LOS ANGELES POLICE





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OFFICE OF OPERATIONS

Goals and Crime-Fighting Strategies for 2004

By Assistant Chief George Gascón



WILLIAM J. BRATTON CHIEF OF POLICE

CHIEFS MESSAGE

want to sincerely thank the men and women of the Los Angeles Police Department, both sworn and civilian, for meeting our first and most important goal in 2003, reducing the incidence and fear of crime. Not only did your hard work substantially reduce homicides and violent crime, together we also made outstanding progress toward our other goals: fully implementing the Consent Decree, and creating a

counter-terrorism entity, the Critical Incident Management Bureau.

Through your collective commitment, focus, diligence, and accomplishments, you helped to restore an enormous amount of credibility to the Department in the past year. We have turned the corner in regaining our stature from a skeptical public and have won back the respect of the

he Los Angeles Police Department had a tremendous year fighting crime in 2003. Our sworn and civilian employees worked extremely hard to reduce homicides by 21.6 percent, rapes by 9.3 percent, robberies by 3.6 percent, aggravated assaults by 7.3 percent, domestic violence by 6.1 percent, and total Part I Crimes by 4.2 percent.

While these reductions in crime are clearly worthy of praise, we will need to work "smarter, not harder" this calendar year to reduce crime even further and meet Mayor James Hahn's stated goal to make the City of Los Angeles the Safest Big City in America.

This will be a tremendous challenge, especially given the poor financial state of the City and the real possibility of budget cutbacks. But we are confident we can achieve this with unprecedented teamwork and a clear understanding of the nature of crime and how to successfully reduce it.

This article will begin with why the LAPD needs to be proactive in reducing crime. It will then outline some proven strategies to combat crime. The article will end with a discussion of the Office of Operations goals for 2004. Hopefully, the article will clarify any concerns surrounding our efforts to reduce crime in 2004.

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community's political leadership. We have shown that we are capable of doing more, and that when given additional resources, they are put to good use. Even in this period of tight budgets, hiring freezes, and cutbacks, you have demonstrated the ability to continue to deliver by protecting and serving the people of Los Angeles.

Although 2004 is a year of budget uncertainty, the belief of the command staff and myself is that there is still the capacity within this organization to do even more. Because of the caliber of

the men and women of this Department and your desire to improve, the



momentum that we gained in 2003 will continue. This year, we will refine the best practices that proved successful. We will continue to improve CompStat and focused-policing efforts. Along those lines and specific to our goal of reducing violent crime, we will develop strategies that will emphasize putting cops where they are needed the most.

That means focusing our resources on the high-risk...people, places and activities. Although the Department does not have the resources to simultaneously focus its efforts on each of these high-risk environments throughout the city, we can impact crime levels by zeroing in on the interaction between high-risk victims and suspects, high-risk activities, and high-risk places. Think of it like this, three circles drawn on a piece of paper. In the center is where they overlap...the high-risk environments.

That is where you target your valuable police resources, in focused and precise surgical operations. You will be hearing more about the *Concentric Circles* approach, developed by Chief George Gascón, in the future. I believe that with this strategy, we wll have additional significant crime-reduction successes.

The goals for the New Year are similar to those of 2003. We will continue to push for an overall reduction in Part One crimes by 15

percent. The Consent Decree is also making us a better Department as we come into full compliance. And fighting terrorism and any threats to

our city remains a priority.

But there is one more goal for 2004...to improve officer safety by fighting for more cops and more technology. I believe the best way to fulfill this goal will be to continue to do what we did this past year and what we do best...fight crime. Get the bad guys off the streets and make this an even safer city. We need to show the people and the elected officials of Los Angeles that with more, we can do more. Then we will be able to ask for additional funding for public safety through referendums including possible sales tax increases, Native-American casino revenues, City tax levies, and parcel fees. We have shown the formula works...when we add more cops, particularly as we did in the 77th Street Area, we made dramatic



Chief's Message

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reductions in the number of homicides. We focused in on problem areas and made significant progress. But we also learned, based on current available resources, we cannot make these improvements equally throughout all the 18 geographic Areas in the City.

