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February 5, 2014

Arts, Parks, Health, Aging and River Committee  
c/o City Clerk  
Room 360, City Hall  
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Los Angeles, CA 90012

Attn: Maria Espinoza, Legislative Assistant

Dear Honorable Members:

Response to Council Motion CF 12-0899-S1

The enclosed response to the above referenced Council Motion is being submitted for the agenda of the Arts, Parks, Health, Aging and River Committee meeting for February 10, 2014.

Sincerely,

MICHAEL A. SHULL  
General Manager

MAS:KWR/sa

cc: Andrea Galvin, Chief Legislative Analyst  
David Giron, Council District 13  
Terry Sauer, Office of the City Administrative Officer  
Jay Shin, Office of the City Administrative Officer  
Arletta Brimsey, City Attorney



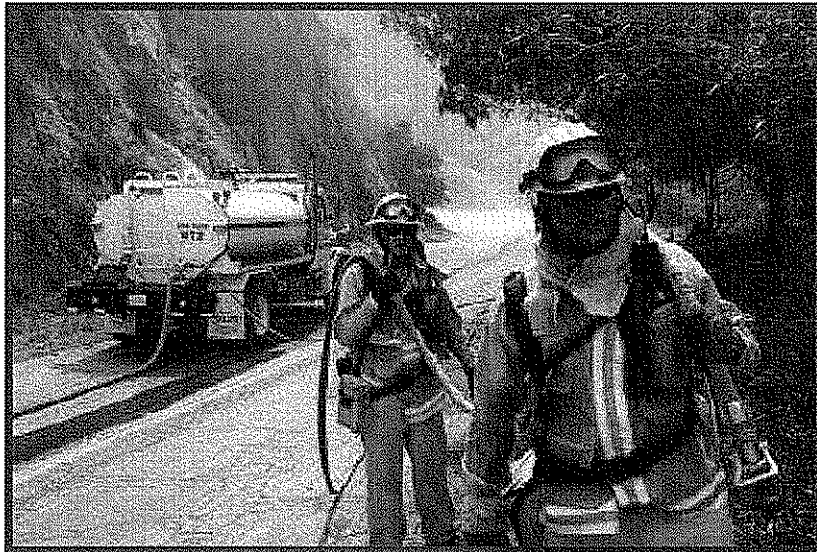
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# Park Rangers at the Crossroads



Department of Recreation and Parks  
February 2014 – Council File 12-0899-S1



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# Los Angeles Park Ranger Program at a Crossroads

Department of Recreation and Parks

February 2014 – Council File 12-0899-S1

## Park Rangers in the City of Los Angeles

The Park Rangers completed one of their most productive and important years in 1989. It was a year of expansion for the unit with the addition of 50 new rangers and 1989 was also a year in which they were granted peace officer status by the city council. At the end of the year, there were 75 full-time rangers authorized, five senior park rangers, and a chief ranger. The dispatch system was upgraded to five full-time, assisted by part-time staff.

*From the 1989 Annual Report (Recreation and Parks)*

While there are a few intriguing historic photographs of “park police officers” posing in Griffith Park in the early 20<sup>th</sup> century, the true roots of the Los Angeles Park Ranger program are much more modern. Since formation of the City’s park system, even with acquisition of major regional parks like Griffith Park and Elysian Park, park maintenance personnel handled relations with park patrons, and called in rescue workers, fire fighters, or law enforcement as needed. A 1950s public relations program sent a uniformed “ranger” with mascot “Parky” the kangaroo out on weekends to promote good behavior among park users. Finally in 1965, four actual Park Rangers were appointed, each with special knowledge and a focused assignment: government liaison, local history and geology, botany, and administration. These first four learned fundamentals of search and rescue, fire-fighting, civil defense, self-defense, public speaking, and first aid. They were stationed in Griffith Park and deployed all over the City to provide community outreach about the parks and conservation. They conducted nature walks and campfire programs. The successful program grew to 23 Rangers by 1970, stationed among eight regional parks. These first multi-disciplinary Rangers – naturalists, rescuers, and public relations specialists – set the standard for many of the expectations which the public holds for Los Angeles Park Rangers today.

The changing nature of society was credited with expansion of the law enforcement aspect of Park Rangers responsibilities starting particularly in the 1980s. From the days of educating the public about respectful park behavior, Rangers were increasingly called upon to take stronger steps to ensure safety of all park patrons, and were assigned outside regional parks to visit neighborhood parks as well. Expanding responsibilities led to increased staff and resources, culminating in a turning point in 1989, when Park Rangers were designated as Peace Officers with authority to issue citations and make arrests on park property. This law enforcement aspect of their duties did not serve to minimize their interpretative, conservation, public information, fire-fighting, or rescue responsibilities, but merged into a balance with the other elements of the Park Ranger program. By the first years of the new century, the Park Ranger program reached an apex with nearly 100 full-time-equivalent staff in the Division handling naturalist duties, resource management, fire-fighting and rescue, law enforcement, gate

closures, 24-hour dispatch, motion picture coordination, disaster preparedness, event management, data compilation, and of course public relations.

By the 2003-2004 fiscal year, a number of factors began coalescing which would ultimately result in a major re-engineering of the Park Ranger program and of the delivery of park safety services within the City: concerns about escalating crime in certain areas of the City; the need for enhanced services at non-park public facilities such as libraries; and the severity of budget shortfalls which required consideration of efficiency measures. These circumstances led to discussion of consolidating all public property security functions into a single organization under the Department of General Services. The final consolidation plan involved transferring most of the peace officer Park Rangers to the new organization, called the Office of Public Safety (OPS). Recreation and Parks also transferred responsibility for all law enforcement and centralize communications ("dispatch") in parks, including primary law enforcement in regional parks, and retained responsibility for naturalist and interpretive services, as well as for rescue, fire-fighting, and the majority of public interaction in regional parks. This distribution of duties was memorialized in a Memorandum of Agreement (MOA) between the Department and OPS. Consolidation was effectuated in the 2005-2006 fiscal year, resulting in transfer or elimination of all communications-related positions, along with most of the Park Rangers and their supervisors. The budgeted Ranger resources remaining for regional park duties were slim.

The full scope of responsibilities that were seen as under the purview of Park Rangers, including those that were to become transferred to or shared with OPS, are listed in detail in Exhibit A (RAP-GSD Summary of Activities for MOU, 2-13-06).

**Budget for 2005-2006  
SECURITY CONSOLIDATION**

Eliminate six months funding for the Park Ranger security function provided in 2004-05. Funding is no longer required. The merger of security services into the Office of Public Safety in the Department of General Services (GSD) will provide for a more efficient and coordinated security presence throughout City buildings and municipal facilities.

*From the 2005-2006 Detail of Department Programs (City Administrative Officer)*

**Budget for 2006-2007  
PARK RANGER  
SUPPLEMENTAL DEPLOYMENT**

Add funding and resolution authority positions for supplemental Park Ranger deployment. These resources will enable the Department to maintain existing interpretive/naturalist service levels as well as expand Park Ranger coverage at the City's larger, regional parks. The 17 additional Park Ranger and one Chief Park Ranger positions will result in a combined total of 103 personnel providing security and interpretive/naturalist services at Recreation and Park facilities [including OPS staff]. Funding in the amount of \$280,000 is also provided through MICLA for transportation equipment.

*From the 2006-2007 Detail of Department Programs (City Administrative Officer)*

## REGIONAL PARKS

- ❖ **ANGELS GATE/CABRILLO BEACH**  
(including Point Fermin and Paseo del Mar)
- ❖ **DEBS PARK** (includes Rose Hill and Montecito Recreation Centers)
- ❖ **ELYSIAN PARK** (including Solano Canyon, Leo Politi)
- ❖ **GRIFFITH PARK** (including Bronson, Ferraro Fields, Lake Hollywood, North Atwater and Chevy Chase, Equestrian Center, Travel Town Museum, Griffith Recreation Center and Pool)
- ❖ **HANSEN DAM RECREATION AREA**  
(including Orcus Park, Lakeview Terrace Recreation Center)
- ❖ **HARBOR REGIONAL PARK** (including the golf course)
- ❖ **O'MELVENY PARK**
- ❖ **RUNYON CANYON** (including Wattles Park and Gardens)
- ❖ **SEPULVEDA BASIN RECREATION AREA**  
(including Balboa Sports Center and fields, golf courses)
- ❖ **VERDUGO MOUNTAIN PARK**
- ❖ **VENICE BEACH RECREATION AREA**

While law enforcement issues in urban parks may have benefitted from the new OPS program, the drastic cuts to the Park Rangers rendered them unable to meet public expectations in the designated regional parks. Already in the fiscal year following consolidation, provision was made for additional Park Rangers and restoration of the Chief Park Ranger position. Unfortunately, escalating effects of the Great Recession thwarted these intentions. Hiring freezes restricted vacancies to acting positions or kept them unfilled, and the added positions eventually were deleted.

As of January 2013, OPS was consolidated into a new Security Services Bureau in the Los Angeles Police Department (LAPD). The apportionment of responsibilities continues to be that all law enforcement in community parks is handled by LAPD, and the Regional Parks are covered for non-law enforcement activity by the Rangers. As a practical matter, however, patrons of the regional parks and residents living near these parks

expect and rely on Park Rangers to provide enforcement of rules in regional parks. Increasingly, the Rangers also are seen as a positive and knowledgeable presence beyond the regional parks, particularly at larger parks with significant environmental features such as lakes, and at special events.

Today's Park Rangers continue to provide the best possible coverage, seven-days-a-week, for regional parks. Because staffing is not adequate, routine patrols are assigned only to Griffith Park with patrols at other regional parks as feasible or in response to calls. Rangers are not on duty all hours that the regional parks are open, although telephone service and dispatch is generally available from 6:45 a.m. to 10:45 p.m. The Park Rangers are unable to meet the desired service level that truly enhances the City's park system.

On October 8, 2013, the City Council adopted the Report of the Arts, Parks, Health, Aging and River Committee, directing the Department of Recreation and Parks (RAP) and the City



Administrative Officer (CAO) to conduct a study of the Park Ranger Program, to include analysis of past and current Ranger coverage for Regional Parks, strategies for restoring a Chief Ranger and increasing the number of Park Rangers along with the necessary infrastructure to support them, and related information including statistics.

***A Decade of Ranger Staffing  
 From the last full year of City-wide Duty to the Current Status***

Ranger Division Positions Authorized in the Budget	Number of Positions (Funding for As Needed Security Officer)			
	City-wide Responsibilities	Regional Park Responsibilities		
	FY 2003-04	FY 2005-06	FY 2006-07 <sup>1</sup>	FY 2013-14 <sup>2</sup>
Chief Park Ranger	1	-	1	-
Sr. Park Ranger II	-	1	-	1
Sr. Park Ranger I	6	6	7	3
Park Ranger	54	13	33	17
As-Needed (Security Officer)	\$644,968	\$143,888	\$141,932	\$209,558
Sr. Security Officer	1	-	-	-
Commun Operator III	10	-	-	-
Management Analyst I	1	1	1	-
Sr. Clerk Typist	1	1	2	-
Clerk Typist	1	1	1	1

<sup>1</sup> The Chief Park Ranger, 20 Park Rangers (including 3 for Observatory), and 1 Sr. Clerk Typist, were resolution authorities in the 2006-2007 budget, positions that require re-approval each year; all other positions were regular. None of the resolution authorities were filled.

<sup>2</sup> Currently, 2 Park Rangers and 1 Sr. Park Ranger are vacant; increase in As-Need funding for new Hansen Dam Ranger HQ

Especially thin are the ranks of its most visible, iconic figures — park rangers.

*From a March 11, 2010, article, "A Nervous 'Rec,'" (LA Weekly)*

## About Rangers and their Duties

The civil service classifications for Park Rangers and the chain of supervision, Senior Park Ranger and Chief Park Ranger, encompass the full range of duties which define the Los Angeles Park Ranger program as it has evolved over the last half-century. The elements described below form a picture of an ideal Park Ranger program that would improve the experience of patrons and truly protect the precious park resources of the City.



