost opportunities for discounts, vendor complaints, interest penalties for late fees, and, in some instances, a cut-off of business by suppliers. Furthermore, vendors that operate on a strict cash-or-credit and carry basis simply refuse to accept purchase orders, thereby limiting the Department’s potential base of suppliers.

Another consequence of the time and expense needed to process P.O.’s is the overuse of the revolving funds to buy common supplies and materials. While convenient, a revolving cash account affords less protection against procurement abuses than the traditional purchase order process and can become a crutch to support an overburdened purchasing system. Not to mention, P.O.’s are inefficient for procuring items on an emergency basis; requiring supplies and services needed immediately to be obtained through the use of the revolving fund.

Purchasing cards empower employees, while at the same time, provide accountability and a reduction in operating cost to the Department. The Department’s CAL-Card is designed to be used for small-dollar purchases of materials, supplies, and services, with the objectives of:

- **Saving processing costs**
- **Reducing paperwork, including the invoice load in Accounts Payable**
- **Shortening the acquisition time, including allowing in-store purchases without the need to use revolving funds**
- **Giving unit commanders more flexibility to buy what they need**
- **Improving relations with vendors**
- **Introducing new controls through the use of management reports**
- **Capturing discounts offered by some suppliers for fast pays or for using purchasing cards**
- **Providing access to electronic commerce**

Recent studies disclosed that some participating state departments experienced a 58% reduction in time and a 55% cut in processing costs when using the CAL-Card over the traditional purchase order method. These statistics reflect the tangible program benefits, however, the intangible benefits to the Department cardholder suggest even a more powerful positive influence, that of empowerment and accountability.
Background
The Medical Services Bureau is responsible for non-acute medical care for the County jail’s inmate population, including regular health maintenance activities for about 8,000 inmates daily. Approximately 800 caregivers within the Medical Services Bureau and Mental Health Department are charged with providing care consistent with community standards.

The Medical Services Bureau provides healthcare services at more than 50 medical administration areas in 11 different County jail facilities. Emergent jail care and inpatient mental health treatment is offered in the downtown Twin Towers Facility. The Twin Towers Facility houses the jail’s inpatient medical unit (Medical Services Building - approximately 200 beds) and a 50-bed mental health inpatient unit.

In 1998, the Los Angeles Sheriff’s Department and Cerner Corporation partnered to install an enterprise-wide clinical information system within the jail’s medical and mental health facilities, in both inpatient and outpatient settings. This comprehensive Jail Health Information System (JHIS) project is one of the first health-
care automation initiatives in the United States of this breadth and magnitude.

**JHIS PHASES AND BENEFITS**

JHIS is a suite of "commercial off the shelf" (COTS) software programs developed by Cerner to automate portions of healthcare delivery. JHIS is being implemented as a three-phase project in the Los Angeles County jail system. The completion of the first two phases of the JHIS project has positively improved the quality of patient care in the following areas:

- Ability to read and interpret notes in one place
- Quality of documentation
- Improved continuity of care
- Faster availability of information

**JHIS PHASE I**

*(Medical Services Building only)*

Initiated September 1999
Completed May 2001
(20 Months)

Lab (PathNet): Ordering, Verification, Results, and Posting to Medical Record

JHIS automated the Department’s specimen drawing, testing, and record-keeping operations, with interfaces to Departmental testing equipment and its largest offsite testing vendor. The interfaced third-party test results turnaround times are much faster than pre-JHIS, usually received within 24 hours as compared to 2-3 days before JHIS. Additionally, the system saves the staff about 28 hours per week that was previously used to answer calls for test results. Staff also report that they are spending less time on clinical reviews and that JHIS’ automated specimen labeling increases the accuracy of tests performed.

Radiology (RadNet): Ordering, Transcription, Posting to Medical Record

JHIS automated the Department’s ordering, documentation, and film library operations. Much of the Departmental reporting has been automated, releasing Departmental management for more value-added work. Calls for test results have nearly been eliminated, since this information is available immediately. Additionally, duplicate tests and time spent filing test results have been reduced.

**JHIS PHASE II**

*(Extended Phase I to all facilities adds Electronic Medical Record)*

Initiated February 2000
Completed May 2001
(16 Months)

Electronic Medical Record (CareNet): Care Documentation

The JHIS project automated most paper documentation used by Medical Services and Mental Health Services caregivers. In post implementation surveys, an overall average of 70% of JHIS users rated each automated form as superior to its paper predecessor. The Electronic Medical Record provides users with a consolidated, up-to-the-minute online patient chart that can be simultaneously accessed by multiple users. Consequently, care givers can make quicker decisions and spend less time looking for patient charts.

Medical Procedures (CareNet): Ordering, Verification, and Posting to Medical Record Nurses

Phase II moved order entry from the ancillary departments to the patient floor and added patient care and dietary orders. After implementation, nurses surveyed indicated they preferred the automated order entry system to paper orders by a four to one margin. JHIS consolidates all orders in one location, eliminates legibility problems, and reduces the possibility of duplicate orders.
JHIS PHASE III
(Integration of Pharmacy with Medical Care Documentation, Materials Management, and Medical Records Management)
Initiated June 2000
Estimated Completion Date February 2002

Meds Processing
(CareNet-PharmNet integration)
Sick call - pill call is the process by which inmates report health problems and receive prescribed and over-the-counter medications. The automation of the sick call - pill call process will improve the quality of patient care through immediate nurse access to an inmate’s Electronic Medical Record. Any new medication orders will be automatically checked for safety against the patient’s current medications, diet, and allergies. Additionally, overall inmate healthcare will benefit and County exposure reduced due to increased documentation of all patient encounters through the electronic Medication Administration Record and inmate Electronic Medical Record.

Materials Management (ProCure)
Medical Services expects to impact the cost and availability of medications and medical supplies through implementing JHIS. Medication costs comprise a significant portion (approximately $10 million) of Medical Services’ annual budget, and JHIS should help the Pharmacy manage this inventory more effectively.

Medical Records Management
(ProFile)
More than 98,000 new charts are created, and 150,000 medical charts are filed each year by Medical Services’ Health Information Management (HIM) Department. JHIS is expected to improve the quality and management of inmate medical records, providing the following functions:

• Chart Request and Tracking
  (In areas where Chart Tracking is already in place, HIM has seen chart location rise from about 50% to nearly 100% chart location, resulting in a reduction in time spent looking for lost charts)

• Release of Information

• Chart Deficiency Reporting

• Coding and Analysis

Conclusion
JHIS is an ambitious automation project which Medical Services and Cerner have jointly been developing over the past three years. The project, automating the broad span of inmate healthcare across the jail facilities, has already produced benefits in inmate health and identified reductions in operating expenses. Completion of this project in 2002 will create a complete healthcare record for all inmates in County jail facilities, allowing more effective and cost-efficient health care services, and consequently, reduced County exposure. As users learn to fully utilize system capabilities and the system itself is optimized to meet County needs, JHIS should provide continuing benefit to the County for years to come.
IN-COURT RELEASE PROJECT

A Major Problem Needed To Be Resolved In 2001

One of the most important and time-consuming issues undertaken during the year was the In-Court Release Project. It resulted from a $27-million lawsuit brought against the County for keeping prisoners in custody after a court had ordered them released. An intensified plan was implemented to release persons from custody, in a timely manner, upon the issuance of a valid court order.

To accomplish this, Court Services Division is releasing as many eligible inmates as possible from the court lockups rather than returning them to the Inmate Reception Center (IRC) for release processing.

Live Scan Release Project

At the time, the use of the Live Scan system was just being installed in the lockups, so the project was expedited to assist in meeting the court-ordered mandate.
The Live Scan computers are used to fingerprint inmates and transmit the prints to the Sheriff’s Records Bureau in order to obtain positive identification. Once the inmate’s identification has been confirmed, they can be released (with a valid court order), preventing the possibility of an “over detention,” as well as saving the time and cost of transporting them back to their custody housing facility.