Because you, the cops, were more assertive and made many more arrests and stops of suspects, assaults against police officers went up dramatically in 2003. Your safety is my primary concern and another of my goals in 2004...improve it anyway I can. Because we are so limited in the number of officers on the streets at any one time, it is becoming increasingly difficult to assure your safety while doing your job. As you know, when police officers feel safe, it translates directly into improved citizen safety. This proves to be yet another compelling reason for additional personnel resources.

As I have said in previous columns, you, the men and women of this Department, have given me quite a story to tell to the people and politicians of Los Angeles. In 2003, you have given me stories of heroism, integrity, increased activity even with limited resources, and crime reduction. By continuing these efforts, we collectively make the greatest case for increased funding and increased personnel. This is what I, Mayor Hahn, and the Police Commission will continue to fight for. Together we work toward the ultimate goal of making Los Angeles the safest big city in the nation for all its residents and its police officers. You deserve nothing less.

19th Annual Los Angeles Marathon

By Officer Joe Buscaino

he 19th Annual City of Los Angeles Marathon will take place on Sunday, March 7, 2004. In addition to the 26.2 mile marathon run, the event will incorporate several additional races, including a Wheelchair and Hand-Crank Wheelchair Race, a Bike Tour, and a 5K Run. In all, it is will participate. The Marathon and its associated events will run through Central, Rampart, Wilshire, Southwest, and West Los Angeles Areas.

Major Events Planning Unit (MEPU), a newly formed unit based out of Emergency Services Division, is coordinating the Marathon along with various City agencies. The MEPU will ultimately be responsible for assisting Areas with major City events that go above and beyond the www.lamarathon.com. capabilities of the affected Area.

The day's events will begin with a Bike Tour at 5:55 a.m., at the intersection of Exposition Boulevard and Menlo Avenue. Thousands of runners and wheelchair participants will begin to line up along 6th Street and Figueroa Boulevard in Downtown Los Angeles and await the 8:30 a.m. start of the Marathon. anticipated that over 39,000 athletes The 5K run, due to start at 9:45 a.m., will kick off at the intersection of 11th Street and Figueroa Boulevard. This year's Marathon will be nationally broadcast live on NBC.

> The Department will again take an active role in ensuring the safety of the participants and spectators along the Marathon route. For further information about the Marathon and its related events. please contact Los Angeles Marathon Incorporated, at (310) 444-5544 or visit their website at

California Homicide Investigators **Association Conference**

or the first time in twenty years, Los Angeles will play host to the 2004 California Homicide Investigators Association (CHIA) being held at the Sheraton Universal Hotel from March 3-5. The annual conference, open to all law enforcement personnel, draws more than 600 homicide detectives, coroner investigators, and prosecutors from across the nation.

The three-day conference will begin with a golf tournament and an information and updates, visit the evening reception followed by two days of instructional presentations, notable case presentations, and

training seminars.

CHIA, a non-profit organization, began in the 1960s when detectives from Los Angeles and San Francisco got together for dinner to discuss the infamous "Zodiac Killer" investigations.

The conference fee is \$100 for active members and \$50 for retirees. There is an additional \$75 fee for members who wish to participate in the golf tournament. For more conference web site at www.chialosangeles.com.



Goals and Crime-Fighting Strategies for 2004 Continued from front cover

NEED FOR PROACTIVE CRIME REDUCTION

Most police officers can immediately identify with the human cost of crime. They have been at the scene of homicides and personally understand how these senseless acts of violence can ruin families and whole neighborhoods. The average person is also familiar with this concept as they are exposed night after night to news reports describing various acts of violent crime and showing police officers chasing criminals in vehicular pursuits. Clearly, in our society, the public understands the human cost of crime.

However, most persons fail to recognize that crime has many other costs to society. One of these is the economic cost of crime. Many studies have calculated a dollar-cost associated for individual types of crimes. These studies focused on calculating tangible costs such as medical costs, damage to property, and the cost of stolen goods, etc. They also identify intangible costs such as the reduction of tourism, property values, and retails sales. These studies are important because they identify the true economic impact of crime upon a city or neighborhood.

