

INTRADEPARTMENTAL CORRESPONDENCE

January 4, 2023
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TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: IMPACT OF MANAGED ATTRITION ON SPECIALIZED RESOURCES

RECOMMENDED ACTIONS

That the Board of Police Commissioners REVIEW and APPROVE the attached fact sheet regarding the impact of managed attrition and similar reallocation programs on the Office of Operations and Office of Special Operations.

DISCUSSION

The Department has utilized the Managed Attrition process to address challenges it has faced in the past. In 2017 and 2018, the program was implemented to address the increase of calls for service and violent crime. Moving forward, the City of Los Angeles' fiscal emergency created an unexpected Department budgetary crisis and shortfall. As a result, the Chief of Police was forced to make significant changes to adapt to financial and personnel shortages. To ensure essential patrol operation levels were adequately staffed, the Department utilized the managed attrition process to reallocate personnel resources into patrol.

CONCLUSION

The decision to prioritize patrol operations and sufficient staffing at the geographic Area level, in addition to the continued staffing and expansion of the Community Safety Partnership sites, ensured the Department's commitment to providing quality service, maintaining a below seven-minute response time to all emergency calls, and allowing time to further develop positive community engagement contacts.

The managed attrition impacted the Department's ability to staff specialized entities as well as those specialized details that focused on specific community areas of concern. The Department will continue to monitor and evaluate the personnel resources, violent crime trends, and budgetary challenges ensuring adequate resources are deployed to meet the needs of the community.

The Honorable Board of Police Commissioners

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If you have any questions or concerns, please contact Assistant Chief Robert Marino, Office of Operations, at (213) 486-0100.

Respectfully,

A handwritten signature in blue ink, appearing to read 'M. Moore', with a stylized flourish extending to the right.

MICHEL R. MOORE
Chief of Police

Attachment

FACT SHEET

IMPACT OF MANAGED ATTRITION ON SPECIALIZED RESOURCES

Purpose. The purpose of this fact sheet is to provide insight into the impact of managed attrition and similar reallocation programs on two specific offices of the Los Angeles Police Department (Department). The Office of Operations (OO) worked in conjunction with the Office of Special Operations (OSO) to provide the three segments contained in this fact sheet. The first section will address resources within the OO, while the second will be Counter-Terrorism and Special Operations Bureau (CTSOB) and the last will be Detective Bureau (DB). The overall reallocation of personnel for the managed attrition is displayed in the table below:

Attrition of Personnel

Department Entity	2017	2018	2019	2020	2021	Total
Office of Operations	84	100	0	0	128	312
Counter-Terrorism and Special Operations Bureau	90	0	59	0	0	149
Detective Bureau	68	34	38	34	37	211
Total:	242	134	97	34	165	672

Background. The Department has utilized the Managed Attrition process to address challenges it has faced in the past. In 2017 and 2018, the program was implemented to address the increase of calls for service and violent crime. Moving forward, the City of Los Angeles' fiscal emergency created an unexpected Department budgetary crisis and shortfall. As a result, the Chief of Police was forced to make significant changes to adapt to financial and personnel shortages. To ensure essential patrol operation levels were adequately staffed, the Department utilized the managed attrition process to reallocate personnel resources into patrol.

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IMPACT OF MANAGED ATTRITION ON SPECIALIZED RESOURCES

OFFICE OF OPERATIONS

Methodology. The Field Deployment Unit (FDU) is responsible for tracking all authorized OO positions. When new units are created, the FDU tracks the number of officers that are allocated to the units; the position of each officer is quantified as an “authority.” Conversely, when existing units are dismantled or downsized, FDU is responsible for ensuring the positions are redistributed appropriately. To compile the following information, the FDU was asked to conduct an assessment of specialized units that were affected by the managed attrition process.

Findings. Beginning in 2017 and ending in 2021, the Department initiated managed attrition and similar reallocation programs to ensure adequate staffing for patrol operations. Collectively, the adjustments made to the various specialized units within OO totaled 312 authorities. The following positions listed were already under the purview of OO, which resulted in an itemized breakdown grouped by year as opposed to a specific Deployment Period (DP):

2017 – Reallocation of 84 positions.

- Parole Compliance Unit (PCU)
The mission of the PCU was to mitigate the potential recidivism rates of Post-Release Supervised Persons. This required officers to monitor all known and repeat offenders, such as felons on parole and probation (non-violent offenders) and to take enforcement action when appropriate. The PCU was dissolved in its entirety and the 84 specialized positions were reassigned to basic patrol functions.

2018 – Reallocation of 100 positions.