In-Court Release Program

The Los Angeles County Sheriff’s Department In-Court Release Program, which has been in place for several years, was recently enhanced with the cooperation of Custody Operations Division, Correctional Services Division, and Court Services Division, as well as the courts. Release procedures were implemented to help accelerate the timely release of inmates who receive a release order while in court. Subsequently, County jail inmates were processed and released directly from court facilities throughout Los Angeles County.

A new “Release Deputy” position was created in Court Services Division. Although not requiring additional staff, current lockup personnel were provided training in the various automated systems used within the Sheriff’s Department to facilitate the release process. As a result of this dedicated position, the number of inmates released increased from an average of 50 per month to approximately 2,000 per month.

Logistics and Planning

One of the biggest challenges with the new program was that when an inmate is authorized for release from a court facility, they are still dressed in jail clothing and all of their money and property was at IRC. Numerous innovative ideas were introduced to overcome this obstacle. One idea was to modify the clothes the inmates wear. Correctional Services Division devised a way to sew a standard issue jail clothing design onto
GREEN WRISTBANDS
SENT TO IRC

RETURNEES RELEASED
AT BRANCH

Clothing that was all white with no markings or labeling that identified it as "L.A. COUNTY JAIL." This allowed the Department to provide the newly released inmate clothing to wear on the streets, while retaining the colored jail-issued clothing used for the non-released inmate.

Another issue was once the inmate was given the clothing and released, many had no means for transportation home or a way to get back to IRC to retrieve their personal property. The Inmate Services Unit solved the problem by purchasing Metropolitan Transit Authority (MTA) bus tokens that could be issued to the newly released inmate.

Other problems occurred when the inmate was released from an "out-lying" court such as Antelope Valley, Pomona or Malibu, as none of the local bus systems accepted MTA tokens. Also, there were times when the inmates did not want to be released directly from the court facility because of needed medication dispensed at IRC. A provision was made where the inmate could sign an agreement to remain in custody and be returned to IRC by Sheriff’s Transportation Bureau, pending their release.

The Automation of Court Services Division

Inmate releases are processed through several different computer applications (AJIS, LACRIS and LIVE SCAN) in the court lockups in order to avoid over detentions and to provide other needed information.

A victim who is concerned that a suspect who assaulted them will be released from custody and attack them again can receive notice of the release through the Victim Information and Notification Everyday Program (VINE). A victim who registers with the Program...
will be notified by a computerized telephone call upon the suspect’s release.

As inmates leave the jails to board buses for transportation to and from court, they are tracked by the Defendant Information and Movement System (DIMMS) which uses the same technology as that of a grocery check-out clerk or parts warehouse to scan the bar codes on the inmate’s wristbands and store the information in a database. The information allows Department personnel to determine an inmate’s exact location, which is beneficial when an inmate is returned to the IRC and the Release Deputy later receives a court order for the person’s release.

The Trial Court Information System (TCIS), once it is fully operational, will enable the court to send orders for remand or release directly to the lockup and to IRC.

Release Procedures
We are now required to obtain additional information and reasons for any inmate who is “delayed for release” or “returned to IRC.” The reasons have been expanded to include categories for recording the number of holds, additional charges, M-7 (certain identified felonies), bus schedule problems, staffing shortages, slow responses to inquiries, no positive identification, etc.

The information is very important as it is used to maintain a report of our activities regarding the court injunction to not hold inmates beyond a reasonable time to process them for release.

Registration Requirements
Some narcotic and sex offender crimes require the person to register with the Department of Justice, which, previously, was cause for a person authorized for release to be held and sent back to IRC. Now, in order to comply with the mandate of a timely release, the Release Deputy at the court lockup provides the registration notification process.

Some crimes require the person to submit to DNA sampling, which results in the inmate being returned to IRC. The DNA requirements are set for the select felonies including: murder or any attempt to commit murder; felony kidnaping or any attempt to commit felony kidnaping; assault; battery; rape or attempt to commit rape; prostitution; pimping; pandering; select sex crimes; and select Welfare and Institution Code violations.
The Amer-I-Can Program

In January of 2001, the Los Angeles County Sheriff’s Department entered into a second year long contract with The Amer-I-Can Program, Inc. The 2001 contract was expanded to include not only Pitchess Detention Center’s (PDC) East Facility, but North County Correctional Facility (NCCF) was added to the contract, as well.

Amer-I-Can was founded in 1988 by National Football League Hall of Fame member and motion picture actor Jim Brown. It is Jim Brown’s contention that the self esteem of an individual is raised only when they improve their lives and achieve success through self determination. Amer-I-Can is a 60 hour, 15 chapter self-improvement and life skills training program, normally facilitated by former gang members or ex-convicts, that provides individuals the tools to better manage their lives and to change their attitudes from "I CAN’T to I CAN." Amer-I-Can employs approximately 200 former gang members or ex-convicts as facilitators.
The Amer-I-Can curriculum addresses nine (9) critical areas:

1. Motivation, Habits, and Attitudes
2. Effective Communication
3. Goal Setting
4. Problem Solving and Decision Making
5. Emotional Control
6. Family Relations
7. Financial Stability
8. Employment Search and Retention
9. Drug and Alcohol Abuse

The Amer-I-Can program operates within the structure of a self-help, peer group relationship, guided by a facilitator. The training methodology consists of:

A. Dual Sensory Perception - audiovisual aids are used to assist trainees with learning disabilities or impairments.

B. Controlled Group Discussion - each participant is allotted time to comment, without interruption. Group members may comment on what was previously said or offer a new subject for discussion.

C. Space Retention - lessons are presented up to three times to ensure comprehension and maximum retention.

Both PDC East and NCCF have Departmental personnel assigned to work hand in hand with the Amer-I-Can facilitators. Assigned Department personnel have the responsibilities of classroom security, escorting and recruitment of class participants, tracking student participation, and coordinating class graduations.

Each facility conducts twelve classes a year with approximately 30 inmates enrolled per class. Inmate students are required to attend all ten six-hour days of class in order to meet the requirements for graduation. Both facilities conduct a joint graduation every three weeks with an average of 56 inmates graduating.

On several occasions, Sheriff Baca has attended the graduations, as well as Jim Brown, Harry Belafonte, the Ohio State football team, and other celebrities and Department dignitaries.

Deputy interacting with Amer-I-Can participants.
HATE CRIMES TASK FORCE

MAJOR CRIMES BUREAU
DETECTIVE DIVISION

The mission of the Hate Crimes Task Force is the reduction of bias-motivated violence and the accurate and full reporting of hate crimes in Los Angeles County. The Task Force includes the Los Angeles County District Attorney’s Office, the Federal Bureau of Investigation, and the United States Attorney’s Office, as well as representatives from all law enforcement agencies within Los Angeles County.

In the summer of 1999, after the Jewish Community Center shooting, the formation of the Hate Crimes Task Force became one of Sheriff Lee Baca’s top priorities.

On January 23, 2001, Sheriff Baca held a press conference at the Simon Wiesenthal Center to announce the formation of the Hate Crimes Task Force. Present at the conference were California State Attorney General Bill Lockyer, along with representatives from the United States Attorney, the Federal Bureau of Investigation (FBI), the Los Angeles County Chiefs of Police.
Association, the Los Angeles District Attorney’s Office, Supervisor Antonovich’s office, the Los Angeles Police Department, and the Dean of the Simon Wiesenthal Center, Rabbi Marvin Hier. All speakers endorsed and applauded the formation of the Task Force and the leadership shown by Sheriff Baca.

On April 1 of that same year, the Los Angeles County Sheriff’s Department’s Hate Crimes Task Force began handling all hate crime cases in the Department’s jurisdiction. To date, more than 200 cases have been brought to the Task Force’s attention. Task Force members have developed a strong working relationship with the District Attorney’s Office, working closely with their prosecutors.