In 1996, Professor Mark Cohen from Vanderbilt University studied the LAPD and determined the cost

for various crimes. If you take his calculations and project them against crime comparisons between 2002 versus 2003 for homicides, rapes, robberies, and aggravated assaults, the LAPD saved the City over \$493 million by reducing these violent crimes during 2003. Undoubtedly, our crime fighting efforts had a tremendous impact on the economic cost of crime for the City of Los Angeles.

Crime can also cause citizens and businesses to act differently than they normally would. The fear of crime can keep citizens and businesses away from certain areas of the City that are perceived to be crime ridden, creating a situation where businesses defer investment in these areas (intangible cost). This clearly punishes the very areas that need community development the most.

Finally, crime can also dramatically reduce neighborhood cohesion and make our crime-reduction goals extremely difficult to achieve. Simply put, we need community involvement in our efforts to fight crime and any factors that reduce the foundation of our neighborhoods, essentially hurt our crime fighting efforts, too.

STRATEGIES TO REDUCE CRIME

The Department has a long history in successfully fighting

crime. We have developed crime-fighting methods that have been adopted by law enforcement agencies worldwide. Our reputation is second to none in this endeavor and we need to encourage this sprit while unmistakably maintaining our commitment to uphold constitutional law and protect the civil rights of those we serve.

With this in mind, here are some strategies to reduce crime:

The 10 Percent Factor

It is extremely important that we focus our limited resources on strategic solutions to combat crime. One effective method to achieve this is called *the 10 percent factor*.

The National Institute for Justice has completed numerous studies that provide us with a framework to strategically deploy resources to combat crime. They have determined that 10 percent of our criminals account for 50 percent of all crime, that 10 percent of our victims account for 40 percent of all victimization, and that 10 percent of all places account for 60 percent of all crimes.

This provides us with an extremely powerful strategy to reduce crime. By focusing on the top 10 percent people, places, and activities associated with crime and deploying accordingly we can have a greater impact on crime reduction.

OFFICE OF OPERATIONS GOALS FOR 2004

20 Percent Reduction in Citywide Part I Crime (Including 20 percent Reduction in Homicides)

Reduce Citywide Response Time to 8 Minutes

Achieve Full Federal Consent Decree Compliance

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Goals and Crime-Fighting Strategies for 2004 Continued from page 4

For instance, a 25 percent success rate against the 10 percent factor concerning suspects and victims would lead to a 25 percent reduction in crime citywide.

Best Practices Depository

The Office of Operations is in the process of establishing a "best practices" depository for crime-fighting strategies. It is our intention to document outstanding examples of Department crime-fighting efforts. These strategies will be shared with all commands on a regular basis and we will encourage innovation and creativity in developing new and effective crime-fighting methods.

CompStat - Smart Crime Analysis

If we are to truly focus on fighting crime, we need to understand it and live it on a day-to-day basis. This is the essence of CompStat, a philosophy that is based upon *smart analysis* of crime statistics. We need to use the CompStat process to take crime analysis functions from a purely reactive reporting mechanism to a proactive process using basic statistical analysis to *predict criminal behavior* and direct resources.

Innovative Technology

The Department is in the process of implementing new technologies

that will increase the effectiveness and efficiency levels of our employees. One of these is a software program called COPLINK that has the ability to instantly scan numerous Department "stand-alone" databases for potential links to the crime. It is estimated that COPLINK will dramatically improve our criminal investigations and crime solvability rates.

Enhanced Cooperation with Other Criminal Justice System Members

The Department will significantly increase its efforts in working with other criminal justice members. We simply cannot fight crime by ourselves and need to work more effectively with other law enforcement and criminal justice system stakeholders. A great example of this was the recent joint LAPD and FBI Gang Symposium. This symposium brought together gang experts from around the country to discuss the best methods to reduce gang violence. As a result of this symposium, some new crime-reduction strategies are already being implemented within our Gang Impact Teams.

