

Subject <b>APPROPRIATION - RODNEY KING VERDICT OVERTIME</b>			Work Assignment/File Record <b>0121-15764-0001 W</b>	
Dept. of Primary Interest <b>POLICE</b>	Council District <b>0</b>	Council File No. <b>93-1530</b>	Request Date <b>09-15-1993</b>	Received Date <b>09-22-1993</b>
Referral Source <b>MAYOR</b>	Type <b>R</b>	Date/Time Entered <b>01-20-1994 08:52:49</b>	Assigned Date <b>09-23-1993</b>	Scheduled Due Date <b>10-08-1993</b>
Supervisor <b>WOLFBERG, G.S.</b>	Group <b>4</b>	Primary Contact <b>HERRET, D.M.</b>	Revised Due Date <b>11-15-1993</b>	Release Date <b>11-24-1993</b>
Description <b>REQUEST FUNDS FOR PUBLIC SAFETY PLAN (\$14,983,000); OVERTIME FOR RODNEY KING TRIAL VERDICTS IN APRIL 1993 (\$4,590,000); PURCHASE OF 350 PATROL VEHICLES (\$6,000,000); IMPROVEMENTS TO EMERGENCY OPERATIONS FACILITIES IN CITY HALL EAST (\$300,000)</b>			File Location/Folder/Item <b>0 2</b>	
Disposition/File Summary <b>CLOSED OUT WITH WA 12-15865-0000 MAYOR-COUNCIL...REC APPROVAL AS DETAILED IN REPORT.</b>			Additional Cross References <b>0120-15865-0000</b>	
Council Action			<b>VL JD SR</b>	

To								
From								
Date								

CAQ-1 Work Assignment Record (Rev. 11/90) File

Subject <b>APPROPRIATION - \$14,983,000</b>			Work Assignment/File Record <b>0120-15865-0000 W</b>	
Dept. of Primary Interest <b>POLICE</b>	Council District <b>0</b>	Council File No. <b>93-1530</b>	Request Date <b>11-02-1993</b>	Received Date <b>11-04-1993</b>
Referral Source <b>MAYOR</b>	Type <b>R</b>	Date/Time Entered <b>01-20-1994 08:59:45</b>	Assigned Date <b>11-04-1993</b>	Scheduled Due Date <b>11-19-1993</b>
Supervisor <b>WOLFBERG, G.S.</b>	Group <b>4</b>	Primary Contact <b>DI CARLO, P.A.</b>	Revised Due Date <b>11-24-1993</b>	Release Date <b>11-24-1993</b>
Description <b>REQUEST APPROPRIATION OF \$14,983,000 TO POLICE DEPT FUND 100 TO FUND THE FISCAL YEAR 1993/94 PORTION OF THE DEPT'S PUBLIC SAFETY PLAN. ***** *****SEE 0121-15764-0001-2***** *****</b>			File Location/Folder/Item <b>0 0</b>	
Disposition/File Summary <b>MAYOR-COUNCIL...REC APPROVAL AS DETAILED IN REPORT.</b>			Additional Cross References <b>SEE 0121-15764-0001</b> ***** ***** ***** ***** *****	
Council Action			<b>VL SR</b>	

To								
From								
Date								

Work Assignment Record (Rev. 11/90) File

0120-01865-0000  
0121-15764-0001

**TRANSMITTAL**

TO The Council	DATE	COUNCIL FILE No.
FROM The Mayor		COUNCIL DISTRICT

Transmitted for your consideration. See  
City Administrative Officer report attached.

**MAYOR**

INDEXED - DJO

**REPORT** FROM

**CITY ADMINISTRATIVE OFFICER**

TO The <u>Mayor</u>	DATE NOV 24 1993	CAO FILE No. 0120-15865-0000 0121-15764-0001
REFERENCE  Letters to the Mayor from the Board of Police Commissioners dated September 15 and November 2, 1993		COUNCIL FILE No.
SUBJECT  Funding for the Public Safety Plan, overtime reimbursement, and purchase of replacement patrol (black and white) vehicles, and emergency operations facility improvements		COUNCIL DISTRICT

**SUMMARY**

The Police Department is requesting funding for the first phase of the Mayor and Chief of Police's Public Safety Plan (\$14,983,000), reimbursement of overtime expenditures resulting from the Rodney King trial verdicts in April (\$4,590,000), purchase of 353 patrol vehicles (\$6,000,000), and improvements to emergency operations facilities in City Hall East (\$300,000).

The Public Safety Plan requests funds for additional patrol cash overtime (\$6,637,000) and for compensating officers who volunteer to work holidays and regular days off (\$6,993,000), purchase and installation of firearms simulation training equipment (\$400,000), and civilianization of 80 sworn positions (\$953,000) that would be returned to field duty. According to the plan, the patrol cash overtime equivalent of 205 positions, compensation for holidays and days off worked equivalent of 216 positions, and civilianization of 80 sworn positions would result in a corresponding increase in the patrol force of 501 officers for the last six months of 1993-94. The current patrol force is 3,700.

Reimbursement of the Rodney King trial overtime expenditures is in keeping with prior Mayor and Council action (C.F. 93-1530). A portion of this cost will be reimbursed in the future by \$452,397 in grant funds from the California Office of Criminal Justice Planning (C.F. 92-0800-S11). Extension of the one-half cent sales tax in the November election will enable the City to directly purchase the patrol vehicles.

The total cost of these requests is \$25,873,000 and all but \$2.4 million can be provided from existing Police planned resources. The final \$2.4 million will be transferred from the City Reserve Fund.

Although the intent is to continue this program in the future, the only component of the cost that would be mandatory is funding for 80 civilian positions, should the positions be authorized and filled this year. The future full-year cost for these positions will be \$3.6 million. The full-year cost to continue all elements of this program would be \$37 million.

(Recommendations attached)

*K. Conner*

CITY ADMINISTRATIVE OFFICER

## SUMMARY

Program	Additional Funding	Public Safety Plan Equivalent Personnel
1. Purchase 353 Patrol Cars	\$6,000,000 -- Proposition 172 Half-Cent Sales Tax extension. New money for City.	--
2. Emergency Operations Center Improvements	\$300,000 -- Police Department surplus in salary accounts.	--
3. Public Safety Plan -- additional patrol overtime (\$6.6 million), buyback of holidays and other days off (\$6.9 million), financing training equipment (\$400,000), and civilianization of 80 positions (\$.9 million)	\$14,983,000 -- Police surplus in salary and pension accounts.	501
4. Rodney King Trial overtime reimbursement (\$4.59 million)	\$ 2,156,000 -- Police surplus in salary accounts. \$ 2,434,000 -- Reserve Fund	--
5. Recruit hiring and training (640) less anticipated attrition (365)	Funds included in 1993-94 Budget	275
<b>Total Additional Funding and Equivalent Personnel</b>	<b>\$25,873,000</b>	<b>776</b>

**RECOMMENDATIONS**

That the Council, subject to approval of the Mayor:

1. Transfer \$11,000,000 within General Fund 100, Department 70, as follows:

<b>Acct. No.</b>	<b>Acct. Title</b>	<b>Amount</b>
<u>From:</u> 1010	Salaries General	\$ 1,000,000
1020	Salaries Police Officers	10,000,000
<u>To:</u> 1091	Overtime - General	\$ 150,000
1092	Overtime - Police Officers	10,850,000

2. Reduce appropriations to the City Employees' Retirement Fund (\$163,000) and the Fire and Police Pension Fund (\$5,023,000) and transfer \$5,186,000 to General Fund 100, Department 70, as follows:

<b>Acct. No.</b>	<b>Acct. Title</b>	<b>Amount</b>
1092	Overtime - Police Officers	\$ 4,786,000
7300	Furniture, Office and Technical Equipment	350,000
7340	Transportation Equipment	50,000

3. Transfer \$2,434,000 from the Reserve Fund to the Unappropriated Balance and appropriate a like amount therefrom to General Fund 100, Department 70, Overtime - Police Officers Account No. 1092, and instruct the Police Department to reimburse \$452,397 to the Reserve Fund upon receipt of grant funds from the California Office of Criminal Justice Planning (C.F. 92-0800-S11).
4. Appropriate \$6,000,000 from the Local Public Safety Fund to General Fund 100, Department 70, Transportation Equipment Account No. 7340.
5. Transfer \$300,000 from General Fund 100, Department 70, Salaries Police Officers Account No. 1020, to the following:

<b>Fund/Dept.</b>	<b>Dept. Name</b>	<b>Acct. No.</b>	<b>Account Title</b>	<b>Amount</b>
100/40	General Services	1020	Salaries Construction Projects	\$ 18,368
		1100	Salaries Hiring Hall	34,527
		1120	Fringe Benefits Hiring Hall	8,000
		3180	Construction Materials, Supplies & Services	71,105
		9350	Communication Services	143,000
100/32	Information Services	9810	Lease Acquisition	25,000

(Statement of Findings attached)

## FINDINGS

### 1. Request

The Police Department is requesting additional funding for the following: \$14,983,000 for the first phase of the Mayor and Chief of Police's Public Safety Plan; \$4,590,000 to reimburse overtime accounts for payments made as a result of the Rodney King trial verdicts; and \$6,000,000 for the purchase of 353 patrol (black and white) sedans; and \$300,000 for improvements to the Emergency Control Center and the Emergency Operations Center in City Hall East. These requests total \$25,873,000 and can be financed through a combination of reprogramming budgetary savings and a supplemental appropriation as discussed below.

### 2. Public Safety Plan

- a. On October 13, 1993, the Mayor released the Police Department's Public Safety Plan. Through this plan, the Department's field force would increase by 4,335 net positions over a five-year period. This compares to 3,700 currently authorized. This expansion would be accomplished by funding and employing new sworn positions, civilianizing jobs currently performed by sworn staff and returning officers to the field, compensating more overtime in cash, and compensating holidays and days off of officers who volunteer to work such days instead of being off-duty. At the end of five years, the actual number of police officer positions would increase from 7,900 to 10,755; however, the size of the total force available for duty would be the equivalent of 11,935 positions due to compensating more overtime in cash, buying back holidays and days off, and civilianizing non-field jobs.
- b. On November 2, 1993, the Board of Police Commissioners transmitted to the Mayor a request for \$14,983,000 to fund the first phase of the plan as follows: \$953,000 to civilianize 80 jobs; \$6,637,000 to increase paid overtime by the equivalent of approximately 205 positions; \$6,993,000 to compensate the equivalent of 216 officers who volunteer to work holidays and regular days off; and \$400,000 to purchase and install firearms simulation training system equipment. This equipment would supplement similar training equipment in use at the Academy. With the exception of the equipment, the amounts requested represent partial-year funding.
- c. At the Council's direction, the Police and Personnel Departments are conducting a study to determine the appropriate civilian classifications for 640 sworn assignments identified as capable of being civilianized (C.F. 92-0133-S3). Phase one calls for funding 80 of these positions, and the specific job assignments affected along with respective civilian classifications will be identified in the completed study.

(Findings continued)

### 3. **Overtime Reimbursement**

During April 8 - 19, 1993, the Department worked approximately 160,000 additional overtime hours as a result of the Rodney King trial verdict. The cash obligation for this overtime amounted to \$4,440,000 for police officers and \$150,000 for civilian staff, for a total of \$4,590,000. Although the expense was incurred in 1992-93, the Mayor and Council authorized payment out of 1993-94 budgeted funds (C.F. 93-1530) and directed the Department to report back with a request for reimbursement after the actual amount had been determined and expended. A portion of the total expenditure will be reimbursed to the City through a \$452,397 grant from the California Office of Criminal Justice Planning. The City submitted an application but has not yet received the funds (C.F. 92-0800-S11). The grant should be used to reimburse the Reserve Fund for a portion of the overtime expenditures.

### 4. **Replacement of Patrol Vehicles**

- a. The 1993-94 Budget provides for the purchase of automotive and other equipment through a lease-purchase arrangement with the Municipal Improvement Corporation of Los Angeles (MICLA). The Police Department has not purchased any patrol (black and white) sedans since 1990-91 due to budget constraints, and the Mayor and Council anticipated financing a purchase through MICLA this year. The Budget anticipated 327 vehicles at a price of \$17,000 per unit.
- b. The Department indicates that automobile manufacturers have strict production schedules for public safety vehicles because of special painting and equipment installation requirements. Production begins early in the first quarter of each calendar year, and the cutoff date for placing orders is in mid-March. If funding is to be approved for a purchase, the Department and the Purchasing Agent plan to solicit bids in December 1993 and anticipate that delivery would begin in April 1994.
- c. On November 2, 1993, the voters approved extending one-half cent of the State sales tax that was to have expired on December 31. Approval of the extension translates into approximately \$6 million in net additional funds to the City for the remainder of the fiscal year. These funds are not currently committed in the Budget and are available for any public safety-related purpose approved by the Mayor and Council. Prior Mayor and Council discussion targeted these funds if approved by the voters for Police vehicles. Approximately 353 vehicles can be purchased with this money.

### 5. **Emergency Control Center and Emergency Operations Center Improvements**

The Webster Commission report and a recent consultant study contain recommendations for a series of technical improvements to the Police Department's Emergency Control Center (ECC) and the City's Emergency Operations Center (EOC). The most critical of these improvements includes separation of the Police ECC from the EOC on the P-4 level of City Hall East, the reconfiguration of the EOC to accommodate the Standardized Emergency Management System (SEMS) mandated by the State of California, and installation of communications and other supporting equipment.