A specialized and dedicated unit was deemed necessary to properly investigate and prosecute hate crimes since these cases require significantly more time than other cases because they are specific-intent crimes, as well as victim specific. Specific intent cases require significantly more investigation and are more difficult to prove. For example, what began as a routine arson investigation led to a possible hate crime. Here are the specifics: After more than eight months and several hundred hours of investigation by two lead detectives, seventeen separate suspects were identified who were involved in more than 200 incidents. A five-location search warrant was served and specialized investigators from Arson/Explosives, the Hate Crimes Task Force, and the High Tech Computer Crimes Task Force assisted at each location. A tremendous amount of evidence was collected that was essential to successful prosecution. All of this work paid off when each of the suspects in that case pled guilty in court. In addition to these cases, each of the identified suspects was found to be involved in additionally reported, as well as unreported, hate crimes.

Victims of hate crimes often do not feel they can report such an offense to authorities, without fear, due in part to a lack of knowledge of laws or shame over being a victim of this type of crime. Armed with this knowledge, the team sought training that would give them the insight and sensitivity needed to successfully handle each hate crime case.

The Unit has been in service for the past nine months, and in that time, the Hate Crimes Task Force has come together. With every passing day, they have gained experience and expertise. They have received significant recognition within this emerging field and have already handled several high profile cases which may not have had the same successful conclusion without the existence of such a dedicated Task Force. In a short period of time, the Task Force has been recognized locally and nationally, and has been called “a model for the rest of the country.”
Members of the Task Force continue to receive requests to participate in, or speak at, different training sessions and discussion panels. Members of the team have spoken at the Violence Prevention Coalition of Greater Los Angeles’ 5th Violence Prevention Conference and the City of Artesia Law Enforcement breakfast; they have been interviewed on a live AT&T cable television broadcast facilitated by the Southern Christian Leadership Conference; and they have attended meetings sponsored by the National Association for Equal Justice in America. They have also assisted independent cities with perceived racial problems and helped them establish their own human relations commission. Recently, the team sergeant gave testimony before the California State Assembly Select Committee on Hate Crimes, sponsored by Assemblywoman Judy Chu.

Following the events of September 11, 2001, members of the Task Force were invited to speak at numerous community and religious meetings. They worked with the media to help allay the tremendous fears within affected communities and to tackle the special problems affecting each of those communities. They spoke at the Jewish Federation, the Islamic Center of Southern California, the South Asian Network, and the American Civil Liberties Union, and participated in two separate live “call-in” radio programs. Additionally, the Task Force has been featured by two separate film crews wishing to capture information regarding such a unique and high profile unit, especially during these unprecedented times.

Further, team members have spoken at the Department of Fair Employment and Housing “Hate Violence” training, held in conjunction with the California State Bar Association; participated in a national conference call with the Safe Cities Network (Department of Justice, Community Oriented Policing Services Office); been involved in a panel discussion for the Coalition for Humane Immigrant Rights of Los Angeles; spoken to community and law enforcement representatives from the Community/Law Enforcement Partnership Programs of the Los Angeles County Sheriff’s Department; and held press conferences which emphasize unity in combating hate crimes. During these press conferences, it was emphasized that the September 11th attack is not ever, in any way, an excuse for committing any hate crime. The message of unity and zero tolerance has been repeatedly expressed to the public.

Members of the Sheriff’s Hate Crime Task Force are now moving forward and assisting in the writing of new legislation to secure funding to strengthen hate crime laws and assist the California Department of Justice in developing a Statewide database to enable uniform reporting of hate crimes.

White supremacist displays his hate tattoos.
LASD2

EXECUTIVE OFFICES

2001 marked the formal introduction of LASD2. Created to capture new ideas and practices that will enhance the Department’s daily operations and service to the public for years to come, LASD2 is one of the most comprehensive vehicles for change since Sheriff Lee Baca’s election.

Bolstered by the oversight of four core commanders, and consistent with the vision articulated by the County, LASD2 includes the following committees:

- Service Excellence/Children and Families’ Well-being
- Workforce Excellence
- Fiscal Integrity
- Facilities Planning

Each of these committees is staffed by an ad hoc group of dedicated personnel who are responsible for their own regularly assigned duties, in addition to the collaterals of LASD2. Focusing on policies,
procedures, training, facilities, and other resources, these individuals help research, develop, plan, and implement projects and programs that make the Department a better organization.

Following an exhaustive review of the material generated by these committees, including the input of various captains and commanders, contract cities, and the managerial expertise of the Department’s major executives, LASD2 compiled and introduced the Department’s Long Term Strategic Plan on November 29, 2001.

Distinctive for its clarity and ease of understanding, this document:

- provides a clear vision of the Department’s future plans
- includes major operational goals
- empowers unit commanders
- recognizes and rewards effective management
- increases accountability and reduces bureaucracy through periodic reviews
- is responsive to employees
- increases public trust and confidence

From anti-terrorism to the implementation of three-year budget cycles, a few of the projects and programs featured in the Strategic Plan include:

- the Request for Federal Funding Project, a work in progress that familiarizes Congress and the President with local law enforcement priorities and associated costs;
- a critical thinking process central to operational and fiscal integrity that enhances accountability and ensures responsible decision making; and
- an audit team to review and analyze the personnel deployment practices at all commands to reduce overtime expenditures.

LASD2 represents an organizational commitment to leadership and innovation that has moved beyond rhetoric to viable action plans rooted in the spirit of unity and cooperation.
EMERGENCY OPERATIONS BUREAU
FIELD OPERATIONS REGION I

TERRORISM EARLY WARNING GROUP

Emergency Operations Bureau (EOB) has the primary responsibility of coordinating the Department’s response to complex emergencies and disasters. This Unit’s focus is preparing the Department and the entire County to address a vast array of emergencies.

Since the attacks of September 11, the EOB has been in constant contact, through the interagency Terrorism Early Warning (TEW) Group, with other local, state, and federal law enforcement agencies, as well as the fire and public health communities, to ensure the safety and well-being of the population of our County.

The mission of the TEW Group is to monitor trends and potentials that may result in terrorist threats or attack within Los Angeles County. This early warning element evaluates open source data and researches threat information to guide training and planning efforts. These early warning efforts also support fire service and other emergency response efforts. The TEW Group works to identify precursor events when assessing trends and potentials with an eye toward prevention and mitigation.
The TEW Group strives to be a focal point for analyzing the strategic and operational information needed to respond to and combat terrorism, and protect critical infrastructure. Special emphasis is placed on early detection of emerging threats, including acts employing weapons of mass destruction such as chemical, biological, radiological or nuclear agents, and information warfare, a.k.a. cyber-terrorism.

The TEW Group embraces a networked approach to threat assessment, decision support, and course of action development. The TEW Group uses standardized "Intelligence Preparation for Operations (IPO)" products to build situational awareness and a common operating picture for the interagency response community. Typical IPO products include play books, target folders, and mission folders. A key element of the TEW Group process is the activation of a Net Assessment Group to assess incident consequences.

During the recent threat period in the aftermath of the September 11 attacks on our Nation, the TEW Group actively monitored and assessed situational awareness and the status of all events that may impact the Operational Area. In addition, the TEW Group employed advanced technological means (known as forensic intelligence support) to facilitate situational assessment and course of action development for the public safety community.