- Narcotics Enforcement Detail (NED)
The objective of the NED is to enforce all local, state, and federal statutes which prohibit the possession, use, or trafficking of narcotics, dangerous drugs, and prohibited substances. The personnel resources allocated to NED were cut in half, reducing NED from 84 to 42 positions.
- Hollywood Prostitution Enforcement Detail (PED)
The objective of PED is to enforce Alcoholic Beverage Control (ABC) and investigate prostitution-related crimes which consist of human trafficking, pimping, pandering, prostitution, and loitering for the purpose of prostitution. Hollywood Area PED originally retained 20 officer positions. In 2018, the PED team was reduced by half, resulting in the reassignment of ten officers to basic patrol functions.
- Front Desk
A total of 48 front desk officer positions were reassigned to patrol through the modification of front desk operational hours. As a result, the front desks of the 16 geographic Areas without a jail were no longer open to the public 24 hours per day, seven days per week.

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2021– Reallocation of 128 positions.

- Homeless Outreach and Proactive Engagement (HOPE)
The Office of Operations eliminated all 45 officers assigned to the HOPE unit. Thus, there is no longer a field unit that primarily focuses on providing services to persons experiencing homelessness or addressing the significant quantity of complaints for quality of life issues.
- Hollywood Entertainment Detail (HED)
Personnel reductions and the need for managed attrition resulted in Hollywood Area decreasing its HED by 20 officers. The HED's focus is the high-density tourist, work, and nightlife locations of Hollywood Blvd, the immediate surrounding area, and the Hollywood and Highland outdoor shopping and entertainment complex.
- LA LIVE
The LA LIVE detail was composed of 14 officers assigned to the sports and entertainment district that surrounds the Crypto.com Arena and Microsoft Theater. The LA LIVE property features sports and music venues, nightclubs, restaurants, a bowling alley, a museum, and a movie theater. While this location remains the premier destination for live entertainment in Downtown Los Angeles, the specialized detail established to provide extra patrol and security at this location was completely disbanded.
- Beach Detail
During summer months, local residents and visiting tourists flock to the large tourist attraction that is Venice Beach. The Pacific Area Beach Detail consisted of 32 officers assigned to the Venice Beach boardwalk and surrounding area. Due to personnel shortages, the Beach Detail was reduced from 32 to 16 officers.
- University Park Task Force (UPTF) / Safer Cities Initiative (SCI)
Both the UPTF, in Southwest Area, and the SCI, in Mission Area, were established to reduce and prevent crime in particularly violent crime zones within their respective Areas. The managed attrition process reduced the UPTF by 15 positions and eliminated the eight SCI positions.
- Harbor Gateway Car
The eight officer positions/authorities assigned to provide extra patrol to the Harbor Gateway corridor were eliminated and transferred to patrol.
- Labor Relations Unit (LRU)
The right to engage in labor-related activities is a constitutionally protected right. Through the legally recognized methods of negotiation and collective bargaining, labor disputes are peacefully settled. The Department's LRU ensures that the rights of the public and disputants are protected by enforcing the law and maintaining order. Of the six LRU positions, two were reassigned to patrol.

IMPACT OF MANAGED ATTRITION ON SPECIALIZED RESOURCES

Impact on Backlog and Clearance Rate

The following tables display the overall impact of managed attrition on the backlog and clearance rates. The Backlog chart represents the totals in overall cases and the Clearance Rate chart represents the total in Part One Crimes only.

Backlog	2016	2017	2018	2019	2020	2021	2022
OCB	2,105	1,474	1,519	1,362	710	778	859
OSB	1,167	1,062	1,665	1,653	1,881	828	514
OWB	605	668	832	658	851	822	820
OVB	1,328	1,324	1,280	1,217	1,229	1,053	1,261
TOTAL	5,205	4,528	5,296	4,890	4,671	3,481	3,454

Clearance Rate	2016	2017	2018	2019	2020	2021	2022 ¹
OCB	15.2	14.6	14.6	13.6	13.4	12.6	11.9
OSB	16.6	17.6	18.0	19.7	18.3	17.9	17.6
OWB	12.5	12.0	11.8	12.7	13.2	11.8	10.7
OVB	18.4	17.7	17.7	18.5	17.6	16.2	14.9
City Average	15.7	15.5	15.5	16.1	15.6	14.6	13.8

Arrest Data

The data for arrests showed an overall decline, which was impacted by the COVID-19 Pandemic. Although response times to non-emergency calls lengthened, the Department was able to maintain a response time below seven minutes for Code-3 calls for service.

Part 1 Crimes	2016	2017	2018	2019	2020	2021	2022 ²
Homicide	260	267	270	227	241	323	274
Rape	325	270	301	272	217	206	184
Robbery	2,572	2,696	2,654	2,619	2,057	2,028	1,940
Agg Assault	9,146	9,240	9,110	9,129	8,187	8,589	7,791
Burglary	2,127	1,930	1,917	1,820	2,157	1,691	1,521
Veh Theft	3,159	3,409	3,209	2,717	3,471	3,758	3,205
Larceny	7,028	5,457	5,069	4,870	2,205	1,479	1,346
TOTAL	24,617	23,269	22,530	21,654	18,535	18,074	16,261

¹ Figures for the 2022 columns in the Backlog and Clearance Rate charts are current as of November 19, 2022.

