Year In Review 2003

County of Los Angeles

Sheriff's Department

Leroy D. Baca, Sheriff
This past year, the Los Angeles Sheriff’s Department continued to meet the challenges presented by the economic decline in our state and local budgets. Even though we have experienced the most significant financial cuts in our Department’s history, we have prevailed in our efforts to maintain the highest level of service and safety for the communities we serve.

Throughout the year we faced many challenges, the largest being an 84 million dollar cutback in our budget. Only through perseverance were we able to manage and overcome this shortfall. I am extremely proud of the men and women of the Los Angeles Sheriff’s Department as they continued to move forward in the face of financial adversity, both professionally and personally. They are deserving of our support and recognition, and I commend each and every one of them for a job well done.

The Department continues to review and implement programs designed to meet the needs of the youths in our communities, as well as the victims of violent and domestic crimes. While funding for these various programs is difficult to obtain, I am committed to seeking out new and creative funding sources to maintain these programs.

This Year In Review report serves as a detailed introduction to the programs and events that our Department carried out during 2003.

Finally, our work is far from over. The Los Angeles Sheriff’s Department has always been a leader in law enforcement and I am committed to continuing in that distinction while serving our communities and improving on creating the safest environment possible for the citizens of Los Angeles County.

Lee Baca, Sheriff
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Introduction

The Los Angeles Sheriff’s Department is the largest sheriff’s department in the world, with primary law enforcement jurisdiction of over 4,000 square miles and a direct service population of over 2.6 million residents. Nearly 15,000 sworn and professional members staff 23 patrol stations that respond yearly to more than 500,000 calls for service, 8 custody facilities with a daily inmate population averaging more than 19,000, and a total of 52 court buildings with more than 600 courtrooms. In addition to the direct service areas, the Los Angeles Sheriff’s Department also provides emergency tactical response, specialized detective support, crime lab services, and mutual aid for many of the smaller cities within the County.

This year marked the second year of severe financial troubles for the State of California, the County of Los Angeles, and the Sheriff’s Department. The Sheriff’s Department was forced to swallow another bitter pill this year in the form of over $84 million in additional curtailments. In the wake of these serious curtailments, Department-wide, the men and women of the Los Angeles Sheriff’s Department persevered. The operating budget tops $1.6 billion, yet it is important to recognize that the budget is supplemented by revenue through contracts and services. Almost 60% of the Department’s budget is funded through this revenue. In May, the contract for law enforcement services provided to the Metropolitan Transportation Authority (MTA) was expanded to include the entire system, nearly doubling the existing service area and making the Los Angeles Sheriff’s Department the second largest transit policing agency in the nation.

The Department was able to save an impressive amount on expenses through the vocational shops of the Pitchess Detention Center. Many needed items were manufactured by inmates at the North County Correctional Facility. The sewing shop, print shop, and sign shop collectively save the Department $2 million each year. These shops serve a dual function. Not only do they save the Department money, but they also provide valuable vocational training to County jail inmates.

To better protect deputies in the field and the skies of Los Angeles County, Aero Bureau’s aging fleet is being replaced with new American Eurocopter A-STAR helicopters. In 2003, Aero Bureau received seven helicopters out of a total order of twelve aircraft. Purchase costs for the new helicopters were offset by the sale of the existing fleet to various buyers around the world. The new helicopters are more cost-effective to operate, less labor intensive to maintain, and more versatile than the previous helicopters.

The creativity and persistence of many Department members paid off in 2003 with the acquisition of special grants and other funding to add some specialized equipment and to resurrect programs that seemed doomed under the existing County budget. Some examples include:

Cargo Criminal Apprehension Team (C-CAT’s): Funding for the Cargo CAT’s was provided by the City of Los Angeles Port and the Los Angeles County Board of Supervisors for the first half of 2003.

Emergency Services Detail (ESD) Rescue Boat: The new “Design Concepts” rescue boat was paid for by special grant funding from the California State Department of Boating and Waterways. The motors were generously donated by the Honda Motor Corporation.

Five New Search and Rescue Equipment Trucks: Rescue trucks deployed in the Altadena, Crescenta Valley, Lost Hills, San Dimas, and Santa Clarita Valley Station areas were obtained at no cost to taxpayers through drug asset forfeiture funds.

New Bomb Detection Canine “Simba”: Simba was a gift to the Department and the Arson/Explosives Detail from the Foundation to Combat Terrorism and Transnational Crime.

As a result of the Sheriff’s commitment, the Los Angeles Sheriff’s Department University (LASDU) was formed. The University consists of a consortium of colleges and universities whose mission is to provide
The LASDU graduated the first two classes in 2003. There are currently more than 700 Department members attending courses in Associate, Baccalaureate, and Master’s Degree programs on Department facilities. The Los Angeles Sheriff’s Department is currently the first and only law enforcement agency in the United States with a corporate university.

The Deputy Leadership Institute (DLI) Program has been able to continue through difficult economic times. This accomplishment has only been possible because of the commitment and dedication of Department members who have taken advantage of unique funding opportunities, made personal sacrifices, solicited volunteers and volunteered themselves, and accepted collateral duties.

In developing leaders at all levels of the Department, the Equity Training Unit and Respect-Based Leadership Program were implemented. The purpose of the Equity Training Unit was to educate approximately 15,000 Department members and 5,000 affiliated members, such as volunteers, reserves, and explorers, on the "Policy of Equality." This new policy replaced the former Sexual Harassment, Discrimination, and Retaliation Policies.

As of October 2003, the Department trained approximately 8,500 sworn and professional staff members in over 400 eight-hour Respect-Based Leadership workshops. The cadre of facilitators consists of 14 full-time deputy sheriffs and 10 part-time professional staff members.

It doesn’t end there. In March 2003, more than 150 Sheriff’s Department employees voluntarily participated in the Anti-Defamation League’s “A Workplace of Difference” training program. This eight-hour anti-bias, California Peace Officer Standards and Training (POST) certified program included training that explored the ideas of culture and how we perceive the culture of others. Participants learned the importance of turning knowledge into usable skills for serving a diverse population.

Sheriff Baca is committed to instituting measures to assure the public that racial profiling and bias-based policing are not practiced by Department personnel. The Department expanded anti-bias training and began working with POST to develop a master plan to provide a viable strategy to accomplish established goals. Efforts, which involved members of the community and the Governor’s panel of subject matter experts, resulted in a statewide curriculum which was created and commissioned by POST. As of June 30, 2003, Department racial profiling trainers have provided training for more than 5,000 sworn personnel.

Training and leadership reflects at all levels of the Department. Every day members of our Department are developing innovative concepts. In 2003, the Professional Development Bureau and Custody Training Video Unit developed a computer-based training program by using our Department’s Intranet to augment current training and education systems. At any time, Department personnel may log on to the Intranet home page and click on the “LASD Power Point Presentations” for an enhanced level of training. The site has provided a supplemental training alternative at substantial cost savings.

Among law enforcement peers, cooperation results in more accurate and thorough intelligence, coordinated operations, and overall better service to the public. Although jurisdictional borders are well defined, the criminal element crosses those borders, both physically and electronically, with ease. This is a driving force behind interagency cooperation. Sheriff Baca and Los Angeles Police Chief William Bratton announced several cooperative programs in 2003.

The programs included:

**10th Annual Weapons Destruction Event**

**Gunfire Reduction Campaign**
Gang Violence Planning Authority

Inter-Agency Community and School Safety Task Force

Other partnerships with corporate partners, community groups, and other agencies included:

Galpin Ford - Medal of Valor Awards Ceremony

SBC - Partner to enhance technology used in Amber Alerts

Hyundai Motor America - "Safetyville" Back to School Traffic Safety Campaign

Sheriff Baca has long been a staunch advocate of alternative care options for the homeless and mentally ill in Los Angeles County. A lack of available care in these areas has made the Los Angeles County Jail the care provider of last resort for the mentally ill and the homeless. The Department has been closely involved with many programs that help ease the burden on the system, including:

On-going development of the Homeless Public Safety Center

Salvation Army, Bell Shelter for the mentally ill and homeless.

Mentally Ill Offender Crime Reduction Grant Program

Mental Evaluation Team (MET)

In May, the Los Angeles Sheriff’s Department received an award from the California Coalition for Mental Health for Department programs focusing on proper care for the mentally ill.

The Los Angeles Sheriff’s Department’s Legislative Unit monitors approximately 5,000 pieces of legislation each legislative session and introduces legislation on behalf of the Sheriff’s Department. The Legislative Unit has a successful track record of having legislation signed by the Governor and defeating legislation that would hinder law enforcement officers from doing their job. In 2003, the Unit introduced six pieces of legislation, all of which were signed by the Governor. These legislative bills ranged from increasing civil processing fees to assist the Sheriff’s Department in its fiscal crisis, to a change in law regarding precursors for methamphetamine.

The Los Angeles Sheriff’s Crime Lab celebrated 75 years of successful operation in 2003. The Crime Lab was able to secure State grant funding to advance the technology of its Deoxyribonucleic Acid (DNA) testing protocol through the purchase of a robotics system. This system is used to extract DNA from biological evidence as much as seven times faster than the previous procedure. The Crime Lab also continued its quest for the regional crime lab. When operations open in the Fall of 2006, the regional crime lab will provide training and forensic science services for all of Los Angeles County.

Technology figured prominently in several wide-scale systems that assisted agencies nationwide in solving crimes that once were unsolvable. The Department has solved cases with the help of some of these systems like the National Integrated Ballistic Imaging Network (NIBIN) and DNA databases. The Department continues to explore new systems which will expand our ability to solve crimes in the future. The latest of these systems uses new technology to greatly enhance technology that is over one hundred years old. The Cogent Automated Palm and Fingerprint Identification System (CAPFIS) is designed to process and retrieve personal identification within minutes based on latent finger and palm prints.

One of the most amazing cases solved by our Homicide Bureau was one that involved old fingerprint technology and a relatively new, nationwide Federal Bureau of Investigation (F.B.I.) fingerprint database. Through determined detective work and the use of technology, investigators were able to arrest and convict the murderer of two El Segundo Police Officers forty-five years after the crime was committed.

The generosity of Department members and their desire to reach out to the community continued
throughout 2003. Countless volunteer hours were given and Department members reached deep into their pockets during a year when finances were tight. In 2003, we vowed never to forget the horrific events of September 11th. On the second year anniversary, Department members united in an emotional ceremony to show respect and solidarity, remembering all those whose lives were taken that day. The ceremonial tributes and hollow feelings will be with us for years to come as we continue to understand them.

The development of the statewide California Antiterrorist Information Center, chaired by Sheriff Baca, has given our Department the responsibility of coordinating our County’s homeland security efforts with other agencies and entities. Procedures and protocol were developed to ensure timely distribution of critical information through the use of Homeland Security Bulletins. In March 2003, we entered into the Los Angeles Sheriff’s Department’s “Operation Liberty Shield,” working in conjunction with the national program with the same name. The combined goal was to improve homeland security by increasing preparedness and awareness, improving and identifying resources, acquiring equipment, and expanding and improving relevant training.

Our Department members were certainly ready when they were called to active military duty. They answered the call and many who are responsible for protecting our communities were called to protect our Country. Three hundred sixty-five Department members, both sworn and professional staff, are military reservists, and more than 151 were called to active military duty to serve in Iraq and around the world in 2003. Forty-nine of our Department members are still deployed on active military duty, and our thoughts are with them.

On a more somber note, the untimely loss of Deputy Stephen Sorensen, who was taken from us on August 2, 2003, hit us all with sobering fierceness. Steve is truly a hero and will be greatly missed, but never forgotten. Our quest to find Deputy David March’s killer continued throughout 2003. With Teri March leading the way and Sheriff Baca joining Congressman Howard P. “Buck” McKeon, 25th Congressional District, in support of a congressional resolution requesting that President Bush renegotiate the current extradition treaty with Mexico, it became very evident that we will not give up. Sheriff Baca continued to apply the pressure with a meeting at the Attorney General’s Office in Mexico City. Never has there been such a clear reminder that we will never stop pursuing those who attempt to disrupt our free and just society.