(Findings continued)

**6. Total Cost and Recommended Sources of Funding**

Most of the Department's \$25,873,000 request can be financed by \$17,389,000 of interaccount transfers of Police salary savings and transfer of related cost appropriations in other budgets (retirement and pension contributions associated with the salary savings). The balance can be provided from the Local Public Safety Fund (\$6,000,000) that results from the recent voter-approved Proposition 172 and the City Reserve Fund (\$2,434,000).

**7. 1994-95 Estimated Continuation Costs**

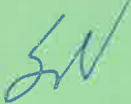
Although the intent is to continue this program in the future, the only component of the total cost that would be mandatory is funding for 80 civilian positions, should the positions be authorized and filled during this fiscal year. The future full-year annual cost of this component will be \$3,649,000. The full-year cost to continue all elements of this program would be \$37 million.



---

Peter A. Di Carlo  
Principal Administrative Analyst

APPROVED:



Assistant City Administrative Officer

PDC:nr



LOS ANGELES POLICE COMMISSION

4

BOARD OF  
POLICE COMMISSIONERS

RABBI GARY GREENEBAUM  
PRESIDENT

DEIRDRE HILL  
VICE PRESIDENT

HERBERT F. BOECKMANN, II

ENRIQUE HERNANDEZ, JR.

ART MATTOX



RICHARD J. RIORDAN  
MAYOR

JOSEPH T. ROUZAN, JR.

EXECUTIVE DIRECTOR

NICOLE J. LUPO  
BOARD SECRETARY

EXECUTIVE OFFICE

SUITE 144-150, PARKER CENTER

150 N. LOS ANGELES STREET  
LOS ANGELES, CA 90012

MAILING ADDRESS

Box 30158

LOS ANGELES, CA 90030

485-3531

*CSW*

*SPD*

November 2, 1993

Honorable Richard J. Riordan  
Mayor, City of Los Angeles  
Room 305, City Hall  
200 North Spring Street  
Los Angeles, CA 90012

Attn: Deputy Mayor Wm. Violante

DEPUTY MAYOR

93 NOV -4 15:14

RECEIVED

PUBLIC SAFETY PLAN

At a regular meeting of the Board of Police Commissioners held November 2, 1993, this Board considered and approved the enclosed report of the Chief of Police relative to the Police Department's Public Safety Plan.

The Board requested that, subject to your approval, the City Council be petitioned to approve the Public Safety Plan.

BOARD OF POLICE COMMISSIONERS

*Nicole J. Lupo*

NICOLE J. LUPO  
Secretary

Encl.

NOV 10 1993



# LOS ANGELES POLICE COMMISSION

## BOARD OF POLICE COMMISSIONERS

RABBI GARY GREENEBAUM  
PRESIDENT  
DEIRDRE HILL  
VICE PRESIDENT  
HERBERT F. BOECKMANN, II  
ENRIQUE HERNANDEZ, JR.  
ART MATTOX



RICHARD J. RIORDAN  
MAYOR

JOSEPH T. ROUZAN, JR.  
EXECUTIVE DIRECTOR  
NICOLE J. LUPO  
BOARD SECRETARY

EXECUTIVE OFFICE  
SUITE 144-150, PARKER CENTER  
150 N. LOS ANGELES STREET  
LOS ANGELES, CA 90012

MAILING ADDRESS  
BOX 30158  
LOS ANGELES, CA 90030

485-3531

November 2, 1993

Honorable Richard J. Riordan  
Mayor, City of Los Angeles  
Room 305, City Hall  
200 North Spring Street  
Los Angeles, CA 90012

Attn: Deputy Mayor Wm. Violante

DEPUTY MAYOR

93 NOV -4 25 11A

RECEIVED

## PUBLIC SAFETY PLAN

At a regular meeting of the Board of Police Commissioners held November 2, 1993, this Board considered and approved the enclosed report of the Chief of Police relative to the Police Department's Public Safety Plan.

The Board requested that, subject to your approval, the City Council be petitioned to approve the Public Safety Plan.

## BOARD OF POLICE COMMISSIONERS

NICOLE J. LUPO  
Secretary

Encl.

NOV 01 1993

INTRADEPARTMENTAL CORRESPONDENCE

NOV 02 1993

36

October 27, 1993  
1.1

BOARD OF  
POLICE COMMISSIONERS  
Approved NOV 02 1993  
Secretary *N. Lupo*

TO: Honorable Board of Police Commissioners


FROM: Chief of Police

SUBJECT: PUBLIC SAFETY PLAN

Honorable Members:

It is recommended that the Board of Police Commissioners approve and transmit to the Mayor and City Council the Department's Public Safety Plan. This plan, prepared by the Police Department at Mayor Richard Riordan's request, outlines the various methods which will be employed to increase the effectiveness of the Department. These methods include but are not limited to the hiring of additional officers and the use of cash overtime to supplement the patrol force. The comprehensive nature of the plan will enable the Chief of Police and Mayor Riordan to mount a realistic effort toward achieving policing goals in the City of Los Angeles.

Respectfully,

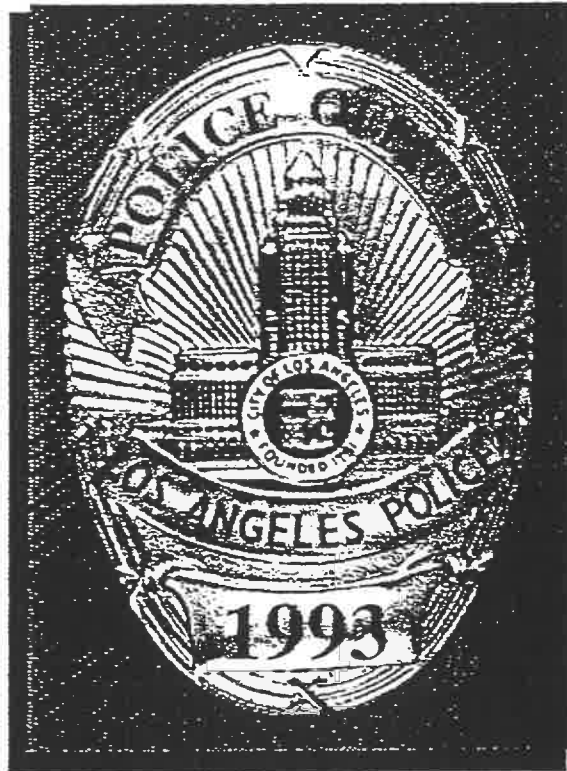
  
WILLIE L. WILLIAMS  
Chief of Police

Attachment

1993

LOS ANGELES POLICE DEPARTMENT

# PUBLIC SAFETY PLAN



Willie L. Williams  
Chief of Police

LOS ANGELES POLICE DEPARTMENT

PUBLIC SAFETY PLAN

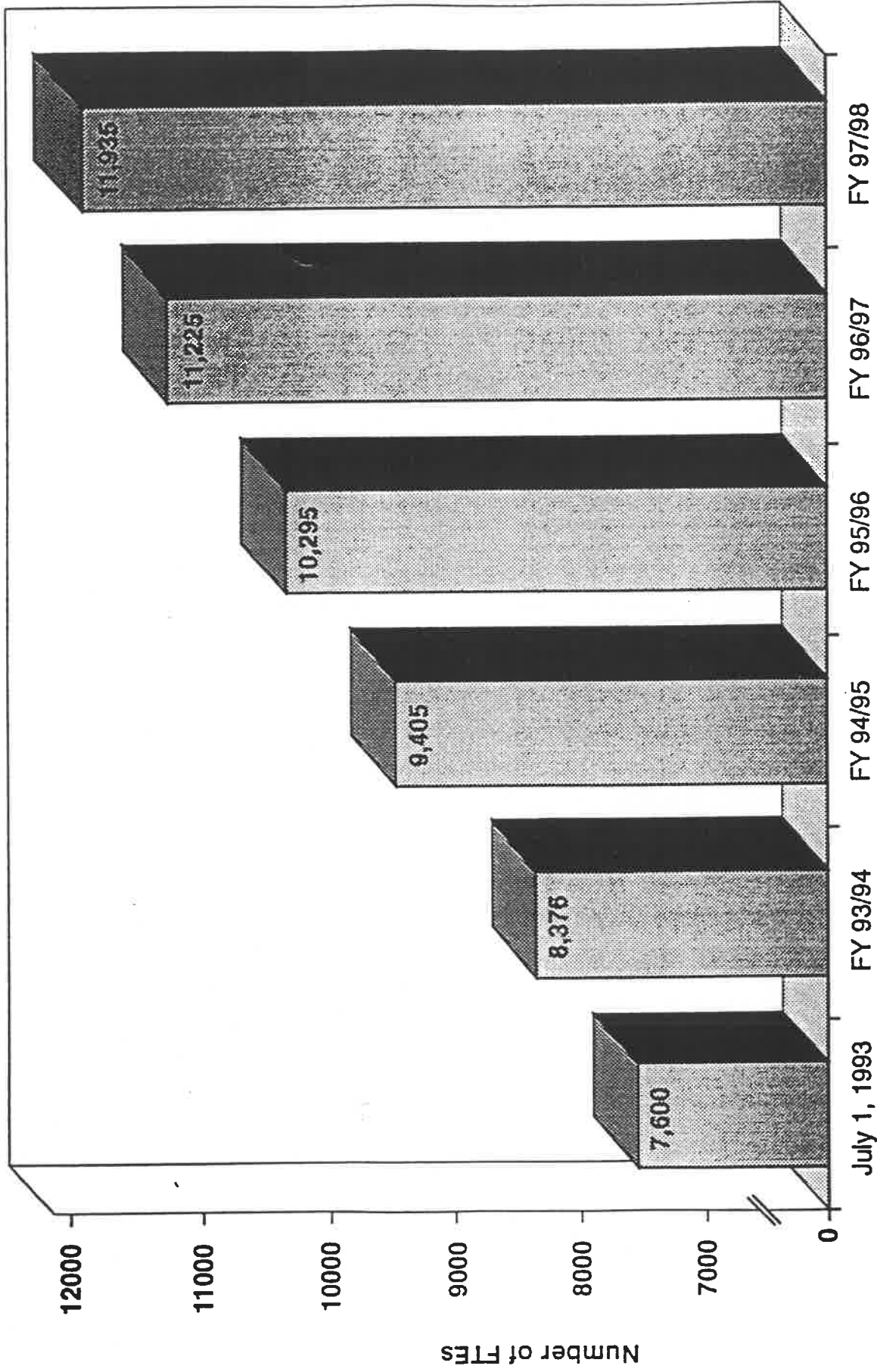
OCTOBER 1993

TABLE OF CONTENTS

I.	INTRODUCTION . . . . .	1
II.	HIRING ADDITIONAL SWORN OFFICERS . . . . .	2
	A. Background . . . . .	2
	B. Impact on Deployment . . . . .	3
	C. Cost Analysis. . . . .	3
	D. Rationale in Support of Hiring Additional Officers	4
III.	HIRING LATERAL POLICE OFFICERS, FORMER LAPD OFFICERS, AND LAPD POST-CERTIFIED RESERVES . . . . .	5
	A. Background . . . . .	5
	B. Impact on Deployment . . . . .	6
	C. Cost Analysis. . . . .	6
	D. Rationale in Support of Hiring Lateral Officers, Former LAPD Officers and LAPD Certified Reserve Police Officers. . . . .	6
IV.	REDUCING ATTRITION . . . . .	7
	A. Background . . . . .	7
	B. Impact on Deployment . . . . .	8
	C. Cost Analysis. . . . .	8
	D. Rationale in Support of Reducing Attrition . . . . .	9
	E. Additional Factors Affecting Retention . . . . .	9
	1. Cash Overtime. . . . .	10
	a. Background . . . . .	10
	b. Cost Analysis. . . . .	10
	c. Rationale in Support of Increasing Cash Overtime . . . . .	10
	2. Compressed Work Schedule . . . . .	10
	a. Background . . . . .	10
	b. Cost Analysis. . . . .	11
	c. Rationale in Support of Compressed Work Schedule . . . . .	11
	3. New and Additional Equipment . . . . .	11
	a. Background . . . . .	11
	b. Cost Analysis . . . . .	12
	c. Rationale in Support of New and Additional Equipment. . . . .	12
	4. Improved Benefit Package . . . . .	12
	a. Background . . . . .	12
	b. Cost Analysis. . . . .	13

c.	Rationale in Support of Improved Benefit Package. . . . .	13
5.	Management Training. . . . .	13
a.	Background . . . . .	13
b.	Cost Analysis. . . . .	13
c.	Rationale in Support of Management Training . . . . .	13
V.	CIVILIANIZATION. . . . .	14
A.	Background . . . . .	14
B.	Impact on Deployment . . . . .	14
C.	Cost Analysis. . . . .	15
D.	Rationale in Support of Civilianization. . . . .	15
VI.	AUTOMATION . . . . .	15
A.	Background . . . . .	15
B.	Impact on Deployment . . . . .	16
C.	Cost Analysis. . . . .	17
D.	Rationale in Support of Automation . . . . .	17
VII.	CASH REIMBURSEMENT OF OVERTIME HOURS FOR PATROL RELATED FUNCTIONS. . . . .	17
A.	Background . . . . .	17
B.	Impact on Deployment . . . . .	18
C.	Cost Analysis. . . . .	18
D.	Rationale in Support of Compensating Overtime with Cash. . . . .	18
VIII.	VOLUNTARY BUY BACK OF SWORN PERSONNEL'S HOLIDAY/DAYS OFF . . . . .	19
A.	Background . . . . .	19
B.	Impact on Deployment . . . . .	19
C.	Cost Analysis. . . . .	19
D.	Rationale in Support of Voluntary Buying Back Holiday/Days Off . . . . .	20
IX.	REDEPLOYMENT OF OFFICERS ASSIGNED TO SPECIALIZED UNITS . . . . .	20
A.	Background . . . . .	20
B.	Impact on Deployment . . . . .	20
C.	Cost Analysis. . . . .	20
D.	Rationale in Support of Redeploying Officers Assigned to Specialized Units . . . . .	21
X.	CONCLUSION . . . . .	21
XI.	ADDENDA . . . . .	