² Figures for the 2022 column of the Arrest Data Chart are current as of December 7, 2022.

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Response Times and Calls for Service

Year	Total Calls for Service	Code-3	Code-2	Non-Coded
2016	790,637	6.1	19.4	43.1
2017	789,147	6.2	19.8	49.2
2018	837,963	6	19.7	52.7
2019	826,810	5.9	19.2	51.7
2020	783,340	6	20.9	54.3
2021	756,992	6.1	22.7	57.2
2022³	703,053	6.4	24.8	61.4

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³ Figures for the 2022 row of the Response Times and Calls for Service Chart are current as of December 7, 2022.

IMPACT OF MANAGED ATTRITION ON SPECIALIZED RESOURCES

OFFICE OF SPECIAL OPERATIONS

Methodology. Within the OSO, managed attrition affected operations in CTSOB and DB. These two bureaus have vastly different functions and organizational structures. To ensure the most accurate information was received, the OSO directed CTSOB and DB to each conduct their own internal assessment of the effects of managed attrition.

COUNTER-TERRORISM AND SPECIAL OPERATIONS BUREAU

Some of the entities within CTSOB had to reallocate personnel for managed attrition by a specified DP. This resulted in the disbandment of several specialized units and the personnel were either distributed to patrol or a vacancy within CTSOB.

Metropolitan Division

Findings. Collectively, the adjustments made to the various specialized units within Metropolitan Division, beginning in 2019, totaled 59 authorities, listed as follows:

2019 – Reallocation of 59 positions.

Metropolitan Division reallocated 59 Police Officer III positions. All selected personnel were reassigned from Tactical Support Platoons (TSP) A, B, C, G, and M to Area commands within the OO. It should be noted that during this time, A, B, C, and G were the primary crime suppression platoons. The M platoon was and continues to serve as the Metropolitan Division administrative section. Each TSP was required to liaise with their respective Area commands to obtain crime information from the Crime Analysis Details, Area detectives, etc. The TSPs provided crime suppression operations in accordance with the needs of the Area command and/or at the direction of the Area commanding officers.

Major Crimes Division (MCD)

Findings. Collectively, the adjustments made to the various specialized units within MCD totaled 90 authorities. The itemized breakdown has been grouped by year and is listed as follows:

2017 – Reallocation of 90 positions.

- Anti-Terrorism Intelligence Section (ATIS):
The mission of the ATIS was to utilize the intelligence cycle to develop terrorism-related intelligence that would assist in the prevention of terrorism in the City and region of Los Angeles. There was a 100 percent reduction in positions, which eliminated 11 investigative personnel positions. The investigative responsibilities of ATIS were moved outside the Department to the Joint Regional Intelligence Center (JRIC) and the Joint Terrorism Task Force.
- Jail Debrief Unit (JDU):
The mission of the JDU was to develop sources and informants and gather information on any criminal activity within the City. In 2017, all seven assigned personnel were reassigned, and the unit was eliminated. The responsibilities of the JDU are now shared between the remaining investigative units at MCD.

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- Online Criminal Investigation Unit:
The mission of the Online Criminal Investigation unit (formerly the Cyber Unit) is to investigate domestic or international criminal matters that have some form of electronic relation (i.e., computers or internet), provide digital forensic support, and conduct investigations via online exploration of criminal activity. There were six investigative personnel assigned in 2017. The unit is now composed of one Sergeant II and a Detective I. The unit's responsibilities are now shared between JRIC personnel and a Crime Intelligence Analyst II assigned to MCD.
- Suspicious Activity Reporting/Terrorism Liaison Officer (SAR/TLO) Program:
The SAR/TLO Program trained officers to serve as a point of contact for the Department regarding terrorism awareness and the proper procedures for reporting information to MCD and their geographic Areas. The SAR/TLO program had 11 personnel in 2017 and has now been reduced to one Sergeant II, who must now leverage personnel at the JRIC to assist in her role. The TLO coordinator is responsible for coordinating with approximately 200 Department TLOs and servicing nearly 9,200 sworn members of the Department. The unit provides training in Basic Supervisor School and Watch Commander School.
- Criminal Investigative Section (CIS):
The mission of CIS is to investigate, and arrest individuals involved in criminal activity that may support criminal networks and may have a national or transnational criminal infrastructure. In 2017, there were 18 investigative personnel assigned to this section. Although CIS has redeployed its resources to maintain the core function of criminal investigations for school threats and undercover jail operations (aka Perkins Operations), the CIS now consists of only four investigators. As a result, timely criminal investigative follow-ups, interviews, and related duties are expected to be further delayed.
- Transnational Organized Crime Section (TOCS):
The mission of the TOCS is to investigate local, national, and transnational criminal enterprises that pose a threat to the City. The TOCS also gathers and utilizes intelligence from a variety of sources, including other agencies, to identify and pursue the arrest and prosecution of individuals, organizations, and enterprises associated with organized crime groups. In 2017, the 16 investigative personnel who were assigned to TOCS were reduced to five investigators.
- Criminal Conspiracy Section (CCS):
The mission of CCS is to investigate bombings, attempted bombings, and bomb threats where an actual or simulated device is used. The CCS conducts joint criminal investigations with local, state, and federal agencies. They investigate chemical, biological, radiological, nuclear or explosive bombings, attempted bombings and/or bomb threats. Since 2017, the 14 investigative personnel assigned to the section were reduced to four. The loss of these personnel has limited the number of cases handled and the timeliness of completing complex investigations.