**Law Enforcement** Park Rangers are fully certified law enforcement officers and since 2002 the Rangers have been a POST agency (Police Officer Standards and Training, a state agency which certifies both law enforcement agencies and individual officers as to training). While from 1989 to 1995 Rangers completed only a modified police academy, since 1995 all new Park Rangers have been required to complete the full POST academy. However, the focus of law enforcement by Park Rangers is educational – Rangers work with park patrons to explain regulations and the value of appropriate behavior in the parks, and to encourage compliance, with the powers of citation and arrest used when necessary to ensure safety of all patrons and serve as deterrent to future violations. Also, enforcement focuses on quality of life violations such as loud noise, drinking, graffiti, loitering after hours, vandalism, leash law violations, damage to park property, littering, environmental crimes, and safety issues such as bicycles on trails or impaired behavior. Law enforcement that uniquely protects park resources, such as stopping illegal camping or preventing plant theft falls to Rangers. As experts in the operation and physical layouts of the parks, Rangers are crucial to monitoring trends impacting parks and coordinating multi-agency efforts. Park Rangers are especially effective in working with the public as their daily discharge of law enforcement duties expresses devotion to the parks and willingness to serve the public, the Department, and City leaders.

**Public Assistance** Throughout the park system, and notably in regional parks, the uniformed Park Ranger represents a trustworthy ambassador for the Department, a knowledgeable steward of park resources, and an authority figure conveying safety.

### Summary of Duties PARK RANGER:

Patrols City parks, beaches and other City facilities and property by vehicle, foot and horseback; interprets and enforces Departmental rules, regulations and Municipal and Penal Code sections relating to park usage; provides public assistance and emergency service such as first-aid, crowd and traffic control, fire-fighting, search and rescue operations, and park security; prepares and presents interpretive nature and environmental programming and classes; acts as liaison and conducts joint operations with local, state and federal agencies involved with public safety and environmental protection; or supervises a group of employees engaged in such work; and performs related duties.  
*From the 1996 Class Specification (Personnel Department)*

They provide directions and information to park visitors, from Los Angeles, Southern California, and all over the world. Park Rangers assist with vehicle problems and way-finding on trails, and spontaneously teach kids about wildlife safety. In sum, Rangers are the reliable source of help for patrons and the example of respectful park behavior. The presence of Rangers acts as a deterrent to those inclined to vandalism and other low level violations. They serve in crowd control and traffic control as firm and friendly.

**Naturalist and Interpretive** For regional parks, the Rangers are the comprehensive park management experts, educated and trained to understand history, geology, plants, birds, wildlife, and the full cycle of life in the park, and to integrate that knowledge with their daily interactions with park patrons. They are positioned to provide data and articulate anecdotal feedback to help shape policy and budget in the City, and they must keep pace with new scientific findings such as the P-22 Mountain Lion recently studied in Griffith Park. Rangers bring the value and delicacy of parks to life for visitors through formal interpretative programs, such as with guided hikes or the Urban Wildlife Program for Youth (Junior Rangers). They are key project leaders and team participants for sustainability and restoration projects in the parks, such as post-fire reforestation in Griffith Park or trail grading after heavy rains. In fact, mitigation of trail collapse or failure is coordinated by Rangers when problems in the infrastructure are identified, such as major water leaks, drainage interruptions, or unusual occurrences. Rangers coordinate with other agencies inside and outside the City on wildlife management and are on the front line of public education on co-existing with wildlife in parks and throughout the City. Their expertise is crucial in planning events that have minimum impact on the environment.

#### **JUNIOR RANGERS**

In December 2012, the National Recreation and Parks Association (NRPA) announced the Green Parks Green Kids program grant, which seeks to promote and enhance environmental education programs for children ages 6 to 10 years old in park and recreation agencies serving low-income, urban areas. The Ranger Division conducts the Urban Wildlife Program (UWP), an environmental education program designed to raise the level of environmental interest and awareness for urban youth through actively experiencing the wonders of the natural outdoor world, the urban forest ecosystems, and through the introduction of the effects our lifestyles have on the environment. UWP combines local history, hiking, crafts, and team building exercises to carry out the program's objectives. [T]his grant will provide supplemental funding to enhance the Ranger Program.

*From Board Report No. 13-060 approved February 20, 2013 (Recreation and Parks)*

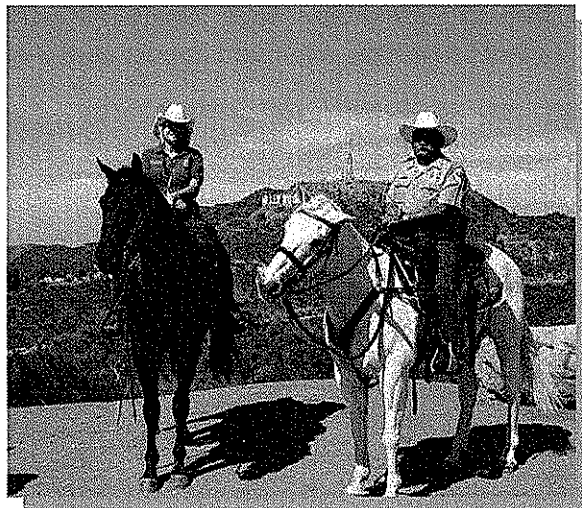


**Fire and Rescue** Rangers are likely to be first on the scene for fire, rescue, or medical incidents in regional parks, but they have an equally prominent role in prevention and mitigation. As they patrol parks, can take action to resolve hazards when encountering such situations as eroded trails, illegal encampments, damaged roads, downed trees, or excessive brush. On-duty Rangers monitor for fire and incidents continuously so that they can provide both immediate initial response and notify all

other appropriate agencies for coordinated full response. In many regional parks, Rangers are the most qualified to lead other fire or rescue personnel to remote areas and are generally crucial to effective incident command. Rangers personally perform first aid, lead missing-person searches, and conduct rescues of persons and animals. Each Ranger must be fully trained in the Incident Command Systems (ICS) and related emergency standards, and be prepared to carry out his or her responsibility during an entire incident – documentation, communication, primary assessment, and request of appropriate resources. A Park Ranger, Senior Park Ranger, or Chief Park Ranger may be the Incident Commander (IC) for all or part of an incident, and as the IC must be able to resolve issues by proper analysis and flexible adjustment in decision making, relative to park needs and practicalities. These skills are sometimes employed outside the park system when the City calls upon Rangers to fulfill our mutual aid responsibilities to other jurisdictions.

**Communications** During emergencies and in daily operations, prompt, clear, accurate communications are essential between Rangers in the field and other agencies and staff, and between Rangers themselves. In current circumstances, the Ranger Dispatch Center may have as little as a single part-time person answering phones and fielding calls; the overall staffing for the Dispatch Center are two Park Rangers with part-time assistance. Nevertheless, as staffing allows, the Dispatch strives to serve as the communication hub for public safety, relaying information and monitoring Rangers in the field, maintaining an overall safe working environment, and helping to coordinate multi-agency responses. The Dispatch Center addresses public inquiries and prioritizes and assigns requests for service, receiving calls from patrons, City staff, and other reporting parties through a central number (323.644.6661). Center operators input basic information into a database of incidents and responses, both major and minor. The Dispatch Center also dispatches Rangers and other staff in emergencies and handles notifications to Executive staff. This is a vital service, especially before and after business hours when other department staff are not available. Staffing the Center with the appropriate civil service classification (Communication Information Representatives) would be more cost effective and allow Rangers to be deployed in the field to fully utilize their training and experience. Modernized equipment or additional communication work stations and staff might be evaluated as a future enhancement to this function.

**Special Tasks and Teams** Efficiently covering patrol of park trails and inaccessible areas, the **Mounted Unit** can also rapidly respond to search and rescue emergencies where vehicles do not have access. Mounted Rangers participate in interpretive presentations, ride in equestrian events, and serve generally as ambassadors for the Ranger program. In large-scale general **City emergencies**, Rangers can provide skilled



assistance, and before emergencies occur, Rangers provide expert preparedness planning and training. Ranger staff may be called upon to staff the Emergency Operations Center and the Department Operations Center when activated. In regional emergencies, Rangers may also be called upon to provide fire resources in mutual aid situations (in accordance with a Memorandum of Agreement with the Los Angeles Fire Department). Rangers have an important coordinating role, in cooperation with park maintenance staff, in scheduled clean-ups of homeless encampments by the Bureau of Sanitation and LAPD. Changes to City procedures for dealing with homeless encampments, resulting from recent Appeals Court decisions, require particularly careful compliance. Part-Time Security Officers receive much of the typical Park Ranger training, although they are not peace officers and do not fight fires. These Part-Time Security Officers supplement the efforts of the Rangers in handling events and crowd control, providing 24-hour monitoring at the Griffith Observatory, and in some cases locking gates at regional parks, all under the supervision of Rangers.

**POST Requirements** Current civil service specifications for the various Ranger classifications are accurate. All new Park Rangers will be required to complete POST certification and will be sworn officers. The recruiting, assessment, selection, and POST training process for a Park Ranger will take one year at minimum, and then probationary Rangers spend one year in field training before they are deployed on their own. Therefore, a 24-30 month period must be allowed from authorization to boots on the ground in independent patrol. POST certification is necessary, however. At one time, a division of duties was enacted with one group of Rangers maintaining their POST status and fulfilling all Ranger responsibilities, and another group of Rangers who performed all duties with exception of law enforcement involving citations and arrests, and who accordingly did not maintain their POST requirements. That bifurcation had negative practical implications in assignments and equity issues, and cannot be continued. The most recent efforts to hire Park Rangers, just before positions were swept due to the budget contraction, did result in re-engineering of the process so that a new round of hiring should be able to move forward smoothly.



**Senior Park Rangers** The comprehensive duties of Park Rangers, including the special supervisory requirements extending from their peace officer status, call for appropriately trained and experienced supervisors in a ratio that allows for contact with a supervisor at any time a Park Ranger is on duty. Senior Park Rangers are necessary to handle training and upkeep of written procedures, particularly should multiple rounds of hiring occur to expand the ranks of the Rangers, but also on an on-going basis to ensure the highest quality of service and most aggressive safety procedures in the Ranger program. The leadership of Senior Rangers is

needed to manage special activities such as the Mounted Unit, Communications, coordination with LAPD and other agencies, and any gate closure program. The need for a reasonably low supervisor-to-ranger ratio, given the roving nature of daily Ranger patrol assignments and the peace officer status of Rangers, cannot be overstated.

**Distinguishing Features  
SENIOR PARK RANGER**

A Senior Park Ranger is responsible for the administration and supervision of the Park Ranger and park security programs.  
*From the 1996 Class Specification  
(Personnel Department)*

**Distinguishing Features  
CHIEF PARK RANGER**

A Chief Park Ranger plans, directs, and coordinates the activities of a 24-hour, seven-day-per week park ranger patrol program and communication division. An employee of the class also acts as the Department's Emergency Preparedness Coordinator.  
*From the 2000 Class Specification  
(Personnel Department)*

**Chief Park Ranger** Likewise, it is essential to restore and fill the Chief Park Ranger position. Peace officer agencies must be managed by individuals qualified to do so, typically peace officers. POST standards call for a linear command-and-control structure. Therefore a Chief Park Ranger must be appointed and be given the authority, responsibility, and flexibility to run the Division.

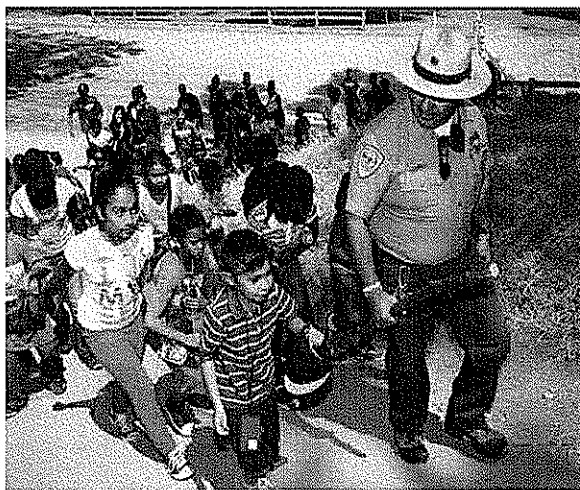
At community parks and recreation centers, the LAPD will continue to have primary responsibility for patron security and dealing with crime under an inter-departmental Memorandum of Understanding (MOU). Daily coordination with these services in parks are key responsibilities of the Senior Park Rangers as Watch Commanders. More particularly, the Chief Ranger has a major role in overseeing the service provided by LAPD in our parks to ensure it meets or exceeds the parameters laid out in the MOU, and also in handling administrative matters and working with LAPD on special situations.