As we paid tribute and respect to the heroes we have lost, we were ceremoniously reminded of all the Department heroes that are putting their lives on the line to maintain a safe Los Angeles County. Every day there are those who put themselves in harm’s way to save the life of another human being, or whose conduct is otherwise meritorious. Thirty-two Department members were worthy of this recognition in 2003 and they were recognized at the Annual Medal of Valor and Meritorious Conduct Awards Ceremony, and at Dodger Stadium during Los Angeles Sheriff’s Department Appreciation Night. We all salute you.
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.
Facilities Services Bureau

The ninth largest unit within the Department, Facilities Services Bureau (FSB) has developed a hard-earned reputation for providing responsive service. FSB is responsible for the maintenance of all Sheriff facilities, energy management, regulatory compliance, construction, and renovation of existing facilities. FSB maintains more than 7.5 million square feet of building and facility space divided between 546 Sheriff’s Department buildings, including patrol stations, custody facilities, courthouse detention areas, and offices. FSB provides 24-hour service to ensure critical equipment, facilities, and utility services are operational.

FSB has a diverse and dynamic team of 407 professionals representing 19 trades. FSB is headquartered in Alhambra and divided into three maintenance regions; the North Region in Castaic, the Central Region in downtown Los Angeles, and the South Region in Whittier.

FSB partners with the County’s Internal Services Department (ISD) to operate a cogeneration plant at Peter J. Pitchess Detention Center (PDC), which produces in excess of 27 megawatts daily and exceeds all of PDC’s energy needs. Excess energy is sold to Southern California Edison. Thermal energy storage systems maintained by FSB at Twin Towers Correctional Facility, Century Regional Detention Facility, and PDC’s East Facility result in significant energy cost savings, while the Department’s municipal water system at PDC supplies more than 12 million gallons per day saving nearly $1 million in water costs per year.
In addition to maintaining facilities, the Bureau strives to identify innovative cost savings measures. The new Energy Management Team which analyzed energy usage throughout the Department and implemented new technology and employee education measures to reduce consumption. The result was an 8.5 percent reduction in energy use and a $341,191 reduction in yearly costs.

The Regulatory Compliance Management Team protects our environment and avoids the imposition of fines on the Department by maintaining an awareness of State environmental laws and regulatory opinions, and ensuring Sheriff operations are conducted in compliance with environmental laws.

FSB also reduces utility costs to the Department by ensuring our power plants are maintained and operated 24 hours a day, seven days a week, by Stationary Engineers. These personnel are responsible for the continuous supply of soft water, steam, heating, and air conditioning to each jail facility. The Department’s 15 Digital Systems Technicians (DSTs) are responsible for maintaining the vast network of complex digital security systems within each jail. The systems maintained by the DSTs include fire safety, electronic controlled doors, intercoms, communications, closed circuit televisions, and lighting controls. Another team, including electricians and communication technicians, specialize in the installation, monitoring, maintenance, programming, and troubleshooting of all Sheriff’s Department alarms, including alarms at the Board of Supervisors and County executive residences.

**MAJOR ACCOMPLISHMENTS IN 2003**

- Recommissioned the Twin Towers Correctional Facility's Thermal Energy Storage System. This system freezes nodules in the tanks at night when energy costs are low. During the peak energy demand hours, pumps are activated to circulate water through the frozen tanks to extract cooling, effectively reducing the need to operate the chillers during the day when electricity rates are highest. This effort is expected to result in a projected cost savings of nearly $400,000 per year.

- Refurbished and upgraded the High Voltage Electrical Distribution system at Men’s Central Jail for $1.2 million, significantly improving safety and reliability.

- Replaced PDC’s laundry facility brine waste line. This drain line discharges 22,000 gallons of brine water waste per day. The installation included 1,600 feet of new 12” pipe. This project properly disposes of the brine water waste and protects the Department from costly State environmental fines ranging from $15,000 to $25,000 per day.

- Remodeled the East Los Angeles Station. The lobby area of the Station was expanded and public bathrooms were remodeled to meet handicapped accessibility standards. The watch commander’s office and jailer area were also upgraded with modular furniture and structural changes to enhance functionality, while the aesthetics of the Station’s entrance were improved.

- Remodeled the Marina del Ray Station female locker room. The remodel increased the number of lockers available from 8 to 21.

- Upgraded Data Systems Bureau’s uninterrupted power supply (UPS). This successful upgrade provides up to 1.5 hours of power to protect the network during electrical outages.

- Installed new emergency generators at Compton Station, Lakewood Station, and STARS Center to ensure uninterrupted electric power. The existing power grid serving the STARS Center required the installation of two generators, including one capable of providing emergency power to the entire facility and one dedicated to the preservation of deoxyribonucleic acid (DNA) evidence.

- Implemented an innovative pilot project to reduce water and sewer use at custody facilities. The pilot project involved the installation of electronically controlled flush valves in the 2600 and 2800 modules at Men’s Central Jail. The flush valves have drastically reduced water usage and the flooding caused by inmate vandalism.
• Updated the Narcotics Bureau, Major Crimes Unit, Commercial Crimes Unit, Family Crimes Unit, STAR Program, Reserve Forces, Deputy and Civilian Leadership, and the Arson/Explosive Detail offices at STARS Center. The upgrades included the installation of new carpeting and paint, and abatement of asbestos.

• Recircuited the high voltage power lines at the Medium North Facility to bring it on-line with PDC’s cogeneration plant, thus eliminating the need to purchase power from Southern California Edison. The annual cost savings is nearly $420,000.

• Upgraded the PDC’s sewage grinder, or “muffin monster.” Pursuant to State law and County Sanitation District requirements, PDC sewage is required to be ground up before it exits the Jail’s sewer. This upgrade will ensure Sheriff’s operations are conducted in compliance with environmental laws and avoid fines ranging from $2,000 to $25,000 per day.

• Replaced the aging electrical high voltage transformers at PDC which were leaking Polychlorinated Biphenyls (PCB’s), a hazardous chemical. The elimination of the transformers avoided fines ranging from $10,000 to $50,000 a day and costly soil contamination clean-up.

• Enhanced the specialized training provided to the Office Machine Technicians who are responsible for maintaining and repairing the Department’s computer printers and facsimile equipment, as well as other computer-based equipment such as the Justice Department Interface Controller (JDIC) Network and the Wristband Inmate Identification System.
Food Services Unit

Not exactly your mother’s kitchen! In 2003, the Food Services Unit operated five fully functional kitchens staffed with 180 employees responsible for preparing approximately 20,000 inmate meals and 1,400 staff meals, three times daily. In an atmosphere of department-wide “belt tightening,” the Food Services Unit recently curtailed and consolidated its kitchens in an effort to more effectively utilize its culinary staff and maximize the use of equipment. As a result, the Pitchess Detention Center - East facility kitchen was partially closed in March of 1997 and the responsibility for preparing inmate meals shifted to the more spacious North County Correctional Facility kitchen. East kitchen was fully closed in December of 2001. The Men’s Central Jail kitchen was closed in February 2002 and the responsibility for preparing food was transferred to the Twin Towers Correctional Facility kitchen. June of 2002 brought the closure of the Century Regional Detention Center kitchen and Biscailuz Recovery Center. The reallocation of Food Service personnel as a result of these kitchen closures brought about a one million dollar annual savings in overtime alone.

INNOVATION AND ACHIEVEMENT

In conjunction with kitchen closures, the Food Service’s Unit looked deep within its own operation to determine if it was operating at its financial peak. Nothing was off the table! As a result, in July 2002, the hot breakfast meal, which typically consisted of oatmeal, eggs, and potatoes, was eliminated. In its place, the cold breakfast was born; typically consisting of cold cereal, hard-boiled eggs, fruit, bran muffins, milk, and juice. Inmates receive a meal that is aesthetically pleasing, sanitary, and nutritious; much like the way most Americans start their day, yet the taxpayer is not
left holding the bag. The transition from a hot breakfast to a cold breakfast quickly became a win-win, at an annual cost savings of approximately 1.5 million dollars.

Preparing a sack breakfast is now as easy as preparing the sack lunch. Under the direct supervision of staff, an assembly line of inmate kitchen workers place pre-wrapped food items in a plastic bag faster than you can peel a potato. In order to control costs, respected restaurateurs are concerned about portion control; in a custody environment, this issue is magnified when you consider physical altercations can take place when one inmate is perceived favored over another. It’s understandable that facility administrators and their staff have embraced the transition. Distributing thousands of breakfast meals is now as fast as going through a McDonald’s drive thru. Not bad when you are hustling 5000 inmate lunches to court each morning!

On October 29, 2003, the Food Services Unit was the proud recipient of the Million Dollar Club award given by the County of Los Angeles Board of Supervisors Quality and Productivity Commission. This award was in recognition of the cost savings associated with the cold breakfast program; for enhancing overall organizational effectiveness and efficiency.

The Food Services Unit is not only concerned about the cost of feeding inmates in the Sheriff’s custody, currently $2.25 per inmate, per day, (food cost only), we also understand the impact food has on the morale of inmates. While we don’t serve “happy meals,” we believe good nutrition can promote an inmate’s health and is often the high point of their day.

TRAINING
When you eat out, have you ever wondered how qualified the restaurant personnel are? We believe in the axiom that an organization is only as good as its personnel. That’s why in 2002, we coordinated our own in-house Essential Food Safety training class utilizing a well respected “off the shelf” training program produced by the National Sanitation Foundation (NSF). This eight-hour program is designed to reinforce education in the areas of food borne illness, critical factors in food safety, proper cleaning and sanitizing, hazard analysis critical control points, and regulations pertaining to preparing food. In 2004, all Food Service employees will be exposed to an eight-hour food safety class produced by the National Restaurant Association entitled ServSafe. This stepped up food-safety training is the industry standard throughout the United States which provides accurate, up-to-date science-based information on how to run a safe kitchen. Completion of the training entitles the employee to a certificate good for four years. The training is mandatory for supervisory personnel within the Unit.

The future of Food Services looks bright. With new and innovative cooking technologies constantly evolving, the Unit is destined to challenge its employees by embracing new concepts in cooking, transporting, and feeding the thousands of inmates in its jail facilities and patrol stations. Without a doubt, Food Services Unit has the “recipe for success!”
Civil Management Unit

Each court day, people pass through the doors of what are considered some of the busiest courts in our Nation. Lawsuits are filed, judgments are obtained, orders and notices are received, and all of this court "process" must be served or executed on the involved parties. Seldom do we in law enforcement have occasion to review the Government Code, but, that is exactly where you find one of the lesser known duties of the Sheriff which is to serve all "process" and "notices" of the court. These terms include all writs, warrants, summons, orders, and papers to be served in any proceedings before any court. As you can imagine, the numbers begin to add up. This last fiscal year, the Sheriff’s Department received more than 280,000 such pieces of "process" for service on the litigants. Although that number is impressive, the fact the Department collected about $11.6 million in fees for serving and processing those documents should warrant your attention. With the recent passage of legislation which increased the fees the Sheriff is allowed to collect for these services, the Department can expect about a $1 million increase in fees next year.

WHO PERFORMS THESE SERVICES?
The responsibility for processing these documents was, in the past, performed by professional staff and sworn personnel assigned to three different Bureaus within the Court Services Division: Central Bureau, East Bureau, and West Bureau. Recently, in an effort to provide a unified command, more uniform practices, and greater accountability, all personnel associated with the service of process were moved to the newly formed Civil Management Unit, under the direction of one unit commander.
The Civil Management Unit is staffed with 260 professional and sworn staff with specialized technical skills. The Unit is divided into two broad functional categories, Civil Process Intake, and Levy and Service of Process.

CIVIL PROCESS INTAKE SECTION
This group, under the supervision of nine Head Clerks, manages 195 professional staff located in 21 courts throughout the County. They are the first-line of contact with the public and litigants we serve. At the public counter, process is reviewed for completeness, accepted, fees are collected, and the process is prepared for service by the Levy and Service of Process group. The employees dealing with the process must be familiar with a complicated set of civil procedures and regularly consult and obtain direction from the Sheriff’s Manual of Civil Procedure, the California State Sheriff’s Association Civil Procedural Manual, the California State Code of Civil Procedure, and the California State Civil Code.