# LAPD Field Force Expansion



<b>Cumulative Net Additions:</b>	<b>776</b>	<b>1805</b>	<b>2695</b>	<b>3625</b>	<b>4335</b>
----------------------------------	------------	-------------	-------------	-------------	-------------

Expansion Plan Includes: Net New Hires, Reassignment of Existing Sworn Personnel, Paid Cash Overtime, and Voluntary Buy Back of Holiday/Days Off.



## I. INTRODUCTION

The Los Angeles Police Department (LAPD) Public Safety Plan has been developed with the goal of enabling the Department to deploy an additional 3,000 officers in the field within four years, while satisfying the reform recommendations of the Independent "Christopher" Commission of the Los Angeles Police Department. To achieve this goal, the plan combines a number of elements, among them, the hiring of additional personnel, reducing attrition, and increasing the efficiency of existing personnel (Addendum A).

This plan represents a responsible mechanism for growth, with each element designed to contribute to the overall scheme. Therefore, it is critical that the plan be adopted in its entirety. Unbalanced growth or piecemeal implementation of individual elements is a sure formula for disaster.

A shrinking municipal budget and the ever-increasing demands for police services require greater sophistication on the part of city government to meet the challenge. No longer can the City of Los Angeles endorse the sporadic, emotionally motivated hiring of police officers without properly providing for selection and training, and without a commitment to long-term planning. Public officials, police personnel and the community at large must embark on a partnership to ensure that the Los Angeles Police Department is prepared to meet the public-safety needs of the future.

Growth for the LAPD in the '90s and beyond must be based on a commitment to quality and the full implementation of community-based policing as embodied in the Independent "Christopher" Commission Report. The Department must be provided with the tools to ensure that hiring and training of new officers are implemented in a responsible manner. Department growth, in-service training, state-of-the-art automation, maintaining a safe fleet, maintaining appropriate levels of civilian support, reducing attrition, and various other elements discussed in this document must all be embraced as critical components to maximizing public safety. To do otherwise would be short-sighted and irresponsible. This community cannot afford a replay of the events that led to the loss of life and the destruction of over 1 billion dollars in property during the Spring of 1992.

Working together elected officials, City residents and law enforcement officers can create a better future for ourselves and our children through full implementation of this community plan for public safety.

## II. HIRING ADDITIONAL SWORN OFFICERS

### A. Background

The LAPD Academy can accommodate a maximum entry class of 40 recruits per four-week deployment period (DP). In practice, this works out to running seven recruit classes simultaneously, each at a different stage of training (the full period of Academy training lasts 28 weeks). With 13 DPs per year, the Academy staff trains 520 recruits a year.

LAPD retirements and resignations are projected to be 400 officers in the 1993-94 fiscal year, so at the current rate of training, the net gain to the Department will only be 120 officers.

To increase the number of police officers substantially, the training program will have to be enlarged. And since the Academy is currently operating at full capacity, supplementary facilities will be needed. Consequently, the Department is in the process of identifying an additional training site.

After 28 weeks of training at the Academy (or at the alternative site), recruits receive 50 weeks of field training. This consists not only of acquiring practical, on-the-job skills, but just as important, indoctrination into the Department's community-based policing culture. This assimilation process requires considerable exposure by recruits to many different real-life situations and handling them under the tutelage of high-caliber Field Training Officers with good teaching and communication skills. It is an orientation process that cannot be rushed without risk. Having benefitted from such improved training methods, the newly hired officers will infuse the Department with a problem-solving orientation that is free of gender and racial bias.

To accomplish these quantitative goals, the Department has determined it can hire 60 new recruits per DP for the remainder of Fiscal Year 1993/94 and Fiscal Year 1994/95. The Department will hire 80 recruits per DP for each of the following three years.

#### B. Impact on Deployment

Assuming the Department is able to hire and train 60 recruits per DP starting January 1994 through Fiscal Year 1994/95, and 80 recruits per DP for each of the following three years, the Department could increase its sworn personnel strength by 2,855 officers by the end of Fiscal Year 1997/98. This figure is based upon an annual attrition rate of 330 officers per year -- a figure lower than the current rate because of other motivational elements in this plan (presented below) designed to retain and attract police officers. Hiring estimates are based on the assumption the Department will be able to establish an additional training site effective December 1993/January 1994.

\* Net impact on deployment (four years from the time of implementation assuming current rate of attrition)

2,855 Officers

#### C. Cost Analysis

The cost analysis of hiring 2,855 additional officers includes the following expenses: recruitment hiring and training; officers' salaries and benefits; supervision, civilian and detective support; patrol cars and other related expenses.

In addition to the above costs, the Department will incur expenses associated with the acquisition of outside training facilities. Depending on which type of arrangement the Department makes with an outside institution, the cost of running classes of 30 to 40 recruits could run as high as \$100,000 per class. To obtain a more detailed cost analysis, the Department has entered contract negotiations with several institutions to discuss all the options available. The various institutions have been highly receptive to this concept.

Also, it should be noted that to reduce the burden created by additional personnel on existing firearms range facilities, the Department will have to acquire an additional Firearms Training Simulator (FATS). The new FATS will cost approximately \$400,000 and will require a 20-foot-by 30-foot classroom structure to house it. A mobile trailer could be used for this purpose. Also it is estimated that at least two additional vehicles would have to be purchased to provide training staff with transportation between the two training facilities. The two vehicles would cost approximately \$35,000.

**D. Rationale in Support of Hiring Additional Officers**

Although other proposed programs discussed below will increase the number of officers available to work patrol, the only viable way to increase the Department and field force substantially is to hire more officers.

These additions to the Police Department will be recruited, selected, and trained in full accordance with the Independent "Christopher" Commission recommendations which, according to the Chief Legislative Analyst (CLA) Summary of the Independent Commission's Report, are already being implemented in the following ways:

Recruitment: Pursuant to the Independent Commission's Recommendations 1 and 2, nondiscrimination is now emphasized as a critical and substantial element of the recruitment process. African-American, Hispanic, Asian, female, and gay police candidates compete in an environment of fairness, governed by the policy of Affirmative Action.

Selection: Pursuant to the Independent Commission's Recommendations 3-6, background investigations and hiring decisions are now made by better-trained personnel, who work together with the Personnel Department to select candidates whose past behavior indicates an aptitude for a successful police career.

Training: Pursuant to the Independent Commission's Recommendations 20-33, as well as 54 and 58, a great many improvements have occurred in the Police Department's training systems. A civilian Police Training Administrator has been added to oversee the changes in curriculum and teaching methodologies, including an emphasis on cultural awareness and diversity issues, foreign language training, field experience for recruits, use-of-force policy, and integration of classroom instruction with independent judgment and hands-on application skills.

Thus, hiring substantial numbers of police officers who have been trained in cultural awareness, diversity issues, and appropriate problem-solving methodologies will vastly promote service to the public as both the quantity and quality of the field force are improved.

### III. HIRING LATERAL POLICE OFFICERS, FORMER LAPD OFFICERS, AND LAPD POST-CERTIFIED RESERVES

#### A. Background

Between 1990 and 1991, lateral police officers, recruited from various police departments throughout the State, completed an 8-to-10 week lateral training program at the Academy. Approximately 25 percent of these lateral trainees were LAPD Line Reserve Police Officers who had applied to become full-time members with the Department.

These lateral trainees, who all held a Basic POST Certificate under Section 832.4 of the Penal Code, were provided with instruction that specifically focused on LAPD policy and procedures. This included instruction and testing in use of force, physical training and self-defense, tactics, report writing, human relations, firearms, Spanish, emergency-vehicle operations, and first aid/CPR.

Once they had completed the training program, lateral police officers were deployed to various geographic Areas and immediately assumed patrol duties under the guidance of a Field Training Officer. After a short training period, most laterals were placed in Phase III of probation which allowed them to work with non-training officers or as a one-officer car. While lateral officers were required to complete the full 18 months of probation, their level of competence allowed them to work independently and with greater latitude in assignments because of their prior experience as

POST-certified police officers. This, in turn, allowed Field Training Officers to be reassigned with newly graduated regular recruits.

**B. Impact on Deployment**

Assuming the Department is able to attract the same number of lateral officers each year as it did in 1990-91, the Department would gain 280 officers over the next four years.

\* Net impact on deployment

280 Officers

**C. Cost Analysis**

Compared to the current cost of \$98,172 to hire and train one recruit officer in a 7-month academy, the cost to the Department to hire and train one lateral officer in an 8-week academy would be \$64,534. This figure includes services currently funded in the LAPD Budget. Only the cost of hiring and training additional officers is reflected in the cost proposal. This is a savings to the City of \$33,638 per lateral officer. An academy class composed of 40 lateral officers would cost \$2,581,360, while a class of 40 regular recruits would cost \$3,926,880. The lateral class would account for an overall savings of \$1,345,520. This figure does not reflect the additional cost benefit of the previous training and existing expertise these officers bring with them.

**D. Rationale in Support of Hiring Lateral Officers, Former LAPD Officers and LAPD POST-Certified Reserve Police Officers**

A training program for lateral police officers represents a cost-effective and efficient method of putting police officers out on patrol within a fairly short period. The majority of these police officers bring a wealth of experience and expertise from their previous departments which will further enhance their skills as LAPD officers. Newly hired lateral officers tend to be enthusiastic, and this can have a positive impact upon morale. Field Training Officers previously involved with lateral officers were enthusiastic in their appraisal of lateral trainees, finding them to be competent and knowledgeable concerning police work.

#### IV. REDUCING ATTRITION

##### A. Background

In 1991, a total of 124 members of the Department resigned before their 20-year anniversary; in 1992, such voluntary resignations totaled 102. In the first half of 1993, 48 officers have resigned. The average service among these 48 officers was 4.2 years. Thirty of these 48 employees left LAPD to join other law enforcement agencies. Based on calls to the retirement counselor, it is estimated an additional 500 LAPD sworn employees are making outside inquiries that could ultimately lead to resignations.

In previous years, officers were reluctant to resign from the Department because they had to stay with the organization 20 years to be eligible for their pension. With changes in the LAPD pension plan, officers may leave the Department at any time without incurring a monetary loss.

In exit interviews conducted by members of LAPD Personnel Division, officers gave the following reasons as contributing to resignation: salary, lack of cash overtime; lack of incentives for patrol such as modified work schedules, e.g., a 3/12 or 4/10 work plan; substandard and/or lack of equipment; substandard benefit package; lack of leadership by management, and unsatisfactory pension contribution schemes.

Retirements, too, have increased during the past three years. In 1991, 251 officers retired; in 1992, 334 officers retired; and in the first half of 1993, 213 officers have retired. Many of these officers might have remained with the LAPD if working conditions were better.

It is recommended that the Mayor direct the appropriate personnel to conduct a comprehensive comparison of total benefit packages among Southern California police agencies. An in-depth comparison of LAPD's benefit package to those of other police departments, which draw from the same candidate pool, is a necessary tool to assess this Department's ability to attract and retain personnel. A study of this magnitude was beyond the scope of this report.

It is further recommended that the City research the possibility of revising the Police Pension Plan. Currently, sworn personnel hired before 1981 do not collect any pension benefits if they leave LAPD before completing 20 years of service. Therefore, officers hired before 1981 appear to be more likely to complete a minimum of 20 years before retiring. The Department is able to recoup training costs from these employees before retiring. Officers hired after 1980 may resign early in their career without any loss of pension benefits. This allows officers to leave the Department, taking their training and expertise with them before the Department is able to recoup training costs.

The issue of pension contributions by employees must be included in these studies.

#### B. Impact on Deployment

Assuming a 70 percent reduction in the current attrition rate of 100 officers per year, this program would enable to LAPD to retain 70 officers a year. Over four and a half years, this reduction in attrition would equal 315 officers. (A significant reduction in early retirements is also expected, but the pattern is more difficult to predict.)

#### \* Net impact on deployment

315 Officers

#### C. Cost Analysis

The current cost of hiring and training a recruit officer is \$98,172. If the goal of 70 percent retention of resignations were reached, the Department would save \$6,872,040 per year, which is the up-front cost of hiring and training 70 new recruits. Over the course of four and a half years, the Department would save \$30,924,180 (savings in the up-front cost of hiring and training 315 recruits). This is a minimal figure since it does not include additional training and expertise development for which a cost estimate was not readily available.



#### **D. Rationale in Support of Reducing Attrition**

The Independent Commission identified the need to retain quality police officers. In Recommendations 11 and 16, the Commission recognized the need to provide incentives and promotional opportunities for trained personnel to remain in patrol assignments.