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- **Surveillance Support Section:**
The mission of Surveillance Support Section, which includes the Technical Surveillance Unit, is to support criminal and intelligence cases, within MCD and the Department, by providing surveillance. In 2017, Surveillance Support Section retained 30 personnel that were assigned to three ten-person squads. There are currently 17 personnel assigned to two squads. Due to this reduction, Surveillance Support Section is limited in conducting City-wide surveillance requests.
- **Technical Support Unit:**
The Technical Support Unit assists and supports Area commands and specialized entities such as Robbery Homicide Division (RHD), Special Investigations Section, and Commercial Crimes Division through electronic surveillance. There were 16 personnel assigned in 2017, which has since been reduced to six personnel.

DETECTIVE BUREAU (DB)

Some of the entities within DB had to reallocate personnel for managed attrition by a specified DP. This resulted in the disbandment of several specialized units and the personnel were either distributed to patrol or a vacancy within DB.

Robbery-Homicide Division (RHD)

Findings. The RHD withstood minimal fluctuations in personnel staffing levels following each managed attrition until 2021. The following illustrates the reallocation of RHD personnel for each year, due to the managed attrition:

2019 – Reallocation of eight positions.

- **Cold Case Special Section**
Following the managed attrition of 2019, DP 1, RHD's Cold Case Special Section was disbanded. Due to the closure, the detectives that remained were assigned to fill the vacancies left in Robbery Special Section (RSS), Homicide Special Section (HSS), and the Special Assault Section (SAS).

The following personnel were reallocated to other assignments within RHD:

- (1) Detective III
- (1) Detective II
- (5) Detective I
- (1) Police Officer II

2021 – Reallocation of nine positions.

- **Special Assault Section (SAS)**
Following this managed attrition, SAS was disbanded. With the closure of SAS, there was a reduction of personnel which included one Lieutenant, one Detective III, three Detective IIs, and four Detective Is. The loss of personnel was based on seniority and the remaining units each suffered losses. The detectives from SAS who remained were assigned to fill the vacancies left in RSS and HSS. The duties and responsibilities for the

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two units remained the same after the reallocation of personnel. The investigative authority of these cases was returned to the area of occurrence, and the detectives previously assigned to SAS were redistributed throughout the Department.

The following personnel were transferred to other assignments:

- (1) Lieutenant
- (1) Detective III
- (3) Detective II
- (4) Detective I

After the reduction in personnel, the remaining RHD detectives continued to assume all investigations that met RHD criteria. This became common practice until detectives noted an increase in follow-home robberies during the last two months of 2021. Following this discovery, detectives from RSS began to identify and assume investigative responsibility for all robberies related to these crimes. Shortly after, detectives realized that the caseload and activity of the suspects would overwhelm the resources at RHD. As a result, ten detectives were loaned to RHD from different entities throughout the Department. The detectives were assigned to RSS to assist in the growing caseload of follow-home robberies. The loaned detectives and RSS have continued to investigate any/all robberies related to the follow-home robberies and assume investigative responsibility.

Commercial Crimes Division (CCD)

Findings. The CCD has been negatively impacted by the managed attritions, and was forced to dissolve the following Sections:

2017 – Reallocation of 25 positions.

- **Los Angeles Organized Retail Crime Association (LA ORCA) and Law Enforcement and Private Security (LEAPS)**

The LA ORCA provided the Department with a public and private business sector partnership for Los Angeles area retail investigators, outside agency law enforcement personnel, and prosecutors. The LEAPS was closely involved with an annual joint conference; however, due to the managed attritions, involvement has been minimized.

The sole Detective III position assigned to LEAPS was never filled due to the managed attrition. Instead, the position was used to replace a vacancy in Cyber Crimes. When the Detective III assigned to Cyber Crimes retired, the position was left vacant and never filled.