Some of the specialized work performed by our Intake personnel involves the acceptance of bankruptcy filings which impact existing civil cases. Generally, the filing of a bankruptcy acts as a “stay,” stopping all civil actions taken by litigants and “levy” officers such as the sheriff’s civil office staff. For example, the Unit reduces all earnings withholding orders in the County. They collect the money from the employer and pay out money to the creditors. A bankruptcy, except in most support cases, stops this process until the case is resolved. For that reason, bankruptcies have a significant impact upon the operation and must be entered into the Department’s Modified Automated Processing and Accounting System (MAPAS). This is a complex accounting system utilized throughout the Civil Management Unit to track and manage the hundreds of thousands of documents and millions of dollars in money, judgments, and property the Unit is responsible for tracking. Members of the Civil Process Intake group must also be familiar with handling civil warrants, evictions, sales, and storage of property under levy (seized) by the Department, and entering protective orders into the Domestic Violence Restraining Order System (DVROS).
Within this same group of specialized skill employees is the Information Systems Section (ISS). This group of Court Records System Clerk III professional staff liaison with the Unit’s court civil offices when issues related to MAPAS arise. They also reconcile the Court Services Division trust fund, deposits, and bank statements, and work closely with the County Auditor Controller which prepares the checks the Unit issues to litigants.

Another complicated area of responsibility lies with the Real Estate Section. This Section has ultimate responsibility for levying on real property and real property sales in connection with the enforcement of court judgments or Writs of Execution.

**LEY AND SERVICE OF PROCESS SECTION**
Staffed with fifty-eight sworn Deputy Sheriff’s and fifty-nine professional staff Court Services Specialists, the members of the Levy and Service of Process group take the paperwork and documents prepared by the Civil Process Intake group and head out into the field to serve the papers, seize property or money, garnish bank accounts, and perform evictions.

Last year, the Unit served more than 39,000 Notices to Vacate, a precursor document which must be served prior to the Levy Crew performing an eviction. The types of property seized during the enforcement of judgments is incredibly diverse and includes vessels in marinas, aircraft at airports, heavy machinery in factories, and cash in the register of local businesses (a levy called a “till tap”). The Levy Crew also serves domestic violence restraining orders, a high priority service for the Department for which the first attempt at service is within two days of the document being received by the Civil Process Intake group.

Our Court Services Specialists serve a significant amount of our process. During the last fiscal year, they served more than 65,000 small claims lawsuits and the Department collected a fee of $30 for each service.
Digital Conversion of Force Packages

The Men’s Central Jail has integrated available computer software and a computer with a video card for improved production and archiving of their force packages. By connecting a video cassette recorder (VCR), a tape deck, and a scanner to a computer, they are able to take an entire force package and compress it down to one readable compact disk (CD-R).

The equipment consists of a mid-level computer with a video card and a CD burner installed. Added to the computer are a VCR, tape deck, and scanner. The scanner is used for any paper documents, as well as any photos taken of the incident. The color photos are
Men’s Central Jail Legal Unit

scanned into color digital images, thereby capturing the essential details of those photos, including scrapes, bruises, redness from pepper spray, etc. The software needed to capture the recordings is either included with the hardware or available on the internet as freeware. Total cost of the system is about $3,000 which is easily offset by the cost savings which will result in the system’s efficiency.

No longer are sergeants and lieutenants lugging around videotapes, audiotapes, and photographs while completing their investigations. No longer are they limited by the availability of a VCR to view the tapes. No longer do they need to sit in the Watch Sergeant’s office (the one place with a TV/VCR) to complete their review of the tapes. Once they have had their video and audio tapes digitally converted, they can play them on any computer with Windows Media Player.

Once the force memos have been finalized and approved by the captain, the written documentation is also digitized and added to the CD-R along with the video and audio. The disk becomes their storage media and takes up very little space. A box filled with force packages becomes a small stack of CD-R’s which helps minimize storage space.

If at any time in the future the force package is needed for administrative review or court purposes, a copy of the disk can be made and submitted. The cost of a disk is very small when compared to the cost of video/audiotape and, in a short time, the cost savings will pay for the initial investment in the computer hardware. Additionally, using the traditional approach to copy a videotape or audiotape requires either two machines or a specialized dual-tape dubbing machine; each copy is made in “real time.” On the other hand, once the tape is digitized, the time to copy it is as fast as the computer will download the files. The time savings, especially if multiple copies are required, is significant. The custodian of records has purchased disks when they are on sale, which increases the cost savings and, in some instances, with rebates, the disks are free.

The digitized force packages are also utilized in the Personnel Performance Index (PPI). After completing the digital capturing, the files are downloaded to PPI where they can be viewed by anyone who has access. The force package is available to for concurrent review by personnel at various locations throughout the Department, thus, there is no delay associated with the transportation of files which was experienced in the previous process.

Men’s Central Jail has approximately 5,000 force packages dating back to 1994. As time permits, these packages are also being digitized. Since videotape and audio tape quality degrades over time, converting these to digital files is essential for preservation. The Sheriff’s Department is continually striving to upgrade and improve as technology becomes available, and the digital conversion of force packages at Men’s Central Jail is another example of how technology is being utilized.
Frequently, large scale, complex, or high profile criminal investigations will generate volumes of information and clues which must be properly managed and analyzed to ensure a successful investigation. It may also be imperative in some instances for the information to be processed in a “real time” fashion in order to clarify current situations or trends, and increase the likelihood of an apprehension or access to more relevant information. In a major investigation, the proper utilization of resources may be the most critical aspect in achieving a successful conclusion. Though none of these issues are new to criminal investigations, the manner in which they are dealt with was recently improved.

In the mid-1990’s, Homicide Bureau designed and created the Department’s only computerized Clue Management Program to store and analyze clues. At the time, the Program was considered innovative and was successfully utilized on a number of high profile investigations.

In 2002, Homicide Bureau investigators and the Bureau’s Information Analyst, Rich Wilabee, realized further improvements should be made to the Program to enhance the manner in which clues were handled, catalogued, and assigned, while also creating a much more user friendly and flexible program. Homicide Bureau Volunteer Ken Secrest, a computer programmer, generously devoted his time to update and overhaul the Clue Management Program. This update and overhaul took over a year and the end result was a state of the art Program which will undoubtedly be a valuable tool for criminal investigators who are assigned cases which produce an overwhelming amount of information.

Clue Management Program
PROGRAM OVERVIEW
The Clue Management Program is not a crime analysis system. Even though it is more than capable of tracking crimes and identifying commonalities, it has been designed by investigators, for use by investigators, to assist in the management of information and the manner in which that information is linked, catalogued, assigned, tracked, and archived. The Program can be used in major task force investigations or on the more common single crime/single investigator cases. It is capable of operating on a computer network system with multiple input computers, or on a standalone laptop. It is configured for rapid implementation which is especially important in developing situations such as an "Amber Alert," however, it also has multiple variable functions which can be tailored by an investigator to fit the unique requirements of their particular case.

The Clue Management Program is also not a replacement for the experienced investigator, however, it is a resource through which investigators can process, sort, assign, track, and search volumes of information. Having the ability to maintain constant control and oversight of all pertinent information will invariably assist investigators in orchestrating a productive and organized investigation, and aid them in making appropriate investigative decisions.

The Clue Management Program comes on a single CD-ROM disc which includes set-up features, a printable Operator’s Manual, installation guide, and printable clue sheets. The Program contains a multipage input database where any information relative to a case, or cases, can be entered into specific or generic fields. Many of the fields have ‘pull down’ menus in order to reduce typing repetitive entries, all of which can be customized by investigators. The Program also has password protected access to assure the integrity of the information and subsequent investigation.

Once a clue (information) has been entered into the Program, it can be prioritized to ensure that the most critical information is followed-up on immediately, while less important information can be delegated for later follow-up. Also, information which is known, but which does not require any additional work, can be simply entered into the Program and designated as "case information only," which incorporates it into the database for searching. The investigator can query the Program at any time to see the number of clues entered how many were investigated and closed, and how many still need to be worked. Familiarity with the case information and its corresponding priority status enables the investigator to take a systematic approach to assignments.

The Clue Management Program was also improved to include graphic capabilities that allow attachment of photographs to clues and a mapping program to visually identify specific locations. Various input fields have automatic search features which will instantly alert the investigator that similar information already contained in the database was located. Also, additional search features allow investigators to search individual fields for specific information, or to search the entire Program for commonalities. Finally, the Clue Management Program has over a dozen preprogrammed reporting features that provide instant written/visual analysis of information in virtually any format.

The Clue Management Program is available, through Homicide Bureau, to all Department investigators. Also, Department executives had the opportunity to view the Program and, realizing its benefit to law enforcement, elected to make the Program available to any law enforcement agency at no cost.

Recently, a federally funded agency which is tasked with developing technology for use by law enforcement reviewed the capabilities of the Department’s Clue Management Program and pronounced it a "state of the art investigative asset with no comparable counterpart available anywhere."
Long-Term Strategic Plan

In 2001, building on more than 150 years of service and excellence, the Los Angeles Sheriff’s Department embarked on an ambitious strategic planning effort designed to be the cornerstone of the Department’s future success. To that end, seventy-three strategic projects were developed that were consistent with the County’s vision to improve service excellence, children and families’ well-being, workforce excellence, fiscal integrity, and facilities planning.

In the two years following, the Department’s success was significant. Twenty-seven percent of the original plans were completed. This was accomplished in spite of the budgetary constraints imposed during the previous two years. In 2003, the Department, through a team building concept, reviewed the past strategic plans and incorporated new ones as a continuation of Sheriff Lee Baca’s 30-year vision of the Department in support of the County’s Strategic Plan.

The following is a summary of several of the newly designed strategic plans:

**JAIL ENTERPRISES**
The Department is designing a program that uses inmate labor to create a product or service that will generate County revenue while compensating the inmate with training, education, and other benefits.

**LOS ANGELES REGIONAL CRIME INFORMATION SYSTEM (LARCIS) FIELD DATA COLLECTION**
This state-of-the-art program will provide a true paperless reporting system in furtherance of the Department’s patrol station automation goal.
Executive Offices

WESTERN REGIONAL PUBLIC SAFETY TRAINING CENTER
This facility will provide a state-of-the-art consolidated core training complex for multi-agency/multi-discipline public safety collaborative training.

LAKEWOOD STATION EXPANSION
The project will renovate and construct a new addition to the existing Station to better serve the Station’s five contract cities, as well as the Station’s unincorporated County area.

CENTRAL PROPERTY AND EVIDENCE TRACKING
This system will ensure that all property and evidence items processed by Department personnel are appropriately tracked and accounted for.

The publication of the 2003 Strategic Plan is the foundation to improve the Department’s service to its residents and businesses well into the 21st Century.
Military Activation Committee (MAC)

The terrorist attacks in New York, Washington DC, and Pennsylvania on September 11, 2001, shattered our sense of national peace and security. The aftermath created a call to arms for our Department's military reservists that has continued into 2003. Our nation and the world most recently endured the war in Iraq and the conflict in Afghanistan. The Los Angeles Sheriff's Department's commitment to bringing security to our borders and peace in the Middle East has seen more than 165 of our 362 personnel who are members of the various branches of military reserve programs called to actively serve our Country. On average, the Sheriff's Department has between 65 and 80 sworn and professional staff military reservists deployed on a monthly basis.

The Military Activation Committee (MAC) was formed to:

- Address the needs and concerns of the Department and the reserve employee by facilitating the transition for Department employees to and from active military duty.
- Assure the Department was aware of, and in compliance with, all county, state, and federal laws regarding the protection of reserve employee rights.
- Develop programs that recognize and support our employees and their families while activated to the military and upon return to the Sheriff's Department.
- Enhance a unique collaboration and partnership formed between the professional staff within Personnel Administration’s Pay and Leave Management Unit, Sheriff’s Headquarters Bureau, Executive Offices, and
Executive Offices

various military reserves who were sought out as Committee members and subject matter experts.