The TEW Group was instrumental in developing protocols for handling suspicious packages and letters related to bio-hazards. These procedures were disseminated to law enforcement, fire, and medical personnel in an effort to coordinate the recent responses to the widely publicized anthrax incidents. The TEW Group essentially provides a platform for networked, multilateral, horizontal communication of the threat information and intelligence needed to manage a complex urban operation. The TEW Group’s Net Assessment Group provides all source fusion to act as an "Operations/Intelligence Fusion Cell" with an emphasis on future operations. The TEW Group bridges the gap between crisis action planning and deliberate planning to provide the information necessary to achieve interoperability for complex, interagency, interdisciplinary, coalition-type operations. In months since the attacks of September 11, TEW Group members have worked with a multitude of agencies within multiple command pathways. In its first real test under the conditions created by the terrorist attacks, the TEW Group utilized decision cycles with real consequences, which is not possible during routine training exercises. The TEW Group used the incident to drive technology integration and assessment capabilities, as well as a technology supported decision process. The TEW Group primarily focused on future operations while Department Operations Center personnel concentrated on current operations.

In the aftermath of the attacks, a great deal of attention was paid to the TEW Group. Under the Sheriff’s guidance as the Chair of the Executive Advisory Committee for the development of the new California Anti-Terrorism Information Center, members of EOB have been involved in building an information sharing framework for the exchange and storage of terrorist-related data. Additionally, members of the Bureau accompanied the Sheriff when he traveled to New York to testify before the Congressional Field Hearing for the House Select Intelligence Committee. He and the EOB Unit Commander were afforded an opportunity to witness, first hand, the horror of the World Trade Center at “ground zero” and the continuing heroics of the rescue workers as they toiled to uncover the bodies of the thousands of victims.
The TEW Group was recognized in the Gilmore Commission’s Second Annual Report to the President and Congress entitled, “Toward A National Strategy For Combating Terrorism.” The Commission, formally known as the Advisory Panel to Assess Domestic Response Capabilities for Terrorism Involving Weapons of Mass Destruction, highlighted the Los Angeles Terrorism Working Group (TWG) and Terrorism Early Warning (TEW) Group as viable national models in an extensive appendix. The Gilmore Commission observations note the lesson learned by Los Angeles County agencies in managing anthrax threats, the TEW Group organization, and the net assessment process as validating the need for bottom up and lateral planning and cooperation, as well as the need for a cooperative vehicle for threat analysis.

The Emergency Operations Bureau (EOB), in cooperation with the Terrorism Working Group, has developed specialized nuclear, biological and chemical (NBC) training courses for law enforcement, fire service, and medical first responders.

As part of this effort, the following three nuclear, biological and chemical (NBC) courses were developed: 1) NBC Responder Awareness, a four-hour course for responders who may be the first responding unit to a terrorist incident involving NBC agents, 2) NBC Responder Operations, an eight hour course for personnel who may support response efforts at an NBC incident scene, and 3) NBC Operations-Medical, a sixteen-hour course for hospital and prehospital medical providers. These courses were peer reviewed by a national panel of subject matter experts and tested in a series of pilot courses resulting in the model curricula. These courses will form part of the United States Department of Justice’s National Domestic Preparedness training.

In addition to the classroom courses, EOB led the development of a suite of six chemical, biological, radiologic, and nuclear (CBRN) terrorism awareness videos. The six video suite, known as “Managing the Genie: CBRN Awareness,” was developed by EOB in partnership with the Department’s Video Unit, the Terrorism Working Group, the Los Angeles Police Department, the Los Angeles City and County Fire Departments, the Los Angeles County Department of Health Services, and the Office of Emergency Management. The video suite includes: CBRN Terrorism awareness; Chemical Agents; Biological Agents; Radiological/Nuclear Incidents; Mass Casualty Decontamination; and First Responder - Scene Management and Follow-up Concerns. The video will be provided to law enforcement, fire service and medical first responders by the United States Department of Justice’s Office of Domestic Preparedness.

Together, EOB’s diverse emergency management and contingency planning activities, as well as the ongoing TEW Group activation, continue to contribute to the Sheriff’s Department’s overall emergency response and management missions to protect the 10 million residents of Los Angeles County.
The City of Compton is the Sheriff’s Department’s newest contract city and it receives its law enforcement services from personnel assigned to the Compton Station. The Station is located in the Compton Civic Center in the building that formerly housed the Compton Police Department. The Station has been a part of Field Operations Region II since its inauguration.

The Sheriff’s Department is committed to addressing and improving all aspects of the quality of life, wherever possible, in the communities that it serves. One of the first major issues identified as a persistent ongoing community problem was a concrete lined rivulet of water running through the City of Compton known as Compton Creek. Over the years, it had become an informal and illegal public dump containing old mattresses, television sets, broken and useless furniture, and the occasional animal carcass. Residents had long complained that it was unsightly, presented a health hazard, and often emitted a foul stench. The problem became a more widely recognized local topic of discussion when
it was reported by print and television media that dead, and occasionally, live animals had been tossed into the creek and were abandoned there, sometimes for weeks, until they eventually died. Frustrated citizens turned to their local elected officials for help, but were unable to gain any relief.

Exasperated local officials had, for years, attempted to get the Army Corps of Engineers, who has nominal jurisdiction, to set up a regular cleanup schedule for the Creek in order to keep the problem manageable. However, the bureaucratic “process” seemed unable to keep pace with the illegal dumping, therefore, the problem continued unabated.

Captain Cecil Rhambo, the commander of Compton Station, elected to take action soon after his arrival at the Station. He recruited and assembled the station personnel who would be charged with correcting this blight on the community. Working in collaboration with elected City officials, other Sheriff’s Department units, and the Army Corps of Engineers, a cleanup plan was developed.

On August 29, 2001, deputies from the Compton Station COPS (Community Oriented Policing Services) Team organized and took action to resolve the longstanding problem that was not previously resolved by other government agencies working independently for fourteen years.

Deputies from the COPS Team, contacted the Army Corps of Engineers, the governmental agency responsible for cleaning the Creek, to seek permission to enter and clean the area. Los Angeles County Supervisor Yvonne Brathwaite-Burke was also instrumental in providing County assistance for the cleanup effort. The COPS Team helped coordinate all concerned local agencies to facilitate and expedite the cleanup project. The City of Compton, along with the Los Angeles County Department of Public Works, Flood Maintenance Division, and the Sheriff’s Department Prisoner Assistance Community Enhancement (PACE) crew, a work crew made up of jail inmates, also provided personnel and equipment for the project.

As the project got underway near El Segundo Boulevard and Parmalee Avenue, on the southern end of the City of Compton, members of the California Army National Guard offered their assistance to the program. Arrangements were made for HQ 240th Signal Battalion, 40th Infantry Division, to clean the right-of-way above the creek on September 8th & 9th, 2001. Approximately 150 soldiers raked leaves and chopped down bushes along the right-of-way. It had become overgrown and littered with all types of debris. The cleanup efforts put forth by the military prompted numerous private organizations, within the City, to also volunteer their time.

Eventually, many community-based organizations volunteered their time and energy to cleanup the Creek. Each of those groups felt that getting involved in this project gave them a “stake” in the community and, in this way, they all became “stakeholders.”

This synergistic effect became the lifeblood of the cleanup project. As one group of volunteers
began involved, it would prompt others to show interest, ask questions, and, eventually, become actively involved as volunteers on the project.

The project extended through two Compton Municipal Council districts. Councilwoman Delores Zurita (District 1) and Councilwoman Yvonne Arceneaux (District 3) provided invaluable aid with the cleanup effort. They arranged for workers from the City of Compton to receive overtime pay while working on the project. This enabled the cleanup to continue on the weekends and reduced the length of the project from three weeks to just less than two weeks. The Councilwomen also provided food and refreshments for the National Guardsmen and City workers during the project.

Upon completion of the project, the Los Angeles Times printed a prominent article commending the cleanup effort. Numerous members of the community also expressed their appreciation for the cleanup of the Creek.

Upon completion of the project, Captain Rhambo and the Sheriff’s Department received numerous telephone calls and letters thanking Compton Station personnel for alleviating the health hazard to the City that the Creek had represented. The Compton County and City COPS Teams are continuing to monitor the state of the waterway to control any illegal dumping activity in and around the Creek area.

