



Chief's Message



The Staff Officers' Annual Retreat and the Department Reorganization



The 2003 Staff Officers' Annual Retreat (SOAR) provided a vibrant and healthy discussion about the future of our Department and

exceeded my expectations. The participants, including for the first time sworn and civilian union representatives, were enthused and excited about the opportunity to reinvigorate our organization and make fundamental changes in the way we do business.

This year's retreat established one important principle: the LAPD must be a team enterprise. It was an important step toward the transparent and participatory organization that I am working to establish.

The biggest change to emerge from SOAR will be our organizational chart and chain of command structure (see pages 4 and 5). Those changes haven't been finalized and budgeted, but I can provide you with an initial overview of how things are taking shape.

Most enforcement operations will be grouped under Assistant Chief Jim McDonnell. The Deputy Chiefs in charge of the four geographic bureaus will be reporting to Chief McDonnell. Operations-Headquarters Bureau has been disbanded and its functions will now be divided between two new bureaus, each headed by a Deputy Chief, who will also report to Chief McDonnell.

Deputy Chief Mike Hillmann heads

Special Operations Bureau. It will absorb some of the functions currently performed by the Uniformed Services Group, including Metropolitan Division, and Air Support Division. Chief Hillmann will be able to maximize the impact of the Department's superb special units and achieve goals of reducing crime, disorder, and fear in the geographic Areas. He will work closely with the Bureau Chiefs and the eighteen Divisional Captains.

The new Detective Chief will have



two important roles to play. The Detective Bureau will oversee most of the functions of the Detective Services Group, including Robbery-Homicide Division. The Detective Chief will oversee Narcotics Division, which we expect to expand considerably in our efforts to disrupt street gang narcotics activities. The Chief will also lead a far-reaching reorganization of the detective function in the local areas. In the interests of decentralization and local accountability, Area detectives will continue to report to the Division. The Chief of Detectives will also oversee a reform of how their work is done, decreasing the volume of redundant paperwork, increasing the

number and intensity of field investigations, and getting our highly trained and skilled detective force more proactively involved in arrests and crime prevention activities in the field.

We are also seeking to expand our Homeland Security Operation. My old colleague John Miller will lead this newly created Bureau. He worked with me as a Deputy Commissioner in the NYPD and was one of the principal architects of the NYPD crime reduction strategies. John is a distinguished journalist, an expert on terrorism and the last U.S. reporter to interview Osama Bin Laden. Working closely with Commander Mark Leap, I expect they will significantly expand the size and functions of our anti-terrorism efforts.

Assistant Chief George Gascón will serve as Chief of Support Services, in

Continued on page 8

<i>INSIDE</i>	<i>Page</i>
Police Commission Actions	2
Verified Alarm Response	3
Organization Chart	4
Tea With Women of LAPD	6
Managing Organizational Change	6
Commendations	7

A message from the Police Commission

By Rick J. Caruso, President, Board of Police Commissioners



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As the new year unfolds, the Los Angeles Police Department embarks upon a new era. Our new Chief is delivering on his promises

and the men and women of the LAPD have direction, focus and pride.

I am very proud of the transition that everyone in this Department has made. Officers have all collectively brought a new glow to the LAPD. I hear it all the time, and I thank each and every one of you for your professionalism and the dedication you bring to the greatest law enforcement agency in the world.

Recently, the Police Commission has acted on some issues that directly impact your work environment. Last fall, we approved the Complaint Process which provides an equitable solution for officers, yet still ensures accountability to the community. It is a fair system. Look for this new policy to go into effect shortly.

The new Pursuit Policy, which will go into effect in April, was designed with your safety in mind. Under the new policy, pursuits will not be initiated when the only known offense is an infraction. At the same time, this

policy specifically allows officers to use their judgement to initiate a pursuit if they believe a crime has been, or is about to be, committed. The Commission's action was solely based on the desire to reduce injuries and deaths for the public and our officers.

We will be watching the statistics resulting from this new policy very closely to ensure that we achieve the desired result and that it does not impact your ability to reduce crime.

We also approved the Verified Alarm Response Policy freeing up 15% of your time for real crime fighting. The Commission views the men and women of this Department as an extremely valuable and limited resource.

We cannot afford to allot 15% of officers' time on false alarm calls. It is not fair to the vast majority of the residents who really need your expertise. The Commission's action places the onus of verifying the alarm where it belongs: with the alarm companies who collect the fees for the protective service. This policy will go into effect in April.

The Police Commission looks forward to further enhancing your workplace. As always, thank you, and please, be careful.