The MAC accomplished the following:

Supported the reservists via the "pen pal" list and web page on the Intranet site, which also provided access to Department’s teletype messages and Operations (Ops) Logs. An individual letter writing and e-mail effort by unit commanders to their activated personnel continues on a weekly basis.

Recognized each reservist, upon return from active duty, and presented them a scroll from the Sheriff during the Management Conference.

Recognized each of the Sheriff’s Department’s military reservists and their families at the annual Sheriffs’ Relief Association Barbeque at the Sheriff’s Training Academy and Regional Services (STARS) Center on October 4, 2003.

Produced "FOR OUR TROOPS" bumper stickers and T-shirts which are available throughout the Department and on the web site. The proceeds, through Sheriffs’ Relief Association (SRA) Fund #508, provide financial assistance to families of activated reservists who experience unforeseen emergencies.

Produced a multimedia presentation “Honoring Our Heroes” which features various Department members in a photo montage depicting their service in military units and recognition of all 362 reservists. The presentation is available on the “For Our Troops” Intranet web site.

Updated the Manual of Policies and Procedures sections related to military leave, incorporating the “Understanding Your Military Leaves” guide and creating checklists for the employee and the concerned unit commander to facilitate support, consistency, and communication during transition. An innovative feature is the three-day repatriation program which coordinates the returning employee’s transition through the administrative, logistical, and Employee Support Services requirements. The procedures are linked to the Intranet site and are available to other law enforcement agencies.

Established liaison with the Employer Support of the Guard and Reserve (ESGR), an agency within the office of the Assistant Secretary of Defense for Reserve Affairs. The ESGR was established in 1972 and promotes cooperation between Reserve component members and their civilian employers, assisting in the resolution of conflicts arising from an employee’s military commitment. Our Department representative to this committee is the Captain of Reserve Forces Bureau.

Facilitated a media ride-along with one of our returning military reservists. As a support, recognition, and educational tool, the reporter followed one of our personnel as he returned from military duty, participated in the three-day repatriation and mentoring program, and returned to Department service.

Future goals of the MAC include:

Continue to raise awareness and support.
Seek federal funding to defray the costs of offset pay.
Encourage the County to exclude housing allowance as part of military pay.

Develop a plan to keep activated military reserve law enforcement personnel at local bases to relieve active duty military police/security forces for deployment overseas.

Liaison with the military to provide training for military police/security specialists.

The Military Activation Committee, along with every member of the Los Angeles Sheriff’s Department’s family, salutes all of our Department members who are not only serving our communities, but are also serving our Country as military reservists. We also recognize their families who have lived with the hardship of separation. As our reservists return home, we warmly welcome each of them back and continue to work on behalf of all Department personnel who participate in the military reserve program.
East Los Angeles Resource Assistance Program

In 2001, an observation was made that there were no effective gang outreach programs in the East Los Angeles Community. An opportunity to create an intervention program through the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Gang Free Communities Grant was sought to fill this void.

Following the comprehensive gang model, the Station completed a thorough gang/community attitude and needs assessment with the goal of isolating one reporting district for an intervention program. An implementation plan encompassing the five key strategies of community mobilization, social intervention, provision of opportunities, suppression, and organizational change was developed to address the findings from the assessment. A reporting district near the center of the unincorporated County area was determined to have one of the highest and most consistent amounts of gang related crime, and was selected as the focus area most suitable for the intervention project.

Important partnerships were formed with the Probation Department, District Attorney’s Office, and community-based organizations (CBO’s) to provide the support needed for gang members accepted to the program. As part of the assessment, CBO’s were screened for their reputation and ability to deliver the services promised. One partner, Bienvenidos Family Services, Inc., stood out as an agency that was dedicated to serving the needs of the community with the capability of supporting outreach services.

A steering committee was created with former and current East Los Angeles residents and professionals. An indication of the willingness of law enforcement to break traditional ties was demonstrated when the
Sheriff’s personnel nominated a public defender to chair the committee. The highlight of their work was a fundraiser in September which attracted dignitaries, including Senator Gloria Romero, Congresswoman Hilda Solis, and Assemblywoman Judy Chu. The event not only raised funds for additional outreach workers, but also brought the need for outreach to the attention of influential community members.

East Los Angeles Station was fortunate to have the assistance of distinguished individuals, including Dr. Malcolm Klein, an internationally known researcher with tremendous experience in gang sociology. His influence, early in the program, was critical to breaking preconceived notions of community values. Another nationally known expert in criminology, Dr. Diego Vigil from the University of Irvine, also contributed his experience and contacts through his involvement with the steering committee.

As the program developed, it was apparent that all of East Los Angeles could benefit from outreach service. Using the Gang Free Communities Grant as the foundation, a decision was made to modify and expand the program which was originally tailored to the unique needs and resources of East Los Angeles. This resulted in the formation of three volunteer centers which serve as forums for the exchange of information and delivery of services to the community as a whole. Pre-existing community sites, the Eastmont Community Center, Our Lady of Guadalupe Catholic Church, and Our Lady of Victory Catholic Church, have become active partners. Members from the centers range from an actress from the movie “Stand and Deliver” to individuals who would normally be afraid to approach law enforcement due to their background or immigration status. Individuals at these sites have taken leadership roles and the Station provides assistance and guidance to help them fulfill their vision of service for their individual micro-environments.

The community centers have not only resulted in community organization, delivery of services, and plans for improving the immediate area, but have also yielded valuable information to law enforcement. Each of the sites have provided information that resulted in the seizure of weapons, narcotics, or contraband that would not otherwise have been known to law enforcement. The proactive response by deputies to information was educational to the community members as they learned how the investigations unfolded while also serving as a confidence building measure upon the realization that community issues can be solved. Their support and appreciation confirmed that while they appreciate the collaboration, law enforcement only gains their respect when it proactively targets those involved in criminal activity.

While many agencies and departments loudly pronounce that current funding levels must result in the reduction of services and programs, East Los Angeles Station, despite the many financial and administrative obstacles, proudly pushes on without complaint and with the “can do” attitude that is the way of life for Sheriff’s personnel.
The Sheriff’s Transit Services Bureau (TSB), expanded citywide and countywide on May 1, 2003. TSB is now the Metropolitan Transportation Authority’s (MTA) only contracted transit policing agency, as well as the second largest transit police force in the U.S. This partnership has made TSB the largest patrol contract in the history of the Sheriff’s Department with the largest number of patrol personnel, jumping from 170 to over 440. It has the most patrol stations, substations, and the most diverse and extensive patrol responsibility, with over 1,433 square miles of service area.

TSB’S JURISDICTION AND THE MTA

The MTA features a massive fleet of over 2,000 buses transporting 1.1 million passengers on weekdays (725,000+ on weekends). The MTA runs more than 185 bus lines and stops at more than 18,500 bus stops. TSB’s reporting districts cover this area, extending from the San Fernando Valley to the Santa Monica boardwalk, the Watts Towers to the Pomona Fairgrounds, Van Nuys’ Airport to LAX, downtown Los Angeles to West Hollywood, and Beverly Hills to Manhattan Beach. All police departments and Sheriff’s stations maintain primary policing jurisdiction in their areas. Meanwhile, TSB shares joint jurisdiction in and on property owned or operated by the MTA, the buses and trains moving throughout the County, as well as rail and bus passenger stations (Pax’s), and bus stops.

TSB’s jurisdiction is growing to cover some local bus lines, such as the city of Los Angeles “DASH” line. TSB and Metrolink Bureau work closely together, but are not the same Bureau. The Metrolink’s six-county commuter rail system is patrolled by LASD Metrolink Bureau personnel under a separate contract.
Transit Services Bureau

Transit Oriented Policing (TOPS) is the equivalent to Community Oriented Policing (COP) and is employed at all levels between TSB personnel and the MTA. For example, to keep communication between TSB deputies and MTA operations up to date and efficient, ‘Cops and Ops’ meetings facilitate the discussion of service improvement and priorities, and how to focus crime prevention and suppression efforts. The COPS/TOPS teamwork allows TSB to work closely with the MTA, local police, Sheriff’s stations and units, community leaders, the traveling public, and others to increase effectiveness.

PATROL - TRAINS AND BUSES
Because MTA’s rails are “barrier free” and have no turnstiles or barriers to prevent entry onto the system, deputies and sheriff’s security assistants (fare inspectors) regularly conduct fare enforcement checks of passengers. The most common crimes and incidents handled by rail deputies are suspicious persons, arguments, traffic collisions, vandalism, fare evasion, quality-of-life issues, petty theft, auto crimes, assault, and robbery.

Uniformed deputies board buses countywide to keep the peace, check on the welfare of bus operators and passengers, and to conduct fare enforcement checks. Deputies respond to calls for service, including bus operator activated panic alarms, persons injured, and traffic collisions, where they act as a liaison for the MTA with the handling police agency.

Patrol deputies often conduct plainclothes quality-of-life operations on the trains and buses as a team, and arrest and/or cite violators. The hard work of TSB detectives has earned them praise for having a higher crime clearance rate than the national average in all Part I crime categories, and amongst the highest in the Department. The Special Problems Units (SPU) includes deputies who are dedicated to plainclothes surveillance, anti-vandalism, crime prevention through environmental design (CPTED), gang enforcement, and crime suppression patrol. The Motorcycle Detail and Bicycle Detail deputies round out the diverse deployment. Additional specialized deployments include the Crisis Response Unit, Homeland Security / Threat Assessment Team, Search and Rescue K-9, Reserve Forces, Volunteer and Explorer Programs, Operation Lifesaver, Team Leaders, and the Metro/Sheriff Mobile Videotaping Program. TSB clearly provides its personnel with unique and challenging opportunities.

The many locations of TSB stations include: The Rail Operations Center (ROC) in Willowbrook, Regional Rebuild Center located directly behind Twin Towers Correctional Facility, the Gateway building connected to Union Station in Downtown Los Angeles, the El Monte Bus Depot substation, and the Metro San Fernando Valley service sector which will be headquartered in Chatsworth.

PROFESSIONAL STAFF
The TSB professional staff includes the respected and appreciated secretaries and clerks, Law Enforcement Technicians (LETs), Sheriff’s Security Assistants (Fare Inspectors), and management personnel. They are the glue that binds TSB together. In addition to their regular work assignments, these fine people often find the time to organize and hold much appreciated Unit barbecues, relay runs, contests, and fund-raisers to contribute to the TSB team morale, both on and off-duty.

GOALS
Rapid response times to calls and quality service are important in all aspects of police work, but keeping the buses and trains on schedule is even more important in the field of transit. If you see something suspicious happening on an MTA bus or train, you can call TSB at 323-563-5000. One may also notify TSB of a nonemergent, ongoing problem at the same phone number or e-mail us at Metrosheriff@lasd.org.

TSB works toward meeting the goals found in the MTA’s mission statement, which is “leading the nation in safety, mobility, and customer satisfaction.” The expanding need for mass transit is the future and mass transit is here to stay. It is with tremendous pride and satisfaction that the Sheriff’s Transit Services Bureau serves the needs of millions of commuters across the county of Los Angeles every day.
Local Enhanced Latent Fingerprint Identification

In December 2001, the City of Cerritos and Cerritos Sheriff Station developed a program to provide the community with a higher level of service and quicker responses to collect latent fingerprint evidence. The City of Cerritos wanted to provide an increased level of service, which included a more rapid check through CAL ID for property crime incidents. Likewise, the City wanted to provide Station detectives with the identification of suspects to solve more crimes and hopefully recover stolen property as rapidly as possible.

To that end, the City of Cerritos contracted for its own full-time Forensic Identification Specialist II (FIS II) to be assigned at the Station and the Sheriff’s Department arranged for the installation of an Automated Fingerprint Identification System (AFIS) workstation at Cerritos Station. The Station additionally dedicated a law enforcement technician, fully trained by Scientific Services Bureau in latent fingerprint recovery, to respond to all requests for latent fingerprint requests for property crime cases. The Station’s law enforcement technician responds during his/her assigned shift, or the next day for requests that come in overnight. Latent fingerprint lifts are booked into Scientific Services Bureau’s Evidence Tracking System.