The clean up of Compton Creek is continuing on a biweekly schedule, with the Army Corps of Engineers, the Sheriff’s Department, and community volunteers providing the manpower to maintain the Creek in a more pristine condition.

The efforts put forth by all of the concerned parties is an example of “community-based policing” in its highest and truest form. The cleanup project has had a very positive impact on the community and established excellent lines of communications between community organizations, individual citizens, and the Sheriff’s Department.
The Los Angeles County Sheriff’s Department is the largest provider of contract law enforcement services in the world. With approximately $350 million in annual revenue from contract police services, the Contract Law Enforcement Bureau has proven to be a very dynamic and specialized environment and has been a direct participant in the phenomenal growth of the Sheriff’s Department during the past two and one-half years. Contract clients include 41 municipalities, the courts throughout Los Angeles County, Federal and State governments, County agencies, school districts, transportation agencies, various private entities, other police agencies, and a host of others.

New Contracts
On January 16, 2001, after two years of research and negotiations, the Sheriff’s Department became the contract police service provider to the Los Angeles Community College District, the largest community college district in the nation. Approximately 135 Sheriff’s personnel now police the nine District campuses throughout Los Angeles County, with an enroll-
Delicious food was served at the California Contract Cities Association’s Meeting.

Approximately 75 officers from the former Community College Police Department are now members of the Sheriff’s Department.

Contract Law Enforcement Bureau staff developed a true appreciation for the many Sheriff’s personnel who previously served as members of other law enforcement agencies that were merged into the Sheriff’s Department. This year marked the first full-year of service to the City of Compton. The many former Compton officers and professional staff brought a wealth of experience to our Department and have adapted very well to their new environment. As we complete our first year of service to the Los Angeles Community College District, the same can be said for the many former District police officers who are now deputy sheriffs. Not only has the Sheriff’s Department witnessed unprecedented growth recently, but it has also benefitted from an unprecedented acquisition of experienced police personnel. Despite the various crucial functions performed by Contract Law, we are most proud of the many new relationships we have helped foster within the Sheriff’s Department.

In 2001, several members of Contract Law were recipients of the Department’s Meritorious Service Awards for their participation in the City of Compton police services contract and merger of the Compton Police Department.

**Special Activities**

This year, as in the past, Contract Law staff spent considerable time and effort conducting feasibility studies and developing law enforcement service proposals for a vast array of clients, including municipalities, school districts, and private entities. In addition to managing the Sheriff’s Department’s existing contracts, Contract Law Enforcement Bureau staff also serve as expert consultants to units responsible for delivering contract police services, in addition to conducting cost analysis and impact assessments within the Sheriff’s Department.

This year, Contract Law also coordinated two annual special events for our contract city family. In January, we hosted the 13th Annual City Manager’s Conference. This year’s conference, attended by our contract city managers and Department command staff, was held at the Valencia Hyatt in Santa Clarita. This conference provided our city managers with an opportunity to exchange ideas, as well as discuss various issues of interest and concern with Department executives and command staff. Then, in August, for the 27th year in a row, Contract Law coordinated the California Contract Cities Association’s Board of Director’s meeting. This year’s event was held as a Hawaiian Luau at the Sheriff’s Training and Regional Services (STARS) Center, with approximately 800 city officials and Department members in attendance. This event offered an evening of relaxation and entertainment while fostering warm relationships with our valued contract city officials and staff. These events each take several months of planning and preparation, yet the dividends are well worth the time and effort.

Because the Los Angeles County Sheriff’s Department is recognized as the leader in contract law enforcement nationwide, Contract Law staff responds to numerous inquiries and requests for advice from law enforcement agencies throughout the United States regarding contract law enforcement programs, issues, and processes. Contract Law is consulted by sheriffs and police chiefs throughout the United States who are seeking help on these issues.

**Bureau Automation**

Contract Law Enforcement Bureau continues to develop innovative automated programs which track our contract service level compliance in order to achieve greater efficiency in monitoring contract service levels and activities.
These automated systems also ensure that the Department is providing its mandated service to our clients.

During the past four years, Contract Law has made a firm commitment to automation. Correspondence to our contract city officials is now primarily done via electronic means, allowing instantaneous communication and dissemination of documents, whereas in the past it would have taken several days, at best, to ensure delivery. Similarly, the internal communication process has been streamlined, permitting immediate distribution of material to units providing contract services. Inquiries of our city managers can be fully conducted within a couple days, instead of many weeks when utilizing normal mail. The speed of the process has greatly enhanced our ability to communicate with our city officials.

Contract Law utilizes an automated system to track the level of services provided to our contract cities. Real-time audits can be conducted to ensure our Department’s current level of service complies with our contractual obligations. Automated spreadsheet forms have been developed which allow station commanders to immediately and accurately determine the impact of proposed changes in service levels in order to provide cost information to a city.

Similarly, a new automated program is being developed to accommodate Trial Court Funding. This program will not only track service level compliance within the courts, but will quickly and accurately provide information which is utilized to ensure proper billing is performed in a timely fashion.

Summary of Contracts
The following chart is a summary of the primary contracts which are overseen by the Contract Law Enforcement Bureau. Virtually hundreds of smaller contracts, generally non-recurring or annual policing events, are not included in this chart.

<table>
<thead>
<tr>
<th>CONTRACT ENTITY</th>
<th>REVENUE ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Cities (41)</td>
<td>165,143,548</td>
</tr>
<tr>
<td>Housing Authority</td>
<td>1,078,290</td>
</tr>
<tr>
<td>Health Services (HALT)</td>
<td>465,974</td>
</tr>
<tr>
<td>Metropolitan Transit Authority</td>
<td>20,299,180</td>
</tr>
<tr>
<td>Metrolink</td>
<td>3,874,116</td>
</tr>
<tr>
<td>School Districts (13)</td>
<td>2,591,422</td>
</tr>
<tr>
<td>L.A. Community College District</td>
<td>9,128,106</td>
</tr>
<tr>
<td>Trial Courts</td>
<td>96,383,110</td>
</tr>
<tr>
<td>LAPD Transportation</td>
<td>1,265,806</td>
</tr>
<tr>
<td>Immigration and Naturalization Service (Mira Loma)</td>
<td>25,009,940</td>
</tr>
<tr>
<td>Department of Corrections</td>
<td>22,895,690</td>
</tr>
<tr>
<td>TOTAL</td>
<td>348,135,182</td>
</tr>
</tbody>
</table>
The Aero Bureau celebrated its 75th year as the oldest law enforcement aero unit in the country. The Bureau has a complement of 70 personnel, both sworn and professional, 21 of which are pilots. A significant portion of the operation includes the air rescue efforts. The rescue operation services Los Angeles County, as well as mutual aide requests in adjacent areas. The final three operational “Sea King” SH-3H rescue helicopters are now fully deployed for rescue missions providing availability seven days a week. This aircraft is capable of transporting and deploying a 16-member team, plus the primary flight crew of four.

This valued program was recognized by the County of Los Angeles Board of Supervisors Quality and Productivity Commission for the Bureau’s H-3/Air Rescue 5 Acquisition/Refurbishment and Upgrade Project with its Mega-Million Dollar Platinum Eagle Award.
Aero Bureau is not resting on its laurels. The future is now and the Bureau is moving forward. The Long Beach facility is constantly taxed with space issues. A ramp expansion, to include needed parking of aircraft, is only signatures away. Also, in the planning stage is a north county satellite facility located on the Peter J. Pitchess property. This satellite facility will provide a base for air support services, including Air Rescue 5, to the rapidly growing north county communities.