Recent Actions by the Police Commission

- 11/26/02 Approved new Complaint Process giving officers an equitable solution, and assuring accountability to the community.
- 1/7/03 Approved new Pursuit Policy designed to reduce injuries to officers and members of the community.
- 1/7/03 Approved Verified Alarm Response policy freeing up 15% of officers' time for real crime fighting.

Commission to implement Verified Alarm Response policy

The Los Angeles City Council is supporting the Police Commission's decision to verify burglar alarms before dispatching the Los Angeles Police Department. This policy will go into effect on April 15, 2003, after recommendations and input from a City Council created task force are reviewed and considered by the Police Commission.

Verification means a confirmed, legitimate need for police service.

The verified response alarm policy requires that a burglary alarm be verified by private guard response, remote video electronic monitoring, or an eyewitness confirmation of

potential criminal activity from the homeowner, business owner or responsible party. Confirmation of potential criminal activity can come from evidence of forced entry including broken windows and open doors, or any other clues that suggest the possibility of burglary.

The policy change was initiated to benefit the entire City, not just the 6% that own alarm systems. Once the policy is implemented, more police resources will be devoted to solving crime instead of responding to false alarms.

Exemptions from the verification policy include: firearms dealers, panic

alarms, City council offices, City facilities, and various human activated alarm systems.

The City has been dealing with the problem of false alarms for 20 years. Department estimates indicate that responses to burglar alarms comes at a cost of \$11.1 million annually, based on an average of 30 minutes per call and \$85 per incident.

Significant strides have been made with other law enforcement agencies that have adopted a similar policy. In Salt Lake City false alarms were reduced by 88%. Las Vegas has also had a significant reduction in false alarms as a result of the verification policy.

	1997	1998	1999	2000	2001	2002
Service Calls	902,897	870,304	842,317	887,985	907,597	826,607
Alarm Calls	147,507	142,672	133,294	129,202	125,076	121,973
% of Alarm Calls	16	16	16	15	14	15
False Alarms	139,901	130,780	122,012	118,898	114,420	112,146
% False Alarms	95	92	92	92	92	92

Women's Leadership Conference Planning Committee seeks Volunteers

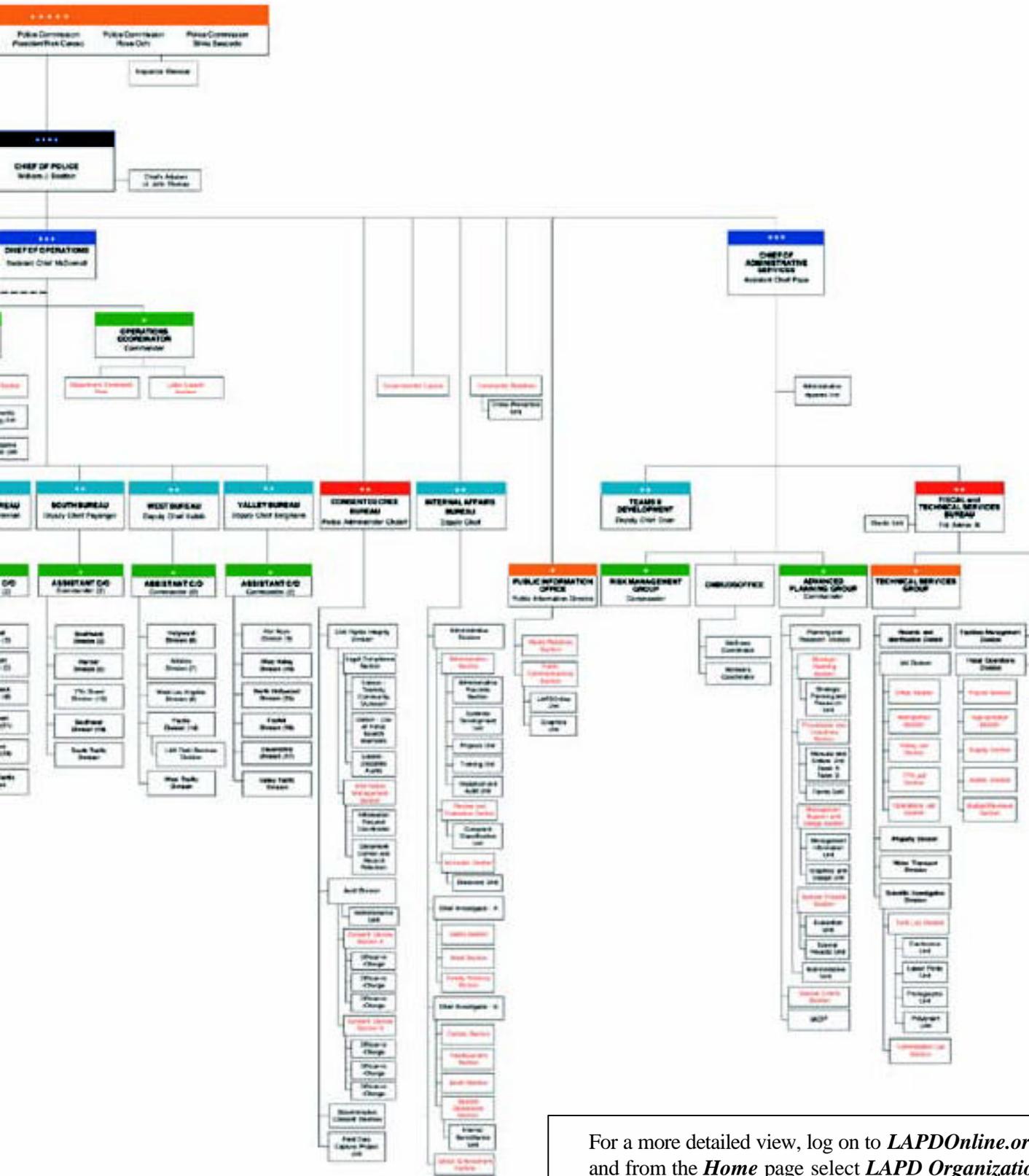
Twice yearly, the Department sponsors a Women's Leadership Conference that is planned and staged by a committee consisting of sworn and civilian volunteers representing several Department entities. New members are being sought to serve on this committee.