Enhanced Community Involvement

The Department will continue to aggressively pursue community-based policing, with

an emphasis on forming partnerships and improving community problem solving. This is an area that shows tremendous promise and we need to develop more strategies to utilize the community in our efforts to reduce crime.

OFFICE OF OPERATIONS GOALS FOR 2004

The Office of Operations goals for 2004 were developed after considerable thought and discussion. While they are certainly aggressive in nature, they reflect a belief that with our new technologies and improved crimefighting strategies, our sworn and civilian employees will be able to work much more effectively and efficiently than they have in the past.

Provided below are the Office of Operations goals for 2004. Let us work together to meet this tremendous challenge and make the City of Los Angeles the *Safest Big City in America*.

CRIME WATCH CITYWIDE

YEAR TO DATE - 2/21/04

Homicide - 8.9%
Rape - 5.3%
Robbery - 6.6%
Aggravated Assault - 16.0%
Domestic Violence - 22.2%
Total Violent Crime - 14.1%

Burglary - 7.8%

Burglary/Theft from Vehicle - 3.3%

Personal/Other Theft - 11.9%

Auto Theft - 6.5%

Total Property Crime - 7.1%

Improve Overall Part I Crime
Clearance Rates to 25 Percent

Continued Re-engineering of Work
Processes to Improve Operating
Efficiencies

Source ITD, LAPD

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GLOCK TRANSITION SCHOOLS

he Department's first patrol Glock Transition School started January 12, 2004, at the Elysian Park Firearms Range. A total of 17 officers attended, successfully passed, and are now authorized to carry the Glock pistol.

By the end of that week, four transition schools were conducted qualifying approximately 70 officers the first week

The Glock
Transition School is a
16-hour block of
instruction provided
over two eight-hour
days. Preliminary

estimates indicate that over 1,000 officers have purchased a Glock pistol.

In order to qualify for the Glock 16-hour transition school, officers must have successfully completed a previous semi-automatic pistol school for the Smith & Wesson and/ or Beretta pistol. Officers are required to have a weapon (Glock 9mm, .40, or .45 caliber) of the approved type, appropriate holster and magazine pouch, snap caps, and personal eye and ear protection if available.

Officers wishing to sign up for Glock Transition School should see their divisional training coordinators. Divisional training coordinators will coordinate the sign-up for the school at their respective divisions. Bureau Training Coordinators will be

provided the number of officers that can be trained during each transition school.

If you need further information regarding approved models and equipment, call the Davis Training Section, Firearms Training Unit Armory, at (818) 832-3715. □

Factors that Influence Public Opinion of the Police

By Detective Gregg Smith, Risk Management Group

he National Institute of Justice issued a *Research For Practice* paper in June 2003, entitled "Factors that Influence Public Opinion of the Police."

The paper surveyed various residents regarding their opinions of police job performance and officers' demeanor. The study found that "neighborhood characteristics and interactions with police are the factors that most influence public opinion of the police. The study, conducted in Los Angeles, found that residents from neighborhoods perceived to be crime ridden, dangerous, and disorderly were less likely to approve the police. In contrast, residents who had informal personal contact with the police were more likely to express

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RECENT ACTIONS BY THE POLICE COMMISSION

DECEMBER 3:

Commission accepted report on the analysis of the Pedestrian and Motor Vehicle Stop Data. A contractor has been selected to conduct the analysis after community input has been received regarding the process.

Announced that new Alarm Policy will go into effect on January 1, 2004.

DECEMBER 11:

President Cunningham outlined his priorities for 2004. Topping the list were reducing crime, enhancing community policing, diversity in recruitment, and championing the budget cause.

Adopted a formal position on the location of the new permanent Police Facilities Headquarters Building.

DECEMBER 17:

Received report on new method of Recruitment.

Received report on the installation of cameras in housing complexes following the demise of the Housing Authority Police Force.





