



**Chief's Message**



On October 28, 2002...I took an oath...the same oath all of you have taken, "To Protect and To Serve." Now,

seven months later I am proud of the work that has been done, proud of the changes that have been made and looking forward to more. It's been a great time for me personally because I'm back into policing, doing what I love — running a police department. I hope that it has also been a good seven months for all of you. I have tried to set a new tone and direction in our reorganization efforts — one that values innovation, transparency, a sense of urgency, creativity and productive change. As I have said before, this Department is an assemblage of high-performing individuals held back by a low-performing organization. The people of the LAPD have been stifled for far too long by an organization that did not encourage risk taking and creativity. I want to find ways to help you do your best work in the coming years.

We have done well against crime in the past seven months but we

**"Tea with the Women of the LAPD"  
Raises \$25,000 for the Police Foundation**



*Left to right - Rikki Klieman, attorney and Court TV anchor; Lisa Specht, Honorary Chair; Karen Wagener, Executive Director of the Los Angeles Police Foundation and Assistant Chief Sharon Papa, at the "Tea with the Women of the LAPD" fundraiser.*

Assistant Chief Sharon Papa and Rikki Klieman, a distinguished attorney, Court TV anchor, and wife of Chief Bratton, were honored by the Los Angeles Police Foundation at an event titled "Tea with the Women of the LAPD" at the Beverly Hills Hotel on March 31. The event, designed to highlight women in law enforcement, raised approximately \$25,000 for the Foundation.

More than 200 people attended the tea which featured a silent auction that included restaurant packages, sporting event tickets, and weekend getaway packages. Lisa Specht, a senior partner at Manatt, Phelps & Phillips, served as Honorary Chair for the event.

must have a greater sense of urgency and a desire to work harder to reduce crime, fear and disorder in the City's neighborhoods. Quite simply, we are still losing too many lives to mindless violence.

The pace of change is accelerating in our Department and the momentum is building. I recently made some major moves

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## Chief's Message

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among Commanders and Captains... promoting some, re-assigning others to new commands, thirty-seven in all. That's just the beginning. There are more to come. It's important that I have my new leadership team in place before the summer months and the usual peak crime period. I don't make changes just for the sake of change, but to support a very specific set of goals and objectives. I want to work with managers who share my sense of urgency about reducing crime throughout our city. I want the best people in the most critical assignments. I have challenged these new leaders to be creative, to think outside the box, and to always be asking: "How can we do things better and more effectively?" In dealing with crime I want them to always be asking, "Who did the crime?" "Where are they?" and "How do we arrest them?"

I have also challenged them to lead, not just manage. To achieve their best, police departments and police officers have to be actively led and inspired. At this unique time in the history of our department and our city, we have a limited window of opportunity to make a difference both individually and collectively and to move our organization forward on an agenda of positive change. As long as I am your Chief, the LAPD will be a very fluid organization that adapts continuously to changing conditions and needs. I'm asking all of you, commanders and cops, to embrace

the change and help propel it forward. Working together we can achieve the goal that Mayor Hahn and the Police Commission have set for us to make Los Angeles the safest large city in the country.

Besides reducing crime, disorder, and fear, which remains our highest priority, there are a number of mid-range objectives we will be focusing on:

- Establishing a state-of-the-art Counter-Terrorism Bureau that is not only able to detect and prevent terrorist acts but can also manage the consequences of terrorist attacks should preventive measures fail.
- Continuing to implement the Consent Decree, which will be one of the major measures of our success as an organization over the next few years. The Consent Decree can and will make this a better Department. We will comply with its provisions.
- Expanding the patrol force, reducing response time, and providing more pervasive police presence and service. That's a tall order in a city of just over 9,000 cops responsible for policing 470 square miles, but I think we are up to the challenge.
- Returning investigations to a primary crime-fighting role in our Department by getting our highly trained detectives out of the business of processing arrests and back into the business of making them.

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# A message from the Police Commission

By David S. Cunningham, III,  
 Vice President



Over the past four months, the Police Commission and the Department have been working closely with the Mayor's Office

and other City officials to identify several buildings suitable for Parker Center personnel to relocate while a new police administration building is designed and built.

Our commitment to the men and women of this Department is to ensure that they are provided a professional and safe facility for the five or six years that is estimated to build a state of the art police administrative building at the First and Alameda street location.