The Cerritos Station AFIS work site has a desktop computer with graphics software to enhance latent fingerprint images for tracing partial latent fingerprints. It has a high resolution photographic computer printer and fax machine to receive registered “ten print cards.” Moreover, it has all of the other image equipment that the Scientific Services Bureau has in order to locally complete this valuable evidentiary work.
Cerritos Station

The Cerritos Station FIS II has been assigned to the project since its inception. He has input all City of Cerritos latent fingerprint lifts into AFIS. AFIS then queries the Department of Justice database of registered fingerprints. Since the inception of the Cerritos Station program, almost all latent fingerprint searches have returned with a match or no record within 48 hours. When a hit is received, the FIS II requests a high-resolution copy of the registered fingerprint and visually compares the latent fingerprint against it. If the FIS II determines that the two prints are identical, two other comparison-qualified technicians will also review the match.

A report from the Scientific Services Bureau certifying the identity of the person who left the latent fingerprint is then forwarded to the detective assigned to the case. The detective then uses the evidence to investigate the case further, hopefully obtaining a search warrant, and subsequently recovering stolen property at a faster rate.

Early in the program, one success story involved an overnight burglary of a Cerritos resident’s vehicle which occurred in Industry Station’s area. A law enforcement technician lifted a latent fingerprint from the crime scene the next morning and arranged for the FIS II to input it into AFIS. A few hours later, a match was returned from the Department of Justice database. The latent was compared and certified by three different technicians by the early evening. Station detectives were then able to obtain a search warrant for the identified suspect of the crime. This resulted in the recovery of the handgun and other property, and the arrest of the suspect in less than 24 hours. The suspect also admitted to committing another burglary that same night.

This program has been so successful that it was expanded to five regional contract cities. In November 2003, the cities of Lakewood, Bellflower, Paramount, Norwalk, and La Mirada collectively funded the addition of a second comparison-trained technician to input latent fingerprint lifts from property crimes within their cities at the Cerritos Station AFIS work site. They have dedicated law enforcement technicians or community service officers who have been trained by Scientific Services Bureau to respond to latent fingerprint investigation requests within a 24-hour period. As contract cities identify priorities to focus on specific crimes within their respective city, the Sheriff’s Department is ready to take on the challenge of providing enhanced services.
Proactive Risk Management and Corrective Action

The Risk Management Bureau’s mission is to provide the highest quality law enforcement and public safety services possible by enabling Department employees to perform their duties in a risk-reduced work environment. A key goal of the Risk Management Bureau is the reduction of the cost of claims and civil litigation to the Department. This is done by continually identifying and evaluating activities that have a high risk potential, and by proactively managing claims and lawsuits. This includes immediate responses to incidents with a high civil liability potential. The Civil Litigation Unit responds while facts are fresh and outside influences are at a minimum. The Unit has 24-hour rollout responsibilities to handle incidents.

The Claims and Liabilities Intervention Program (CLIP) is a newly established program in the Risk Management Bureau. CLIP provides early intervention in the claims process with the goal of settling legitimate claims prior to them moving forward to becoming lawsuits. In addition, the CLIP team ensures the timely investigation of claims by unit level managers.

The Claims and Liabilities Intervention Team assesses claims as they are submitted. CLIP personnel identify the responsible unit and conduct a preliminary assessment of the claim. If the preliminary assessment shows that the claim has merit, CLIP personnel have the authority to recommend an expedited settlement. Expedited settlements allow CLIP personnel to issue checks, not exceeding $2,500, when a member of the community has been negatively impacted by the actions of the Department and a quick settlement is in our best interest. CLIP personnel also act in the capacity of claims adjusters by contacting the claimant and determining the amount of damage incurred, in addition to assisting the claimant in expediting valid claims.
Risk Management Bureau

A similar expedited claim protocol is utilized to limit Department liability when inmates are over-detained in our jail system. Upon notification from our Inmate Reception Center of an over detention, an investigator will respond, review the paperwork, contact the over-detainee at the release point, and attempt to negotiate a favorable settlement for the Department and the inmate. Again, any settlement up to $2,500 can be processed in-house with a check available to the over-detainee within a matter of days.

The Risk Impact Unit is responsible for providing risk management information to Department managers and conducting research projects on a variety of risk-related issues. The Unit disseminates risk management information through the production of weekly, monthly, and semiannual reports that document claims and lawsuit information.

The subrogation program is administered by the Traffic Services Detail. The program recovers funds from ‘at fault’ drivers or their insurance companies to compensate the Department for damaged property and/or injuries to employees.

The Risk Management Bureau also conducts a corrective action program that recommends rapid policy and procedure modifications to prevent the recurrence of employee behaviors that have a high potential for civil liability. The corrective action program also focuses on improving Department training with the goal of reducing incidents that could result in new liability. This program allows two-way communication and decision making between Department executives, the Chief Administrative Office’s Risk Manager, the Training Bureau, the Policy Development Team, Internal Affairs Bureau, the Office of Independent Review, and the Board of Supervisors. The corrective action ensures a coordinated response to an incident in order to eliminate redundant liability concerns within the Department.

Another aspect of corrective action is the Performance Mentoring Committee. This Committee takes action in those cases where the performance of an employee, supervisor, manager, and/or management practice is of concern. If the Committee determines that a concern exists, corrective action in the form of an individual, customized mentoring program for the identified employee is immediately implemented. The performance mentoring process is not disciplinary in nature; it was developed and implemented to provide a fair and responsible system for improving or enhancing employee work performance.

The method of identifying employees involves the Committee’s use of the Personnel Performance Index (PPI). The development and implementation of the PPI system was key to the Department’s response to the Kolts Report recommendations. PPI allows Department managers and executives to more effectively manage human resources, as well as the inherent risks associated with law enforcement civil liability. In addition to developing an integrated database to capture all requisite information, PPI also includes the development of a system to flag instances that meet predefined criteria and thresholds.

Risk managers from throughout the United States, including the Phoenix Police Department, New Jersey State Police, Montgomery County Sheriff’s Department, Washington, D.C. Metropolitan Police Department, and the United States Department of Justice, have requested presentations and overviews of our Department’s Risk Management Bureau. The Risk Management Bureau’s proactive approach to civil liability has been called “a model program for law enforcement agencies throughout the country” and “the finest risk management program in use today.”
Community/Law Emergency Response Team (CERT) Program

Since September 11, 2001, the need to create new, reinvigorate old, and maintain existing channels of communications with the citizenry of our County has never been more critical. By utilizing proven techniques to mitigate crime and violence, the Los Angeles Sheriff’s Department’s Community/Law Enforcement Partnership Programs (CLEPP) Unit has redeveloped the Federal Emergency Management Administration (FEMA) model for the Community Emergency Response Team (CERT) program. The preexisting partnership between Neighborhood Watch groups, the Civilian Volunteer Program, and the Sheriff’s Department helped make the CERT program highly effective in increasing awareness and education within our neighborhoods.

Originally established in 2000, the LASD CERT Program was started at the Crescenta Valley Sheriff’s Station. Since that time, the Program has gradually blossomed from its humble beginnings into a multiagency partnership which reaches every corner of the County. From Palmdale in the north, to Lakewood in the south, and from San Dimas in the east, to Malibu in the west, the LASD CERT Program has the potential for reaching a significant percentage of the ten million residents of Los Angeles County.

The CERT Program has traditionally been viewed as a fire department function due to its emphasis on disaster medical care and basic fire suppression. The Sheriff’s Department challenges this viewpoint by focusing on the fact that in Los Angeles County, the Sheriff’s Department currently has several thousand registered civilian volunteers, as well as thousands of neighborhood block watch members. The ability to mobilize a community and share information about crimes or disasters is well within their purview. This state of readiness, coupled with the fact that both
domestic and international terrorism is a reality in the Country, has led to the conclusion that by molding the already successful CERT program into a crime prevention and disaster readiness program, the Sheriff's Department can make and, in fact, already has made a major difference in the communities it serves.

The LASD CERT Program employs a three-phase system which gradually increases the student's knowledge without overwhelming them with information.

In the first phase, the target audience (neighborhood watch members, volunteers, and explorers) is invited to a five-hour seminar on disaster preparedness. The seminar includes lectures on the reality of terrorism in America, the suicide bomber phenomenon, the state of readiness of the Fire Department, an overview of the American Red Cross' disaster preparedness programs, as well as a lecture on CERT training and how Neighborhood Watch can be used to prevent terrorism.

In the second phase, students are given the 21-hour FEMA Basic CERT curriculum, including a segment on terrorism and hazardous materials. This three-day course gives the students an in-depth understanding of the after effects and the need for services that will be present during the aftermath of a man-made or natural disaster. Topics include basic fire suppression, light search and rescue, disaster medical care, and mass casualty triage. In addition to this necessary information, the Los Angeles Sheriff's Department has incorporated into the curriculum a segment on the Standard Emergency Management System (SEMS) utilized by the Department, as well as the terrorism and hazardous materials segments.

In the third phase of our CERT regimen, students are given the opportunity to take the American Red Cross Shelter Management Course and the Advanced First Aid Course. Following these classes, students are given resources directing them to local institutions which provide Emergency Medical Technician (EMT) training. All of the students are registered as both disaster service workers and Department Volunteers, if they were not already registered as such. A detailed database of our volunteers and of our Neighborhood Watch groups is maintained at the station level.

The success of the LASD CERT Program lies in its ability to mobilize and train a pool of motivated and dedicated citizens. The desire to share their talents and time has been proven over and over again throughout the County. The mechanism is in place to utilize a group of people who have already bought into the concept of "neighbors helping neighbors," and to teach them not only how to help their families and neighbors during a crisis, but also how to use the techniques they have learned in their Neighborhood Watch groups to recognize and report potential terrorist or criminal activities.

As a result of this Program, more than five hundred people have been trained in CERT and the numbers are increasing monthly. We are currently in the process of increasing our cadre of trainers. We have recently become partners with the Los Angeles County Fire Department and Los Angeles County Office of Emergency Management to bring CERT to an even higher level. Our dedication to this cause is unwavering. Even through the devastating funding cuts we have sustained over the past year, our Department remains vigilant in its quest to bring community partnerships to the forefront of policing and make them the foundation of a safer community.
Southern California Regional Tactical Communications

Throughout the history of Los Angeles County, our residents have continually experienced both man-made and natural disasters on an almost annual basis. Whether it was earthquakes, wildfires, civil disorder, floods, or other type of situation requiring multiagency involvement, public safety agencies within Los Angeles County have always responded professionally and efficiently. However, one weakness that continually plagued public safety responses was the inability to communicate directly between the various agencies responding to an incident. The lack of communications interoperability was not an intentional design, but was the result of the evolutionary process of channel allocations and system constructions that traversed the levels of federal, state, and local government over the last ninety years. As a result of this, public safety agencies found themselves facing the challenges of modern society, as well as post September 11th activities with communications capabilities little improved from decades past. While our duties mandated an enhanced level of communications, multi-agency responses still accomplished interoperable communications by trading portable radios or assigning officers from various agencies to the incident commander to facilitate communications.

Beginning in April of 2000, the Communications and Fleet Management Bureau recognized that public safety agencies within Los Angeles County could no longer afford to handle communications interoperability as it had in the past. Initial efforts were undertaken with the California Highway Patrol and the Los Angeles County Fire Department to establish joint communications. As a result of these efforts, the Sheriff’s Department established direct
Communications and Fleet Management Bureau

Communications between field units of these three departments in October of 2000 for the first time in the history of Los Angeles County. Efforts continued to expand interoperable communications with other public safety agencies, however, with the events of September 11, 2001, new energy was directed toward this goal. Sheriff Baca established public safety communications interoperability as his first priority. He met with representatives of public safety from throughout Los Angeles County and set a course for the solution to this problem. In October 2001, a consortium of public safety agencies was created as the executive committee of the Los Angeles Regional Tactical Communications System (LARTCS).