The Commission, under Recommendation 64, created incentives to encourage officers to develop innovative programs within their assigned communities. Such challenges are critical elements to community-based policing as stated in Recommendations 62-66, and powerful methods to stimulate job interest and reduce attrition.

The Department has adopted the spirit of these recommendations and has made some progress toward their implementation. Financial constraints have, thus far, made full implementation impossible. This Public Safety Plan is a clear opportunity to make these recommendations a reality.

The retention of these officers protects an enormous investment by the Department of money, time and expertise. Los Angeles Police officers, who have developed expertise in patrol functions, narcotics investigations, driving under the influence (DUI) and other specialties, will be utilizing these skills to enhance the effectiveness of other police departments. In short, our Department has become a training ground for other law enforcement agencies which can recruit experienced and skilled LAPD officers and avoid the up-front costs associated with training.

#### **E. Additional Factors Affecting Retention**

Many programs can be instituted to generate a positive working environment aimed at enhancing patrol assignments, improving morale, promoting recruitment, and slowing the rate of resignations and retirements. A synopsis of several such programs illustrates this point:

1. Cash Overtime

a. Background

Lack of cash overtime appears to be one of the primary reasons why many officers are leaving the Department to join other police agencies. Most other departments in California, including the Los Angeles County Sheriff's and California Highway Patrol, provide 100 percent cash compensation for overtime hours worked.

b. Cost Analysis

See Recommendation - Cash Reimbursement of Overtime Hours, page 17.

c. Rationale in Support of Increasing Cash Overtime

The availability of cash overtime would benefit the community by increasing the number of officers available for patrol and other public-safety functions. Cash overtime has proven to be a significant factor in both recruitment and retention of officers. Cash overtime can be used as an incentive to remain on patrol and is viewed as a morale booster.

2. Compressed Work Schedule

a. Background

The lack of a compressed work schedule ranked among the top three reasons why officers resign and join other police departments. Compressed work schedules are generally viewed as a highly desirable employee benefit. The Chief of Police is currently researching the feasibility of implementing a 3/12 modified work schedule for patrol.

Under a 3/12 schedule, officers would work three consecutive 12-hour shifts and take four days off. During a four-week period, officers would work one additional eight-hour shift to make up the required 152 hours.

Although the implementation of a modified work schedule appears to be a feasible vehicle to enhance employee morale, further research is necessary to determine its viability within a large police agency such as the LAPD.

**b. Cost Analysis**

Based on the experience of other police departments that have implemented such programs in general, the 3/12 program for patrol functions appears to be cost neutral. Some agencies experienced a reduction in overtime expenditures during the first year of the program. However, since the Department generally does not compensate patrol overtime with cash, the fiscal effects of a reduction in overtime would be insignificant.

**c. Rationale in Support of Compressed Work Schedule**

Pursuant to the Independent Commission's Recommendation 11, the Department studied the feasibility of a compressed work schedule. Initial results were favorable; however, implementation of a pilot program was interrupted by the civil disturbances of April 1992, and by subsequent structural and leadership changes of the Department.

Of the 11 Southern California law enforcement agencies surveyed by LAPD, all agencies other than LAPD offer compressed work schedules to raise the level of officer morale, enhance both retention and recruitment efforts, and curb overtime costs. To be competitive within the marketplace, the Department may now have to implement such a program.

**3. New and Additional Equipment**

**a. Background**

The Department's support equipment is in poor condition overall and in dire need of replacement. Years of shrinking budgets have eroded the Department's infrastructure to unacceptable levels.

Inoperable police radios, inadequate automated systems and poorly maintained facilities have become the norm rather than the exception. Currently, the Department has approximately 822 vehicles that are either over 10 years old or exceed 90,000 miles (513 black-and-white and 309 plain vehicles). It is not uncommon for officers to have to wait for an available police vehicle while calls for service go unanswered. Consequently, the morale of the Department's personnel, especially patrol officers, continues to plummet.

**b. Cost Analysis**

Cost estimates to purchase new equipment can be obtained only after specific equipment is identified. For example, it will take approximately \$15,513,000 to replace the worn out black-and-white and plain vehicles needed to bring the fleet up to par. It is anticipated that approximately \$5,590,000 will be provided by the Municipal Improvement Corporation of Los Angeles (MICLA).

**c. Rationale in Support of New and Additional Equipment**

Lack of equipment and the poor quality of existing equipment were frequently cited by officers who were interviewed by LAPD personnel on their reasons for resigning. Up-to-date, dependable equipment is important to Department members who view this as an officer-safety issue. Providing officers with new, state-of-the art equipment improves morale as well as performance. Better motivated and efficient officers are able to provide better police service to the community.

**4. Improved Benefit Package**

**a. Background**

During the past few years, the overall compensation package for Los Angeles police officers has fallen below packages provided by other local agencies. Although entry-level salaries in some cases appear to be competitive, closer analysis indicates otherwise. Other agencies offer fully-paid

pension and medical plans, educational bonuses that are paid throughout the officers' careers and higher salaries all of which have reduced the Department's competitive edge in the local marketplace.

**b. Cost Analysis**

While an improved benefits package will enhance retention and recruitment efforts, a cost analysis of this proposal must be undertaken to determine its feasibility.

**c. Rationale in Support of Improved Benefit Package**

In a survey conducted by LAPD Personnel Division, LAPD salaries ranked sixth among 11 Southern California law enforcement agencies. Unfortunately, when employer-paid pension contribution costs and paid cash overtime are added to salary figures, LAPD had the lowest rate of compensation among the 11 surveyed agencies (Addendum B).

**5. Management Training**

**a. Background**

Recent surveys of management and police officers have revealed the need for the Department to reassess its management training process. Training Group has identified a number of leadership programs and is in the process of making the appropriate selection. Once a leadership training curriculum is developed, all management and supervisory personnel will be provided with this training.

**b. Cost Analysis**

Training Group has \$100,000 at the present time for leadership and career-development training. A precise cost analysis was not possible at this time.

**c. Rationale in Support of Management Training**

Lack of appreciation by supervisors and management was among the most noted reasons for resigning from the Department. Greater sensitivity on the part of managers and

supervisors should serve to improve the work-place environment, raise morale and improve productivity making the Department a more desirable and efficient place to work.

As noted in the Independent Commission's Recommendations 8-B, 38, 40, 46 and 47, supervisory and management-training programs should be modified to reflect different leadership methods designed to maximize the effectiveness of LAPD personnel. An internal strategic-planning committee for training has been formed, and the committee has identified management training as a critical area for review and improvement. Several innovative alternatives are being explored, but wide-scale implementation will require additional funding and personnel.

## V. CIVILIANIZATION

### A. Background

In February 1992, the Department formed the Position Control Committee to review all sworn positions to determine their potential for civilianization. It identified 640 such positions.

Nearly 50 percent of the newly created civilian positions will be filled by Police Service Representatives (PSR). Four classes of 30 participants would result in 120 PSRs trained each year. The remaining positions will be filled by various civilian job classifications and will not require specific training programs, although some specialized training may be identified later.

### B. Impact on Deployment

By civilianizing these 640 positions, the Department can increase its ability to deploy personnel back to patrol by a nearly equal number.

- \* Net impact on deployment (four years from the time of implementation assuming the Department hires 160 additional civilian employees per year).

**Approximately 640 Officers**

### C. Cost Analysis

The CAO has estimated the cost of civilianization at approximately 35 million dollars per year, when fully implemented. This figure is based on the average cost of civilian employees within the Police Department (Addendum C).

### D. Rationale in Support of Civilianization

The reassignment of sworn personnel to field duty will have a positive effect on patrol deployment throughout the City. Additionally, this plan will be a major step toward increasing the level of civilian participation in police service within the City of Los Angeles.

To civilianize successfully, positions and quality of work must be evaluated throughout the process. Because of the higher cost of sworn salaries and benefits, the City should use a civilian wherever possible.

## VI. AUTOMATION

### A. Background

Based upon research conducted by International Business Machines (IBM) for the LAPD and documented in a report dated August 6, 1993, productivity gains can only be maximized by organizations if they implement available technologies. Most important, the changes that must be implemented result from a reengineering analysis. Not only does this allow for the evaluation of each process on an independent basis, it also determines if these processes can be integrated into one larger, more encompassing system that can take advantage of automation technology.

Reengineering is the process of identifying and documenting the way you are currently doing business, then developing a better and, hopefully, more efficient way by using new technologies. Significant improvements in productivity can be obtained by understanding why things are done and how to do them better.

According to the IBM report, the Richmond (Va.) Police Department drastically reduced the time police officers spend on paperwork and increased the time they spend on enforcing the law. Richmond accomplished this by analyzing the way they performed administrative tasks and then changed the process by using available technology. The end result showed paperwork, which took between 25 and 40 percent of an officer's time, was drastically reduced to a few minutes per day.

Some of the available technology allowing for the improvement of law enforcement procedures includes imaging systems, dispatch systems, fingerprints and mugshots, booking systems, personnel systems, knowledge-based expert systems, local area networks, and personal computers.

In addition, productivity can be enhanced by voice mail and call-management services that are available from Pacific Bell. The call-management system acts as a directory for incoming callers, presenting a menu for their touch-tone phones which will connect their call to the service desired or to the appropriate extension, if known. Call-management menu selections are available in a number of languages.

Voice mail allows callers to dial an employee directly. If the employee is away from the phone or is on another call, a recorded message will answer the phone and give the option of leaving a message or speaking with another individual.

Services such as call management and voice mail may increase productivity because Department personnel would be available to assist in-person visitors and perform necessary functions without telephone interruptions. The public is familiar with these services since they are common in both the public and private sector.

#### **B. Impact on Deployment**

There have been numerous projects, studies, and analyses on productivity gains achieved by implementing new technologies to business processes. According to the IBM report, an increase in worker productivity of 20 to 30 percent can result.



### C. Cost Analysis

A thorough cost analysis cannot be completed until a reengineering study identifies areas amenable to technological change. However, after the initial investment of capital, the savings from worker productivity should translate into a major financial benefit for the City and more officers available for patrol duties.

### D. Rationale in Support of Automation

Well-designed automation has proven to be a major cost saver in both the public and private sectors. Automation can result in increased efficiency while reducing labor costs.

As an example, in keeping with the Independent Commission's Recommendation 8, which discusses proactive assignment, transfer, and training of police officers, the Police Department recognized the value of automated personnel management systems. Two systems are being designed to track officers' deployment, complaint histories, use of force, and civil-litigation histories. Such automated systems are in the developmental stages awaiting budgetary support before full implementation can occur.

## VII. CASH REIMBURSEMENT OF OVERTIME HOURS FOR PATROL-RELATED FUNCTIONS

### A. Background

To maximize current sworn personnel available for field duty, the Department must reduce the amount of compensatory time off that officers use. The only way to do this is to compensate the officers in cash. Cash compensation will result in substantial increases in patrol staffing.

## B. Impact on Deployment

An audit of all overtime hours worked by personnel assigned to the four geographic bureaus during fiscal year 1992-93 revealed the following:

- 1,000,865 - Hours worked.
- \$37,032,005 - Amount necessary for total cash compensation.
- \$10,450,000 - Available for cash compensation.
- \$26,582,005 - Additional amount necessary for total cash compensation of all geographic bureau personnel.

If the Department pays all geographic Area personnel 100 percent cash overtime, for approximately 1,000,000 overtime hours per year, the Department will realize the equivalent of 409 additional officers per year.

## C. Cost Analysis

The cost associated with paying 100 percent cash for 1,000,000 hours of overtime is \$37,000,000.

## D. Rationale in Support of Compensating Overtime With Cash

It is far more cost effective to reimburse experienced officers with 100 percent cash overtime and redeploy them to the field than it is to hire and train new recruits. Cash reimbursement of overtime will be a positive incentive for officers to remain in or return to patrol and may result in officers' terminating their off-duty employment (which often results in increased fatigue and personnel complaints). Offering this incentive to officers may also assist the Department in its recruitment efforts, especially in the case of lateral officers who receive cash overtime compensation from other agencies.

VIII. VOLUNTARY BUY BACK OF SWORN PERSONNEL'S HOLIDAY/DAYS OFF

A. Background

Numerous suggestions have been offered to reach the stated goal of increasing the Department's ranks to the equivalent of 3,000 patrol officers: hiring more recruit officers, civilianization, and cash compensation for patrol-related functions. Some of these suggestions will take time to implement, yet the need for increased public safety remains pressing. Therefore, in an effort to address this crisis, an immediate resource can be developed by implementing a voluntary program of buying back sworn personnel's holidays and days off.

In the past, numerous officers worked additional assignments while being compensated on a cash overtime basis. These officers represent a largely untapped Department resource who can be deployed based on Department needs.

B. Impact on Deployment

Given the ability to buy back an officer's holiday (H) or day off (D/O), the Department would gain the flexibility to adjust deployment to address ever-changing crime trends and the ongoing needs of the community.

C. Cost Analysis

Assuming a Department-wide overtime average of \$37.00/hour and an average of 1,750 hours spent by each patrol officer performing patrol functions each year, the buy-back cost would be as follows:

	Yearly
100 Officers	\$ 6,475,000
200 Officers	12,950,000
300 Officers	19,425,000
400 Officers	25,900,000
500 Officers	32,375,000

**D. Rationale in Support of Buying Back Holiday/Days Off**

Buying back officers' holidays/days off will provide the Department with greater flexibility to address the fluctuating needs in deployment. At the same time, this method is cost effective and offers immediate benefits.