**Reserves and Volunteers** Establishment of programs for reserve rangers or volunteers has been proposed and considered several times in recent years. Without doubt, Ranger services to the public would be assisted through the availability of reliable, well-trained Volunteers and Reserves. The members of the public who participate in the Program would enjoy the satisfaction of making a major positive contribution to their community, and may have opportunity to transition to paid positions in the City or elsewhere in the future. In fact, a small but dedicated corps of volunteers are already engaged in supporting the horses of the Mounted Unit. However, a more comprehensive Park Ranger Reserve Program faces two significant challenges: sufficient full-time staff for training and oversight of volunteers within the Park Rangers; and, permanent annual funding for uniforms, training, and other things the City must supply (a 2009 report estimated a minimum of \$39,000 to equip and train an initial group of eight volunteers over six months).

In considering a potential reserve program outline, two classes of reserve rangers have been contemplated: Ranger Division Volunteers and Field Reserve Rangers. In a formal program,

both groups, Volunteers and Reserves, would first complete mandated training and background investigations and then work assignments on evenings and weekends and as their regular jobs permit. All would be enrolled in the Department's Volunteer Program as well.

Ranger Division Volunteers would assist with interpretive programs, school programs, career days, tree planting programs, visitor assistance, and other similar programs. These Volunteers may also have special skills such as photography, graphic arts, and biological science which could be well-employed. As mentioned, the Mounted Unit already benefits from interested volunteer equestrians, both for event attendance and for horse care and training.



Potentially, Field Reserve Rangers could be trained and qualified to supplement regular field Rangers with patrol, visitor assistance, and public safety and/or peace officer duties. Reserve Rangers would exercise peace officer authority only after completion of POST required training (reserve Ranger peace officer authority would be limited to "while on duty"). Should sufficient staff and resources be present in the future to explore a reserve program, the Rangers would look at the City's existing LAPD and Animal Control Officer Reserve programs as a guide to formulating a Reserve Ranger Unit in close cooperation with the Personnel Department.

Currently, the understaffed Park Ranger Division cannot cover the minimum desired hours of regional park supervision, and has no flexibility to incorporate the training and oversight of volunteers, beyond the three or four volunteers assisting the Mounted Unit. Until additional positions are authorized and filled for the Park Rangers, the Department is unable to leverage the benefits of using Volunteers and Reserves.

## Service Needs in Regional Parks and Other Parks

### WHAT I SEE IN THE REGIONAL PARKS

I walk to Belienson Park and around Lake Balboa four times a week. Here are some things I've seen on more than one occasion: cars and trucks on the bike paths; unattended cooking fires; pets running off leash; birds entangled in fishing line; graffiti and vandalism.

**Things I don't see: Park Rangers to supervise and protect; kids playing (except supervised in the little kids playground).**

*From a public comment by Sue Wilchke to the City Council re: Council file 12-0899-S1*

Residents and visitors to regional parks in Los Angeles come with the expectation that appropriately trained staff are monitoring park conditions for safety, preventing damage and inappropriate behavior, and are available to provide assistance and information. In other words, park patrons anticipate that the Park Ranger Program inherent in the duties described above is in place and fully functioning at regional parks. And indeed, to the extent Park Rangers are on duty, their work protecting park resources and sustaining the integrity of regional facilities averts expensive and painstaking repairs as well as disappointed park visitors.

Hiring freezes and limitations on restoring regular authorities have challenged the Park Rangers to meet these expectations even in Griffith Park, although the intention of City decision makers in creating the OPS and Regional Park Ranger program was to insure that all law enforcement, interpretative services, fire and rescue, and other key components of public safety and park resource protection would be fully sustained and continued, even if responsibilities were distributed. Recent transfer of the OPS public facility law enforcement responsibilities to LAPD has meant that enforcement in regional parks of crimes such as public alcohol consumption, vandalism, and loitering and trespassing is falling back entirely to the Park Rangers, because those are not priority crimes for LAPD. Unfortunately, there are not enough Park Rangers to handle the full demand of overseeing the regional parks. Meanwhile, park patrons continue to enjoy the parks, and therefore the need for assistance, information, rescue, and law enforcement simply does not abate. Moreover, the response of LAPD or the Los Angeles Fire Department (LAFD) to the regional parks in the case of serious crime or emergency is more efficient and effective with Rangers involved to facilitate the response. LAPD will always have the primary law enforcement responsibility in City parks as they do City-wide; Rangers as collaborators in public safety for regional parks are a potent assist to LAPD.

One serious deficiency in the current situation comes to light immediately: the range and detail of statistics which were once generated by the Park Ranger Division about park crime and other activity in the pre-consolidation period are simply not available for use in analysis of post-consolidation service levels. Dispatch equipment and staff were removed from the Park Rangers, along with all administrative staff, in the consolidation, and since that time details on calls, activities, citations, arrests, and special events are only captured through a mix of dispatch



call and Ranger daily logs, and is not available in a comprehensive, organized data collection. OPS did not capture much level of detail in their enforcement activity in parks. LAPD does capture very detailed statistics but only by address, a particular look-up challenge in regional parks without single addresses. An important need that will support metrics for analysis-based decisions in the future is to provide for the resources, principally staff, but including hardware, and software, to collect and collate appropriate data.

**Activities: Last 18 Months of Service, Office of Public Safety (July 2011 - December 2012)**

Incidents and Reports	Park	Arrests
393	Griffith Park	39
329	Elysian Park	45
253	MacArthur Recreation Center	22
123	Lincoln Park	15
117	Pershing Square	26
95	Echo Park	12
83	Arroyo Seco Park	21
80	Lafayette Recreation Center	5
79	Sepulveda Basin	11
76	Hollenbeck Park Recreation Center	12
74	Pan Pacific Recreation Center	8
49	Hansen Dam Recreation Area	17
39	Debs Park	6
39	Poinsettia Recreation Center	2
31	Angels Gate/Cabrillo Beach	4
27	Runyon Canyon Park	4
16	Harbor Regional Park	2
6	Venice Beach Recreation Area	1
1	Verdugo Mountain Park	0
0	O'Melveny Park	0

*Green shaded parks are designated Regional Parks*

Some limited data does exist that supports anecdotal evidence about the greatest needs for Park Rangers. A spreadsheet summary of activities supplied by OPS (covering July 2011 to December 2012) and printouts of calls fielded by the Ranger Dispatch desk (covering the period July 2012 to November 2013) collectively provide a general picture of need by location and type of activity.

The majority of calls handled by OPS were in the two regional parks that are most heavily used plus feature large remote sections. The next highest activity levels are seen in major community parks that also have special environmental features or remote areas, followed by other large, highly used regional parks. Some of the designated regional parks show comparatively low OPS activity, which may be due to the remote nature of the parks and low usage (such as at O'Melveny or Verdugo Hills) or greater involvement by LAPD (Venice Beach)

<b>Types of Calls for Help Received by Ranger Dispatch for Ranger Response (Griffith Park) July 1, 2012 to November 24, 2013 (17 Months)</b>	
<b>Call Category</b>	<b>Number of Calls</b>
<b>Low Level Crime/Quality of Life</b> (vandalism, pets off leash, open alcohol containers, traffic control, smoking, vehicle accidents, disturbances, transients, license checks)	2127
<b>Fire and Rescue</b> (fire, injuries, assist in LAFD response, hurt and stranded park users)	1244
<b>Serious Crime</b> (narcotics, dead body, burglary, assault, weapons)	280
<b>General Assistance</b> (lost hikers, loose horses, disputes, water leaks, general information)	277

Range of public needs in regional parks is represented in macro by distilling the records of calls into the existing dispatch center for the Park Rangers, currently staffed from 6:45 a.m. to 10:45 p.m., seven days a week. Law enforcement relating to safe, appropriate behavior in parks and protection of park assets are the majority of calls; next, the public calls for help in accidents and incidents and in case of fire or need for rescue. Serious crime receives relatively few calls.

The data from OPS allows a superficial analysis of the types of crime their officers dealt with in regional parks. With exception of burglary, which has been an on-going problem in some parking lots in regional parks, and some narcotics possession, most of the activity falls within the categories of law enforcement which Park Rangers, with their physical knowledge of the parks and their emphasis on correcting negative or unsafe behavior, are well-qualified to address. Because of their effectiveness, Park Ranger enforcement of these types of quality-of-life and resource preservation crimes provides a higher return on investment than seen if LAPD is assigned as the primary or sole enforcement for those nuisance crimes in the regional parks.

An expanded chart summarizing the activities by OPS at both regional and community parks, as extracted from their data, is included as Exhibit B.

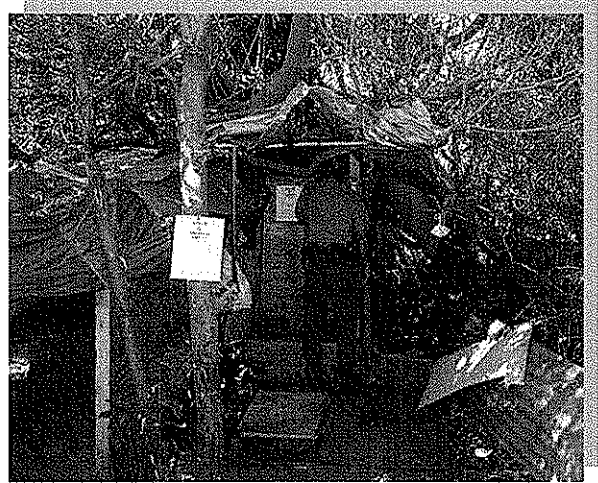
<i>Extract of Violations Leading to Counseling, Citation, or Arrest: Last 18 Months of Service, Office of Public Safety (July 2011 - December 2012)</i>		
Violation	Number	Arrests
Loitering and Trespassing	240	13
Open alcohol/drinking in public/drunken	164	4
Impounded Vehicle	92	
Burglary/Attempted Burglary (includes from vehicle)	65	6
Vandalism, Graffiti, Property Damage, Dumping	55	
Misdemeanor Warrant	53	33
Possession of Controlled Substances (includes marijuana)	45	19
Dog off Leash	41	
Petty Theft/Attempted Petty Theft	35	2
Lost property reports	20	
Illegal Camping	19	1
Smoking or Fireworks	18	
Recovered Vehicle or plate/other found property	18	
Hiking in Prohibited Area	17	
DUI (includes those with warrants)	15	12
Threats and Disputes	15	5
Injuries and Vehicle Accidents	14	1
Battery	13	9
Grand Theft/Grand Theft Auto	11	4
Weapons/Assault with Deadly Weapons	10	7
Possession for Sale (includes marijuana)	9	7
Robbery/Attempted Robbery	8	1
Parole Violations	8	8
Littering (including Human Excrement or Urine)	7	1
Felony Warrant	6	6
Mental Problem	6	
Indecent exposure/Urinating in public	4	1
Resisting or Obstructing a Peace Officer	1	1
Delinquency of Minor	1	1

While LAPD's reporting protocols did not accommodate a request for data, the crime statistics database which is part of the Los Angeles Times Map LA project (<http://maps.latimes.com/crime/>) did provide a snapshot of police reports at the four most heavily used regional parks. This basic information supports the assumption that LAPD is tasked only on serious crime in parks, for which reports are fortunately low in number. For the most recent six month period, July 2013 – December 2013:

- Griffith Park – average 4 reports per week, all theft or theft from vehicle except for a few grand theft auto.
- Elysian Park – average 2 reports per week, all theft, theft from vehicle, or burglary.
- Hansen Dam – average 2 reports per week, a mix of theft, grand theft auto, robbery, and assault, all on the park's perimeter (Glenoaks and/or Osborne).