Overall, the Master Plan for the Aero Bureau extends into the year 2010. There are five functional areas with recommendations for continued growth, including: a regional concept for deployment; staffing needs for such deployment; capital improvements to the current facility and recommended satellite facilities; recommendations for future aircraft replacement; and a proposal for a Regional Flight Academy.
STATE-OF-THE-ART DNA TYPING AND THE COLD HIT PROGRAM

Law enforcement agencies across the Los Angeles County region have seen deoxyribonucleic acid (DNA) work in developing and solving cases, including freeing the innocent. The Los Angeles County Sheriff’s Department’s Scientific Services Bureau (a.k.a. Crime Lab) is proud to be a participant in this state-of-the-art technology.

The History of DNA Typing Technology

The Sheriff’s Department Crime Lab first introduced DNA typing in 1994. The DNA technology used at that time was called RFLP (Restriction Fragment Length Polymorphism) DNA typing, or otherwise known as “genetic fingerprinting.” Stains about the size of a dime could be used to determine the identity of the perpetrator, taking about 10-12 weeks to complete the analysis on a single case. Then in 1998, the Crime Lab introduced another new technology called PCR (Polymerase Chain Reaction) DNA typing. Stains about one-fifth the size of a dime could be used for testing and could be completed in about one week, but this...
technology could not be used to identify perpetrators as conclusively as the RFLP DNA methods. In January 2000, the Crime Lab introduced the latest in DNA typing technology called STR (Short Tandem Repeat) DNA typing. Now stains smaller than a character printed on this page can be used for testing and determine the identity of the perpetrator, taking about 10 days to complete the analysis on a single case. With this new STR DNA technology, we have been able to isolate and compare DNA from objects and surfaces that just a few years ago would not have been considered suitable for testing.

In the last two years, the state of DNA testing has seen dramatic and exciting changes. The traditional DNA “fingerprinting” using RFLP testing has given way to STR-DNA technology, and the development of DNA databases across the nation, including a statewide database in California, have provided investigators with the identity of perpetrators in previously unsolved cases. Collectively, these databases are known as “CODIS” (Combined DNA Indexing System).

**The Cold Hit Program**

**Inglewood Police Department Cold Hit (July 2001)**

In November 1995, a 14-year-old girl was sexually and physically assaulted by an assailant. In July 2001, the sexual assault kit was analyzed under the Cold Hit Grant Program and a genetic profile of the assailant was generated. It was uploaded into the CODIS database and a hit on a convicted felon was obtained. (The felon’s genetic profile was entered into the CODIS database as a result of a 1987 rape conviction.) He was arrested days later and is now awaiting trial.

**Signal Hill Police Department Cold Hit (July 2001)**

In September 1994, an 18-year-old female was sexually assaulted by a masked home intruder, who also tied up the victim’s boyfriend in the bathroom during the assault. In July 2001, the sexual assault kit was analyzed under the Cold Hit Grant Program and a genetic profile of the assailant was generated. It was uploaded into the CODIS database and a hit on a convicted felon was obtained. The assailant was already in custody, serving time for a previous rape/murder.

**Foothill/210 Freeway Corridor Rapist Case Solved (November 2001)**

In August 2001, 35-60 year old females were sexually assaulted by a masked home intruder. After his assaults, the intruder...
Criminalist isolates DNA on a crime scene sample.

would force the victims to clean themselves and supervise the cleaning/showering. In August and October 2001, two sexual assault kits were submitted to the Crime Lab for analysis under the Cold Hit Grant Program. Semen was identified in both kits and they were awaiting DNA profiling. On November 3, 2001, another sexual assault with the same modus operandi (MO) was committed and the sexual assault kit was submitted to the Crime Lab for analysis under the Cold Hit Grant Program. On November 7, 2001, a prowler in the Glendale area was identified, via a fingerprint, who fit the description and MO of the assailant in the rape cases. A court order was obtained and a reference sample was taken from the prowler suspect. The Crime Lab completed the STR DNA analysis on November 13, 2001, and linked the sexual assault crime spree in the previous crimes via DNA - specifically to the prowler suspect. He was arraigned on that same day and is now awaiting trial on 11 felony sexual assault counts. Time will tell if more cases can be linked to this suspect, as he is suspected of committing additional sexual assaults in other neighboring jurisdictions.

DNA Technology of the Future

From the examples given above, it is clear that DNA is one of the many powerful forensic tools that are available to law enforcement in solving crimes. In the years past, DNA was primarily a tool used to investigate crimes, but now databases, such as CODIS, allow DNA to solve cases by identifying suspects and freeing the wrongly accused. As science and technology improve, the future of DNA testing will bring faster turnaround times and allow DNA tests on even smaller sample sizes. With upcoming changes in the laws regarding felon databases, more felons will be put into the database in 2002 which will, in turn, create more cold hits than we have ever seen before in California’s history. The Los Angeles County Sheriff’s Department looks forward to these enhancements in DNA testing to provide even better services to our Crime Lab clients.
As with many other Department units, Internal Affairs Bureau (IAB) has a document storage problem. Internal Affairs Bureau maintains thousands of closed investigations and a corresponding number of audio-taped interviews in a file room that’s filled to capacity. Instead of purchasing additional file-storage space and shelving, IAB has begun a pilot program of converting closed files, including audio interviews, to a digitized computer format.

**Problem**

In 1992, the Department agreed with the Kolt’s Commission recommendation to stop destroying administrative investigation files after five years. This has resulted in the storage of about 17,000 closed administrative investigations and a corresponding number of audio cassette tapes. IAB was unable to house the approximate 1,000 newly closed administrative cases each year. Adding to the problem is the fact that Internal Affairs Bureau is located in a leased facility and part of the rent covers warehousing files and tapes. Investigations are currently maintained in paper format, are susceptible to fire and flooding, and back-up copies do not exist. Cassette tapes used to record and preserve audio interviews are magnetic and a degradation process begins after only a few
years. Making copies of these tapes costs the Department approximately $11,000 annually, and requires special duplicating machinery and significant employee time.

Solution
Internal Affairs Bureau recognized that something had to be done to improve its storage methods. A new digitizing system was developed and divided into two parts. To address the storage of completed administrative investigations, Internal Affairs Bureau secured a digital photocopier capable of scanning sixty-five pages per minute. The cost of such a copier was only slightly higher than a conventional copier and has a significantly longer life/duty span. After a case has been closed, the administrative investigation is converted from a paper format into digital. Closed administrative investigations containing hundreds of pages are scanned in a ".tiff" format in minutes, with the same quality as a standard photocopy. Photographs are similarly scanned using a higher "dot pitch" to ensure clarity. The entire investigation is attached to the Personnel Performance Index (PPI) system as an "attachment" in the same manner as the audio interviews and can be read by unit commanders.

A solution to storing audio interviews was found in a national company specializing in digitally recording interviews using hand-held recording devices with memory cards. The recorders have the same look and functionality as a cassette recorder, but record and save interviews in a wave-file format. Investigators automatically download and label their interviews into a central file server in just seconds. Once saved, the interviews are permanently stored and have a secondary backup process. Audio interviews requiring a written transcription are electronically sent to a private transcription company and are returned in about half the time of the former system. Once a case has been closed, the corresponding audio interviews are moved from the file server and placed in the personnel performance index (PPI) system. Archive audio interviews on cassette tapes are being converted into digital format using inexpensive computer software. Department executives will soon have immediate access to read an entire case or listen to audio interviews from their computer terminal.

Technology Award
On October 24, 2001, the Internal Affairs Bureau received an award from the County of Los Angeles Board of Supervisors Quality and Productivity Commission for best use of technology for implementing a pilot program to eliminate its storage problem. The success of this pilot program has led to further expansion of the program.