Representatives from federal, state, and local law enforcement agencies and fire departments, as well as the military, meet twice monthly with the sole goal of establishing the highest level of communications interoperability between agencies in the most efficient and cost-effective manner possible. This relationship has allowed for the sharing of equipment and frequencies between agencies at a level never before realized in the history of Los Angeles County. The Communications and Fleet Management Bureau is the administrator of the LARTCS and a Commander from the Sheriff Department’s Technical Services Division is the chairman of the LARTCS Executive Committee.

In addition to the accomplishments of the LARTCS, which now has a membership of more than sixty agencies, the Communications and Fleet Management Bureau has continued to enhance public safety interoperability. Specialized equipment has been obtained from the federal government at no cost to the County and installed at the Sheriff’s Communications Center. This equipment allows for the immediate connecting of field units and/or dispatch centers from any participating agency with the field units and/or dispatch center of any other participating agency. Agencies are able to access and use the interoperability system with their existing equipment and at no cost to the participating agencies. This system is utilized often and has proven to be a valuable asset to public safety in their effective response to multi-agency incidents.

Additionally, in April of 2003, the Sheriff’s Department purchased a mobile unit that contains a variety of specialized equipment that includes communications interoperability equipment, automated incident management systems, satellite and cellular telephonics, live video down streaming, and many other functions. This vehicle is called the “Communications Interoperability Unit” (CIU) and is assigned to the Communications and Fleet Management Bureau. This vehicle is available to respond to public safety needs anywhere in Southern California on a 24-hour/7-day-a-week basis. This CIU has responded to several incidents and proven to be very effective in administering multi-agency disasters and tactical response situations.
However, it is a proven fact that neither man-made nor natural disasters recognize jurisdictional boundaries. Therefore, it is the goal of the Sheriff’s Department to accomplish full voice and data interoperability with the nine other counties comprising Southern California. Communications are currently established with San Bernardino and Orange Counties, and, in the very near future, with Ventura and Santa Barbara Counties. In order to further accomplish this goal, the Communications and Fleet Management Bureau has obtained federal funding for the regional expansion of a microwave infrastructure. A six million dollar grant was awarded, jointly, to the Los Angeles Sheriff’s Department and the Los Angeles Police Department. Of that amount, four million dollars will be provided to the Sheriff’s Department for the construction of the interoperability infrastructure. Additionally, the United States Department of Justice is providing additional funding to further enhance the region-wide interoperability infrastructure and to double the existing interoperability capabilities of the Sheriff’s Communications Center.

The efforts of the Technical Services Division’s Communications and Fleet Management Bureau in the arena of communications interoperability have one primary purpose. This purpose is to provide Sheriff’s Department personnel, as well as each member of the public safety agencies throughout the Southern California region, with the ability to communicate with each other, thereby ensuring a safer and more effective response to any challenge faced in serving their citizens, departments, and communities. Technical Services Division is very proud of the accomplishments made toward attaining this goal during 2003.
MEDAL OF VALOR
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 risks involved.

MERITORIOUS CONDUCT GOLD MEDAL
Awarded for acts of heroism or while saving the life of another person where the employee placed him/herself in immediate peril which was likely to cause them harm or injury.

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.
On December 10, 2002, Deputy Brad Thompson risked his own life and suffered injury while saving a victim trapped in a burning van.

Patrolling in his one man car in Canyon Country, Deputy Thompson spotted a van on fire at the intersection of Sierra Highway and Via Princessa. Deputy Thompson ran towards the van and heard screams of help from the male driver. Without regard for his own safety, Deputy Thompson entered the smoke filled van and tried to lead the driver to safety. The driver, however, was in a complete state of panic and was struggling wildly to get out even though his seat belt was still fastened. Due to the smoke and flames, the deputy couldn’t see to release the seat belt and the large stature of the three hundred pound man made it impossible to feel around for the buckle. However, by now the fire, smoke and heat had fatigued the seat belt to the extent that Deputy Thompson broke it away from the victim. The deputy pulled the man out of the van, but the victim was still in danger as his clothes were on fire. The victim was treated for 2nd and 3rd degree burns over 60% of his body. Deputy Thompson was treated at a local hospital for smoke inhalation, burns to his hands and face, and a deep laceration to his left hand. Deputy Thompson was released from the hospital and reported to work the next day.

For putting aside considerations of his own safety and well being, and placing himself in an immediate life threatening situation to save the life of another person, Deputy Brad Thompson is awarded the Department’s highest honor, the Medal of Valor.
On December 26, 2001, Deputy Edmund Garnica would be confronted with the challenge of saving several human lives against the onslaught of a raging structure fire.

Deputy Garnica was patrolling when he observed smoke and flames climbing from the garage of an apartment building towards the main section of the complex. Knocking on doors to alert those unaware, Garnica was met at one door by a woman and a baby, and with thick, black smoke rapidly filling the hallway, led them to safety. Without hesitation, Deputy Garnica re-entered the structure and encountered an eighty year old woman and her wheelchair bound husband disoriented and struggling to find an exit. He led them through the hallway which by now was engulfed in toxic, black smoke. Again returning to the building, Deputy Garnica ran to the second story apartments directly above the fire. There he found two children, ages four and five, huddled in the corner of their living room. His lungs burning from exertion, with nothing to breathe but hot air and deadly fumes, Deputy Garnica grabbed one child in his arms while directing the other to follow him to safety. He handed the children to family members and once again, without any regard for his own safety, plunged back into the morass of smoke and heat. Inside, keeping near the floor and the few precious inches of life sustaining oxygen, Deputy Garnica encountered the children's grandmother who had entered the apartment trying to find her grandchildren, became disoriented, and was nearly overcome by the fire. Deputy Garnica was able to lead the elderly woman to safety. Incredibly, fearing that others were in the same predicament as the grandmother, Deputy Garnica again re-entered the apartment complex and began a systematic search for more residents. Satisfied that no one else was in peril, Deputy Garnica allowed himself to be treated by paramedics.

For displaying bravery in the face of immediate danger and rescuing five residents, both old and young, from a flaming inferno with complete disregard for his own safety, Deputy Edmund Garnica is awarded the Department’s Highest honor, the Medal of Valor.
Racing through the middle of a raging, out-of-control forest fire, Deputy David Smail and Reserve Deputy Steven Figueroa knew that they had to find a way out or their recent rescue of a woman from those flames would mean nothing.

It was Sunday, September 1, 2002, and the “Curve Fire” had already blackened more than a thousand acres in its first hour. Deputy Smail, who was working a mountain patrol assignment with Reserve Deputy Figueroa, responded to the origin of the fire to assess the situation and quickly recognized the need for immediate evacuations along the fire’s path. They drove to the “Lower Bichota Mesa” area and developed their plan. The dirt access road leading to a group of cabins ended about one-half mile from those cabins, so simply driving their vehicle up to the residences and making the evacuation announcement over the PA proved impossible. Deputy Smail stayed with the vehicle and monitored the radio to provide assessments of the approaching 100’ wall of flame to Reserve Deputy Figueroa who volunteered to hike the half-mile foot-trail to the cabins and alert the people living there. In one cabin, he found Mrs. Roberta Gould who was horribly frightened and without any transportation. Reserve Deputy Figueroa escorted Mrs. Gould out to the distant patrol vehicle as roaring flames surrounded the access road. Inside the relative safety of the patrol vehicle, Deputy Smail returned up the dirt road, driving through a literal wall of fire. Inside, the occupants could feel the intense heat, but the vehicle and occupants managed to get to Highway 39 and the safety of a large dirt area. After dropping Mrs. Gould off in a safe area, the two continued to help the evacuation efforts in Azusa Canyon. Fifteen minutes after the deputies had rescued Mrs. Gould, every cabin in the “Lower Bichota Mesa” area was wiped out.

For displaying great courage in the face of immediate life threatening danger and rescuing a woman who would have surely perished, Deputy David Smail and Reserve Deputy Steven Figueroa are awarded the Department’s highest honor, the Medal of Valor.
More than one heroic rescue was made that Labor Day Weekend, Sunday, September 1, 2002, in the face of the massive 21,000 acre “Curve Fire” in the Southern San Gabriel Mountains. Deputy John Rose and Deputy Paul Archambault would find themselves in a rapidly failing vehicle, miles from the nearest safety, surrounded by the intense heat, smoke, and flame of a firestorm, with a just rescued, distraught, potentially suicidal woman in the back seat of their 4-wheel drive patrol vehicle.

Bearing down on the “Soldier Creek” area of the forest, the fire had already caused the evacuation of over 10,000 people. One woman, who lived in a cabin in the Soldier Creek area, had refused efforts to evacuate, saying that she was staying and signing a waiver to that effect. An hour after that, the woman’s husband called San Dimas Station reporting that his wife was completely trapped by the fire. She told him that there was no hope of escape and she intended to shoot their dogs and herself to avoid being burned alive. Approaching from the south on off-road trails since the main road was closed, Deputies Rose and Archambault drove seven miles into the burning area, over burning brushes and trees, through recent rock slides, and over boiling mud and ash soaked streams. They arrived at the woman’s cabin, but their vehicle was barely running due to the smoke and heat. Deputy Rose ran the quarter mile trail to the cabin, almost overcome by the elements. Inside the cabin, Deputy Rose found the woman with a gun to her head, having already shot her dogs. She refused rescue and was convinced she was going to die, saying she preferred to die by her own hand. Deputy Rose was able to approach close enough where he could take the gun. Finally, realizing that the deputies were her only chance to live and being forcefully instructed by the deputy as to the rapidly deteriorating situation, she ran with Deputy Rose back to the malfunctioning vehicle. Deputy Archambault desperately kept the vehicle moving even as the wall of flames forced him to drive through burning brush and debris. The air outside of the vehicle was so hot that they could not touch much of the interior and the steering wheel became painful in Deputy Archambault’s hand. Smoke reduced visibility to a few feet, forcing them to drive against the mountainside to avoid driving off the roadway and over the cliff. The hellish rescue continued for close to an hour. Despite the undercarriage catching fire and two tires blowing out from the heat, the deputies brought themselves and the woman back to safety.

For placing themselves in an immediate, life-threatening situation above and beyond the call of duty, fully aware of the risk and danger involved, to rescue another human being from a sure death, Deputy John Rose and Deputy Paul Archambault are awarded the Department’s highest honor, the Medal of Valor.
Deputy John E. Detreville, Deputy Michael V. Davis, Sergeant Terrance C. Matthews, Deputy Peter F. Hahn, Deputy David A. Misch, and Deputy Kent B. Greer
San Dimas Station

Surrounded by the chaos wrought by the horrific attack of a violent, suicidal suspect, while assigned to San Dimas Station, Sergeant Terry Matthews and Deputies Michael Davis, John Detreville, Kent Greer, Peter Hahn, and David Misch risked a combined knife/caustic chemical assault, the threat of poisonous gases, and a structure fire to insure the safety and well-being of the employees of a plastics factory.

On June 14, 2002, San Dimas deputies responded to a rescue call at the Maxdem Corporation, a plastics research company. Upon their arrival, deputies saw people running out of a burning building, some bleeding profusely from serious stab wounds and others with severe burns. Employees quickly told of deputies about a man inside the building who had entered and began throwing caustic, flaming chemicals, and stabbing employees. Before they were able to enter, the suspect, holding a chemical container in one hand and a sharp, pointed weapon in the other, exited and advanced toward the victim and deputies. Ignoring their orders to drop the weapons, the suspect kept closing the gap. Deputies Detreville and Davis yelled at the suspect to keep him away from the stabbing victim. The suspect then redirected his attack toward the deputies, allowing the victim to escape. After several warnings were ignored, deputies were compelled to shoot the suspect in order to stop him. Based on hasty and confused reports from bleeding and burned witnesses, deputies were unable to determine how many suspects were involved in the attack. With several dozen employees still in the location, the decision was made to enter and secure the building. They recognized the danger of entering a burning structure, with an unknown layout, to search for an armed suspect in the midst of a chemical fire of unknown origin with heavy black smoke from burning plastic billowing from every exit and entryway limiting visibility. However, based on their concern for any additional victims and aware that clearing the building would make it possible for arriving fire personnel to safely fight the fire without fear of an attack from any direction, they chose to attempt the rescue. Sergeant Matthews, Deputies Greer, Hahn, and Misch entered through the smoke and began clearing the building. Deputies Greer and Misch searched offices, while Sergeant Matthews and Deputy Hahn looked in the main floor area. After five unbearable minutes searching for victims in the heat and smoke, in a toxic atmosphere, Sergeant Matthews determined that the building was clear and ordered everyone out.