- **Inspection Detail**

The Inspection Detail for CCD consisted of one Detective II, who was a subject matter expert, well-versed in writing, serving, and tracking search warrants. The Detective conducted physical inspections of the search warrant packages as well as audits and inspections using the Detective Case Tracking System. Due to the shortage of personnel, the Detective II position was reassigned to the OO and the responsibilities were reallocated to a Management Analyst.

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- Field Enforcement Element (FEE) Unit
The FEE unit consisted of 11 sworn personnel: Two Detective IIIs, two Detective IIs, one Detective I, three Police Officer IIIs, and three Police Officer IIs. They served as a surveillance unit for all CCD investigations and the execution of search warrant entries. The Police Officer IIs from FEE were reallocated to patrol due to the managed attrition. The Detective IIIs retired and were never replaced and the remaining personnel were reallocated to sections within CCD to fill other losses due to managed attrition.
- Safe Detail
The Safe Detail was comprised of one Detective III, one Detective II, and one Police Officer II, which was disbanded due to managed attrition. They originally handled all cases that involved stolen Automated Teller Machines and forced entry into safes. The Detective III retired and was never replaced, the Detective II was transferred to a geographic Area, and the Police Officer II was reallocated back to patrol. All reports related to safes were reassigned back to Area detectives.
- Health Authority Law Enforcement Task Force (HALT)
The HALT had one Police Officer III assigned to the task force. The officer investigated all patient and physician cases involving medical prescription fraud. This position was dissolved due to the managed attrition and the officer was reallocated to patrol. Due to a lack of available personnel, the position was not filled. Cases involving medical prescription fraud are now being handled by CCD personnel if they involve Identity Theft, and by Area detectives, if they involve False Personation.
- Commercial Auto Theft Section (CATS)
The CATS consisted of one Lieutenant and seven detectives. This section investigated all auto theft-related Vehicle Identification Number switches, chop shops, vehicle fraud sales, and insurance fraud City-wide. These cases are now handled by Area detectives, with some cases being handled by Taskforce for Regional Auto-theft Prevention (TRAP) detectives.

2018 – Reallocation of nine positions.

- Metro Financial Section (MFS) and Metro Valley Financial Section Filing Teams
The Filing Team was dissolved, and the four detectives were placed back into CCD investigative positions.
- Art Detail
The Art Detail was comprised of two detectives with art expertise. They succeeded in the recovery of stolen artwork due to their extensive networking and close involvement with the cases. Due to the increase in burglaries, these types of art-related crimes are now being handled at the Area detective level. One detective retired, and the other detective was assigned to Cyber Crimes and retired in February 2020.

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- Cargo/Hijack Units

The Cargo Hijack Unit was the Department's representative for trucking, shipping, and cargo logistics. The unit operated City-wide and consisted of three detectives. Although this unit was dissolved, CCD is presently handling an outbreak of train burglaries and has reassigned six detectives from the Metro Financial and Valley Financial Sections to handle the extensive investigations involving commerce among different cities and Los Angeles.

2019 – Reallocation of five positions.

- Pawn Detail

The Pawn Detail was responsible for assisting Area detectives with placing/releasing holds, auditing for licensing and permits, and any crimes involving pawn shops and antique stores. The Pawn Detail had three detectives assigned to the unit. When the Pawn Detail was disbanded due to managed attrition, the three detectives were placed in Burglary Special Section (BSS), which was also subsequently dissolved. Area detectives with inquiries regarding pawn shops often contact CCD personnel for assistance. Only one detective currently assigned to MFS has Pawn Detail expertise.

- Metal Unit

The Metal Unit monitored and audited all tow yards and metal yards for stolen metals such as copper and catalytic converters as well as for proper weights and measures. There were two Detective IIs assigned to the Metal Unit. One Detective II retired and was never replaced and the other Detective II was reassigned to Burglary Special Section and later transferred to TRAP to fill in for the loss of personnel.

2021 – Reallocation of seven positions.

- Elder Unit

The Elder Unit employed two detectives that handled all elder financial abuse cases. One detective retired and was never replaced. The other detective was reassigned to Complex Crimes due to a lack of personnel.

- Burglary Special Section

The Burglary Special Section handled all high-profile and multi-jurisdiction cases. They were also a resource for cases that extended beyond the Area detectives' expertise, scope, or resources. The section had five detectives assigned who attended all burglary meetings and networked with outside agencies. When this section was dissolved, the five detectives were reassigned to TRAP and MFS to supplement the lack of personnel.

To address the impact of managed attrition and to reduce the caseload to a manageable amount, CCD altered the criteria for case categorization. Despite these efforts, CCD cases increased to a year-to-date caseload of 10,953 investigations for 2022. This is a 68 percent increase from 2021, which was 6,520 investigations.