Automation Expansion
The Department is developing an automation program for retrieving, routing, and circulating documents and objects, using both digital audio and video recorders. Under a pilot program involving Training Division and Data Systems Bureau, paper-based Service Comment and Use of Force forms will be developed into electronic forms.
MEDAL OF VALOR

The Medal of Valor award is the highest honor a member of the Los Angeles County Sheriff’s Department can receive. It is awarded to persons who distinguish themselves by displaying great courage, above and beyond the call of duty, in the face of immediate life-threatening peril and with full knowledge of the risk involved.

Deputies Randell Heberle and Richard Walters
Medal of Valor

On October 17, 1999, Deputies Heberle and Walters were dispatched to a traffic accident in the Agua Dulce area. Upon their arrival, they found a single-car collision, which had ignited a fire in the vehicle and the brush surrounding it. They heard a woman screaming for help and noticed she was prone on the ground in the adjoining field, near her vehicle. Despite the fast moving fire, Deputies Heberle and Walters went to her rescue. Upon reaching her, the deputies discovered the woman was intoxicated and did not want to leave her vehicle or her dog. Deputies Heberle and Walters had no choice but to pick her up and drag her away from the fire. As they attempted to affect their escape, they found their original route blocked by flames. They discovered the only way out was toward a chain link fence. As they raced for their lives, Los Angeles County Firefighters quickly made an access hole in the fence. The deputies narrowly escaped with the woman and her dog in tow, as the raging fire engulfed the area behind them.
Deputy Carlos Ponce
Medal of Valor

On the evening of January 15, 1998, off-duty Deputy Carlos Ponce arrived at Conroy’s Flowers in La Mirada. Deputy Ponce noticed a man in the shop acting suspiciously with two teenage female clerks. Deputy Ponce selected some roses and returned to the counter to make his purchase. As Deputy Ponce began to walk out, the man pulled a gun on the counter girl and announced his intentions to rob the store. Deputy Ponce pulled out his handgun, identified himself as a deputy sheriff, and instructed everybody to go to the floor. Unfortunately, a patron entered the store and walked directly into Deputy Ponce’s line of fire. The suspect turned and raised his weapon toward Deputy Ponce. Deputy Ponce fired at the suspect, but missed. The suspect returned fire, hitting Deputy Ponce in the face. Despite the incredible pain and blood flowing from his wound, Deputy Ponce managed to fire and wound the suspect, forcing him to flee the store. The bullet that hit Deputy Ponce shattered his jaw in four places before traveling down to his collarbone area. Despite his severe injuries, Deputy Ponce persevered through painful medical procedures and physical therapy. Remarkably, he returned to work within a year.

Top row, from left to right:
1) Mark Wise, 2) Richard Sanchez, 3) Mark McCorkle, 4) James Hellmold, 5) Matthew Vander Horck,
6) Eliezer Vera, 7) Michael Metcalf, 8) Gregg Gossett.
Bottom row from left to right:
9) Sheriff Baca, 10) Carlos Ponce, 11) Richard Walters, 12) Randell Heberle, 13) Michael Sambolich,
MERITORIOUS CONDUCT MEDAL

The Meritorious Conduct Medal is the second highest award a Departmental member can receive. It is awarded to persons who place themselves in immediate peril and perform an act of heroism and/or save the life of another person.

Sergeants James Hellmold, Mark McCorkle, Deputies Richard Sanchez, Matthew Vander Horck, and Mark Wise
Meritorious Conduct Gold Medal

In the late night hours of December 19, 2000, Compton Station received a 9-1-1 call regarding a burning residence. Deputy Sanchez arrived at the scene and saw the residence fully engulfed in flames. The panic-stricken resident rushed to Deputy Sanchez, screaming that her 5-year-old grandson was still inside the location. At the same time, other Sheriff’s units arrived on the scene. Deputy Sanchez climbed into the house through a window and started to search, however, flames and intense heat forced him to retreat. Deputies Vander Horck and Wise, along with Sergeants Hellmold and McCorkle, entered the residence through the back door. Despite repeated efforts to force their way through what was now an inferno, they were unable to save the child. This tragic death does not diminish their heroic efforts.

Deputy Louis Vigil
Meritorious Conduct Gold Medal

Near midnight on June 26, 2000, in the City of Cudahy, Deputy Vigil was patrolling near the Florence Avenue Bridge. He observed a man hanging over the protective edge of the bridge, preparing to jump into the Los Angeles riverbed. Deputy Vigil immediately stopped his vehicle and requested assistance. He approached the man and began to talk with him. Deputy Vigil gradually moved closer to this desperate individual, to be in a position where he could reach him. The man suddenly yelled that he wanted to die and released his grip from the ledge. Without a thought for his own safety, Deputy Vigil reached over and grabbed the man, before he fell to his death. His strength was not adequate to pull the man back to safety, but Deputy Vigil held on until help arrived. Deputies Kurt Buxkemper, Freddie Garcia, and Tony Forlano helped lift the suicidal man safely from the bridge’s ledge and onto the sidewalk.

Deputies Rick Hernandez, Anthony Pachot, Michael Sambolich, and Larry Steward
Meritorious Conduct Silver Medal, and Deputy James Harrell
Meritorious Conduct Gold Medal

On April 7, 2000, the Los Angeles area was experiencing a particularly intense rain storm. During that evening, the Air-5 crew received a rescue response call, advising them of “persons in the wash.” They responded to the Big Dalton Wash area, located in the City of Azusa. Upon their arrival, the crew saw two teenage boys in the water being swept away by the current. As the victims headed downstream toward certain death in the fast approaching catch
Meritorious Conduct Silver Medal - Awarded for acts of heroism or while attempting to save the life of another person where the employee placed him/herself in a position of potential harm or injury.

basin, Deputy Steward, the pilot, maneuvered the helicopter into position as Deputy Pachot, his copilot, guided the crew to where the boys were last seen. As Deputy Sambolich maintained visual clearance of nearby power lines, Deputy Hernandez operated the winch that tethered Deputy Harrell. Deputy Harrell was lowered on the rescue hoist to the first victim. Struggling against the force of the current, Deputy Harrell was able to secure the rescue harness around the young man. Deputy Hernandez slowly raised the deputy and victim and deposited them at the top of the wash. Deputy Harrell was again lowered to the remaining victim, who was quickly losing his battle with the frigid and fast-moving water. Unable to secure the boy in the rescue harness, Deputy Harrell grabbed the boy and held onto him with his bare hands. Deputy Hernandez immediately hoisted the pair out of the water far enough to allow the pilot to maneuver them to shore.

Deputy Gregg Gossett
Meritorious Conduct Silver Medal

On the evening of July 24, 2000, Deputy Gossett was on routine patrol in West Hollywood Station’s area when he received a radio call to respond to an apartment fire. Upon his arrival, he observed thick smoke emanating from the complex. He attempted to extinguish the flames coming from a first floor unit with his fire extinguisher, to no avail. Deputy Gossett yelled and looked for injured or trapped persons inside, but found no one. He moved onto the surrounding units, yelling for the residents to evacuate. The fire and smoke were spreading rapidly, when Deputy Gossett spotted a 71-year old woman vainly attempting to flee her second floor apartment. As he raced up the staircase and picked her up, an explosion occurred, shattering the windows and nearly knocking them down. Despite the explosion, smoke and flames, Deputy Gossett was able to carry the elderly woman to safety.

Deputies Keith Almond, Michael Metcalf, and Eliezer Vera
Meritorious Conduct Silver Medal

It was nearing midnight on New Year’s Eve, 1999, when Century Station deputies received a call of a male standing on the Century Freeway guard rail, threatening to jump off the overpass. Deputies Almond, Metcalf, and Vera responded in separate radio cars. The deputies observed a man standing on the ledge of the overpass. Deputy Vera approached the man and attempted to talk him back to a position of safety. As Deputy Vera attempted to move closer, the man yelled at him to stop and threatened to jump. As this was occurring, Deputies Almond and Metcalf quietly approached the man from behind. Deputy Vera continued talking to the man, maintaining eye contact with him. As the suicidal man lifted his foot from the railing, Deputy Almond reached out, grabbed his jacket, and began pulling him back over the guard rail. Deputies Vera and Metcalf assisted Deputy Almond in hauling the man up and over the barrier to safety.
On Valentine’s Day, February 14, 2001, Los Angeles County lost one of its finest, Deputy Sheriff Brandan Hinkle, who died while pursuing his dream of becoming a motor officer with the Los Angeles County Sheriff’s Department.