For responding to the horrific consequences of a violent, suicidal attacker, not as an immediate threat or instinctual reaction to a sudden threat, but in conscious recognition of the deadly peril they faced, Sergeant Terrance M. Matthews, Deputy Kent B. Greer, Deputy Peter F. Hahn, and Deputy David A. Misch were awarded the Department’s Silver Medal for Meritorious Conduct. For their actions which undoubtedly prevented the loss of life and while placing themselves in clear and present danger of being killed, Deputy Michael V. Davis and Deputy John E. Detreville were awarded the Department’s highest honor, the Medal of Valor.
On December 27, 2002, around 6:30 P.M., Deputies Edward Barragan and Max Fernandez were assisting another unit on a domestic dispute call. Suddenly, the sound of automatic rifle fire split the night. Looking towards the direction where they believed the gunfire was emanating, the deputies saw the interior of a white van light up in a series of flashes and burst into flames. The deputies cautiously approached the vehicle to render aid. The driver’s side door was pushed open and the driver tried to fall out, but the flames on that side drove him back into the van. Deputy Barragan and Deputy Fernandez ran to the passenger’s side to help the trapped driver. The driver was a very large individual and told the deputies that he could not move as he had just shot himself in the leg with an SKS assault rifle. Smoke and flames drove the deputies back from the van, but they were determined to pull him from the vehicle. Both Deputy Barragan and Deputy Fernandez entered the burning van and safely extricated the man moments before it became engulfed in flames. Both deputies were treated for smoke inhalation.

For placing themselves in immediate danger in an effort to save an injured victim who would have died, Deputy Edward Barragan and Deputy Max Fernandez are awarded the Department’s Gold Medal for Meritorious Conduct.
On Wednesday, October 9, 2002, Deputy Christopher Jordan, assigned to Malibu/Lost Hills Station, placed himself in a position of extreme danger to help save the life of a suicidal woman who was attempting to end her life by jumping off a three-hundred foot cliff in the area.

The Station had received a frantic telephone call from a hysterical female who explained that her friend was disillusioned with life and had threatened to jump off a cliff at El Matador State Beach. Deputy Jordan hurriedly drove to the location and began to hike down the narrow, twisting path in an attempt to find the troubled woman. He saw her walking on the same path and engaged her in empathetic conversation. He talked with her for a short while and believed he had gained her trust. Suddenly, and without any warning, the woman ran to the edge of the path and tried to lunge over the cliff. Deputy Jordan lunged too and caught her around the waist. They both fell over the trail, saved from plunging down the cliff face only by the thick brush entangling them. Holding onto the near three-hundred pound woman was no easy feat and Deputy Jordan struggled to keep her from rolling both of them over the precipice. He summoned the assistance of a nearby hiker who came to his aid, trying to pull Deputy Jordan back up in the same manner the deputy was trying to pull up the woman. With the arrival of additional Malibu/Lost Hills units, plus personnel from the Los Angeles County Fire Department, the woman, Deputy Jordan, and the hiker, were all pulled to safety.

For placing himself in immediate peril while saving the life of another person, Deputy Christopher Jordan is awarded the Department’s Gold Medal for Meritorious Conduct.
Deputy Rene A. Garcia, Deputy Michael C. Geier, Deputy Julius C. Gomez, Deputy Michael L. Mercado, and Deputy Oscar Ornelas
Men’s Central Jail

On November 7, 2001, Deputies Julius Gomez, Michael Mercado, Oscar Ornelas, Rene Garcia, and Michael Geier, while assigned to Men’s Central Jail, used a combination of cool thinking and quick action to save the life of an armed man who, seconds earlier, graphically proved he did not want to live. Deputies Gomez and Mercado were escorting a line of thirteen inmates from the Inmate Reception Center to Men’s Central Jail through the connecting tunnel. An inmate told Deputy Gomez that the inmate at the head of the line might be mentally unstable. Deputy Gomez immediately contacted the leading inmate to determine if he was in distress. The inmate did not display any obvious signs of trauma or any indication that he was emotionally or mentally disturbed.

The line proceeded toward Men’s Central Jail where the inmate suddenly produced a razor blade and ran to the end of the tunnel. Deputy Gomez ordered the inmate to stop, but the inmate continued to run down the tunnel where he suddenly started to cut his throat and wrists. The inmate began to bleed profusely from his self-inflicted injuries. Deputies Gomez and Mercado jumped on the inmate and held his arms in an effort to disarm and restrain him. The struggle for the razor was heard by Deputies Geier and Garcia who quickly joined the fray. Deputy Ornelas arrived on scene and quickly procured a towel which he held against the lacerated throat of the inmate who was still violently striving to cause injury to himself and the deputies. Ornelas was able to stop the bleeding, enabling the others to finally restrain the inmate. The deputies lifted the inmate and strapped him onto a gurney for the hurried response to the clinic. Deputy Ornelas continued his lifesaving efforts in spite of unprotected exposure to the inmate’s blood. The inmate was transported to the hospital and Deputies Gomez, Mercado, Geier, and Garcia secured the hallway and separated the remaining inmates for interviews.

Due to quick teamwork, the life of a distraught man was saved. For their efforts in restraining an injured, violent inmate, without regard for their own personal safety, Deputy Julius C. Gomez, Deputy Michael L. Mercado, Deputy Oscar Ornelas, Deputy Rene A. Garcia, and Deputy Michael C. Geier were awarded the Department’s Silver Medal for Meritorious Conduct.
While driving to an investigation on the 101 Freeway, the last thing Deputy Jose Arellano and Deputy Arturo Barrera thought about that afternoon was risking their own lives to save someone else’s life.

On August 22, 2002, just as the deputies were returning from a surveillance of a grand theft suspect in the City of Los Angeles, near the Vermont exit of the Ventura Freeway, they observed a man who had climbed out over the overpass guard rail and was leaning out over the traffic below. The deputies stopped their vehicle and tried to approach the man. Los Angeles Police and Fire Department personnel also arrived and tried to talk the man back over to the safe side of the guard rail. The man was becoming more and more distraught until the deputies approached him. He seemed to be more at ease talking with the deputies who were dressed in civilian clothing than with the uniformed fire and police personnel. Opening a dialogue with the man who continually stated he wanted to end his life, the deputies tried to get as close as possible. Deputy Arellano and Deputy Barrera inched towards the man until both stood only arm’s reach away. They moved close enough to grab the man and were able to haul him back over the guard rail and to safety.

The cool resolve and self-endangering actions by the Deputies saved the man’s life. Had the man grabbed either deputy, they could have been pulled over and crushed by the heavy traffic. For knowingly risking their own safety and showing respect for the dignity and life of another human being, Deputy Jose Arellano, and Deputy Arturo Barrera are awarded the Department’s Silver Medal for Meritorious Conduct.
On November 30, 2001, Deputies Melissa Sullivan and Kevin Krader, patrolling the high desert area of Lake Los Angeles, attempted to help a citizen in need and instead wound up risking their own safety and well being, rescuing the life of a suspect who, moments before, had shown them only contempt.

As Deputies Sullivan and Krader drove through the desert that evening, they were flagged down by a concerned female citizen. The female had been at the funeral of her sister and told the deputies that her ex-boyfriend had also been in attendance. The ex-boyfriend had used the funeral as a chance to reconcile with the female and tried to get her to leave with him. Due to his past, the female was scared that he would attempt to exact revenge by injuring her and was probably at her home waiting. When she saw the deputies drive up, she requested they escort her home and check around her house. The deputies cheerfully responded they would see her home safely and drove with her to her residence. Once there, they observed a vehicle with the ex-boyfriend inside, parked near the house. Deputies Sullivan and Krader attempted to contact the driver, but he started the car and quickly sped away. The ex-boyfriend, now a suspect, drove to an intersection with a posted stop sign and waited for the deputies to approach. When Deputy Sullivan pulled the radio car behind the suspect vehicle, he again sped away. As no felony was committed and having the name and description of both the suspect and vehicle, plus not wanting to place the general public in danger by pursuing the suspect at high speeds, Deputy Sullivan and Krader determined that they would not engage the suspect in any type of vehicle pursuit.

Moments later, both deputies saw smoke billowing up from the direction in which the suspect fled. They found the suspect had collided with a wall and the vehicle came to rest in a vacant field. The suspect was slumped over and unconscious, and the car was on fire. Burning fluid ran from the engine well around the vehicle igniting other parts of the car. Deputy Sullivan’s attempts to put out the flames were for naught as the fire’s intensity rendered even an A-B-C extinguisher useless. With pools of burning motor oil and steering fluid burning all around them, with the rubber parts of the vehicle liquefying and forming puddles at their feet, with the surrounding vegetation adding to the inferno, with the tires blowing out from the heat, and with the engine compartment roaring with flame, Deputies Sullivan and Krader entered the vehicle and rescued the suspect/driver.

For disregarding their own safety and well being, and rescuing the life of an unconscious victim of a traffic collision, Deputies Sullivan and Krader are awarded the Department’s Silver Medal for Meritorious Conduct.
A distraught, suicidal, mentally incapacitated woman, armed with a handgun, bleeding to death, was the situation met by Deputies Thomas Lonergan, David Kluth, Leslie Larson, and Anthony Pelaez.

On July 19, 2002, Carson Station deputies received a radio call concerning the distraught woman. The call said that the woman was en route to her ex-husband’s residence to kill him and then commit suicide. During their response, deputies received further information from the woman’s daughter which said the woman was now in Victoria Park. The daughter relayed the message to deputies that her mother was going to commit suicide and that the mother was taking medication for mental illness. Through a series of cellular telephone relays, Deputy Lonergan was advised that the woman had turned the gun on herself and fired a shot. He was further advised that the woman’s cell phone went dead about thirty seconds later. Deputy Larson was able to approach the woman’s parked car and, from witnesses, learned that there was indeed a handgun in the vehicle’s center console. Still trying to get closer to the car, the deputies heard the woman honk the horn and repeatedly yell for help. Although the circumstances of the situation indicated the woman had attempted to commit suicide, there was a chance that she might be trying to lure the deputies into an ambush. At this point, the deputies had to choose between risking their own lives and trying to save the woman, or waiting and letting the woman die. Deputies Lonergan, Kluth, Larson, and Pelaez initiated a rapid deployment tactical response to render aid to the woman and to prevent her from further harming herself or others. Deputy Kluth used a stun-bag shotgun round to shatter the rear window; when the woman raised her hands, the deputies observed blood on her fingers. Now sure of her condition, Deputy Larson approached with a ballistic shield followed closely by Deputy Kluth, armed with a less lethal weapon, and Deputies Pelaez and Lonergan, armed with their duty weapons. Once at the car, the deputies were able to extricate the woman and allow paramedics to treat her for a gunshot wound to the upper torso.

For making the decision to initiate immediate action and for placing themselves in danger to rescue an armed, suicidal, mentally-ill woman, these deputies performed their duties with respect and reverence for human life. Therefore, Deputies Thomas Lonergan, David Kluth, Leslie Larson, and Anthony Pelaez are awarded the Department’s Silver Medal for Meritorious Conduct.
On May 31, 2002, Sergeant Robert Wiard, Deputy Robert Leyba, and Deputy Brian Vance placed themselves in the path of danger and, with bullets repeatedly whizzing by them, maintained their composure and level of professionalism, thereby decreasing the threat to the general public.