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Gang and Narcotics Division (GND)

Findings. The managed attritions have had a substantial impact on GND and its operations. These cuts have resulted in the loss of the Parcel Squad, Los Angeles International Airport (LAX) Squad, Drug Enforcement Agency Tactical Diversion Squad, Narcotics Abatement Unit, Buy Team, 9Y460 Surveillance Squad, and the consolidation of four bureau Fugitive Warrant Squads into a bureau Support Team. In addition, personnel reductions were realized through all squads overall.

2017 – Reallocation of 35 positions.

- 9Y460 Surveillance Squad

The 9Y460 Surveillance Squad worked in concert with local, state, and federal entities in efforts to identify criminal enterprises that operate in and around the City. They also provided support to surveillance operations on locations/suspects requested by the Areas.

The 9Y460 Surveillance Squad had seven sworn employees assigned to it when it was disbanded. Four employees went to the Cannabis Unit, one went to the Nuisance Abatement Unit (NAU), one went to the Informant Unit, and one went to the Filing Detail, as personnel from these units were reallocated.

The elimination of the 9Y460 Surveillance Squad caused the geographic Areas and GND's High-Intensity Drug Trafficking Area (HIDTA) squad to assume their own surveillance responsibilities.

- Buy Team

The Buy Team had 12 sworn employees assigned when it was disbanded. Seven employees were reassigned to the OO. One employee went to Group 4, one went to the Gun Unit, two went to NAU, and one went to the GND Training Unit.

The elimination of the Buy Team resulted in Area NED taking over the responsibilities of street level buys/narcotics enforcement.

- Parcel Squad

The Parcel Squad was a joint task force between federal and local law enforcement agencies charged with the prosecution of criminal offenses involving the trafficking of narcotics and money laundering utilizing mail/shipping services. They conducted long-term complex investigations involving mid to high-level criminal enterprises.

The Parcel Squad had five sworn employees assigned when it was disbanded. Two employees were harvested out, one went to HIDTA 44, and two went to the DEA Tactical Diversion Squad which was disbanded a few months later. The elimination of the Parcel Squad caused the interdiction of narcotics shipments through the U.S. Mail to be handled by the U.S. Postal Service and Area NEDs

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- Los Angeles International Airport Narcotics Interdiction Task Force or LAX Squad
The LAX Squad was a task force comprised of federal and local law enforcement agencies. Their primary responsibility was the apprehension/interdiction of domestic drug traffickers and money couriers traveling in and out of the greater Los Angeles area via LAX and Van Nuys Airports.

The LAX Squad had six sworn employees assigned to it when it was disbanded. Three of these employees were reallocated: One went to the Filing Detail, one went to the Fugitive Warrant Section (FWS) Bureau Support Teams (BST), one retired, and the other three employees were reassigned to the OO.

The elimination of the LAX Squad gave the responsibility to the Drug Enforcement Administration (DEA) and the Area NEDs.

- DEA Tactical Diversion Squad
The Tactical Diversion Squad investigated the illegal diversion and disruption of pharmaceuticals and prescription medications in any form (including illegal prescription by physicians and pharmacies/pharmacists), illegal or fraudulent clinics, pill manufacturing/pressing operations, and distributions.

The DEA Tactical Diversion Unit had five sworn employees assigned when it was disbanded. Two employees were reallocated to geographic Areas, two went to HIDTA-52, and one went to the Filing Detail, as these units lost personnel due to managed attrition.

2018 – Reallocation of 18 positions.

- LA Impact – Group 4
Group 4 was a countywide interagency task force comprised of 42 Los Angeles County municipal and federal law enforcement agencies. The task force targeted, investigated, and prosecuted individuals who organized, directed, financed, and otherwise engaged in medium to high-level drug trafficking enterprises or money laundering.

Group 4 was composed of eight total sworn employees, seven detectives and one police officer. Upon the disbandment of Group 4, these eight sworn employees were reallocated to patrol, and as a result there was no longer a Department presence in this multi-agency task force. In 2020, the Department reinstated participation in this task force.

- Narcotics Abatement Unit (NAU)
The Narcotics Abatement Unit (NAU) worked in conjunction with the LA City Attorney's Office, the LA District Attorney's Office, the LA Department of Building and Safety and community organizations to identify, investigate and, when warranted, utilize state narcotics abatement laws to prosecute locations that have a reputation as centers for the distribution and sales of narcotics.

The NAU-1 had seven total sworn employees assigned, including one lieutenant, four detectives, and two police officers. The NAU-2 had three sworn employees assigned, including one sergeant and two detectives.

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The elimination of the NAU initially caused the responsibility to fall on Area NEDs. In 2020, DSVD's Vice Abatement Unit and GND's Narcotics Abatement Unit merged and have become the CAU, now handling all abatements. The CAU currently has five sworn personnel assigned to it.

2020 – Reallocation of 34 positions.