We have been successful and this reality will occur soon. However, despite our efforts, progress has not been nor will it be as swift as we would have preferred. The Police Commission has been told that the purchase, escrow, tenant improvements, infrastructure upgrades and the actual move will take approximately 16 – 20 months. At each Police Commission meeting, this matter is calendared and a brief presentation on the ongoing relocation and new facility is discussed. We will continue to strive to expedite these facility projects every possible way. As head of the Department, this Commission has made the welfare and relocation of its personnel a priority, and a goal that we intend to meet.

## Recent Actions by the Police Commission

- Approved and released the Los Angeles Police Commission Vision Statement and Goals for 2003. The goals are:
  - 1) to reduce crime, fear and disorder,
  - 2) to enhance community policing,
  - 3) to improve retention and recruitment,
  - 4) to achieve timely compliance with the Consent Decree, and
  - 5) to ensure responsive leadership focused on the acquisition and appropriate use of resources, thereby making Los Angeles the safest large city in the nation, ensuring that personal safety is a reality for all.
- Appointed retired Commander Dan Koenig to the position of Executive Director of the Police Commission.

## Commander Dan Koenig selected as Police Commission Executive Director

On April 29, 2003, the Los Angeles Board of Police Commissioners announced that Commander Dan Koenig has been selected unanimously as the Police Commission's Executive Director, after an extensive nationwide search and an extremely



competitive selection process. Assuming the position in May, he reports directly to the Board. Commander Koenig retired as Commanding Officer of Administrative Group to take the Executive Director's position.

Commission President Rick Caruso said, "Dan has a wealth of knowledge in all facets and functions in the administration of this Department and is cognizant of many of the issues and concerns this Commission cares about. He brings tremendous experience from his 32 plus years in the Department and working closely with the community."



## Crime Watch

City-wide

Year to Date - 5/31/03

↓	<b>Homicide</b>	<b>-20.8%</b>
↓	<b>Rape</b>	<b>-6.8%</b>
↓	<b>Robbery</b>	<b>-0.9%</b>
↓	<b>Aggravated Assault</b>	<b>-5.1%</b>
↑	<b>Burglary</b>	<b>1.0%</b>
↓	<b>Larceny</b>	<b>-2.0%</b>
↑	<b>Auto Theft</b>	<b>2.7%</b>
↓	<b>Violent Crimes</b>	<b>-3.5%</b>

Source ITD, LAPD

# Visualizing Career Success

By Sylvia Landis  
 Career Development Unit

With the recent change in administrations, it is an opportune time to think about visualizing success and the role that visualization skills play in transforming individuals, careers, organizations, and communities. A majority of famous athletes and top performers use visualization skills to achieve their remarkable successes. However, what is not as well known is that individuals vary greatly in their understanding of visualization skills, how to apply them, and whether these skills require special training.

We all use visualization. Those individuals who have mastered this tool, and view it as a skill, understand we create a picture in our minds when we mentally imagine an outcome. You might imagine a successful outcome as successfully presenting an idea before a group. Or, if you have a fear of public speaking, you might visualize the same presentation as difficult or a failure. As a career skill, the ability to imagine successful outcomes involves developing and practicing skills associated with visualization and goal setting.

You can test your ability to visualize by trying two simple experiments. First, imagine something you wish to achieve, perhaps a promotion. Now imagine achieving a larger related

goal. Keep extending your imagination until you feel uncomfortable. Focus on what makes you uncomfortable. Are you placing limitations on yourself or would the imagined goal conflict with other goals you have in your life? Have you researched the concerned facts or are you

***Generally, the more you teach yourself to “think bigger” and imagine yourself successfully meeting a challenge, you will reach a higher level of achievement.***

imagining limitations? Generally, the more you teach yourself to “think bigger” and imagine yourself successfully meeting a challenge, you will reach a higher level of achievement. The successful use of imagination applied to goals, and then breaking the goals down into small logical steps, will enhance your achievement of those goals.

The importance of goal setting was established in a famous study that followed Harvard graduates for a period of thirty years. It revealed that only 3% of the graduates set goals, but those 3% achieved more goals than the other 97%! Therefore, it is important to remember that by teaching yourself to “think bigger” and to write down your goals, and then categorize them into smaller

manageable goals that you can achieve, your rate of success in attaining higher level goals will be greatly increased. It is also important to recognize that the ability to visualize successful outcomes is not only a key skill in your personal development, but a key to your success in working

with the community and being a valued member of the Los Angeles Police Department.