Additionally, this can translate into other positive results such as boosting morale, providing incentive to officers to maintain proper field skills, and savings as an attractive benefit for retention of officers. Such a program would also reduce the number of officers working part-time for outside employers and increase employee loyalty to the organization.

**IX. REDEPLOYMENT OF OFFICERS ASSIGNED TO SPECIALIZED UNITS**

**A. Background**

An analysis of the Department's sworn personnel deployed as of August 9, 1993, revealed the following:

Total sworn members	= 7,594
Deployed in the four Geographic Bureaus	= 4,962
Deployed in specialized units and support functions	= 2,632

It may be possible to redeploy some of the 2,632 nonfield personnel to field assignments on a temporary or permanent basis. The Chief of Police is fully committed to the concept of redeploying nonessential personnel from specialized and support functions to patrol assignments.

**B. Impact on Deployment**

The reassignment of some specialized and support nonfield personnel to the field would have a positive impact on deployment.

**C. Cost Analysis**

Generally there would be no additional cost to the City for the redeployment of specialized or support personnel.

**D. Rationale in Support of Redeploying Officers Assigned to Specialized Units**

At a time when a visible uniform presence is so critical, personnel from specialized and support functions represent a trained contingent of officers that can be immediately redeployed to patrol assignments. Also, additional uniformed officers in the field would increase officer visibility and reduce response time.

Personnel could be loaned from nonfield to field assignments temporarily until a sufficient number of recruits have graduated from the Academy and the current level of vacant positions in patrol has been reduced.

**X. CONCLUSION**

Appropriate organizational growth for the Los Angeles Police Department will require a serious commitment on the part of the Department, elected officials and the community. Effective organizational growth requires foresight and adequate resources. Simply hiring more police officers without taking into account infrastructure needs (equipment, facilities, civilian support, state-of-the-art automation, competitive compensation package, etc.) is likely to result in a great waste of taxpayers' money. Poor personnel retention because of systematic infrastructure neglect and unsuccessful civil litigation resulting from the actions of poorly trained or ill-equipped personnel are extremely expensive economically and in terms of reduced public safety.

A successful public safety plan must include a holistic approach to the Department's growth. Poorly planned growth is likely to result in poor performance and the waste of millions of tax dollars. Consequently, a course of action where open discourse flourishes between police personnel, elected officials and the community to facilitate the development of sound public policy in regard to the Department's expansion is crucial.

**XI. ADDENDA**

# LOS ANGELES POLICE DEPARTMENT PUBLIC SAFETY PLAN FISCAL YEAR 1993 - 1994

Implementation of the plan during Fiscal Year 1993-94 will necessitate additional funding for the six month period January to June, 1994 as follows:

<b>Civilian Replacement (Includes Benefits)</b>	<b>\$ 1,280,000</b>
<b>Paid Overtime</b>	<b>6,637,000</b>
<b>Voluntary Buy Back of Holiday/Days Off</b>	<b>6,993,000</b>
<b>Training Equipment</b>	<b>400,000</b>
<hr/>	
<b>Total</b>	<b>\$15,310,000</b>

The above appropriations will enable the Police Department to hire 80 civilian employees to replace police officers currently performing administrative duties; compensate officers in cash instead of time-off for current overtime worked; compensate officers in cash as an incentive to work holiday/regular days off; and, finance the one-time purchase of firearms training systems (FATS) equipment.

# LAPD Sworn Full Time Equivalent Annual Expansion Plan

(BREAKDOWN BY CATEGORY)

(# of FTE)

Sworn Additions Annual (Cumulative)	FY 92-93	FY 93-94	FY 94-95	FY 95-96	FY 96-97	FY 97-98
Total New Hires	640 (640)	780 (1420)	1040 (2460)	1040 (3500)	1040 (4540)	1040 (4540)
Civilian Replacement	80 (80)	160 (240)	180 (420)	220 (640)	0 (640)	0 (640)
Paid Overtime	205 (205)	204 (409)	0 (409)	0 (409)	0 (409)	0 (409)
Voluntary Buy Back of Holidays/Days Off	216 (216)	215 (431)	0 (431)	0 (431)	0 (431)	0 (431)
Total Annual Addition Personnel Resources:	1141	1359	1220	1260	1040	1040
<b>Cumulative Total:</b>	<b>1141</b>	<b>2500</b>	<b>3720</b>	<b>4980</b>	<b>6020</b>	<b>6020</b>
Less: Estimated Retirements & Resignations—Annual (Cumulative)	-365 (365)	-330 (695)	-330 (1025)	-330 (1355)	-330 (1685)	-330 (1685)
<b>Net Cumulative Total:</b>	<b>776</b>	<b>1805</b>	<b>2695</b>	<b>3625</b>	<b>4335</b>	<b>4335</b>

**Total Sworn FTE: 7,600 8,376 9,405 10,295 11,225 11,935**

FTE = Full Time Equivalent

ADDENDUM A

--THIS PLAN REFLECTS THE TRADITIONAL LAPD FIVE-YEAR PLANNING CYCLE--

# Sworn Officer Compensation Comparison

Agency	Top Salary Police Officer (Monthly)	City Paid Pension Contribution	Cash/Time Compensation for Overtime	Alternate Work Schedule
Beverly Hills Police Department	\$3,799	Yes	Officer's Choice	Yes
Culver City Police Department	\$4,046	Yes	Officer's Choice	Yes
Glendale Police Department	\$4,036	Yes	Officer's Choice	Yes
Hawthorne Police Department	\$3,964	Yes	Officer's Choice	Yes
Juntington Beach Police Department	\$4,141	Yes	Officer's Choice	Yes
<b>Los Angeles Police Department</b>	\$3,916	No	Dept's Choice	No
Los Angeles Sheriff's Department	\$4,760	*	Officer's Choice	Yes
Riverside Sheriff's Department	\$3,389	Yes	Officer's Choice	Yes
Santa Monica Police Department	\$4,185	Yes	Officer's Choice	Yes
Simi Valley Police Department	\$3,777	Yes	Officer's Choice	Yes
West Covina Police Department	\$3,696	Yes	Officer's Choice	Yes



OFFICE OF THE MAYOR  
CITY OF LOS ANGELES  
INTER-DEPARTMENTAL CORRESPONDENCE

---

tsw (4)  
RUSH PDC  
SW  
m

DATE: November 2, 1993  
TO: Deputy Mayor Robin Kramer  
FROM: *R* Deputy Mayor Bill Violante  
SUBJECT: REQUEST FOR APPROPRIATION - PUBLIC SAFETY PLAN  
(PROJECT SAFETY L.A.)

Please find attached transmittal from the Board of Police Commissioners regarding the above.

Would appreciate if you will expedite processing of attached request.

WCV:esp

Attachment

cc: William McCarley, Chief of Staff

PLEASE OPEN WORK ASSIGNMENT.  
ANALYST. *PAD* DUE DATE: *11-19-93*

LOS ANGELES POLICE COMMISSION

4

BOARD OF  
POLICE COMMISSIONERS

RABBI GARY GREENEBAUM  
PRESIDENT

DEIRDRE HILL  
VICE PRESIDENT

HERBERT F. BOECKMANN, II

ENRIQUE HERNANDEZ, JR.

ART MATTOX

November 2, 1993



RICHARD J. RIORDAN  
MAYOR

JOSEPH T. ROUZAN, JR.

EXECUTIVE DIRECTOR

NICOLE J. LUPO

BOARD SECRETARY

EXECUTIVE OFFICE

SUITE 144-150, PARKER CENTER

150 N. LOS ANGELES STREET

LOS ANGELES, CA 90012

MAILING ADDRESS

Box 30158

LOS ANGELES, CA 90030

485-3531

Honorable Richard J. Riordan  
Mayor, City of Los Angeles  
Room 305, City Hall  
200 North Spring Street  
Los Angeles, CA 90012

Attn: Deputy Mayor Wm. Violante

DEPUTY MAYOR

93 NOV -4 10 54

RECEIVED

*tsj*  
*[Signature]*

REQUEST FOR APPROPRIATION - PUBLIC SAFETY PLAN

At a regular meeting of the Board of Police Commissioners held November 2, 1993, this Board considered and approved the enclosed report of the Chief of Police relative to a request to appropriate \$14,983,000 to Police Department Fund 100 to fund the Fiscal Year 1993/94 portion of the Department's Public Safety Plan.

The Board requested that, subject to your approval, the City Council be petitioned to approve this appropriation of funds.

BOARD OF POLICE COMMISSIONERS

*Nicole J. Lupo*

NICOLE J. LUPO  
Secretary

Encl.

93 NOV 10 PM 4 44



INTRADEPARTMENTAL CORRESPONDENCE

PA 4/650  
Sum.  
for  
10/27/93

October 28, 1993  
1.2

TO: Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: REQUEST FOR APPROPRIATION - PUBLIC SAFETY PLAN

Honorable Members:

It is recommended that the Board of Police Commissioners approve and transmit to the Mayor and City Council a request to appropriate funds in the amount of \$14,983,000 to Police Department Fund 100 as follows:

1010	Salaries, General	\$ 953,000
1092	Overtime, Police Officers	13,630,000
7300	Furniture, Office and Technical Equipment	350,000
7340	Transportation Equipment	50,000

The purpose of this appropriation is to fund the Fiscal Year 1993-94 portion of the Los Angeles Police Department's Public Safety Plan. A detailed cost breakdown is contained in the attached fact sheet.

On October 13, 1993, the Mayor and the Chief of Police presented the Public Safety Plan to the residents of Los Angeles. The Public Safety Plan is a comprehensive plan to increase the number of sworn and civilian LAPD members over the next five years. Budget appropriations are necessary before the plan can be implemented.

The appropriations will be used to fund the hiring of 80 civilians to replace officers currently performing administrative duties and for the payment of cash overtime for patrol and geographic Area detective functions. It is anticipated the cash overtime component of the plan will fund 421 full-time equivalent officers between January and June 1994. The appropriations will also finance the one-time purchase of an additional Firearms Training System (FATS).

Respectfully,

WILLIE L. WILLIAMS  
Chief of Police

Attachment

for Midway

Exp. Acct. shortfall = ± \$/M

gas	\$200	Travel	} \$300
601	200 (MMS)		
304	100		
301	} 100		
443			
601	} 100		
602			

**FACT SHEET**  
**REQUEST FOR APPROPRIATION - PUBLIC SAFETY PLAN**  
**October 28, 1993**

The following is a detailed description of the expenditures required for the implementation of the first year of the Public Safety Plan.

**1010 Salaries, General** **\$ 953,000**

This figure represents the cost to hire and train an additional 80 civilian employees to replace 80 sworn employees who will be assigned to patrol functions. The majority of these new civilian positions are Police Service Representatives (PSRs). Police Service Representatives are scheduled to be hired and trained in December 1993, March and June 1994.

Since the majority of the new positions are PSRs, the salary figure is based on the PSR salary index. The remaining new civilian positions have not been identified at this time. Once the specific civilian job titles have been identified, a Resolution Authority will be requested of the City Council for positions.

**1092 Overtime, Police Officers** **13,630,000**

Cash will be paid for all patrol related overtime worked which is equivalent to an additional 205 officers deployed between January and June 1994. **6,637,000**

Cash will be paid to officers who volunteer to work holidays and regular days off. This will generate an additional 216 officers deployed between January and June 1994. **6,993,000**

**7300 Furniture, Office and Technical Equipment** **350,000**

Funds will be used to purchase a 15 position Firearms Training System (FATS) Multiple Skills Trainer.

**7340 Transportation Equipment** **50,000**

Funds will be used to purchase and install a mobile/modular structure to accommodate the FATS Multiple Skills Trainer.