The Following Personnel were Commended by the Community in the Month of December 2003

WHAT 193

FORENSIC SPECIALIST

Tim Cheadle

POLYGRAPH EXAMINER

Roy Ortiz

CHIEF CHEMIST

Michele Kestler

PUBLIC INFORMATION DIRECTOR

Mary Grady

POLICE OFFICER I

John Ewald Jose Reyes Javier Vega

POLICE OFFICER II

Angel Aguayo Thomas Appleby Felipe Arreola **Brian Ashley** Fernando Avila Christopher Barlow Andre Baydaline **Charles Blomeley** Joshua Byers Barbara Carranza Stephanie Carrillo Michael Dickes Brian Eldridge Carlos Figueroa Michael Grant Maurice Hampton Samer Issa

Lee Jensen
Vanessa Lugo
Cindy Perez
Mario Ramirez
Edgar Ramos
Maria Reyes-Stell
Robert Rothman
Lisa Vasquez

POLICE OFFICER III

Bruce Adam George Chavez Andre Clansy Jack Cota Edan D'Angelo Reggie Dickenson Sandra Donaway Rick Driscoll Phillip Enbody Yvonne Enriquez Kevin Gallagher Carlos Garcia Mario Gonzalez Dan Hadfield Dennis Hinman Jeffrey Hollis **David Holmes** Sean Kim Thomas Lo Zoltan Mako Maria Maldonado Amelia Martinez Randall McCain Gorgonio Medina Gerald Mimms Michael Moore Yvette Perrodin Eva Perrv Jonathan Pultz

Christopher Ragsdale
Eddie Roca
Jesse Sanchez
Kristi Sandoval
Rashad Sharif
Catherine Suavao
Linda Travis
Christopher Vasquez
Alan Weiner
Jeffrey Williams

DETECTIVE I

Virginia Arnzen Gene Arreola Patricia Austin Robert Dinlocker Marc Furniss Shandrea Garrett Barrett Halcromb Keith Hunter Ryuichi Ishitani Humberto Jaime James Kenny **Kyle Lewison** Katie McCarthy Eric Moore Yehuda Packer Jeffrey Pardy Sunny Romero Victor Salguero Dondee Stout

DETECTIVE II

Robert Arzuman
Jim Erwin
Frank Lipus
Josephine Mapson
Robert Rivera
John Rodriguez
Bill Sweeeny
David Wentworth

SERGEANT I

Kellie Castillo Greg Hoskins Patrick McCarty Michael Thompson James Willis

SERGEANT II

Robert Acosta Julie McAlpine Stephen Moore Michael Sayre

DETECTIVE III

Manuel Arujo Thomas Boyle John Fleming Don Hrycyk Franklin Margolis Yvette Moreno John Munguia Steven Takeshita Mark Zavala

LIEUTENANT II

Michael Felix Patrick Shields Richard Walker

CAPTAIN II

Sharyn Buck

CAPTAIN III

Charles Beck Vance Proctor James Rubert Andrew Smith Morris Smith

Factors that Influence Public Opinion of the Police

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approval. Race and ethnicity, factors cited as influential in other

studies, were not found to be as important as community disorder in determining the public's satisfaction



with police. Race and ethnicity did affect assessment of police demeanor. The media were found to have little influence on public opinion of the police."

The findings of the study suggest police can improve public opinion by participating in community meetings, increasing officers' visibility in neighborhoods, and talking with community

members on an informal basis. Keep in mind that jury pool

> members are comprised of residents from the many diverse areas of Los Angeles. Police contact, both

informal and formal, have formed their opinions about police employees and the Department.

Remember, everyday LAPD employees have countless opportunities to make a positive or negative impression on the community. When a member of the public engages you in casual conversation, what kind of impression are you leaving?

ROLL CALL OF EVENTS

FEBRUARY 26 - 10 AM RECOGNITION DAY

Elysian Park Academy Gymnasium

MARCH 3-5 CALIFORNIA HOMICIDE INVESTIGATORS ASSOCIATION CONFERENCE

Sheraton Universal Hotel Universal City, CA

Call Special Events Section at (213) 847-4882 for additional information.

The full paper "Factors that Influence Public Opinion of the Police" can be viewed at www.ncjrs.org/pdffiles1/nij/197925.pdf.



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