- Narcotics Filing Detail

The Narcotics Filing Detail was responsible for filing City-wide felony and misdemeanor narcotics cases as well as the transferring of narcotics evidence from Department custody to outside federal agencies, releasing property, property disposition, and coordinating with Forensic Sciences Division to complete narcotics testing.

The Filing Detail had 17 sworn personnel assigned to it when it was disbanded. Two of these employees remain assigned to the GND Filing/Complaint Detail to ensure GND narcotics cases continue to be processed. The other 15 employees were either reassigned to the OO or reallocated to other GND units. The elimination of the Filing Detail caused the responsibility for filing narcotics cases to the Areas.

- The Fugitive Warrant Bureau Squads

The Fugitive Warrant Bureau Squads (FWBS) provided support to the Office of Operations in the handling, due diligence, and service of felony arrest warrants obtained by the geographic Area detectives.

The FWBS had 30 sworn personnel assigned to it prior to the consolidation. The BST currently has 11 sworn employees assigned to it. The 19 sworn positions were eliminated, and the personnel were reassigned to the OO or other GND units. The consolidation of the Fugitive Warrant Section consisted of four Bureau squads. Due to managed attrition, GND currently has one Bureau Squad, causing the number of arrests to decline.

Detective Support and Vice Division (DSVD)

Findings. Collectively, the adjustments made to the various specialized units within DSVD, due to the managed attrition, totaled 36 authorities. The itemized breakdown has been grouped by unit and listed as follows:

2017 – Reallocation of five positions.

- Piracy Unit

The mission of the Piracy Unit was to address the flow of trademark-infringed and pirated goods being sold in the City. The unit worked in partnership with state, federal, and private industry assets. The unit typically enforced piracy laws against mid-level distributors enforcing the tax, manufacture, and transportation pieces. The profits from pirated goods have been linked to the funding of criminal street gangs and terrorist organizations. Due to the major health risk to the public that pirated pharmaceuticals, make-up, and food products pose, the unit would conduct investigations to seize dangerous products and participates in public outreach.

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The unit was dissolved, and the following personnel were transferred to other assignments within DB and the OO:

- (1) Detective II
- (3) Detective I
- (1) Police Officer II

2019 – Reallocation of 13 positions.

- Operation Alcoholic Beverage Control (ABC)
Operation ABC conducted Standardized Training for Alcohol and Tobacco Retailers (STAR) to every alcohol licensee and their employees City-wide, inspected licensed establishments, and supported campaigns focused on reducing underage drinking. Operation ABC utilized the Vice units to address criminal activity at ABC locations, which led to the reduction of driving under the influence traffic incidents and Part 1 crimes. Both of the following personnel from Operation ABC were reallocated to CCD:
 - (2) Sergeant II
- City-wide Nuisance Abatement Unit (CNAU)
The CNAU addressed problematic vice locations where traditional means of enforcement had failed. This unit would gather investigative material, such as calls for service, arrest reports, and citizen declarations to assist with nuisance cases. The CNAU also worked with the City Attorney's abatement lawyers to address non-compliant businesses that were operating outside of their guidelines and operation permits. The geographic Areas are now tasked with addressing nuisance locations.

The CNAU was dissolved, and the following personnel were transferred to other assignments within DB and the OO:

- (1) Detective III
- (1) Detective II
- (3) Detective I
- (5) Police Officer III
- (1) Police Officer II

2021 – Reallocation of 18 positions.

- Human Trafficking Unit (HTU)
The HTU was comprised of investigators with specific expertise in investigating commercial sexual exploitation and involuntary servitude. The HTU collaborated with prosecuting agencies, as well as, federal, state, and local law enforcement. This unit worked with survivors and social service organizations to identify victims and convict their traffickers. Investigators developed and would provide training to law enforcement agencies that proactively identified, rescued, and placed victims with service providers. Additionally, HTU provided training to community groups, outside agencies, and individuals interested in prevention and identification of victims.

Before the managed attrition, the HTU would carry approximately 90-120 cases each year. These cases are now handled by Area Vice units or bureau Vice task forces, thus

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burdening those entities with complex and lengthy investigations. The unit also operated in “standby mode” and could deploy investigators to active scenes and investigations on an around the clock basis.

Active human trafficking investigations are now handled by patrol units, unless Vice is available. The likelihood of a successful investigation and the arrest of an exploiter is diminished, due to the lack of trained investigators to respond to active investigations. The unit was dissolved and the following personnel were transferred to other assignments within DB and the OO:

- (1) Detective III
 - (1) Detective II
 - (3) Detective I
 - (2) Police Officer III
 - (2) Police Officer II
- Animal Cruelty Task Force (ACTF)
The ACTF worked directly with the Department of Animal Services to combat animal cruelty, neglect, and/or abuse. Investigations involving animal neglect, animal abuse, dog fighting, mutilation, bestiality, and cock fighting were conducted by ACTF investigators.