Meetings are held one weekday a month, in the early afternoon. Personnel interested in participating on this committee should contact Yolanda E. Jaimez, Senior Personnel Analyst I, Officer-in-Charge of the Career Development Section, Employee Opportunity and Development Division, at (213) 485-8777.

Earn a Bachelor's Degree Using POST Certificate

Union Institute and University offers 32 units of credit to basic post certificate holders, towards a bachelor's degree in criminal justice, public administration, business/management and other areas.

If you are interested, additional information is available by calling Sundee Frazier, enrollment coordinator, at (323) 936-8328 or (800) 486-8328. Spring semester begins on March 3, 2003.



■ Deputy Commanding Officers of the rank Assistant Chief
■ Deputy Commanding Officers of the rank Deputy Chief
■ Deputy Commanding Officers comparable to the rank of Deputy Chief
■ Deputy Commanding Officers of the rank of Commissioner
■ Deputy Commanding Officers comparable to the rank of Commissioner

For a more detailed view, log on to LAPDOnline.org and from the *Home* page select *LAPD Organization Chart* under *Web Updates* section. Also, from the *Home* page you may select *LAPD Organization* on the *Navigation Bar* and then select *LAPD Organization Chart* from the *LAPD Organization* page.



The Los Angeles Police Foundation is hosting a benefit tea and silent auction on Monday, March 31, 2003 from 4:00 p.m. to 6:00 p.m. at the Beverly Hills Hotel. Proceeds from this event go to the Foundation and will be used for special programs, projects and equipment requested by the Department through the Foundation's grant process.

Los Angeles Police Foundation to host "Tea with the Women of the LAPD"

The tea will honor Rikki Klieman, Court TV anchor and wife of Chief Bratton, along with recently appointed Assistant Chief Sharon Papa. Female command staff and women who have portrayed police officers in movies and television are also expected to participate in the event.

The honorary chair of the event is Lisa Specht, partner at Manatt, Phelps & Phillips. Honorary committee members include Wendy Stark Morissey, Contributing Editor at Vanity Fair; Patty De Dominic, CEO of PDQ Personnel and Los Angeles Police Foundation Board Member; Cathy Needleman, Los Angeles Police

Foundation Board Member; Mitzi Grasso, Los Angeles Police Protective League Vice President; Estela Lopez, Estela Lopez Consulting; and Renee Fraser, Fraser Communications.

The Foundation wants to salute women in law enforcement and highlight the important role that women have played and continue to play in this dynamic Department.

The cost for the event is \$100 per seat and may be reserved by calling the Foundation at (213) 741-4550.

Managing Organizational Change

by **Rene Gomez**
Senior Management Analyst

It is getting harder and harder to avoid change. Organizations face increasing demands from taxpayers, government mandates, and technological innovation. Recent literature on change management notes that most change efforts fail to meet expectations. If you are contemplating a change, you should avoid the following:

Change for the sake of change. Make sure that you and your employees are clear about what need you are addressing and how it benefits them.