Human Resources Bureau

*Evan Heckman 2902*

Full Year Cost of Public Safety  
Plan for 1994-95

Patrol OT -  $\$6,637,000 \times 2 =$   $\$13,274,000$

Holiday/Vc OT -  $6,993,500 \times 2 =$   $13,986,500$

Civilianization -  $35,000$  (avg. sal)  
 $\times 80$  hours  
 $2,800,000 \times 1.3033$  (related cost) =  $3,649,500$

Purchase vehicles -  $(327 \times 17,000) \times 1.05$  (inflation) =  $5,837,500$

Total Est Cost  $\$36,746,500$

Recommendation:

Transfer funds from the Salaries Police Officers account to the appropriate departments and accounts for improvements in the Police Emergency Control Center (ECC) and the City Emergency Operations Center (EOC), as follows:

<u>Fund No.</u>	<u>Dept. No.</u>	<u>Dept. Name</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
<b>FROM:</b>					
100	70	Police	1020	Salaries Police Officers	\$250,000
<b>TO:</b>					
100	40	GSD	1020	Salaries, Const. <i>Const</i>	\$ 11,368
100	40	GSD	1100	Salaries, Hiring Hall	21,527
100	40	GSD	1120	Benefits, Hiring Hall <i>fr</i>	5,000
100	40	GSD	3180	Const. Materials <i>SWP Svcs</i>	44,105
100	40	GSD	9350	Comms. Equipment <i>SVCS</i>	143,000
100	32	ISD	9810	Equipment Lease Acq	25,000
<del>392</del>	<del>34</del>	<del>EOC</del>	<del>7300</del>	<del>Technical Equip.</del>	<del>23,700</del>

① Transfer 11,500,000 within 100/70:

10/10  
1520

1,500,000  
10,000,000

② Reduce Agency to Pension

10,000,000 × 50.23%

5,023,000

③ Reduce Agency to CERS

1,000,000 × 16.33%

163,000

④ Transfer from Personal Dept:

Health Ins. Dept

10,000,000 × 9.06%

906,000

1,000,000 × 10.40%

104,000

~~Dental Ins Dept~~

~~10,000,000 × 0.69%~~

~~69,000~~

~~1,000,000 × 0.61%~~

~~61,000~~

Subtotal

17,196,000

⑤ Agency for Local Public Safety Fund

5,559,000

⑥ Reserve Fund transfers

1,424,000

Total

24,179,000

\$24,179,000 goes into the following:

Civ. OT: 150,000 = 150,000

Inv OT: 13,630,000 + 4,440,000 = 18,070,000

7300 : 350,000 = 350,000

7340 : 50,000 + 5,559,000 = 5,609,000

24,179,000

**1993-94 PROPOSED BUDGET  
ADD/DELETE RATE**

**SWORN**

Pension<sup>1</sup>  
Health and Dental<sup>2</sup>

50.23%  
10.05%

9.06 H  
0.69 D  
0.30 L

60.28%

**CIVILIAN**

CERS  
Health and Dental<sup>3</sup>  
GCP Items<sup>4</sup>

16.33%  
11.01%  
2.99%

10.40 H  
0.61 D

30.33%

<sup>1</sup> This rate understates the actual contribution due to the unfunded liability and administrative costs. The actual contribution as a percentage of salaries is 58.72%.

<sup>2</sup> Sworn Health and Dental = \$5,270/employee/year  
Average Salary = \$52,415  
Health and Dental Benefits as % of Salary = 10.05%

H = 4,751  
D = 361  
L = 158  

---

5,270

<sup>3</sup> Civilian Health and Dental costs = \$4,382/employee/year  
Average Salary = \$39,810  
Health and Dental as % of Salary = 11.01%

<sup>4</sup> Defrayals and Medicare (GCP Items) divided by Salaries covered by CERS  
(\$19,473,735 + 7,750,000)/\$910,733,735 = 2.99%



400 would be nice

LOS ANGELES POLICE DEPARTMENT  
MOTOR TRANSPORT DIVISION  
MICLA FACT SHEET

ESTIMATED COSTS OF ACQUISITION

327 X \$17,000 = \$5,559,000 + tax(\$472,515) = \$6,031,515

The Los Angeles Police Department has not purchased Black and White vehicles since Fiscal Year 1990-91. The average age of the Black and White fleet is six years. Approximately 2/3 of the 925 Black and White fleet will exceed the 90,000 mile replacement criteria by the end of the current fiscal year and approximately 50 have already exceeded 150,000 miles.

The Department requested 513 replacement Black and Whites for the Fiscal Year 1993-94 Budget. The City Council approved 327. These vehicles will be used to replace Black and White Patrol Vehicles and will be equipped with all standard equipment considered necessary for patrol duties.

It is estimated that the cost of these vehicles will be approximately \$17,000 each or \$5,559,000 altogether. In order to place an order with the manufacturers, it will be necessary to give them a hard copy of the Purchase Order no later than mid-February. Automobile manufacturers have very definite production schedules to which they adhere. This is especially true when the vehicles are specially painted and are built according to specifications. General Motor has said that they will not accept Purchase Orders for Police vehicles after March 3, 1994. Ford has indicated that they will probably establish a maximum number of police units to be built. Once these units are all sold, they will not accept additional orders. Regardless of whether all units are sold, Purchase Orders will not be accepted after mid-March.

Purchasing Division has agreed to go out for bids in December, 1993 although funding will not be available until February, 1994. This will allow the Police Department to identify the dealer submitting the lower bid and the manufacturer.

If all goes well and the order is received by the deadlines set by the manufacturer, it is estimated that delivery of the vehicles will commence in April or May, 1994. The final delivery date of the last vehicle could be as late as June or July.

Note: Motor Transport Division is extremely concerned about funding being available in ample time to issue the Purchase Order. If the cut-off date is missed, the Department may have to wait until the next production year or take a less desirable vehicle.

Recommendation:

Transfer funds from the Salaries Police Officers account to the appropriate departments and accounts for improvements in the Police Emergency Control Center (ECC) and the City Emergency Operations Center (EOC), as follows:

<u>Fund No.</u>	<u>Dept. No.</u>	<u>Dept. Name</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
<b>FROM:</b>					
100	70	Police	1020	Salaries Police Officers	<del>300,000</del> <del>\$250,000</del>
<b>TO:</b>					
100	40	GSD	1020	Sals., Const.Proj	\$ <del>11,368</del> 18,368
100	40	GSD	1100	Sals., Hiring Hall	<del>21,527</del> 34,527
100	40	GSD	1120	Fr.Benefits, Hiring Hall	<del>5,000</del> 8,000
100	40	GSD	3180	Const. Materials	<del>44,105</del> 71,105
100	40	GSD	9350	Comms. Services	143,000
100	32	ISD	9810	Equipment Lease Acq	25,000

Bob  
For your info.

Pat  
11-15-93

**TRANSMITTAL**

0121-15764-0001

TO The Council	DATE	COUNCIL FILE No.
FROM The Mayor	COUNCIL DISTRICT	

Transmitted for your consideration. See  
City Administrative Officer report attached.

MAYOR

**REPORT** FROM



**CITY ADMINISTRATIVE OFFICER**

TO The Mayor	DATE	CAO FILE No. 0121-15764-0001
REFERENCE Letter to the Mayor from the Board of Police Commissioners dated September 15, 1993	COUNCIL FILE No.	
SUBJECT Request for appropriation for overtime deployment associated with the Rodney King civil rights trial - April 8-19, 1993	COUNCIL DISTRICT	

**SUMMARY**

As a result of heightened law enforcement activity surrounding the Rodney King civil rights trial verdict, the Police Department worked over 160,000 overtime hours. The Department had previously estimated these costs to be \$5.5 million, but has since determined the final cash overtime obligation to be approximately \$4.6 million (\$4,440,000 sworn, \$150,000 civilian).

In August 1993, the Council authorized the Department to compensate in cash the overtime costs incurred as a result of their deployment April 8-19, 1993, using 1993-94 budgeted funds (C.F. 93-1530). In addition, the Department was authorized to submit to the Mayor and Council a request for reimbursement from the Reserve Fund for funds thus expended after the final cash overtime obligation and the amount expended had been determined. On September 1, 1993, Police Officers and civilian employees were compensated approximately \$4.6 million. The Department now requests reimbursement from the Reserve Fund for these expenses.

The Department was notified in July by the California Office of Criminal Justice Planning that approximately \$450,000 would be made available to the City to partially pay for sworn overtime costs incurred, and the Department has applied for these State grant funds to offset the requested appropriation (C.F. 92-0800-S11).

The Department was granted a blanket unfreeze for both sworn (7,900) and civilian (2,697) positions at budgeted 1993-94 levels (C.F. 94-5070-S4). The City Administrative Officer (CAO) and Police Department staff have estimated that with the Department's current sworn hiring and attrition patterns, there will be approximately 140 vacant sworn positions at the end of the fiscal year. Salary savings of approximately \$10 million are projected if hiring is maintained at 40 recruits per class and attrition continues at the current rate.

(Summary continued)

CITY ADMINISTRATIVE OFFICER

Due to the City's financial difficulties, which are compounded by the continuing impact of the recession on the City's revenues, it would be appropriate for the Department to absorb these overtime costs within existing budgetary savings. It is still early into the fiscal year and very difficult to anticipate all contingencies that may draw against the Reserve Fund. Further, it is unknown whether the voters will approve an extension of the one-half cent sales tax in November; therefore, an appropriation is not recommended at this time.

**RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor, transfer \$4,590,000 within General Fund 100, Department 70, from Salaries Police Officers Account No. 1020 to the following:

Account No.	Account Title	Amount
1092	Overtime - Police Officers	\$ 4,440,000
1091	Overtime - General	150,000

DMV:dbu

# LOS ANGELES POLICE DEPARTMENT

BOARD OF  
POLICE COMMISSIONERS

H.F. BOCKMAN, II  
RABBI G. GREENEHALM  
ENRIQUE HERNANDEZ, JR.  
DEIDRE HILL  
ART MATICK



RICHARD R. RIORDAN  
Mayor

EXECUTIVE OFFICE  
SUITE 144-150, PARKER CENTER  
150 N. LOS ANGELES STREET  
LOS ANGELES, CA 90012

MAILING ADDRESS  
BOX 30158  
LOS ANGELES, CA 90030

485-3531

NICOLE J. LUPO  
SECRETARY

CITY OF LOS ANGELES

September 15, 1993

'93 SEP 21 P 2 30

Honorable Richard Riordan  
Mayor, City of Los Angeles  
Room 305, City Hall  
200 North Spring Street  
Los Angeles, CA 90012

## REQUEST FOR APPROPRIATION - OVERTIME FOR KING TRIAL VERDICT DEPLOYMENT

At a regular meeting of the Board of Police Commissioners held September 14, 1993, this Board approved the request of the Chief of Police to appropriate \$4,590,000 to various accounts to facilitate the reimbursement to the Department of expenditures incurred relative to the payment of cash overtime for hours worked during the Rodney King civil rights trial verdict deployment of April 8 through 19, 1993.

The Board requested that subject to your approval, the City Council be petitioned to approve this matter.

Very truly yours,

BOARD OF POLICE COMMISSIONERS

*Nicole J. Lupo*  
NICOLE J. LUPO  
Secretary

Encl.

'93 SEP 22 PM 3 41

CITY ADMINISTRATIVE SERVICES

SEP 14 1993

3-C

INTRADEPARTMENTAL CORRESPONDENCE

September 2, 1993  
10.1

BOARD OF  
POLICE COMMISSIONERS  
Approved SEP 14 1993  
Secretary. *N. Lupo*

**TO:** Honorable Board of Police Commissioners

**FROM:** Chief of Police

**SUBJECT:** REQUEST FOR APPROPRIATION - OVERTIME FOR KING TRIAL  
VERDICT DEPLOYMENT

Honorable Members:

It is recommended that the Board of Police Commissioners approve and transmit to the Mayor and City Council a request to appropriate \$4,590,000 to Police Department General Fund 100, Account No. 1091, Overtime-General (\$150,000) and Account No. 1092, Overtime-Police Officers (\$4,440,000). The appropriation is requested to reimburse the Department for expenditures incurred relating to the payment of cash overtime for hours worked during the Rodney King civil rights trial verdict deployment of April 8-19, 1993.

By action of the City Council on August 17, 1993 (Council File No. 93-1530), the Police Department was authorized to compensate in cash the overtime incurred as a result of the Rodney King civil rights trial verdict, using 1993-94 budgeted funds. The Department was also authorized to submit to the Mayor and Council a request for reimbursement from the Reserve Fund for these expenses, after the final cash overtime obligation and the amount expended had been determined.

On September 1, 1993, Police Officers and civilian employees were compensated in the amounts of \$4,440,000 and \$150,000 respectively. It is now timely to request the subject reimbursement from the City Council.

To help offset the appropriation, the Department has applied for \$450,000 in State grant funds. Further, salary savings of \$690,000 from Fiscal Year 1992-93 will be released for reversion to the Reserve Fund. These monies had been held as encumbrances pending determination of the amount owed for the subject overtime worked.

Respectfully,



WILLIE L. WILLIAMS  
Chief of Police

RECEIVED  
SEP 09 1993  
POLICE COMMISSION

LOS ANGELES POLICE DEPARTMENT

BOARD OF  
POLICE COMMISSIONERS

H.F. BOCKMAN, II  
RABBI G. GREENBLUM  
ENRIQUE HERNANDEZ, JR.  
DELORE HILL  
ART MATICK



RICHARD R. RIORDAN  
Mayor

EXECUTIVE OFFICE  
SUITE 144-150 PARKER CENTER  
150 N. LOS ANGELES STREET  
LOS ANGELES, CA 90012

MAILING ADDRESS  
BOX 30158  
LOS ANGELES, CA 90030

485-3531

*tsw*  
*SW*  
*re*

NICOLE J. LUPO  
SECRETARY

CITY OF LOS ANGELES

September 15, 1993

'93 SEP 21 P 2

MAYOR  
Honorable Richard Riordan  
Mayor, City of Los Angeles  
Room 305, City Hall  
200 North Spring Street  
Los Angeles, CA 90012

REQUEST FOR APPROPRIATION - OVERTIME FOR KING TRIAL VERDICT DEPLOYMENT

At a regular meeting of the Board of Police Commissioners held September 14, 1993, this Board approved the request of the Chief of Police to appropriate \$4,590,000 to various accounts to facilitate the reimbursement to the Department of expenditures incurred relative to the payment of cash overtime for hours worked during the Rodney King civil rights trial verdict deployment of April 8 through 19, 1993.

The Board requested that subject to your approval, the City Council be petitioned to approve this matter.

Very truly yours,

BOARD OF POLICE COMMISSIONERS

*Nicole J. Lupo*  
NICOLE J. LUPO  
Secretary

Encl.