Brandan Hinkle joined the Sheriff’s Department on June 29, 1989. Following his academy training, he worked assignments in Custody Division, Transportation Bureau, Carson Station, and the Blue Line before transferring to Lomita Station where he worked until his end of watch.

Brandan distinguished himself at each of his assignments. In patrol, he found traffic enforcement particularly fulfilling. Brandan’s philosophy was that he would rather contact someone with a citation than respond to their accident. Brandan was continually one of Region II’s most productive Traffic Deputies. He was organized almost to a fault and took great pride in the quality and accuracy of his work. He always strove to be the best at everything he did.

We in law enforcement will remember Deputy Brandan Hinkle as the professional police officer he was; but more importantly, those of us who knew him will always remember Brandan for being the wonderful person he was.

Deputy Hinkle is survived by his wife of six years, Michelle.

"Brandan served the County of Los Angeles with great honor and distinction. His love for people and the Lomita Station community furthered his desire to be a motor officer. One of his greatest qualities was his ability to focus on his goals and not give up, no matter how difficult the task. His devotion to serving others inspired me and all who knew him. His leadership will be deeply missed."

- Lee Baca, Sheriff
Deputy Hagop "Jake" Kuredjian was shot and killed in the line of duty while assisting the Bureau of Alcohol, Tobacco and Firearms during the service of a search warrant on Friday, August 31, 2001, in Stevenson Ranch. He was 40 years old.

Jake, a 17-year veteran of the Los Angeles County Sheriff’s Department, had been assigned to the Santa Clarita Sheriff’s Station since 1995. Jake was an avid motorcyclist and had been assigned as a motor officer for the past six months.

In 1989, Deputy Kuredjian was awarded the Sheriff’s Department’s Gold Meritorious Conduct Medal by former Sheriff Sherman Block for saving the life of a woman clinging to a small tree branch atop a cliff in the City of Malibu.

Jake is survived by his mother, two brothers and his girlfriend. He will be remembered as a kind hearted, “happy-go-lucky” man who brought a smile to the face of anyone he came in contact with.

"On Friday, August 31, 2001, the sunshine seemed to dim, laughter faded away and there was a little less joy in the world because Deputy Hagop ‘Jake’ Kuredjian was taken from us. A deranged man wielding a rifle took his life, in a brief moment of time, leaving his family and an army of friends to mourn his loss.

In the short time since his tragic death at 40 years old, I have been overwhelmed by the stories of how much life Jake packed into the relatively short time he was with us. If friends were counted as income, Jake was one of the richest men in the world! While we can’t help but grieve his passing, I am determined to remember that million dollar smile and the fact he would give the shirt off his back to help a family member, friend or stranger. Let us remember Jake enjoying a good prank, telling a joke or riding down the road on his Harley. Please never forget that Jake willingly put his life at risk to come to the aid of residents and law enforcement personnel who were in peril. Most of all, if you have not already done so, thank God for sharing Jake with us, even if just for a little while."

- Lee Baca, Sheriff
### DEPARTMENT BUDGET

#### 2001-2002 ADOPTED BUDGET

<table>
<thead>
<tr>
<th>Description</th>
<th>Final Adopted Fiscal Year 2001-2002</th>
<th>Adjusted Budget Fiscal Year 2000-2001</th>
<th>Percent Change</th>
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# Budgeted Positions for the Department

Budged Positions for Fiscal Year 2000-2001
(Excludes student professional workers and student workers.)

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<th>Rank</th>
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<th>Administrative Services Division</th>
<th>Court Services Division</th>
<th>Custody Operations Division</th>
<th>Correctional Services Division</th>
<th>Detective Division</th>
<th>Field Operations Region I</th>
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<th>Special Operations Division</th>
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Note: Budgeted positions for the Los Angeles County Sheriff’s Department for Fiscal Year 2000-2001. Excludes student professional workers and student workers.
**DEPARTMENTAL PERSONNEL STRENGTH**

As of October 31, 2001

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2001 PART I
CRIME CLOCK

CRIMES COMMITTED EVERY 24 HOURS

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<td>Grand Theft Auto</td>
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<td>Aggravated Assault</td>
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<tr>
<td>Forcible Rape</td>
<td>1.9</td>
<td>every 13 hours</td>
</tr>
<tr>
<td>Criminal Homicide</td>
<td>.75</td>
<td>every 32 hours</td>
</tr>
</tbody>
</table>
**DEPARTMENT CRIME ACTIVITY SUMMARY**

**SYNOPSIS**
* 2001 Preliminary Data
** Department total exceeds the sum of station totals by the number of arrests made outside Sheriff’s jurisdiction.

<table>
<thead>
<tr>
<th>PART I REPORTED CRIMES</th>
<th>CALENDAR YEAR 2000</th>
<th>CALENDAR YEAR 2001*</th>
<th>PERCENT CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal Homicide</td>
<td>247</td>
<td>273</td>
<td>11</td>
</tr>
<tr>
<td>Forcible Rape</td>
<td>659</td>
<td>679</td>
<td>3</td>
</tr>
<tr>
<td>Robbery</td>
<td>5,100</td>
<td>5,577</td>
<td>9</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>14,390</td>
<td>13,387</td>
<td>-7</td>
</tr>
<tr>
<td>Burglary</td>
<td>14,898</td>
<td>15,529</td>
<td>4</td>
</tr>
<tr>
<td>Larceny Theft</td>
<td>31,288</td>
<td>34,308</td>
<td>10</td>
</tr>
<tr>
<td>Grand Theft Auto</td>
<td>13,875</td>
<td>15,283</td>
<td>10</td>
</tr>
<tr>
<td>Arson</td>
<td>1,017</td>
<td>1,188</td>
<td>17</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>81,474</strong></td>
<td><strong>86,224</strong></td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ARRESTS**</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Arrests</td>
<td>81,377</td>
<td>82,759</td>
<td>2</td>
</tr>
<tr>
<td>Juvenile Arrests</td>
<td>11,426</td>
<td>11,688</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>92,803</strong></td>
<td><strong>94,447</strong></td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART I CRIMES STOLEN AND RECOVERED PROPERTY</th>
<th>CALENDAR YEAR 2000</th>
<th>CALENDAR YEAR 2001*</th>
<th>PERCENT CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount Stolen</td>
<td>$204,186,464</td>
<td>$221,313,373</td>
<td>8</td>
</tr>
<tr>
<td>Amount Recovered</td>
<td>$60,204,686</td>
<td>$62,865,181</td>
<td>4</td>
</tr>
<tr>
<td>Percent Recovered</td>
<td>29</td>
<td>28</td>
<td></td>
</tr>
</tbody>
</table>
ACKNOWLEDGMENTS

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For additional information on the Los Angeles County Sheriff’s Department, please contact:

http://www.lasd.org or Sheriff’s Headquarters Bureau at 323.526.5541.

BACK COVER PHOTOGRAPHS, CLOCKWISE FROM UPPER LEFT:
Sheriff Baca addresses the media at a news conference in support of Assembly Bill 74.
The late Deputy Hagop "Jake" Kuredjian on his motor unit.
Sergeant John C. Baylis at "ground zero" of the September 11, 2001, World Trade Center terrorist attack.
Governor Gray Davis (left), Sheriff Baca (center), and Riverside County Sheriff Larry Smith (right) meet to discuss issues.