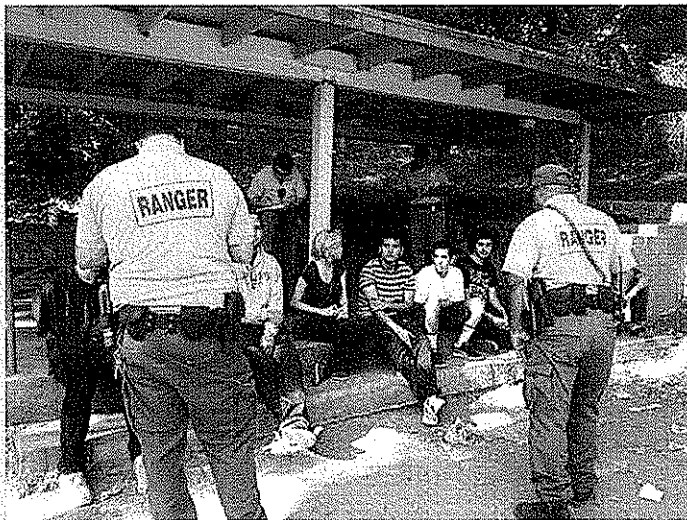
- Sepulveda Basin – average 5 reports per week, the majority theft, theft from vehicle, or grand theft auto except for a few more serious crimes (one rape and three assaults) all at the park's perimeter.

This Park Ranger report does not contemplate deployment of Rangers to neighborhood parks and recreation centers for law enforcement purposes. Just as Rangers are uniquely qualified to handle much of the law enforcement duty in regional parks, with the parks' variety of public needs and improprieties being handled in the context of geography, wildlife, and vegetation, LAPD with their comprehensive 24/7 coverage of the City provides proximate response to criminal activity in the context of the urban landscape, and is the better mechanism for dealing with non-regional park law enforcement.



In recent months, the Recreation and Parks Department of the City and County of San Francisco has been conducting some background research to prepare for a discussion in 2014 of expanding the staff of their Park Ranger division to provide improved oversight of park activity. Their local investigation was supplemented by a survey of various jurisdictions in California, and a few from out-of-state, to take a snapshot of the size and responsibility of ranger programs elsewhere. Recreation and Parks participated in the survey and received a copy (a summary of the results is attached as Exhibit C). Although not comprehensive, the survey reveals a pattern in which many major cities and counties expect from their park ranger programs the same basic services as patrons do in Los Angeles: provide law enforcement and education to protect the safety of patrons and parks, manage and protect park resources, and teach the public about

their environment. With two exceptions (San Antonio, Texas, and East Valley Region Parks District, California, both of which have park police agencies) the local police or sheriff handle major or serious crimes, leaving the daily job of quality-of-life law enforcement to their park rangers, the same division of responsibilities as in Los Angeles. Notes included in the survey suggest that other jurisdictions are examining the benefits of increasing park ranger resources, just as are Los Angeles and San Francisco.



In summary, the need for Regional Park Rangers is supported by existing statistical data. The heavily used regional parks (Griffith, Elysian, Sepulveda Basin and Hansen Dam) show strong need for the positive educational and enforcement role of the Park Rangers. Existing data for the other designated regional parks suggests that lack of ranger involvement allows a modicum of inappropriate activity to go on without notice, and may be allowing damage to park resources and as well as having a potential quashing effect on park visitation. Parks not included in the designated group of regional parks and which evince a need for more supervision are the historic parks of the system, including parks with lakes, the Arroyo, and Pershing Square. These latter non-regional parks present a matrix of needs that include resource protection, interpretation, and law enforcement that could be well-served by a collaborative approach between the LAPD and the Rangers on a case-by-case basis, and the topic warrants consideration as part of a more robust expansion plan.

The situation now with few Rangers and no proper Chief Ranger is that  
***no one is home in these parks.***

***When no one is home...*** Park users are not safe. Park inhabitants are not safe. Park resources are not safe. ***When no one is home***, our fragile city resources are damaged and abused, costing even more funds to restore. Or they are damaged beyond restoration altogether.

*From a public comment by Kristin C. Sabo to the City Council re: Council file  
12-0899-S1*

## A Tiered Approach to Expanding the Park Ranger Program

This report illustrates that staffing for the Park Rangers today is not adequate to the most remedial level of service today, which is focused mainly in Griffith Park. The abstract presented above about the evolution of the Park Rangers and park safety issues in Los Angeles, the review of the characteristics of and expectations for Park Rangers and the Park Ranger Program, and the examination of existing data and testimony about service needs collectively lead to clear recommendations for expanding the Park Ranger Program.

To present options for consideration, recommendations are fleshed out for three progressive levels of resources matched to the three public service levels they would support. The first level merely establishes supplements to be effective in the more limited program the Rangers are trying to sustain today. The next level provides more adequate resources to accomplish regional park management goals. An optimum level offers desirable coverage for all regional parks and includes some optional services that can be retained or deferred. Detailed staffing charts for the various levels are provided in Exhibit D, and full details on the tier costs behind the summary chart below is Exhibit E.

<b>Park Ranger Program Tiers - Summary <sup>1</sup></b>								
<b>Positions/Accounts</b>	<b>Optimum Program <sup>2</sup></b>		<b>Modest Program <sup>2</sup></b>		<b>Minimum Program</b>		<b>Current Program</b>	
	<b>Qty.</b>	<b>Annual Cost</b>	<b>Qty.</b>	<b>Annual Cost</b>	<b>Qty.</b>	<b>Annual Cost</b>	<b>Qty.</b>	<b>Annual Cost</b>
Chief Park Ranger <sup>3</sup>	1	\$253,853	1	\$253,853	1	\$253,853		
Sr. Park Ranger II	2	\$417,887	2	\$417,887	1	\$208,944	1	\$208,944
Sr. Park Ranger I	15	\$2,832,286	10	\$1,888,190	7	\$1,321,733	3	\$566,457
Park Ranger	76	\$12,588,760	36	\$5,963,097	23	\$3,809,756	17	\$2,815,907
Comm Info Rep II	3	\$407,872	3	\$407,872	1	\$135,957		
Management Analyst II	1	\$198,652						
Sr. Clerk Typist	1	\$146,778	1	\$146,778	1	\$146,778		
Clerk Typist	2	\$238,177	2	\$238,177	1	\$119,088	1	\$119,088
Part-time As-Needed <sup>4</sup>		\$642,000		\$642,000		\$328,447		\$209,558
Expense Accounts		\$176,772		\$132,472		\$93,272		\$79,132
<b>Totals:</b>	<b>98</b>	<b>\$17,903,036</b>	<b>55</b>	<b>\$10,090,326</b>	<b>34</b>	<b>\$6,417,829</b>	<b>22</b>	<b>\$3,999,086</b>

<sup>1</sup> Uses fully burdened salaries from 14-15 Wages and Counts; detailed schedule shown in Exhibit E

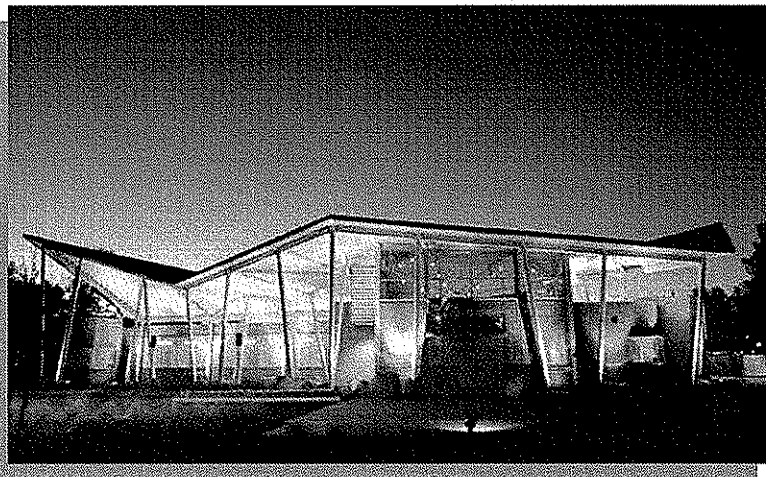
<sup>2</sup> Optimum and Modest Programs include some optional elements such as Mounted, Venice Beach, and Cabrillo Patrol

<sup>3</sup> Salary of Prin. Maintenance Supr II used for estimating, previously at about the same salary level as Chief

<sup>4</sup> Security Officer (Part-Time), fully burdened with Fringe and Dept Overhead

**Current Staffing and Service Level** Park Rangers deploy from Griffith Park only and the majority of patrol time is devoted in Griffith. Three days a week, including Sunday, no Ranger is on duty until 10:00 a.m. and no Ranger is still on duty after 8:00 p.m. (park hours in most areas of the regional parks is 5:30 a.m. to 10:30 p.m.). A Senior Ranger is not on duty at all hours that Park Rangers are on patrol. Two Park Rangers are used to staff Dispatch. Part-time staff provide some gap coverage in dispatch, with the Mounted Unit, and in clerical.

**Minimum Staffing and Service Level** Provides additional Park Rangers so that Griffith Park and the regional parks patrolled from that base are covered from about 7:00 a.m. to midnight seven days a week. Adds two Park Rangers to deploy daily from Hansen Dam during prime hours of 10:00 a.m. to 8 p.m., principally for the Hansen Dam area but better positioned for response to other regional parks in the Valley. One Park Ranger is added to the Observatory assignment so that a full-time Ranger covers the main public visitation period every day. Senior Rangers are added in proportion to the Park Ranger assignments. Addition of one



Communication Information Representative will assist the existing Park Rangers and part-time staff to cover Dispatch for the entirety of hours (7:00 a.m. to midnight) that Park Rangers are in the field. Some additional interpretive services can be provided at Hansen Dam. Senior Park Rangers are added to insure supervision of all shifts and locations.

As previously mentioned, making an immediate decision to authorize three Communication Information Representatives to staff Dispatch will release two existing trained Park Rangers to field duty.

**Modest Staffing and Service Level** This tier builds on the Minimum plan by providing more Park Rangers on each shift at Griffith Park for better flexibility where needed in Griffith and in other regional parks, and expands coverage at Hansen to 7:00 a.m. to midnight. This tier also incorporates the transition of Dispatch staffing from Park Rangers to Communications Information Representatives, if not already accomplished as a current-level efficiency. Better law enforcement, resource management, and interpretive services can be delivered under this tier. The Mounted Patrol is formally established with two Park Rangers. Additional Senior Park Rangers are proportional to the increase in Park Rangers, including a dedicated Senior Ranger for the Mounted Unit. A second Senior Ranger II is added at this service tier to provide overall help in managing the expanding program, including development of reports for tracking progress, and oversight of the aggressive and on-going hiring and training that is necessary to achieve this level.

**Optimum Staffing and Service Level** The optimum staffing plan for the Park Rangers sustains the staffing for Griffith Park and Hansen Dam in the previous plans, then adds Park Rangers to focus on other major regional park groups that generally receive only peripheral attention or response in emergencies. From 7:00 a.m. to midnight, three Park Rangers would daily oversee Elysian Park and Debs Park, and could provide some assistance with the neighboring Arroyo Seco parks. Also added at this tier is a similar deployment of three Park Rangers daily from 7:00 a.m. to midnight for the Harbor Regional Park and Cabrillo Beach areas; this solves the complication of long drives from Griffith to the Harbor area and allows resumption of interpretative services at Augustus F. Hawkins Nature Park. Venice Beach benefits from the addition of three Park Rangers daily from 10:00 a.m. to 8:00 p.m. who can collaborate with the recreation center staff and LAPD to be a positive presence at this tourist mecca. At Hansen Dam, an additional Park Ranger is added per each shift to better cover the other Valley regional parks such as O'Melveny and Verdugo Hills. The Observatory's Park Ranger presence is increased to two Park Rangers per day, allowing some reduction in part-time expense but more importantly, an improvement in consistency of service and opportunities for interpretative assistance at Mount Hollywood. A proportion of Senior Park Rangers are added to supervise the new groups at Elysian, Cabrillo, and Venice. A Management Analyst is added because the program size requires assistance in budgeting, analysis, and procurement to function efficiently.



**Optional Deferrals** Some proposed assignments could be deferred until initial expansion is underway and results are available for analysis. This could lower the initial cost of expanding the program.