Failing to create a sense of urgency. Explain why the current state is unsatisfactory and why change is required now.

Failing to create a vision. If you want your employees to gamble on a new future, develop a vision that inspires them.

Failure of leaders to lead change. If employees don't see the organization's leaders leading the change they're likely to conclude that the change isn't being taken seriously.

Failing to select an appropriate change sponsor. Select someone who is respected and who will be around to live with the consequences of change.

Failing to view the organization as a system. Any change in an organization will ripple throughout the rest of the organization.

Failing to communicate. Use as many mediums as possible to communicate your effort and repeat

your message constantly.

Failing to address organizational culture. A major change requires new behavior and thinking patterns. Make sure these are consistent with existing values, if they aren't you can conduct small group sessions with employees to explain the differences.

Failing to train employees. Technical training is important, but so is training in behaviors and attitudes.

Failing to measure or evaluate. You need standards to judge your efforts. Set performance measurements and collect data.

The full text of this article is available online from the *Journal of the Los Angeles Police Department* or from the author at n2425@lapd.lacity.org.

The Following Personnel Were Commended by the Community During the Month of January

Secretary

Lara-Garcia, Lorraine

Glenn, Michael
 Goosby, Michael
 Hagerty, James
 Harrington, Michael

Valdez, Robert
 Wade, David
 White, Anthony

Management Analyst II

Dunkle, Thanh-Nha

Harrison, John
 Holcombe, Yvette
 Holguin, Mark
 Holmstrom, Gina
 Keenan, Terrence
 Keortge, Vanessa
 Kinney, Edward
 Kouri, Patrick

Sergeant II

Bell, Lamar
 Bilodeau, James
 Buttitta, Charles
 DeFoe, Scott
 Gomez, Steve
 Groover, John
 Grubbs, Gary
 Haleck, Ernest
 Roller, Douglas
 Shannon, Patrick
 Smith, Phillip
 Sola, Gerard

Police Officer III

Aguirre, Arthur
 Almaraz, Hans
 Amador, Christopher
 Barlow, Jimmie
 Bennyworth, William
 Bertino, John
 Braggs, Reginald
 Brawner, Kevin
 Carnevale, Steven
 Castillo, Mark
 Cato, Anthony
 Chinappi, Thomas
 Collier, Malcolm
 Copeland, Gary
 Daniels, Ronnie
 Davis, Mary
 Delorenzo, Joseph
 Donaldson, Robert
 Flores, Moises
 Franklin, John
 Garcia, Jesus
 Gasca, Ulysses
 Gastelo, James

McConnell, James
 Messenger, Michael
 Miller, Jeffrey
 Nam, Jay
 Neal, Alcenda
 Nepomuceno, Joenador
 Nieves, Orlando
 O'Hara, Brian
 O'Sullivan, Dennis
 Olson, Gordon
 Pedersen, Andrew
 Perry, Earl
 Peters, Mike
 Piesik, Michael
 Powers, Juan
 Prokop, Edward
 Stambaugh, David
 Stamps, Ronald
 Travis, Linda
 Trusk, Tony

Lieutenant II

Durham, Peter
 Incontro, John
 Zipperman, Steven

Chief's Message

Continued from page 1

charge of personnel, training, and information and communications systems. Assistant Chief Sharon Papa will be Chief of Administrative Services, overseeing planning, management functions, budget, facilities and the critical Jail and Property Divisions. Consent decree functions will be grouped together in a Consent Decree Bureau headed by former Police Commissioner Gerald Chaleff. Internal Affairs will be led by a soon to be named Deputy Chief who will report directly to me.

SOAR also provided the opportunity for crime strategy teams to report their findings. The teams are well along in finalizing their recommendations for more proactive and assertive policing designed to reduce the city's crime rate.

Re-engineering teams will soon be formed to begin putting together strategies to tackle the Department's administrative problems. Union officials, sworn employees, civilian employees and outside experts will be invited to participate in these teams.

SOAR is just the departure point in what I envision as a year of change that will re-invigorate the Department to get us back into the fight to reduce crime.

I will try to keep you more informed and involved in the many changes that will be occurring. There will be issues that we agree to disagree about. However, there should be no disagreement that this is a great Department, staffed by highly trained and motivated professionals, who are second to none.

Roll Call of Events

March 2 - LA Marathon

March 31- Tea with the Women of the LAPD, Beverly Hills Hotel

May 12 - LAPD Memorial Ceremony, Parker Center Memorial

May 17 - Los Angeles Police-Celebrity Golf Tournament, Rancho Park

Call Public Affairs at (213) 485-3281 for additional information.



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