In 2016, the overall filing clearance rate was 59 percent, the arrest filing rate was 100 percent, the felony arrest filing rate at 83 percent, and the number of cases handled totaled 113. A majority of ACTF’s cases from 2016 (35 percent) occurred in Operations-Valley Bureau. Operations-Central Bureau and Operations-South Bureau followed with 27 percent, with Operations-West Bureau at 12 percent. Most cases stem from domestic violence incidents or individuals who suffer from mental illness. The ACTF conducted numerous in-service training sessions for Department personnel, and community outreach.

The managed attrition impacted ACTF by completely dissolving the unit; undoing years of work and partnerships with other agencies. This resulted in a broken Memorandum of Agreement with Los Angeles Animal Services, who have also been greatly impacted as a result of the defunding. Investigative responsibility of animal cruelty was reallocated to the Area detectives who have limited training and expertise in handling complicated animal cruelty investigations. The unit was dissolved, and the following personnel were transferred to other assignments within DB and the OO:

- (1) Detective III
- (1) Detective II
- (3) Detective I
- (2) Police Officer III
- (2) Police Officer II

Juvenile Division (JD)

Findings. During three of the five managed attrition periods, JD lost 25 sworn personnel. The matrix below reflects DPs when JD units were combined or eliminated as the result of managed attrition, as well as the timeframe of a policy change to JD responsibilities.

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2017 – Reallocation of three positions.

- Abused Child Section and the Investigative Control Unit
 - (1) Detective I
 - (1) Police Officer III
 - (1) Police Officer II

2018 – Reallocation of seven positions.

- Abused Child Section and Investigative Control Unit
 - (7) Police Officer II

2019 – Reallocation of 12 positions.

- Child Abuse Section
 - (1) Detective III
 - (2) Detective II
 - (4) Detective I
 - (2) Police Officer III
 - (3) Police Officer II

2021 – Reallocation of three positions.

- Sexually Exploited Child Unit
 - (1) Detective III
 - (1) Detective I
 - (1) Police Officer II

Several units within the division were affected by a shortage of personnel resources not only due to the managed attrition, but also multiple retirements and elimination of position/authority numbers. The Misdemeanor Team, which handled physical abuse, and the Sexually Exploited Child Unit (SECU) were not fully staffed which resulted in the Misdemeanor Team being combined with SECU in DP 9 of 2019.

The SECU was established as a specialized unit to investigate child abuse cases involving suspects who were in a position of trust (e.g. teachers, coaches, religious leaders, etc.). The continued shortage of personnel necessitated that the unit be dissolved, and the remaining personnel reassigned within the Abused Child Section (ACS); SECU was eliminated in DP 2 of 2021. The residual misdemeanor cases were redistributed to ACS bureau teams and other divisional personnel. The responsibility of investigating SECU-related cases is now an assignment of each respective bureau team.

For several years, JD employed divisional consultants with a broad knowledge of juvenile matters, enabling them to assist geographic Areas with their inquiries; this included an array of information that did not pertain to child abuse investigations. There were an insufficient number

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of personnel resources to maintain consultant positions and as those personnel retired, the Departmental resource and expertise were lost.

The total decrease in sworn personnel was approximately 29 percent and the remainder of the decrease included retirements and the inability to replace personnel as needed. Managed attrition in conjunction with 24 retirements, between 2017 and 2021, negatively impacted JD and the cases which the division investigates.

Policy Changes

The publication of the Chief of Detectives (COD) Notice, *Abused Child Section-Juvenile Division Responsibilities-Revised*, dated January 28, 2020, implemented changes to cases handled by JD and geographic Areas. A secondary revised COD Notice was published on May 5, 2020, delineating additional changes. These policy changes significantly impacted the number of cases assigned to JD, considering that the type of cases now assigned are more labor intensive. Although the managed attrition did not directly affect the reassignment of personnel during this period, the long-term effect of personnel shortages caused a negative impact overall.

Cases and Backlog

The policy changes resulted in a significant increase in the number of cases assigned to individual investigators. The decrease in assigned cases during 2020 and 2021 was likely due to a lower number of reported child abuse cases during the COVID-19 Pandemic and school closures; however, the number of backlogged cases increased during these years.

	Cases Assigned	Backlog JD Cases
December 2017	1,431	63
December 2018	1,581	81
December 2019	1,537	98
December 2020	1,182	119
December 2021	1,322	356

COMPSTAT Division

2019 – Reallocation of one position.

One Police Officer II was reassigned from COMPSTAT Division to the OO due to managed attrition.

Conclusion. The managed attrition impacted the Department’s ability to staff specialized entities as well as those specialized details that focused on specific community areas of concern. The Department will continue to monitor and evaluate the personnel resources, violent crime trends, and budgetary challenges ensuring adequate resources are deployed to meet the needs of the community.