<i>Salary Savings from Optional Deferrals</i>							
Position Reductions	Annual Cost <sup>1</sup>	Defer Mounted		Defer Venice Patrol		Defer Cabrillo/Harbor	
		Qty.	Annual Savings	Qty.	Annual Savings	Qty.	Annual Savings
Senior Park Ranger I	\$188,819	-1	(\$188,819)	-2	(\$377,638)	-2	(\$377,638)
Park Ranger	\$165,642	-2	(\$331,284)	-6	(\$993,852)	-6	(\$993,852)
<b>Totals</b>		<b>-3</b>	<b>(\$520,103)</b>	<b>-8</b>	<b>(\$1,371,490)</b>	<b>-8</b>	<b>(\$1,371,490)</b>

<sup>1</sup> Uses fully burdened salaries from Wages and Counts; detailed schedule shown in Exhibit E

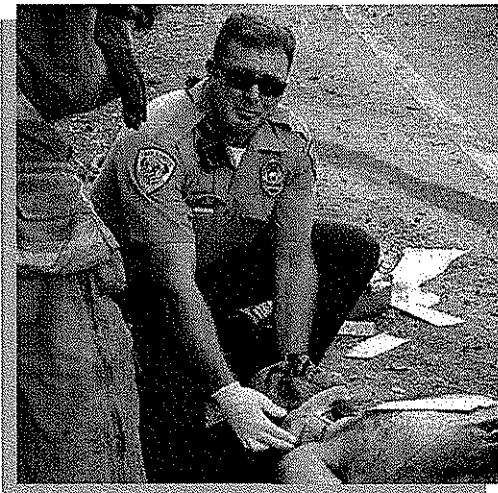
- Mounted Unit – In both the Modest and Optimum tiers, the Mounted Unit could continue to be an ancillary duty for field Rangers and volunteers (reduce two Park Rangers and one Senior Park Ranger).

- Venice Beach Patrol - In the Optimum tier, the daily involvement of Park Rangers would be desirable, however the LAPD already plays a dominant role at Venice Beach (reduce six Park Rangers and two Senior Park Ranger).
- Cabrillo/Harbor Regional Patrol – Also in Optimum tier, the dedicated patrol for these areas is desirable, especially in regard to restoring interpretative activities at Augustus F. Hawkins Nature Park. A complication for restoring this assignment is lack of any Park Ranger substation facilities in the area; daily assignment from Griffith is inefficient. Also, existing statistics do not bear out a pattern of problems in these areas. More value for this component could be seen after completion of the \$40 million renovation of Ken Malloy Lake and the increase in interpretive opportunities there (reduce six Park Rangers and two Senior Rangers).

**Part-Time Security Officer** These part-time Ranger staff members currently supplement staff in clerical, Dispatch, and the field. At the Modest and Optimum levels the hours and budget are essentially doubled to allow use of these staff members to conduct all the gate closing at regional parks. This will provide better control by the Park Rangers and allow sections with sunset closure provisions to be closed on time. This also provides a substantial corps of well-trained staff to assist in fires and other emergencies which require a high level response. Note that the budget for part-time staff to cover the 24/7 requirements of security at the Griffith Observatory are included in the Observatory's budget since they are dedicated to the site.

**Expenses, Equipment, and other Costs** Various expenses categories are tied directly to the number of Ranger positions and their shifts and locations, while others are relatively fixed no matter the size of the Program.

- Contractual Services (Account 3040) – Boarding, veterinary, and farrier costs for the Mounted Unit; maintenance and repair for various security components and alarm systems. This expense is relatively fixed, depending on the number of horses which are part of the Mounted program.



- Maintenance Materials (Account 3160) – Supplies for minor repairs, tools, firefighting and safety equipment. This expense grows in proportion to the number of staff and the type of work or emergencies which arise in a given period.
- Uniforms (Account 4430) – Badges, personal gear, and clothing for full-time and part-time staff (fully supplied to new staff and minor replacement for existing staff). This expense is directly tied to the number of staff hired and deployed.
- Office and Administrative Supplies (Account 6010) – Licenses, training expenses (about



\$600 per year per officer for Peace Officer status and to keep up on fire, medical, and rope rescue skills), office supplies, first aid supplies, communications supplies. This expense grows in proportion to the number of staff and the type of work or emergencies which arise in a given period.

- Operating Supplies (Account 6020) – Materials and supplies used in interpretative programs and exhibits, along with some office equipment and furniture. This expense parallels the sufficiency of Ranger time and personnel to expand interpretive programs.

In addition to annual expense accounts, expansion of services by the Park Ranger necessitates increases in radios and utility trucks or SUVs also, although these are one-time expenditures. Each new full-time Ranger requires a radio, and additional radios are needed for every 2-3 Part-Time Security Officers. Cost is about \$1000 per unit with accessories.

Appropriately equipped vehicles are needed; a brush patrol vehicle (equipped with water and fire pump), SUV with the ability to transport persons in custody, or a four-wheel-drive ¾ ton truck should be purchased for each new Park Ranger hired, trained, and deployed. Cost ranges from \$54,000 to \$44,000. The one-to-one vehicle request is based on:

- The nature of Park Ranger assignments, as Rangers rarely work with a partner, but are deployed singly, roving during a shift to multiple locations;
- In the event of a major emergency such as a massive wildfire, Rangers move to 12-hours-on 12-hours-off shifts that demand a high number of vehicles;
- Because of high mileage and off-road use, at least 25% of all Ranger vehicles are cycling through General Services Fleet Maintenance at any time, reducing the fleet to an average of 75% or less.

No additional or new dispatch or security equipment is necessary for any of the proposed new service tiers at this time, although future evaluation and workload may result in additional recommendations to improve responsiveness. Academy training for each Park Ranger recruit is \$3,400, a one-time expense with each hire.

**Administrative Citation Program** The City has recently enacted legislation to authorize the use of administrative citations as an alternative method for problem resolution and enforcement (Council File 10-0085). Initially, the Department of Animal Services and LAPD were authorized, as part of a pilot program,

### **Benefits of an ADMINISTRATIVE CITATION PROGRAM**

The issuance of an administrative citation will deter behavior and repeat violations thereby reducing the amount of time and effort spent on enforcement. In addition, cases currently referred to the City Attorney's Office for review and filing with the court can take up to one year before being scheduled before a criminal court and adjudicated.

The following items are potential benefits of implementing such a program.

- Creation of greater efficiencies and faster compliance
- Cost benefit
- Better use of legal resources
- Additional revenues

*From Report No. 0160-01546-0000, Council File 10-1085, dated March 7, 2011 (City Administrative Officer)*

to develop and implement administrative citation programs. The City Attorney's office was charged to set up an adjudication process for citation appeals.

As articulated in the various reports to City Council on this matter, the development of a comprehensive administrative citation program is believed to provide an additional tool for enforcement officers which encourages Los Angeles Municipal Code compliance thereby enhancing public health and safety. This perspective is aligned with the objectives of Park Rangers in issuing citations: to deter inappropriate and unsafe activity and prevent its recurrence.

Currently, the Park Rangers receive a tiny portion of revenue from collections on citations they have issued on park property. As the pilot Administrative Citation program proceeds, it might form a model for use by the Park Rangers in the future. If properly funded for administration and accounting aspects of the program, use of administrative citations in some cases, such as for illegal parking, dogs off-leash, and some trespassing violations, could be more effective in curtailing negative behavior and be a source of funding for expanded Ranger programs.

While we support visitors enjoying Griffith Park, our communities feel that they are entitled to adequate staff in the Park to deal with the large numbers of people who use the park. Providing the needed funding for additional staff is certainly less expensive than dealing with even one small fire caused by visitors who smoke in a high fire danger area.

*From a public comment by Jane Goichman to the City Council re: Council file 12-0899-S1*

## Implementation Considerations

The Ranger Division provides interpretive services, emergency medical aid, wild land fire-fighting, law enforcement, and many other services as called upon. Overall, the Park Rangers create a safe environment and a safe work place for all recreation and parks employees, patrons, and visiting dignitaries. However, the last fiscal year has severely challenged the Park Ranger Program and it is necessary that the City protects this program from budgetary constraints.

*From the Arts, Parks, Health, Aging River Committee Report approved by City Council on October 8, 2013 (City Clerk, CF 12-0899-S1)*

The urge to better serve parks and park patrons through expansion of the Park Ranger Program is well-founded but will require patience and persistence. As previously mentioned, at least 24-months will elapse between approval to start accepting applications and a fully-authorized peace officer Park Ranger assigned on his or her own to a shift in a regional park. Senior Rangers must be promoted in a sequence with small groups of new Park Rangers so that the new Rangers have training officers and supervisors to oversee their probation. Park Ranger leadership should be in place to set goals, insure policies are up-to-date, and monitor the training and expansion so that it proceeds efficiently and delivers expected results. A proposed sequence follows.

### By June 30, 2014:

- Park Ranger Expansion Tier selected and approved by City Council and Mayor
- Initial additional positions, expenses, and equipment authorized for the 2014-15 fiscal year budget.
- Receive authority for one or more Communication Information Representatives and begin hiring process.
- Appoint an acting Chief Park Ranger to immediately assume oversight of implementation of the selected expansion tier.

### July 2014 – December 2014:

- Hire, train, and assign one or more Communication Information Representatives to Dispatch to relieve one or both Park Rangers for field duty.
- Emergency appoint one Senior Ranger (to fill vacancy) and begin hiring process for permanent appointment. Initial hire should be three Senior Rangers.
- Emergency appoint two (or three) Park Rangers (to fill vacancies) and begin hiring process for permanent appointments. Initial hire should be eight Park Rangers.
- Begin hiring process for permanent appointment of Chief Park Ranger.
- Initiate vehicle purchase.

### January 2015 – June 2015:

- Appoint Chief Park Ranger.
- Appoint three Senior Rangers, upgrade one Senior Ranger to a paygrade II.

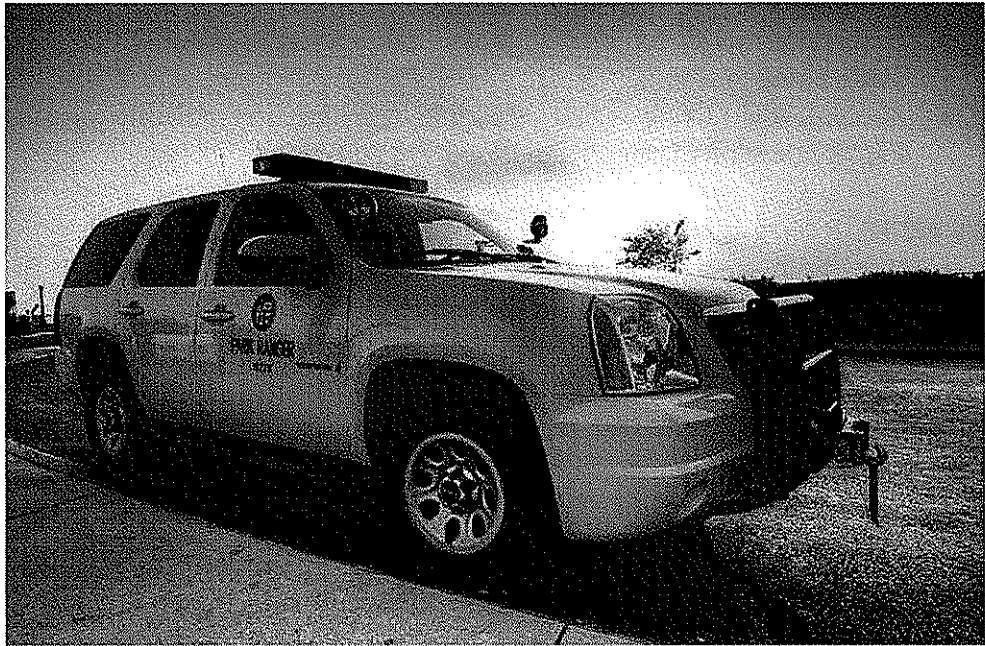
- Eight Park Rangers enter academy.
- Begin next round of hiring for eight Park Rangers (or as needed) and Senior Rangers (as needed).
- Hire, train, and assign additional Communication Information Representatives to achieve level of three (if not completed last period).

July 2015 – December 2015:

- Eight Park Rangers begin on-the-job training.
- Eight Park Rangers enter academy (or number as needed).
- Begin next round of hiring for Park Rangers (as needed) and Senior Rangers (as needed).

Even by keeping a resolute process such as outlined above, an influx of new Park Rangers in the field will not start to occur until 2016.

The challenge of the process should not deter from starting it. The Los Angeles Park Rangers represent the best in the City's options to effectively supervise the use of our system of regional parks. Their presence in the parks, their attention to conditions, and their interaction with park users constitutes its own language of respect for resources and respect for the humans who enjoy them.



RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
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*Peace Officer Park Ranger Duties*

Visitor Center Assistance:

1	Information / Directions		X				
2	Park Facility Information		X				
3	Recreation Program Information		X				
4	Recreation Safety Information		X				
5	Vehicle Assistance		X				
6	Lockouts		X				
7	Battery Jumps		X				
8	Flora / Fauna Information		X				
9	Hiking / Equestrian Trail Information			X			
10	Hiking / Equestrian / Biking Safety			X			
11	Rules / Regulation Information			X			
12	Posting Informational / Regulatory signs		X				
13	Establishing traffic control w/ barricades during construction, emergencies					X	

Park Management:

14	Special Event Coordination					X	
15	Special Event Traffic Control			X			
16	Special Event Crowd Control			X			Non -PO Rangers will not assist with crowd control
17	Special Event Liaison w/ Outside Agencies					X	
18	Wildlife Issues					X	
19	Public Safety Wildlife Issues			X			GSD Police and PO Rangers to jointly handle.
20	Posting Signs		X				
21	Reporting Job Orders			X			
22	Temporary Gate Repairs			X			
23	Temporary Repair Facilitation			X			

RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
24	EOB/EOC Staffing		X				
25	Shelter Staffing					X	
26	Command Post Staffing			X			
27	EOC/EOB Planning		X				
28	EOC/EOB Liaison to Police / Fire		X				
29	Planning / conduct EOC Exercises					X	
30	Facility Security Planning					X	
31	Prepare Maps Brochures		X				
32	Coordinate / Manage Radio System	X					
33	Act as Public Information Officer			X			
34	Installation / Manage Alarms		X				
35	Permit Disputes			X			Non-PO Rangers to assist with regional parks; GSD to handle all other parks.
36	DOC Staffing		X				

**Public Safety:**

37	First Aid Response			X			
38	Auto Extrication					X	
39	Respond to Traffic Collisions			X			Official collision investigation conducted by LAPD, CHP, etc
40	Traffic Control at Incidents			X			
41	Fire Prevention			X			
42	Fire Safety			X			Joint response with LAFD
43	Fire Safety Education			X			
44	First Responder Fire Suppression			X			All trained personnel to participate.
45	Fire Engine Operations			X			
46	Water Tender Operations			X			
47	Fire Equipment Maintenance			X			Each department will be responsible for maintaining their equipment.
48	Emergency Bee Response			X			

RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
49	Hazmat First Responder			X			
50	Searches-Missing Person			X			Sworn and civilian personnel to assist in searches.
51	Rescues-First Responder			X			
52	Rescues-Operational Level			X			
53	Swift Water Rescues			X			
54	Equestrian Accidents-Operational Level			X			
55	Code 3 Responses			X			Code 3 Responses in accordance with GSD and RAP Policy
56	Code 3 Responses (fire equipment)			X			Code 3 Responses in accordance with GSD and RAP Policy
57	Traffic / Visitor Control @ Emergencies			X			
58	Incident Commander			X			GSD at enforcement related incidents, RAP at non-enforcement related incidents
59	Class B Driver's License Training			X			
60	Fire Extinguisher Training			X			
61	Safety Training for RAP Staff			X			Conducted by GSD Police and PO Rangers.
62	LAFD Wildland Fire Liaison			X			
63	Fire/Rescue Training			X			
64	Overtime Film Monitor / Special Event Details			X			GSD will handle filming/special events if enforcement/traffic control may be necessary, RAP will handle all others

Law Enforcement:

65	Observing / Reporting Crimes			X			
66	Counseling Minor Violators			X			
67	Enforcement of Park Regulations			X			
68	Issuing Parking Citations			X			Non-PO's to extent authorized by City ordinance.
69	Issuing Personal Service Citations			X			Conducted by GSD and PO Rangers. Non-PO's to extent
70	Issuing Release From Custody Citations			X			Conducted by GSD and PO Rangers.
71	Complete Police Reports			X			Conducted by GSD and PO Rangers.
72	Arresting Violators			X			Each department will be responsible for the transportation, booking, and reports connected to their officer's arrest.
73	Booking Violators			X			Each department will be responsible for the booking of violators arrested by officers of their department.

RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
74	Booking Evidence			X			The booking of evidence related to an investigation is the responsibility of the investigating agency
75	Criminal Investigations			X			
76	Testifying in Court			X			
77	Testifying in Administrative Hearings			X			
78	Conducting Internal Investigations			X			GSD and RAP will conduct investigations of their own employees
79	Investigating Civil Matters			X			GSD and RAP will investigate civil matters concerning their property/employees
81	Special Occurrence Reports		X				
82	Generating GSD Incident Report	X					
83	Complete Preliminary Investigation Reports-suspect gone	X					
84	Complex Crime Reports-suspect on scene	X					
85	Nighttime Gate Closure	X					
86	Illegal Camp Clean-ups (no Suspect)			X			GSD to provide enforcement related support
87	Coordination of Law Enforcement Training			X			GSD and RAP are responsible for training their officers, in compliance with state standards.
88	Court Liaison for criminal cases filed			X			GSD and RAP are responsible for providing a court liaison for criminal cases filed.
89	Liaison to POST			X			
90	CCHRS/NECS Responsibility			X			GSD and RAP are responsible for conducting checks in local/state databases and DOJ compliance.
91	Undercover / Plainclothes Operations			X			
92	Provide Security Training to RAP Staff			X			
93	Participating in Bike Unit			X			
94	Vehicle Patrols			X			
95	Foot Patrols			X			
96	Foot Patrols in Wildland Areas			X			
97	Investigation of Resource Violations			X			
98	Manage Mounted Unit		X				
99	Coordinate Multi-agency law enforcement operations			X			
100	Reporting statistical data on park enforcement	X					RAP to forward all reports of enforcement activity to GSD for statistical purposes.



RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
101	Meeting with Community Groups, Council or Other City Agencies, etc.			X			
102	Maintain interactive relationships with above Groups (#116) and Concessionaires			X			
103	Sergeant-at-arms during RAP Commission	X					
104	Security at Meetings			X			
105	Injury / Accident Investigations			X			GSD or RAP will provide initial response, official investigation to be conducted by LAPD, CHP, etc.
106	Liaison To Outside Agencies			X			

<i>Non-Peace Officer Park Ranger Duties</i>							
107	Informal Interpretive Information		X				
108	Formal Interpretive Programs		X				
109	Conservation Programs		X				
110	Scout / Youth Programs		X				
111	Coordination of Interpretive Training		X				
112	History of Parks, Points of Interest		X				
113	Educational Activities Promoting Appropriate Park use		X				
114	Outdoor Safety		X				
115	School-Ranger Partnerships		X				
116	Outdoor Activity w/ at-Risk Youth		X				
117	Non-emergency First Aid Request			X			
118	Security during Special Events				X		
119	Park Ranger Recruitment		X				
120	Assist with Disabled Vehicles			X			
121	Non-enforcement animal calls for service			X			
122	Traffic Control / Hazards			X			
123	Water Leaks, Broken Windows, Door Issues, Replace Locks/Chains, & Related Requests		X				

RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
124	Stranded hikers/search and rescue			X			
125	Complete Reports for Non-Criminal Activity		X				
126	Request for Ranger Presence at Special Events such as Dances, WOW, etc.			X			GSD will handle if parties are uncooperative in regional and all neighborhood parks
127	Permit Disputes			X			
128	Firewatch			X			
129	Assist with Interpretive programs when Interpretive Rangers are Unavailable		X				
130	Assist Public at Visitor's Center (RTC)		X				
131	Planning Special Events		X				
132	Handle Park Closures				X		RAP to assist in closure of regional parks when staffed.

<i>Communication Operator Duties</i>							
133	Dispatch all current radio traffic / frequencies	X					
134	Incoming/outgoing phone calls to GSD communications center	X					
135	Monitor Outside Agency Radio Traffic (LAFD, LAPD, Film Monitors, etc.)	X					
136	Make Intra-departmental Notifications on significant events	X					
137	Make Inter-departmental Notifications on significant events	X					
138	Request Job Orders	X					
139	Request Outside Agency Assistance for field units	X					
140	Create / Monitor CAD Entries	X					
141	Monitor Hollywood Sign cameras	X					
142	Assign field units to calls for service	X					GSD and RAP will only assign their department employees to calls for service
143	Receive personnel complaints	X					GSD and RAP will notify the appropriate GSD or RAP supervisor of received personnel complaints
144	Provide General Information / Directions	X					
145	Monitor Burglary / Alarm Activity & Dispatch	X					
146	Request tow company for vehicle impound	X					

RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
147	Contact AAA / Taxi for patrons	X					
148	Request Emergency Plumber, Carpenter, etc.	X					
149	Compile data for Weekly & Monthly Reports	X					GSD and RAP will each compile data for reporting on the activities of their department employees

<i>Public Safety Officer Duties</i>							
150	Park Closures	X					
151	Griffith Park Openings	X					
152	Girl's Camp Security	X					
153	Provide Security for Soccer Games	X					
154	Provide Security for WOW camps	X					
155	Provide Security for Observatory	X					
156	Vendor Patrol	X					
157	Firewatch			X			
158	Dog Park Security	X					
159	Shelter Security					X	
160	Issue Parking Warnings/Citations			X			GSD Police Officers, PO and Non-PO Rangers, and Public Safety Officers will issue parking citations.
161	Provide General Public Assistance			X			

<i>Administrative Staff Duties</i>							
162	Work Assignments			X			GSD will complete enforcement related assignments, unless the topic is related to RAP action. RAP will complete all other work assignments.
163	Board Reports					X	
164	Statistical Reporting (i.e. Stop-In Centers)					X	
165	Media Response			X			GSD will handle enforcement related media requests, unless related to RAP action. RAP will handle park management related media requests.
166	Prepare Park Information Materials		X				
167	Generate Park Safety Weekly and Monthly Reports				X		

RAP-GSD Summary of Activities for MOU (2-13-06)

Exhibit A

#	Activity	GSD Responsibility	RAP Responsibility	GSD & RAP Responsibility	GSD w/ RAP Support	RAP w/ GSD Support	Comments
168	Manage Permits for Facilities (Auditorium and Crystal Springs Picnic Area), Including Reservations & Collecting fees		X				
169	Manage Overtime Assignments (i.e. Film Monitor, Special Events, Races, etc.)		X				

**Statistics for Fiscal Year 2011-2012 from Office of Public Safety (last full year of service)**

Incidents and Reports	Park	Misd Arrests	Felony Arrests	Park's Areas Include
268	Griffith Park	21	8	Bronson, Ferraro Fields, Lake Hollywood, North Atwater and Chevy Chase, Equestrian Center, Travel Town Museum, recreation center and pool
235	Elysian Park	16	12	Solano Canyon, Leo Politi
215	MacArthur Recreation Center	14	7	
89	Lincoln Park	9	2	Plaza de la Raza, Ascot Hills
80	Echo Park	7	4	Lake, recreation facilities, pool
72	Pershing Square	12	5	
67	Arroyo Seco Park	10	10	San Pasquel, Sycamore Grove, Lummis House, Ramona Hall
66	Lafayette Recreation Center	1	3	
61	Pan Pacific Recreation Center	6	1	
58	Sepulveda Basin	4	2	Balboa Sports Center, Tennis, Dog Park, Woodley, golf courses, sports fields, lake
50	Hollenbeck Park Recreation Center	5	3	
42	Evergreen Child Care	5	1	
42	Hansen Dam Recreation Area	9	6	Orcus Park, Lakeview Terrace Recreation Center
30	South Park Recreation Center	1	1	
29	Glassell Park Recreation Center	5	1	Pool and recreation center
27	Debs Park	2	2	Rose Hill and Montecito Recreation Centers
27	Yosemite Recreation Center	3	3	Pool and recreation center
25	Algin Sutton Recreation Center	3	2	
23	Gilbert Lindsay Recreation Center and Skate Park	0	0	
22	Poinsettia Recreation Center	2	0	
21	Normandie Recreation Center	1	1	
21	Westwood Recreation Center	6	1	Pool, playground, tennis
20	Martin L. King Recreation Center	2	2	
20	Runyon Canyon Park	2	2	Wattles Park and Gardens
20	Sunland Park and Recreation Center	10	1	
17	Angels Gate/Cabrillo Beach	2	1	Point Fermin and Paseo del Mar
11	Harbor Regional Park	1	1	Golf course
6	Venice Beach Recreation Area	0	1	
0	O'Melveny Park	0	0	
0	Verdugo Mountain Park	0	0	