93 SEP 22 PM 3 41  
COMMUNICATIONS SECTION

PLEASE OPEN WORK ASSIGNMENT.

ANALYST: DMV DUE DATE: 10-8-93

0120-15764-0000



# LOS ANGELES POLICE DEPARTMENT

BOARD OF  
POLICE COMMISSIONERS

H.F. BOCKMANN, II  
RUBEN G. GREENBERG  
ENRIQUE HERNANDEZ, JR.  
DEIRDRE HILL  
ART MATIUK



RICHARD R. RIORDAN  
Mayor

EXECUTIVE OFFICE  
SUITE 144-150, PARKER CENTER  
150 N. LOS ANGELES STREET  
LOS ANGELES, CA 90012

MAILING ADDRESS  
Box 30158  
LOS ANGELES, CA 90030

485-3531

NICOLE J. LUPO  
SECRETARY

September 15, 1993

Honorable Richard Riordan  
Mayor, City of Los Angeles  
Room 305, City Hall  
200 North Spring Street  
Los Angeles, CA 90012

## REQUEST FOR APPROPRIATION - OVERTIME FOR KING TRIAL VERDICT DEPLOYMENT

At a regular meeting of the Board of Police Commissioners held September 14, 1993, this Board approved the request of the Chief of Police to appropriate \$4,590,000 to various accounts to facilitate the reimbursement to the Department of expenditures incurred relative to the payment of cash overtime for hours worked during the Rodney King civil rights trial verdict deployment of April 8 through 19, 1993.

The Board requested that subject to your approval, the City Council be petitioned to approve this matter.

Very truly yours,

BOARD OF POLICE COMMISSIONERS

Handwritten signature of Nicole J. Lupo in cursive script.

NICOLE J. LUPO  
Secretary

Encl.

SEP 14 1993

3-C

INTRADEPARTMENTAL CORRESPONDENCE

September 2, 1993  
10.1

BOARD OF  
POLICE COMMISSIONERS  
Approved SEP 14 1993  
Secretary *N. Wyo*

TO: Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: REQUEST FOR APPROPRIATION - OVERTIME FOR KING TRIAL  
VERDICT DEPLOYMENT

Honorable Members:

It is recommended that the Board of Police Commissioners approve and transmit to the Mayor and City Council a request to appropriate \$4,590,000 to Police Department General Fund 100, Account No. 1091, Overtime-General (\$150,000) and Account No. 1092, Overtime-Police Officers (\$4,440,000). The appropriation is requested to reimburse the Department for expenditures incurred relating to the payment of cash overtime for hours worked during the Rodney King civil rights trial verdict deployment of April 8-19, 1993.

By action of the City Council on August 17, 1993 (Council File No. 93-1530), the Police Department was authorized to compensate in cash the overtime incurred as a result of the Rodney King civil rights trial verdict, using 1993-94 budgeted funds. The Department was also authorized to submit to the Mayor and Council a request for reimbursement from the Reserve Fund for these expenses, after the final cash overtime obligation and the amount expended had been determined.

On September 1, 1993, Police Officers and civilian employees were compensated in the amounts of \$4,440,000 and \$150,000 respectively. It is now timely to request the subject reimbursement from the City Council.

To help offset the appropriation, the Department has applied for \$450,000 in State grant funds. Further, salary savings of \$690,000 from Fiscal Year 1992-93 will be released for reversion to the Reserve Fund. These monies had been held as encumbrances pending determination of the amount owed for the subject overtime worked.

Respectfully,



WILLIE L. WILLIAMS  
Chief of Police

RECEIVED  
SEP 09 1993  
POLICE COMMISSION



# OFFICE MEMORANDUM

Write It — Don't Say It

TO:	P.D. DPO 7900 Sworn 1092 27697 civilian 1091	<input type="checkbox"/> Your Information
1.		<input type="checkbox"/> Please Reply
2.		<input type="checkbox"/> See Me
3.		<input type="checkbox"/> Prepare Report
SUBJECT:		<input type="checkbox"/> Please Comment
		<input type="checkbox"/> Per Your Request
		<input type="checkbox"/> Investigate
		<input type="checkbox"/> Initial and Forward
		<input type="checkbox"/> Return by:
		<input type="checkbox"/> For Necessary Attention

sworn vacant  
 20-30 positions

# roughly  
 7 mill

based on hiring and attrition  
 patterns

undirect & direct  
 and training

# 95,000  
 + 44,000  
 142,000

7869  
 30

FROM:	Date
	Phone

CITY OF LOS ANGELES

CALIFORNIA



TOM BRADLEY  
MAYOR

ELIAS MARTINEZ  
City Clerk

J. Michael Carey  
Executive Officer

When making inquiries  
relative to this matter  
refer to File No.

93-1530

Office of  
CITY CLERK  
Council and Public Services  
Room 395, City Hall  
Los Angeles, CA 90012  
Council File Information - 485-5703  
General Information - 485-5705

Pat Letcher  
Chief Legislative Assistant

August 19, 1993

City Administrative Officer  
City Attorney,  
cc: Bob Cramer  
Chief Legislative Analyst  
Police Commission

Controller: Room 220  
Accounting Division F & A  
Disbursement Division  
Police Department

RE: COMPENSATION OF POLICE OVERTIME ASSOCIATED WITH THE RODNEY KING  
CIVIL RIGHTS TRIAL VERDICT, APRIL 8-19, 1993

At the meeting of the Council held August 17, 1993, the following  
action was taken:

Attached report adopted.....	_____X_____
" motion " ( ).....	_____
" resolution " ( ).....	_____
Ordinance adopted.....	_____
Motion adopted to approve attached report.....	_____
" " " " " communication.....	_____
To the Mayor for concurrence.....	_____
FORTHWITH To Concerned Departments.....	_____X_____
Mayor concurred.....	_____
Appointment confirmed.....	_____
Findings adopted.....	_____
Negative Declaration adopted.....	_____
Categorically exempt.....	_____
Generally exempt.....	_____
EIR certified.....	_____
Tract map approved for filing with the County Recorder.....	_____
Parcel map approved for filing with the County Recorder.....	_____
Bond approved is No. _____ of Contract.....	_____
Resolution of acceptance of future street to be known as _____ adopted.....	_____
Attach a copy of follow-up Department Report to file.....	_____
Agreement mentioned therein is/are No. _____ of contracts.....	_____

*Nancy Russell*

City Clerk  
crm

TO THE COUNCIL OF THE  
CITY OF LOS ANGELES

Your **BUDGET AND FINANCE** Committee

reports as follows:

	<u>Yes</u>	<u>No</u>
Public Comments:	<u>  X  </u>	<u>      </u>

BUDGET AND FINANCE COMMITTEE REPORT relative to compensation of police overtime associated with the Rodney King civil rights trial verdict, April 8-19, 1993.

Recommendations for Council action:

As recommended by the CAO:

1. AUTHORIZE the Police Department to compensate in cash the overtime incurred as a result of the Rodney King civil rights trial verdict, April 8-19, 1993, using 1993-94 budgeted funds.
2. AUTHORIZE the Police Department to submit to the Mayor and Council a request for reimbursement from the Reserve Fund for funds thus expended after the final cash overtime obligation and the amount expended have been determined.

As recommended by the Committee:

3. Relative to previous Council action approving application for State grant funds (C.F. 92-0800-S11) to partially reimburse sworn overtime costs incurred in this matter, INSTRUCT the Police Department to substitute the City's policy regarding Police handling of undocumented workers under arrest and request the State to accept the City's policy, in lieu of the State's policy which would require the Police Department to notify the Immigration and Naturalization Service (INS) at the booking stage for determination of resident status of suspected undocumented workers.

SUMMARY

In his report dated 7-26-93, the City Administrative Officer (CAO) stated that as a result of heightened law enforcement activity surrounding the Rodney King civil rights trial verdict, the Police Department worked over 160,000 overtime hours, incurring what was at time of CAO's report approximately \$5.5 million in costs. On June 4, 1993, the Board of Police Commissioners transmitted a request to the Mayor for an appropriation of \$5.5 million to pay for said overtime. The CAO opined that the amount of overtime owed will probably be lower (subsequently determined to be approximately \$4.4 million).

In order to expedite the payment, the Department is requesting authorization to use 1993-94 budgeted overtime funds for this purpose in

Your

BUDGET AND FINANCE

Committee

reports as follows:

advance of determining the actual amount needed. With such authorization, the Department can begin the payment process as soon as the Controller's report determining actual cash overtime obligation is available. Thereafter, the Department would request reimbursement of the funds expended.

The CAO stated that a portion of this cost is reimbursable to the City from Federal sources administered through the State. The Calif. Office of Criminal Justice Planning has informed the City that \$452,397 is available to the City to offset sworn overtime costs incurred. An application for this funding is being prepared by the Department and the Mayor's Criminal Justice Planning Office, and was subsequently approved by the Council in a separate action (C.F. 92-0800-S11).

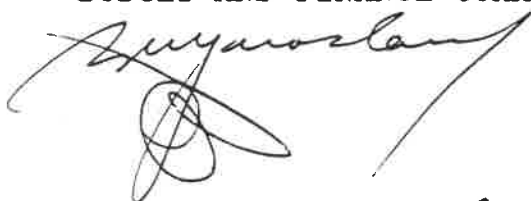
At the Budget and Finance Committee meeting of 8-10-93, the Committee was given updated information that the final amount to be reimbursed from the Reserve Fund will be approximately \$4.4 million (as opposed to \$5.5 million originally estimated). The Police Department informed the Committee that they are processing paperwork for the \$452,397 in grant funds from the State via Federal sources as partial reimbursement for sworn overtime costs incurred (as authorized under C.F. 92-0800-S11).

However, staff has learned of a newly-released State policy when awarding criminal justice grant funds to the City - that as a condition of receiving such funds, the Police Department would be required to notify the INS at the booking stage for determination of resident status of suspected undocumented workers. The Department informed the Committee that inasmuch as there exists a City policy antithetical to this kind of Police action, they are submitting the grant application substituting the City's policy for that being asked for in the grant application. The Committee approved the Police Department's plan in this regard.

After discussion, the Committee concurred with the recommendations of the City Administrative Officer and submits this matter for Council consideration.

Respectfully submitted,

BUDGET AND FINANCE COMMITTEE



*Report*  
**ADOPTED**

AUG 17 1993

LOS ANGELES CITY COUNCIL  
*FORTHWITH TO CONCERNED DEPS*

JL  
8-12-93

#931530

CITY OF LOS ANGELES

CALIFORNIA



RICHARD J. RIORDAN
MAYOR

NANCY RUSSELL
City Clerk

J. Michael Carey
Executive Officer

When making inquiries
relative to this matter
refer to File No.

93-2289

Office of
CITY CLERK
Council and Public Services
Room 395, City Hall
Los Angeles, CA 90012
Council File Information - 485-5703
General Information - 485-5705

Pat Healy
Chief Legislative Assistant

December 28, 1993

City Administrative Officer
Chief Legislative Analyst
Treasurer
City Employees' Retirement System
Department of General Services
Information Services Department
Pensions Department

Controller, Room 220,
Accounting Division, F&A
Disbursement Division
Police Department
Police Commission
Mayor's Office of Criminal
Justice Planning

RE: FUNDING FOR FIRST PHASE OF THE MAYOR AND CHIEF OF POLICE'S PUBLIC
SAFETY PLAN, REIMBURSEMENT OF OVERTIME EXPENDITURES FROM THE RODNEY
KING TRIAL VERDICTS IN APRIL, PURCHASE OF 353 PATROL VEHICLES, AND
IMPROVEMENTS TO EMERGENCY OPERATIONS FACILITIES IN CITY HALL EAST

At the meeting of the Council held December 15, 1993, the following
action was taken:

- Attached Budget & Finance Committee Report adopted,
as amended. X
See attached amending motion adopted (Svorinich - Holden). X
Motion adopted to approve attached Public Safety
Committee report. X
To the Mayor for concurrence.
To the Mayor FORTHWITH.
Mayor concurred. 12-23-93
Appointment confirmed.
Findings adopted.
Negative Declaration adopted.
Categorically exempt.
Generally exempt.
EIR certified.
Tract map approved for filing with the County Recorder.
Parcel map approved for filing with the County Recorder.
Bond approved is No. of Contract.

Nancy Russell

City Clerk
bem

steno\932289

Relocated to

# 11-24

12-15764-001-2

TO THE COUNCIL OF THE  
CITY OF LOS ANGELES

Your reports as follows:

BUDGET AND FINANCE

Committee

Yes      No

Public Comments:        X              

BUDGET AND FINANCE COMMITTEE REPORT relative to funding for first phase of the Mayor and Chief of Police's Public Safety Plan, reimbursement of overtime expenditures from the Rodney King trial verdicts in April, purchase of 353 patrol vehicles, and improvements to emergency operations facilities in City Hall East.