Chief William Bratton, in an article entitled “Leading for Innovation and Results in Police Departments,” states that “the leader must develop

a vision of where the organization is going and what it can potentially achieve and then communicate that vision to the organization’s members.” He has made it clear to LAPD employees and to the community that he envisions LAPD regaining status as the finest Police Department in the world. In looking at how he proposes to solve problems, there are lessons that can also be applied to career development.

Anyone who is familiar with the Department can cite “limited resources” as a reason for Chief Bratton to fail in achieving the above vision. However, employees can use the same principles for personal achievement and goal setting that he applies to solving practical problems within LAPD.

# Visualizing Career Success

When addressing resources, Chief Bratton, in the same article states, “Working in police departments has given me a great appreciation for human capital. That’s because police departments don’t have much to work with other than their people.” He further advises that you have to do everything possible to get more resources, but ultimately it’s the ability of a leader to create a vision that people want to buy into that solves very practical problems. In retrospect, LAPD isn’t the only organization with limited resources.

“You have to improve those assets to help your people work better, but your real task is to motivate, energize, and redirect the human capital. In police departments—as in many other

organizations—the human capital is a rich resource, a repository of knowledge, skill, and experience that you couldn’t buy at any price.... Workers at every level in every organization are just waiting for the opportunity to be a part of something they can believe in. Once they believe, they’ll give you their best efforts and their best ideas as a gift.” Chief Bratton makes it clear that while he will

continue to work to solve practical resource problems, the real solutions will come from inspiring creative ideas from every employee and corner of the organization.

Like organizations, in applying these ideas to your own professional and/or personal life, you will often have limited resources to meet goals, whether it’s paying for a graduate degree, buying a vacation home, or achieving some other significant goal. Ultimately, there are two steps to success. The first is the ability to imagine you successfully

***Ultimately, there are two steps to success. The first is the ability to imagine you successfully achieving a particular goal. And secondly, you must successfully apply creativity to solve whatever limitations stand in the way of you attaining that goal.***

achieving a particular goal. And secondly, you must successfully apply creativity to solve whatever limitations stand in the way of you attaining that goal. Chief Bratton calls this “thinking outside the box.” Other authors have said that you can’t solve a problem with the same limited thinking that created the problem.

So, whether you are setting a personal goal, facing a problem

that requires community groups to work together in new creative ways, or imagining the future of the Department, remember to visualize in a way that you “think bigger” and “think outside the box.”

In an attempt to stretch your creativity, think bigger not only about your own career but also the LAPD career development program. The success of the career development program is dependent on employees articulating their needs/goals. Therefore, it is important that you suggest/recommend changes that would improve this program. Ask yourself:

1. Does the organization do a good job of preparing employees for promotion? If not, what needs to be improved?
2. What do you think of the availability of resources to prepare for promotion? Can you identify any changes that are needed?
3. What about the avenues used to advertise promotional opportunities? Are there any suggestions you have to improve the process?

The above sample questions should get you started in your quest to visualize. Remember “think bigger” and “think outside the box.”

# Detective John O'Toole Celebrates 50 Years of Service to the Department

*By Officer Jack Richter*

The year was 1953. Eisenhower was in the White House and Elvis was beginning his career - as a truck driver. Fresh from serving in the military and World War II, an LAPD police recruit by the name of John O'Toole was embarking upon a law enforcement career that would span over half a century, even continuing today. On May 16, 2003, Detective O'Toole was honored at an anniversary celebration commemorating 50 years of service to the Department. The event was held at the Los Angeles Police Museum, which prompted Detective O'Toole to comment, "Good! That's where I belong."

Known as a hard working investigator, Detective O'Toole began his career as a police officer in what is now known as "Old Central Division." After several successful assignments that include coveted positions in Metropolitan Division, Van Nuys Area and Valley Traffic Investigation, Detective O'Toole continues his record of outstanding service as one of the most productive Department employees. As a witness to history over the past 50 years, Detective O'Toole has experienced countless historical events that have shaped this Department and the City of Los Angeles.