**Statistics for July-December 2012 from Office of Public Safety (last six months of service)**

Incidents and Reports	Park	Misd Arrests	Felony Arrests	Park's Areas Include
125	Griffith Park	7	3	Bronson, Ferraro Fields, Lake Hollywood, North Atwater and Chevy Chase, Equestrian Center, Travel Town Museum, recreation center and pool
94	Elysian Park	9	8	Solano Canyon, Leo Politi
45	Pershing Square	5	4	
38	MacArthur Recreation Center	1	0	
34	Lincoln Park	2	2	Plaza de la Raza, Ascot Hills
26	Hollenbeck Park Recreation Center	3	1	
21	Sepulveda Basin	5		Balboa Sports Center, Tennis, Dog Park, Woodley, golf courses, sports fields, lake
17	Poinsettia Recreation Center	0	0	
16	Arroyo Seco Park	1	0	San Pasquel, Sycamore Grove, Lummis House, Ramona Hall
15	Echo Park	1	0	Lake, recreation facilities, pool
14	Angels Gate/Cabrillo Beach	1	1	Point Fermin and Paseo del Mar
14	Lafayette Recreation Center	1		
13	Pan Pacific Recreation Center	1		
12	Debs Park	1	1	Rose Hill and Montecito Recreation Centers
10	Sun Valley Park and Recreation Center	4	2	Pool and recreation center
7	Hansen Dam Recreation Area	2	0	Orcus Park, Lakeview Terrace Recreation Center
7	Runyon Canyon Park	0	0	Wattles Park and Gardens
5	Harbor Regional Park	0	0	Golf course
1	Verdugo Mountain Park	0	0	
0	O'Melveny Park	0	0	
0	Venice Beach Recreation Area	0	0	

City	Population	Sq. Miles	Park Acres	Sworn or Non-Sworn	Full Time Staff				Ranger Program Responsibilities	
					Patrol	Admin	Mgmt	Other		
New York City	8,175,133	303	29,322	Non Sworn	25	4	1		Interpretive Urban Park Rangers (UPR) and Parks Enforcement Patrol (PEP) officers are hired on the Urban Park Ranger civil service title and have the same powers of enforcement, but interpretive rangers primarily lead programs while PEP officers primarily do enforcement. NYPD addresses serious crime.	
Los Angeles	3,792,621	469	15,914	Sworn	21	1			Support the Department's recreation and community service mission through education, enforcement, and provision of visitor and safety services in regional parks. LAPD acts as the main law enforcement agency.	
Chicago Parks District	2,695,598	228	8,126	No Park Patrol Program						
East Bay Regional Parks District	2,610,593	3517	113,000	Sworn	64	84			Public safety department with full peace officers.	
Houston	2,099,451	600	33,621	Non Sworn	25		2		Help park patrons enjoy their park experience safely (24/7). Issues citations. PD addresses serious crime.	
Santa Clara County	1,809,000	1290	45,000	Sworn	55	12	4		Assist patrons of County park and recreation facilities and participate in the improvement, maintenance, and protection of an assigned area. Sheriff address serious crime.	
San Antonio	1,327,407	461	13,689	Sworn	133	5	19		Park Police enforce all State laws, transportation codes, and municipal codes.	
San Diego	1,307,402	325	46,909	Non Sworn	35	4.25			Preserve and protect through education and interpretation of the natural resources and facilities within the parks. Park Rangers issue parking citations, monitor special events throughout the park and respond to concerns or complaints from park patrons and institutions. Park Rangers are Public Officers (no powers of arrest), not Peace Officers. San Diego PD is responsible to handle emergencies, serious crimes.	
San Jose	945,942	177	6,800	Non Sworn	14				Four core areas: Public Safety and Compliance, Interpretation/Education, Resource Management, and Maintenance. Police respond to law enforcement/criminal complaints.	
San Francisco	805,235	47	3,466	Non Sworn	27		1	2	Enhance public safety and protect valued park facilities. SFPD address serious crime. Program was severely cut in the last decade and efforts to reinvigorate the Park Rangers prompted this comparative study by San Francisco.	
Seattle	608,660	84	5,546	Non Sworn	8	0	1	3	Handle smaller or nuisance crimes, such as drinking, camping, public urination. Seattle PD is called into more serious crime. Tension has existed between rangers and police regarding lines of authority.	
Denver	600,168	153	5,900	Non Sworn	21.5	0.5			Visitor behavior, protection of park facilities, and administrative functions (i.e. permits). Uses administrative citations. Most staff is seasonal. Denver PD addresses serious crime.	
Atlanta	420,003	133	4,717	No Park Patrol Program						
Hayward	275,000	64	1,684	Non Sworn	16				Enforce rules and regulations, which are infractions, and issue citations. Police or Sheriff address serious crime.	
Santa Rosa	169,292	41	514	No Park Patrol Program						
Sunnyvale	142,287	22	476	No Park Patrol Program						
Vallejo	116,829	31	919	No Park Patrol Program						

**RANGERS Current Deployment**

Shift	Sun	Mon	Tue	Wed	Thurs	Fri	Sat	Hours/week	Hours/Year
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*PATROL - Officers per day Griffith Park HQ 10 hour shifts*

7 am - 5 pm				4	4	4	4	160	8320
10 am - 8 pm	4	4	4	7	3	3	3	280	14560
12:45 pm - 10:45 pm				1	1	1	1	40	2080
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>12</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>480</b>	<b>24960</b>

*PATROL - Officers per day Hansen Dam HQ 10 hour shifts*

7 am - 5 pm								0	0
10 am - 8 pm								0	0
12:45 pm - 10:45 pm								0	0
<b>Total</b>								<b>0</b>	<b>0</b>

*DISPATCH - Officers per day 10 hour shifts Dispatch*

6:45 am - 4:45 pm				1	1	1	1	40	2080
10 am - 8 pm								0	0
12:45 pm - 10:45 pm	1	1	1	1				40	2080
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>80</b>	<b>4160</b>

*SPECIAL ASSIGNMENT - Observatory*

6:45 am - 4:45 pm								0	0
10 am - 8 pm								0	0
12:45 pm - 10:45 pm	1	1	1	1				40	2080
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>2080</b>

*SENIOR RANGER I - Officers per day 10 hour shifts*

6:45 am - 4:45 pm								0	0
10 am - 8 pm				1	1	1	1	40	2080
12:45 pm - 10:45 pm	1	1	1	1				40	2080
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>80</b>	<b>4160</b>

<b>2080</b>	Total hours per year	Rangers (Griffith HQ)	24960	Positions	17
<b>-60</b>	Training	Rangers (Hansen HQ)	0	Vacancies	-2
<b>-40</b>	Sick and Other	Rangers (Dispatch)	4160	Wildlife	
<b>-80</b>	Vacation	Rangers (Special)	2080	Training	
<b>-40</b>	Court	Total Minimum Hours	31200	IOD	-1
<b>1860</b>	Working Hours/officer year	Rangers Req'd	16.8	CURRENT	14

**NOTE:** Sunday, Monday, and Tuesday, Rangers cover 10:00 a.m. to 8:00 p.m. only. Wednesday, Thursday, Friday, and Saturday, Rangers cover 7:00 a.m. to 10:45 p.m. Deployment is from Griffith Park HQ only.

Total Minimum Hours	4160
Sr Ranger I Req'd	2.2



Shift	Sun	Mon	Tue	Wed	Thurs	Fri	Sat	Hours/week	Hours/Year
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**RANGERS Minimum Deployment -**

Adds hours at Griffith Park, one additional Ranger for Observatory, and a few rangers at Hansen Dam

*PATROL - Officers per day Griffith Park HQ 10 hour shifts*

7 am - 5 pm	2	2	2	4	2	2	2	160	8320
10 am - 8 pm								0	0
2:00 pm - 12:00 am	4	4	4	8	4	4	4	320	16640
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>480</b>	<b>24960</b>

*PATROL - Officers per day Hansen Dam HQ 10 hour shifts*

7 am - 5 pm								0	0
10 am - 8 pm	2	2	2	4	2	2	2	160	8320
12:45 pm - 10:45 pm								0	0
<b>Total</b>								<b>160</b>	<b>8320</b>

*DISPATCH - Officers per day 10 hour shifts Dispatch (ADD ONE COMM INFO REP II to cover all hours of Ranger deployment)*

6:45 am - 4:45 pm				1	1	1	1	40	2080
10 am - 8 pm								0	0
12:45 pm - 10:45 pm	1	1	1	1				40	2080
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>80</b>	<b>4160</b>

*SPECIAL ASSIGNMENT - Observatory*

6:45 am - 4:45 pm								0	0
10 am - 8 pm								0	0
12:45 pm - 10:45 pm	1	1	1	2	1	1	1	80	4160
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>80</b>	<b>4160</b>

*SENIOR RANGER I - Officers per day 10 hour shifts*

7 am - 5 pm	1	1	1	2	1	1	1	80	4160
10 am - 8 pm				1	1	1	1	40	2080
12:45 pm - 10:45 pm	1	1	1	3	2	2	2	120	6240
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>240</b>	<b>12480</b>

Hansen

<b>2080</b>	Total hours per year	Rangers (Griffith HQ)	24960	Positions	17
<b>-60</b>	Training	Rangers (Hansen HQ)	8320	Vacancies	-2
<b>-40</b>	Sick and Other	Rangers (Dispatch)	4160		
<b>-80</b>	Vacation	Rangers (Special)	4160	Training	
<b>-40</b>	Court	Total Minimum Hours	41600	IOD	-1
<b>1860</b>	Working Hours/officer year	Rangers Req'd	22.4	CURRENT	14

**NOTE:** Daily Coverage 7:00 a.m. to midnight, from Griffith Park HQ.  
 Hansen coverage 10:00 a.m. to 8:00 p.m. .  
 Add a Comm Info Rep II to cover expanded hours

Total Minimum Hours	12480
Sr Ranger I Req'd	6.7

Shift	Sun	Mon	Tue	Wed	Thurs	Fri	Sat	Hours/week	Hours/Year
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**RANGERS Modest Deployment -  
Adds Rangers at Griffith Park and Hansen Dam for better coverage citywide, adds Mounted Unit**

*PATROL - Officers per day Griffith Park HQ 10 hour shifts*

7 am - 5 pm	4	4	4	8	4	4	4	320	16640
10 am - 8 pm								0	0
2:00 pm - 12:00 am	4	4	4	8	4	4	4	320	16640
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>16</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>640</b>	<b>33280</b>

*PATROL - Officers per day Hansen Dam HQ 10 hour shifts*

7 am - 5 pm	3	3	3	6	3	3	3	240	12480
10 am - 8 pm								0	0
2:00 pm - 12:00 am	3	3	3	6	3	3	3	240	12480
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>480</b>	<b>24960</b>

*DISPATCH - COVERED BY COMMUNITY INFO REP*

6:45 am - 4:45 pm								0	0
10 am - 8 pm								0	0
12:45 pm - 10:45 pm								0	0
<b>Total</b>								<b>0</b>	<b>0</b>

*SPECIAL ASSIGNMENT - Observatory, Mounted*

6:45 am - 4:45 pm				2	2	2	2	80	4160
10 am - 8 pm								0	0
12:45 pm - 10:45 pm	1	1	1	2	1	1	1	80	4160
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>160</b>	<b>8320</b>

Mounted days vary

*SENIOR RANGER I - Officers per day 10 hour shifts*

7 am - 5 pm	2	2	2	3	3	3	3	180	9360
10 am - 8 pm								0	0
12:45 pm - 10:45 pm	2	2	2	4	2	2	2	160	8320
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>340</b>	<b>17680</b>

Mounted

<b>2080</b>	Total hours per year	Rangers (Griffith HQ)	33280	Positions	17
<b>-60</b>	Training	Rangers (Hansen HQ)	24960	Vacancies	-2
<b>-40</b>	Sick and Other	Rangers (Dispatch)	0	Wildlife	
<b>-80</b>	Vacation	Rangers (Special)	8320	Training	
<b>-40</b>	Court	Total Minimum Hours	66560	IOD	-1
<b>1860</b>	Working Hours/officer year	Rangers Req'd	35.8	CURRENT	14