Detectives from the Los Angeles Police Department had come to Temple Sheriff’s Station with information regarding a murder suspect who they believed to be in the area. With the information, Deputies Leyba and Vance quickly located the suspect’s truck, notified Sergeant Wiard, and waited for the suspect to appear. The suspect showed up a short time later and drove away from the area. When they attempted to initiate a traffic stop, the suspect tried to evade and sped away with the deputies in pursuit. The suspect stopped his vehicle in a residential street, followed by Deputies Vance and Leyba, and Sergeant Wiard. The deputies and the sergeant immediately came under fire from the suspect who produced a high-capacity handgun. The deputies displayed a high level of restraint and refrained from returning fire in the heart of a residential area. The suspect sped away again with the deputies right behind, still receiving fire from the desperate suspect. After a short stint on the freeway, the suspect came to a stop in front of his mother’s house in the City of Bell. Still refusing to back off, the deputies established a containment of the area. An hours long stand-off ended with the suspect surrendering.

Deputies Vance and Leyba, and Sergeant Wiard came under repeated fire during the pursuit, and their willingness to place the welfare of the public ahead of their own, plus their commitment to the reverence for human life, led an extremely violent confrontation to a peaceful end. For displaying courage and bravery in the face of a repeated determined assault, Deputy Robert Leyba, Deputy Brian Vance, and Sergeant Robert Wiard are awarded the Department’s highest honor, the Medal of Valor.
Early in the morning of November 10, 2001, Deputy Scott Scally found himself in the middle of a situation where the lives of two fellow deputies hung in the balance.

A few minutes earlier, an assistance request was broadcast and several Compton units began to respond to the call. Unfortunately, one of those units was involved in a horrendous collision at the intersection of Atlantic Avenue and Compton Boulevard which left the radio car a shattered and twisted piece of metal, trapping the two deputies inside. Deputy Scally arrived first on the scene and observed flames and black smoke from the engine compartment starting to make its way towards the trapped deputies. With smoke and fumes beginning to fill the passenger compartment, Scally ran to the driver’s side door, but the deformed metal resisted and would not open. With Officers Paul Yonezawa and Pete Kensinger of the California Highway Patrol, who had heard the crash, assisting the semi-conscious passenger deputy, Deputy Scally began the task of extricating the unconscious driver. Catching glimpses of the injured driver through the smoke, and seeing him begin to choke and cough, Deputy Scully knew he had mere moments to act. Yelling and banging on the window, Deputy Scally instructed him to turn away and wasted no time shattering the window, but now observed that the driver was pinned against the misshapen steering wheel. With mere moments to go before the driver’s certain, fiery death, Deputy Scully, assisted by Officers Yonezawa and Kensinger, pulled the injured deputy through the broken window safely. Moments later, the entire car was engulfed by fire.

For disregarding his own safety and placing himself in potential peril for the sake of a fellow law enforcement officer and, while doing so, successfully saving the life of that fellow officer, Deputy Scott Scally is awarded the Department’s Silver Medal for Meritorious Conduct.
Deputy Stephen D. Sorensen

On Saturday, August 2nd, 2003, our world changed. A hero was taken from us and we were not ready for it. We never are.

Deputy Steve Sorensen had not planned on working that morning, but as Resident Deputy of Lake Los Angeles, he felt it was his duty to go wherever he might be needed, whenever that might be. There has been a lot of speculation as to the details that took Steve to a remote area regarding a problem with trespassing. A detail that is glossed over in the media is the fact that this was a self-initiated call, an “obs,” as were many of the calls that ended up in Steve’s mobile digital terminal (MDT) buffer. I know that Steve frequently gave out business cards to citizens who complained of “quality of life” issues, and he often scrawled his personal phone number on the back, encouraging those he trusted to call him day or night if a problem arose. I imagine that’s probably what got Steve to suit up and log on that day.

So now, as I write this, I study a printout of my friend’s last call, tag 155 at 1017 hours and I wish I had a time machine. At some point after 1017 hours, Steve made contact with a coward in a trailer and we all wish we could have been there to back him up. He was shot and killed at the scene, though we know Steve put up a fight and got off three rounds from his Beretta.

In our anger and confusion, we begin to second-guess God and that’s probably not a good thing, though it’s natural, I suppose. After a while, if we’re fortunate, those feelings evolve and we end up thanking God for the opportunity to have known people such as Steve. It’s with that mindset that the rest of this article is written.

My first glimpse of the man was in a somewhat heavenly setting, in fact. It was February 11, 1991, the first “real” day of our academy and there was a very heavy fog rolling across the grinder at
Lancaster Station

Born:
June 18, 1957

the Sheriff’s Training and Regional Services (STARS) Center. It was as though we were walking through clouds as we made our way to class and there learned that we were anywhere but heaven. Steve brought with him prior police experience as an Army military police officer (MP) in Germany and it showed. He had also been a Los Angeles County Lifeguard for nearly ten years and we were all jealous of his low employee number.

As it turns out, Steve had a lot on his mind as he was going through the academy. He had just met the love of his life, Christine, the previous year and married her in September 1990. It wouldn’t be long before the couple would relocate from El Segundo to Lake Los Angeles, opting for the open air and rustic surroundings of the area over the hustle and bustle of the city. Steve finished near the top of our class and was promptly assigned to work custody at North County Correctional Facility. Not terribly long after that, we ended up being assigned together at Pitchess Detention Center North Facility (formerly Pitchess Honor Ranch North). I was not the only person to be reunited with Steve; Deputy Robert Desantis, who arrived at the Facility several months before us, instantly recognized Steve as a fellow bouncer from years previous. Desantis, now assigned to Lost Hills Station, recently said of Steve, “I will never forget the nights downtown and in Westwood, and that comes from the soul.”

It did not take long for Steve to be appointed as a lead deputy at North Facility, responsible for the smooth operation of a module typically packed with over 400 inmates. There was only one way to do things in Steve’s module -- the right way.

In the summer of 1997, God answered Steve’s prayers and got him the heck out of custody. He was assigned to Crescenta Valley Station where he was remembered by his first training officer, Paul Dino, as the “perfect trainee.” Paul, now a sergeant at Lancaster Station, fondly recalls the first time he met Steve.

“He was standing near the trunk of the patrol car, looking around,” recounts Dino. “As soon as he spotted me, he snapped to attention, as if he were back in the military.” Steve extended his hand and said, “Deputy Sorensen, Sir. Glad to meet you!” That encounter became the foundation of a true friendship that would last to the end.

According to those he worked with, Steve did everything right the first time, even on training. His officer safety was flawless and his paper was perfect. It wasn’t long before he was inviting friends to ride along with him. One of those friends was Deputy Chris McMaster who would ultimately be assigned to Lancaster Station. For my part, I remember Chris showing up as a trainee at Lancaster and immediately proving himself as a top-notch deputy due, in no small part, I’m sure, to the countless ride-alongs he did with Steve at Crescenta Valley Station.
Entered Department:  
February 8, 1991

Killed in the Line of Duty:  
August 2, 2003

McMaster recently shared, “Steve was not only my partner on duty, but he was my friend off duty.” He adds that Steve and Chris opened their hearts, opened their arms, and even opened their home to him, when needed.

Steve didn’t care much for the drive over the Angeles Crest Highway to get to work each day and when he learned that the Lake Los Angeles resident deputy position would be available in the spring of 2000, he submitted his name for the spot and was soon working in his own community. This is where many of us really got to see Steve shine. On paper, Steve worked a 40-hour work week, but nearly all of us knew better. This was a man that was seen not just patrolling, but also giving presentations at businesses and schools, attending civic meetings, buying groceries for the needy, and cleaning neighborhoods. It was a Lake Los Angeles business owner and good friend of Steve’s, Jose Gomez, who proposed at a candlelight vigil held in his honor that the community park be named The Steven D. Sorensen Park. I can’t think of a more fitting tribute to a man who devoted his life to bettering his community.

In June 2001, Steve and Chris’ lives were enriched immeasurably with the arrival of a son, Matty (Matthew). Matty smoothed the rough edges of the crime fighter and Daddy became putty in his hands. This was entertaining to see, to say the least, for those of us who had known Steve for so many years. The house looked like an amusement park on Matty’s first birthday, with balloons, ponies, and a bouncer scattered through the property. Add to this a menagerie of 12 dogs, 13 goats, pigs, a horse, chickens, geese, fish and cats, and you have an image of the Sorensen’s estate. It has remained an oasis in the desert for those of us fortunate enough to work the east County area of Lancaster Station, and in spite of all that wildlife, Chris and Steve have kept it impeccably clean.

To say that Steve Sorensen will be missed is frustratingly inadequate. Yes, he will be missed, but the community and the Sheriff’s Department will never quite become what it could have been were he still here. Steve was completely focused on making a difference. In a strong sense, he is still with us. He was with me last night as I got back into a patrol car for the first time since his death. He’s there every time I’ve seen Matty smile.

It’s been suggested that if we could hear what Steve had to say at this moment, that he would urge us to action. “What’s all the fuss?” he would ask, “C’mon, let’s get moving. There’s work to do!”

And do it we must.

Thank God we knew you, Stevie. Rest in Peace.

Deputy Dan Burdick
# Department Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Final Adopted Fiscal Year 2003-2004</th>
<th>Adjusted Budget Fiscal Year 2002-2003</th>
<th>Percent Change</th>
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## Budgeted Positions for the Department

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<th>DETECTIVE DIVISION</th>
<th>FIELD OPERATIONS REGION I</th>
<th>FIELD OPERATIONS REGION II</th>
<th>FIELD OPERATIONS REGION III</th>
<th>LEADERSHIP AND TRAINING DIVISION</th>
<th>OFFICE OF HOMELAND SECURITY</th>
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Budgeted Positions for Fiscal Year 2003-2004 (excludes student professional workers and student workers.)
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<td>TOTAL PROFESSIONAL STAFF</td>
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<td>2,197</td>
<td>3,618</td>
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<td>1,497</td>
<td>1,781</td>
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As of December 1, 2003
2003 Part I Crime Clock

CRIMES COMMITTED EVERY 24 HOURS

LARCENY THEFT

GRAND THEFT AUTO

BURGLARY

AGGRAVATED ASSAULT

ROBBERY

ARSON

FORCIBLE RAPE

CRIMINAL HOMICIDE

Number of Crimes

101

50

42

36

16

4

2

1

One Larceny Theft every 15 minutes
One Grand Theft Auto every 30 minutes
One Burglary every 35 minutes
One Aggravated Assault every 41 minutes
One Robbery every 2 hours
One Arson every 8 hours
One Forcible Rape every 14 hours
One Homicide every 26 hours
# Department Crime Activity Summary

## Part I: Reported Crimes

### 2002:

- Criminal Homicide: 317
- Forcible Rape: 728
- Robbery: 5,640
- Aggravated Assault: 14,034
- Burglary: 16,147
- Larceny Theft: 34,535
- Grand Theft Auto: 16,333
- Arson: 1,276

### 2003:

- Criminal Homicide: 343
- Forcible Rape: 630
- Robbery: 5,543
- Aggravated Assault: 12,853
- Burglary: 15,104
- Larceny Theft: 36,557
- Grand Theft Auto: 17,974
- Arson: 1,177

### Percent Change:

- Criminal Homicide: 8%
- Forcible Rape: -13%
- Robbery: -2%
- Aggravated Assault: -8%
- Burglary: -6%
- Larceny Theft: 6%
- Grand Theft Auto: 10%
- Arson: -8%

### Total:

- Total Reported Crimes: 89,010
- Total Arrests: 90,181

## Part I Crimes: Stolen and Recovered Property

### Amount Stolen:

- 2002: $235,404,725
- 2003: $228,112,225

### Amount Recovered:

- 2002: $76,443,390
- 2003: $69,845,872

### Percent Recovered:

- 2002: 32%
- 2003: 31%

## Synopsis:

* 2003 Preliminary Data

** Percent change based on preliminary 2003 data and is subject to change once 2003 data is finalized.
ACKNOWLEDGMENTS

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Published By

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Management Information Services
4700 Ramona Boulevard, Monterey Park, California 91754-2196
562-345-4220

For additional information on the Los Angeles County Sheriff’s Department, please contact Sheriff’s Headquarters Bureau at 323.526.5541 or visit us on the web at www.lasd.org.