Recommendations for Council action, as substantially recommended by the City Administrative Officer and amended by the Committee, SUBJECT TO THE APPROVAL OF THE MAYOR:

1. TRANSFER \$11,000,000 within General Fund 100, Dept. 70, as follows:

	<u>Acct. No.</u>	<u>Acct. Title</u>	<u>Amount</u>
From:	1010	Salaries General	\$ 1,000,000
	1020	Salaries Police Officers	10,000,000
To:	1091	Overtime - General	150,000
	1092	Overtime - Police Officers	10,850,000

2. REDUCE appropriations to the City Employees' Retirement Fund (\$163,000) and the Fire and Police Pension Fund (\$5,023,000) and TRANSFER \$5,186,000 to General Fund 100, Dept. 70, as follows:

<u>Acct. No.</u>	<u>Acct. Title</u>	<u>Amount</u>
1092	Overtime - Police Officers	\$ 4,786,000
7300	Furniture, Office & Technical Equipt.	350,000
7340	Transportation Equipment	50,000

3. TRANSFER \$2,434,000 from the Reserve Fund to the Unappropriated Balance and appropriate a like amount therefrom to General Fund 100, Dept. 70, Overtime-Police Officers Account No. 1092, and instruct the Police Department to reimburse \$452,397 to the Reserve Fund upon receipt of grant funds from the California Office of Criminal Justice Planning (C.F. 92-0800-S11).
4. APPROPRIATE \$6,000,000 from the Local Public Safety Fund to General Fund 100, Dept. 70, Transportation Equipment Acct. No. 7340.
5. TRANSFER \$300,000 from the Reserve Fund to the Unappropriated Balance and appropriate therefrom that amount as follows, subject to reimbursement from the Police Facilities General Obligation Bond Fund No. 168/50, new account entitled "Police Emergency Control Center":

Adopted as Amended by Ccl action of December 15, 1993



Your

BUDGET AND FINANCE

Committee

reports as follows:

General Services (100/40):	
1020 Salaries Construction Projects	\$ 18,368
1100 Salaries Hiring Hall	34,527
1120 Fringe Benefits Hiring Hall	8,000
3180 Constr. Materials, Supplies & Services	71,105
9350 Communication Services	143,000
Information Services (100/32)	
9810 Lease Acquisition	25,000

6. AMEND the Police Facilities Program Budget to add the Police Emergency Control Center Project as follows:

PROJECT	AUTHORIZED EXPENDITURE
<u>Current Budget</u>	
Contingency	\$ 2,000,000
 <u>Amended Budget</u>	
Contingency	\$ 1,700,000
Emergency Control Center	300,000

7. TRANSFER \$300,000 within Gen Fund 100, Dept. 70, from Salaries Police Officers Acct. No. 1020, to Uniforms Acct. No. 4430, for the purchase of body armor.

8. INSTRUCT the CAO and the Police Department to report on overall resources required to outfit all police officers with suitable body armor.

SUMMARY

In his report dated 11-24-93, the City Administrative Officer (CAO) states that the Police Department is requesting funding for the first phase of the Mayor and Chief of Police's Public Safety Plan (\$14,983,000), reimbursement of overtime expenditures resulting from the Rodney King trial verdicts in April (\$4,590,000), purchase of 353 patrol vehicles (\$6,000,000), and improvements to emergency operations facilities in City Hall East (\$300,000).

The Public Safety Plan requests funds for additional patrol cash overtime (\$6,637,000) and for compensating officers who volunteer to work holidays and regular days off (\$6,993,000), purchase and installation of firearms simulation training equipment (\$400,000), and civilianization of 80 sworn positions (\$953,000) that would be returned to field duty. The patrol cash overtime equivalent of 205 positions, compensation for holidays and days off worked equivalent of 216 positions, and civilianization of 80 sworn positions would result in

Your

BUDGET AND FINANCE

Committee

reports as follows:

a corresponding increase in the patrol force of 501 officers for the last six months of 1993-94 (current patrol force is 3,700).

The CAO states that reimbursement of the Rodney King trial overtime expenditures is in keeping with prior Mayor and Council action (C.F. 93-1530). A portion of this cost will be reimbursed in the future by \$452,397 in grant funds from the Calif. Office of Criminal Justice Planning (C.F. 92-0800-S11). Extension of the half-cent sales tax in the November election will enable the City to directly purchase the patrol vehicles.

The total cost of these requests is \$25,873,000 and all but \$2.4 million can be provided from existing Police planned resources. The final \$2.4 million will be transferred from the City Reserve Fund.

The CAO states that although the intent is to continue this program in the future, the only component of the cost that would be mandatory is funding for 80 civilian positions, should the positions be authorized and filled this year. The future full-year cost for these positions will be \$3.6 million. The full-year cost to continue all elements of this program would be \$37 million.

Detailed information on this matter may be found in the Findings portion of the CAO's report attached to the Council File.

The Budget and Finance Committee reviewed this matter at its meeting of 12-7-93. The Committee Chair proposed that the \$300,000 needed for emergency operations facilities improvements be reimbursed from Police Facilities General Obligation Bond funds. The Committee Chair then inquired as to the availability of bulletproof vests (body armor) for patrol officers' protection. The Chair then moved that the \$300,000 saved by the bond fund reimbursement be utilized for the purchase of additional body armor for police officers, and requested a report on resources required to outfit all police officers with suitable body armor.

Respectfully submitted,

BUDGET AND FINANCE COMMITTEE

*Rept.*  
**ADOPTED**

*As Amended*  
DEC 15 1993



JL

12-9-93

LOS ANGELES CITY COUNCIL

*\* See Motion Attached*

#93289

*Also see PS Comte Rept.*

*Adopted*

TO THE MAYOR FORTHWITH

TO THE COUNCIL OF THE  
CITY OF LOS ANGELES

Your reports as follows:

PUBLIC SAFETY

Committee

Yes      No

Public Comments:        X              

PUBLIC SAFETY COMMITTEE REPORT relative to funding for first phase of the Mayor and Chief of Police's Public Safety Plan, reimbursement of overtime expenditures from the Rodney King trial verdicts in April, purchase of 353 patrol vehicles, and improvements to emergency operations facilities in City Hall East.

Recommendations for Council action, as substantially recommended by the City Administrative Officer and amended by the Committee, SUBJECT TO THE APPROVAL OF THE MAYOR:

1. TRANSFER \$11,000,000 within General Fund 100, Dept. 70, as follows:

	<u>Acct. No.</u>	<u>Acct. Title</u>	<u>Amount</u>
From:	1010	Salaries General	\$ 1,000,000
	1020	Salaries Police Officers	10,000,000
To:	1091	Overtime - General	150,000
	1092	Overtime - Police Officers	10,850,000

2. REDUCE appropriations to the City Employees' Retirement Fund (\$163,000) and the Fire and Police Pension Fund (\$5,023,000) and TRANSFER \$5,186,000 to General Fund 100, Dept. 70, as follows:

<u>Acct. No.</u>	<u>Acct. Title</u>	<u>Amount</u>
1092	Overtime - Police Officers	\$ 4,786,000
7300	Furniture, Office & Technical Equip.	350,000
7340	Transportation Equipment	50,000

3. TRANSFER \$2,434,000 from the Reserve Fund to the Unappropriated Balance and appropriate a like amount therefrom to General Fund 100, Dept. 70, Overtime-Police Officers Account No. 1092, and instruct the Police Department to reimburse \$452,397 to the Reserve Fund upon receipt of grant funds from the California Office of Criminal Justice Planning (C.F. 92-0800-S11).
4. APPROPRIATE \$6,000,000 from the Local Public Safety Fund to General Fund 100, Dept. 70, Transportation Equipment Acct. No. 7340.
5. TRANSFER \$300,000 from the Reserve Fund to the Unappropriated Balance and appropriate therefrom that amount as follows, subject to reimbursement from the Police Facilities General Obligation Bond Fund No. 168/50, new account entitled "Police Emergency Control Center":

Your

PUBLIC SAFETY

Committee

reports as follows:

General Services (100/40):

1020 Salaries Construction Projects	\$ 18,368
1100 Salaries Hiring Hall	34,527
1120 Fringe Benefits Hiring Hall	8,000
3180 Constr. Materials, Supplies & Services	71,105
9350 Communication Services	143,000

Information Services (100/32)

9810 Lease Acquisition	25,000
------------------------	--------

- 6. AMEND the Police Facilities Program Budget to add the Police Emergency Control Center Project as follows:

PROJECT	AUTHORIZED EXPENDITURE
<u>Current Budget</u>	
Contingency	\$ 2,000,000
<u>Amended Budget</u>	
Contingency	\$ 1,700,000
Emergency Control Center	300,000

- 7. TRANSFER \$300,000 within Gen Fund 100, Dept. 70, from Salaries Police Officers Acct. No. 1020, to Uniforms Acct. No. 4430, for the purchase of body armor.
- 8. INSTRUCT the CAO and the Police Department to report on overall resources required to outfit all police officers with suitable body armor.

SUMMARY

In his report dated 11-24-93, the City Administrative Officer (CAO) states that the Police Department is requesting funding for the first phase of the Mayor and Chief of Police's Public Safety Plan (\$14,983,000), reimbursement of overtime expenditures resulting from the Rodney King trial verdicts in April (\$4,590,000), purchase of 353 patrol vehicles (\$6,000,000), and improvements to emergency operations facilities in City Hall East (\$300,000).

The Public Safety Plan requests funds for additional patrol cash overtime (\$6,637,000) and for compensating officers who volunteer to work holidays and regular days off (\$6,993,000), purchase and installation of firearms simulation training equipment (\$400,000), and civilianization of 80 sworn positions (\$953,000) that would be returned to field duty. The patrol cash overtime equivalent of 205 positions, compensation for holidays and days off worked equivalent of 216 positions, and civilianization of 80 sworn positions would result in

Your

PUBLIC SAFETY

Committee

reports as follows:

a corresponding increase in the patrol force of 501 officers for the last six months of 1993-94 (current patrol force is 3,700).

The CAO states that reimbursement of the Rodney King trial overtime expenditures is in keeping with prior Mayor and Council action (C.F. 93-1530). A portion of this cost will be reimbursed in the future by \$452,397 in grant funds from the Calif. Office of Criminal Justice Planning (C.F. 92-0800-S11). Extension of the half-cent sales tax in the November election will enable the City to directly purchase the patrol vehicles.

The total cost of these requests is \$25,873,000 and all but \$2.4 million can be provided from existing Police planned resources. The final \$2.4 million will be transferred from the City Reserve Fund.

The CAO states that although the intent is to continue this program in the future, the only component of the cost that would be mandatory is funding for 80 civilian positions, should the positions be authorized and filled this year. The future full-year cost for these positions will be \$3.6 million. The full-year cost to continue all elements of this program would be \$37 million.

Detailed information on this matter may be found in the Findings portion of the CAO's report attached to the Council File.

The Budget and Finance Committee reviewed this matter at its meeting of 12-7-93. Subsequently, the Public Safety Committee considered this item at its meeting of 12-13-93. The Public Safety Committee concurred with the recommendations of the Chair of the Budget and Finance Committee relative to the reimbursement of \$300,000 needed for emergency operations facilities improvements from Police Facilities General Obligation Bond funds. The Committee also concurred with the recommendation that the \$300,000 saved by the bond fund reimbursement be utilized for the purchase of additional body armor for police officers, and that a report on resources required to outfit all police officers with suitable body armor be prepared.

Respectfully submitted,

PUBLIC SAFETY COMMITTEE

MO.  
ADOPTED

TO APP PS Comd Rept  
DEC 15 1993

RDC  
12-14-93

LOS ANGELES CITY COUNCIL

#932289.B

See also B&F Rept  
Adopted as Amended

MOTION

25 AC

The City of Los Angeles will soon purchase about 350 new "black and white" police cars to replace about one-third of its black and white fleet.

Historically, the "outfitting" of new police vehicles with emergency lights, radios, computers and other equipment has delayed the placement of new vehicles into service. The outfitting process involves removing an old vehicle from service, removing computers, light bars, radios, antennae, and brackets; and reinstalling salvaged and new equipment on the new vehicles. This process was at times inefficient and caused police vehicle availability rates to plummet.

The outfitting process must be expedited. The Motor Transport Division of the LAPD, Fleet Services, Communications and Purchasing Divisions of General Services must meet and plan how the new cars can be quickly placed into service. The skills and knowledge of personnel in various City agencies must be utilized to improve this process.

I THEREFORE MOVE that the City Council direct representatives of the LAPD Motor Transport Division, and General Services Purchasing and Communications Divisions to meet and develop adequate inventory levels for all needed parts, supplies, and equipment, new vehicle delivery dates, and mechanic and installer work shifts to maximize the number of vehicles that can be delivered to field officers.

I FURTHER MOVE that the Fleet Services Division provide Motor Transport and Communications with technical advice and consultation to insure that the new vehicles will be "outfitted" in the most efficient, economical and effective manner possible.

I FURTHER MOVE that the LAPD Motor Transport Division prepare an action plan that documents the agreed upon vehicle preparation program, including production goals and schedules, quality controls, an estimate of unit preparation costs, and that this action plan be presented to the City Council within 45 days for its review.

I FURTHER MOVE that General Services estimate the cost of acquiring "turn-key" black and white police vehicles, compare the cost of the turn-key vehicle against the cost of preparing a vehicle under the MTD action plan, and recommend under what circumstances turn-key vehicles should be acquired.

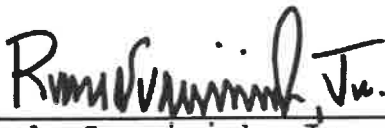
Mo.  
ADOPTED

DEC 15 1993

LOS ANGELES CITY COUNCIL

[JD38CARS]

PRESENTED BY



Rudy Svorinich, Jr.  
Councilmember, 15th District

SECONDED BY