**NOTE:** Daily Coverage 7:00 a.m. to midnight, from Griffith Park HQ.  
Hansen coverage 7:00 a.m. to midnight.

Total Minimum Hours	17680
Sr Ranger I Req'd	9.5

Shift	Sun	Mon	Tue	Wed	Thurs	Fri	Sat	Hours/week	Hours/Year
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**RANGERS Optimum Deployment - Adds dedicated Rangers for Elysian, Cabrillo/Harbor Park, and Venice Beach, increases Rangers at Observatory and at Hansen Dam for better Valley coverage**

*PATROL - Officers per day Griffith Park HQ 10 hour shifts*

7 am - 5 pm	4	4	4	8	4	4	4	320	16640
10 am - 8 pm								0	0
2:00 pm - 12:00 am	4	4	4	8	4	4	4	320	16640
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>16</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>640</b>	<b>33280</b>

*PATROL - Officers per day Hansen Dam HQ 10 hour shifts*

7 am - 5 pm	4	4	4	8	4	4	4	320	16640
10 am - 8 pm								0	0
2:00 pm - 12:00 am	4	4	4	8	4	4	4	320	16640
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>16</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>640</b>	<b>33280</b>

More dedicated patrol time to Sepulveda, O'Melveny, Verdugo

*PATROL - Officers per day Assigned Elysian/Debs*

7 am - 5 pm	3	3	3	6	3	3	3	240	12480
10 am - 8 pm								0	0
2:00 pm - 12:00 am	3	3	3	6	3	3	3	240	12480
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>480</b>	<b>24960</b>

*PATROL - Officers per day Assigned Cabrillo/Harbor*

7 am - 5 pm	3	3	3	6	3	3	3	240	12480
10 am - 8 pm								0	0
2:00 pm - 12:00 am	3	3	3	6	3	3	3	240	12480
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>480</b>	<b>24960</b>

*PATROL - Officers per day Assigned Venice Beach*

7 am - 5 pm								0	0
10 am - 8 pm	3	3	3	6	3	3	3	240	12480
2:00 pm - 12:00 am								0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>240</b>	<b>12480</b>

*DISPATCH - COVERED BY COMMUNITY INFO REP*

6:45 am - 4:45 pm								0	0
10 am - 8 pm								0	0
12:45 pm - 10:45 pm								0	0
<b>Total</b>								<b>0</b>	<b>0</b>

*SPECIAL ASSIGNMENT - Observatory, Mounted*

6:45 am - 4:45 pm				2	2	2	2	80	4160
10 am - 8 pm								0	0
12:45 pm - 10:45 pm	2	2	2	4	2	2	2	160	8320
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>240</b>	<b>12480</b>

Mounted days will vary

**SENIOR RANGER I - Officers per day 10 hour shifts**

7 am - 5 pm	4	4	4	7	5	5	5	340	17680	Mounted, Cabrillo, Elysian Venice
10 am - 8 pm				1	1	1	1	40	2080	
12:45 pm - 10:45 pm	2	2	2	4	2	2	2	160	8320	
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>12</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>540</b>	<b>28080</b>	

<u>2080</u>	Total hours per year	Rangers (Griffith HQ)	33280	Positions	17
-60	Training	Rangers (Hansen HQ)	33280	Vacancies	-2
-40	Sick and Other	Rangers (Dispatch)	0	Wildlife	
-80	Vacation	Rangers (All Other)	74880	Training	
-40	Court	Total Minimum Hours	141440	IOD	-1
<u>1860</u>	Working Hours/officer year	Rangers Req'd	76.0	CURRENT	14

**NOTE:** Daily Coverage 7:00 a.m. to midnight, from Griffith Park HQ.  
Hansen coverage 7:00 a.m. to midnight.

Total Minimum Hours	28080
Sr Ranger I Req'd	15.1

Shift	Sun	Mon	Tue	Wed	Thurs	Fri	Sat	Hours/week	Hours/Year
<b>DISPATCH</b>									
6:45 am - 3:45 pm	1	1	1	1	1	1	1	56	2912
3:30 p.m - 12:30 a.m.	1	1	1	1	1	1	1	56	2912
<i>Total</i>	2	2	2	2	2	2	2	112	5824

<u>2080</u>	Total hours per year
-40	Training
-40	Sick and Other
-80	Vacation
<u>1920</u>	Working Hours/Clerk year

Comm Op Pos	0
Vacancies	
IOD/no work	0
Total Minimum Hours	5824
Com Info Rep Req'd	3.0

**NOTE:**

Annual Costs of Park Ranger Program by Tiers  
(Fully Burdened Salaries)

<b>Optimum Program</b>				
	<b>Qty.</b>	<b>Avg. Hourly</b>	<b>Avg. Annual</b>	<b>Annual Cost</b>
Chief Park Ranger	1	\$121.58	\$253,853.19	\$253,853.19
Sr. Park Ranger II	2	\$100.07	\$208,943.72	\$417,887.43
Sr. Park Ranger I	15	\$90.43	\$188,819.04	\$2,832,285.57
Park Ranger	76	\$79.33	\$165,641.57	\$12,588,759.68
Comm Info Rep II	3	\$65.11	\$135,957.28	\$407,871.83
Management Analyst II	1	\$95.14	\$198,652.25	\$198,652.25
Sr. Clerk Typist	1	\$70.30	\$146,777.68	\$146,777.68
Clerk Typist	2	\$57.03	\$119,088.30	\$238,176.59
As-Needed (Account 1070)	20,000 hrs			\$642,000.00
3040 - Contractual Services				\$26,772.00
3160 - Maintenance Materials				\$30,000.00
443 - Uniforms				\$50,000.00
6010 - Office & Admin. Exp.				\$50,000.00
6020 - Operating Supplies				\$20,000.00
	<b>98</b>		<b>Operating Costs</b>	<b>\$17,903,036.22</b>

<b>Modest Program</b>				
	<b>Qty.</b>	<b>Avg. Hourly</b>	<b>Avg. Annual</b>	<b>Annual Cost</b>
Chief Park Ranger	1	\$121.58	\$253,853.19	\$253,853.19
Sr. Park Ranger II	2	\$100.07	\$208,943.72	\$417,887.43
Sr. Park Ranger I	10	\$90.43	\$188,819.04	\$1,888,190.38
Park Ranger	36	\$79.33	\$165,641.57	\$5,963,096.69
Comm Info Rep II	3	\$65.11	\$135,957.28	\$407,871.83
Sr. Clerk Typist	1	\$70.30	\$146,777.68	\$146,777.68
Clerk Typist	2	\$57.03	\$119,088.30	\$238,176.59
As-Needed (Account 1070)	20,000 hrs			\$642,000.00
3040 - Contractual Services				\$26,772.00
3160 - Maintenance Materials				\$20,000.00
443 - Uniforms				\$37,700.00
6010 - Office & Admin. Exp.				\$33,000.00
6020 - Operating Supplies				\$15,000.00
	<b>55</b>		<b>Operating Costs</b>	<b>\$10,090,325.79</b>



Annual Costs of Park Ranger Program by Tiers  
(Fully Burdened Salaries)

**Minimum Program**

	<b>Qty.</b>	<b>Avg. Hourly</b>	<b>Avg. Annual</b>	<b>Annual Cost</b>
Chief Park Ranger	1	\$121.58	\$253,853.19	\$253,853.19
Sr. Park Ranger II	1	\$100.07	\$208,943.72	\$208,943.72
Sr. Park Ranger I	7	\$90.43	\$188,819.04	\$1,321,733.27
Park Ranger	23	\$79.33	\$165,641.57	\$3,809,756.22
Comm Info Rep II	1	\$65.11	\$135,957.28	\$135,957.28
Sr. Clerk Typist	1	\$70.30	\$146,777.68	\$146,777.68
Clerk Typist	1	\$57.03	\$119,088.30	\$119,088.30
As-Needed (Account 1070)	10,232 hrs			\$328,447.20
3040 - Contractual Services				\$26,772.00
3160 - Maintenance Materials				\$11,000.00
443 - Uniforms				\$20,500.00
6010 - Office & Admin. Exp.				\$25,000.00
6020 - Operating Supplies				\$10,000.00
	<b>35</b>		<b>Operating Costs</b>	<b>\$6,417,828.84</b>

**Current Program**

	<b>Qty.</b>	<b>Avg. Hourly</b>	<b>Avg. Annual</b>	<b>Annual Cost</b>
Sr. Park Ranger II	1	\$100.07	\$208,943.72	\$208,943.72
Sr. Park Ranger I	3	\$90.43	\$188,819.04	\$566,457.11
Park Ranger	17	\$79.33	\$165,641.57	\$2,815,906.77
Clerk Typist	1	\$57.03	\$119,088.30	\$119,088.30
As-Needed (Account 1070)	unk			\$209,558.00
3040 - Contractual Services				\$26,772.00
3160 - Maintenance Materials				\$6,000.00
443 - Uniforms				\$18,700.00
6010 - Office & Admin. Exp.				\$18,261.00
6020 - Operating Supplies				\$9,399.00
	<b>22</b>		<b>Operating Costs</b>	<b>\$3,999,085.90</b>

Excerpt of Adjusted Salary Table - Fully Burdened Salary Calculations

CODE	PG	CLASSIFICATION	FY 2014-15 ADJUSTED WEIGHTED ANNUAL AVERAGE (GROSS)	FY 2014-15 ANNUAL SALARY BASE BI-WEEKLY (GROSS)	CAP 34 FRINGE OF 63.47% ON BIWEEKLY (GROSS)	CAP 34 CENTRAL SERVICES OF 21.68% ON BIWEEKLY (GROSS)	CAP 34 DEPT ADMIN/ SUPPORT OF 42.84% ON BIWEEKLY (GROSS)	FY 2013-14 FULL BURDEN BIWEEKLY (GROSS)	FY 2013-14 ANNUAL HOURLY RATE FULL BURDEN (GROSS)	FY 2013-14 FULL BURDEN ANNUAL (GROSS)
1358	0	CLERK TYPIST	\$52,234	\$2,001.30	\$1,270.23	\$433.88	\$857.36	\$4,562.77	\$57.03	\$119,088.30
1461	2	COMMUN INFO REP II	\$59,633	\$2,284.79	\$1,450.16	\$495.34	\$978.80	\$5,209.09	\$65.11	\$135,957.28
9184	2	MANAGEMENT ANALYST II	\$87,132	\$3,338.39	\$2,118.88	\$723.76	\$1,430.17	\$7,611.20	\$95.14	\$198,652.25
1966	0	PARK RANGER	\$72,653	\$2,783.64	\$1,766.78	\$603.49	\$1,192.51	\$6,346.42	\$79.33	\$165,641.57
3147	2	PR GROUNDS MAINT SUPV II <sup>1</sup>	\$111,344	\$4,266.05	\$2,707.66	\$924.88	\$1,827.58	\$9,726.18	\$121.58	\$253,853.19
1368	0	SR CLERK TYPIST	\$64,379	\$2,466.63	\$1,565.57	\$534.77	\$1,056.70	\$5,623.67	\$70.30	\$146,777.68
1967	1	SR PARK RANGER I	\$82,819	\$3,173.14	\$2,013.99	\$687.94	\$1,359.37	\$7,234.45	\$90.43	\$188,819.04
1967	2	SR PARK RANGER II	\$91,646	\$3,511.34	\$2,228.65	\$761.26	\$1,504.26	\$8,005.51	\$100.07	\$208,943.72

<sup>1</sup> Used to estimate Chief Park Ranger

CODE	PG	CLASSIFICATION	FY 2013-14 ANNUAL SALARY STEP 5 (GROSS)	FY 2013-14 HOURLY RATE (GROSS)	CAP 33 PART TIME FRINGE OF 8.71%		CAP 33 DEPT ADMIN/ SUPPORT OF 17.47%		FY 2013-14 ANNUAL HOURLY RATE FULL BURDEN (GROSS)	FY 2013-14 FULL BURDEN ANNUAL (GROSS)
3181	H	SECURITY OFFICER (EXEMPT)	\$53,119	\$25.44	\$2.22	N/A	\$4.44	N/A	\$32.10	\$67,025.55