*Detective John O'Toole with Deputy Chief Ron Bergmann at an anniversary event in his honor on May 16, 2003 at the Los Angeles Police Museum.*

## 3rd Annual LAPD Swing-A-Thon Benefits LA Youth Programs

On Saturday, June 28, 2003, the LAPD Centurions Baseball Team will host the 3<sup>d</sup> Annual LAPD Celebrity Swing-A-Thon at El Cariso County Park in Sylmar. This unique community event, beginning at 9:00 a.m., will provide an opportunity for children from around the City to meet, interact, and play baseball with LAPD officers, professional athletes, celebrities and heroes from the armed forces.

This free event will feature a baseball clinic, taught by professional athletes, a softball game between the LAPD Centurions Baseball Team and



*Officer Mike Scott, LA Dodger Tommy Lasorda and Lt. Tim Moss at last year's Swing-A-Thon.*

celebrities, professional athletes and City officials, and demonstrations and static displays from specialized units within the Department. It is

anticipated that 3,000 children and community members will attend. The event raises funds for Los Angeles area youth organizations through corporate sponsorship.

Scheduled to appear are Major League Baseball stars Manny Mota, Eric Davis, Jay Johnstone, Bobby Castillo, Rudy Law, Lee Lacey, Derrel Thomas, Tommy Davis, Bret

Barbarie, and Lorenzo Gray.

For more information, please contact Officer Mike Scott at (818) 268-2488.

# *The Following Personnel Were Commended by the Community During the Month of April*

**Clerk Typist**

Maurilia Aviles  
 Mable Ling

**Principal Clerk II**

Pam Franklin

**Management Analyst I**

Jill Frank

**Management Analyst II**

John Galitzen  
 Manuel Rodarte

**Chief Chemist I**

Steven Johnson  
 Greg Matheson

**Police Officer I**

Anthony Cole  
 Christopher McPhetters  
 Jeremy Olson  
 Luis Rosas  
 James York

**Police Officer II**

Francisco Alferez  
 Canaan Bodell  
 Alfonso Cisneros  
 Eric Coffey  
 Anthony Daniel  
 Carol Davis  
 Ellen Gamble  
 Mariano Garde  
 Shawna Green  
 Samer Issa  
 Leo Lussier

Israel Sanchez

Benjamin Santero

Erik Shear

Jessie Simon

Alonzo Williams

**Police Officer III**

Daniel Ambrosio

Willem Erkelens

Carlos Flores

Stephen Gomez

Mario Gonzalez

Jodie McGee

Tomas Melendez

Orlando Nieves

Robert Palacios

Bridget Pickett

Stephen Saletros

Melanie Senneff

Richard Spackman

**Detective I**

Gary Borg

Ron Capra

Brad Cochran

Paul Robi

**Detective II**

John Celentano

Michelle Esquivel-Solis

John Fleming

Thomas Marchetti

John Miller

**Sergeant I**

Sam Gong

Abel Parga

Lauren Rauch

Arthur Reyna

Arthur Tom

**Sergeant II**

Stephen Carmona

George Caulford

Mark Hurley

**Detective III**

James Brown

Jeff Dunn

Lou Koven

Mike Oppelt

**Lieutenant I**

Andy Neiman

**Lieutenant II**

Fred Booker

Joseph Freia

Ray Lombardo

Steven Nielsen

Paul Vernon

**Captain I**

Nancy Lauer

Richard Meraz

James Rubert

**Captain III**

Charlie Beck

Michael Downing

Terry Hara

Richard Wemmer

## Chief's Message

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• Maintaining a transparent organization open to public scrutiny and cross-agency cooperation. This certainly means an open working relationship with the Police Protective League and other employee organizations, as well as productive partnerships with a range of police agencies and criminal justice institutions. It also means accepting criticism from the public and accurately recording all complaints made against Department employees. Many of those complaints may be frivolous or even malicious, but we will sort that out in the complaint

adjudication process, **not** the complaint intake process.

The LAPD is moving in the right direction. While we've made significant strides in the past seven months, we must act quickly and comprehensively to regain control of the streets. In the weeks and months ahead the Department's crime strategy and reengineering teams will be reporting back with their recommendations. My leadership team is fighting to get you the resources you will need to implement them. Your managers – your Commanders and Captains – are being empowered and encouraged to lead the way. It's going to be an exciting journey for us all.

### **Roll Call of Events**

**June 28**  
**LAPD Swing-A-Thon**  
**El Cariso County Park**  
**In Sylmar**  
**9:00 a.m.**

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***Call Special Events Section at  
(213) 485-3281 for  
additional information.***