### LOS ANGELES POLICE





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## Recognition Day 2005



WILLIAM J. BRATTON
CHIEF OF POLICE

### CHIEF'S MESSAGE TEAMS II

In keeping with our
Department's core value
of "Quality through
Continuous Improvement," we
are always looking for
innovative and creative
methods to develop best
policing practices. One
significant result of our quest
for managing the workplace is
the Training Evaluation and
Management System II, better
known as TEAMS II.

The initial TEAMS system, known as TEAMS I, was established in 1997 and allowed supervisors a limited view of an employee's automated performance history. That wasn't good enough. So the system was enhanced to allow access not only for supervisors, but for each individual employee to view their own information. Since then, the revisions and

he Department honored more than 200 sworn and civilian employees, active and retired, at the 25<sup>th</sup>
Annual Recognition Day Awards
Ceremony on Monday, March 14, 2005, at the Police Academy Gymnasium in Elysian
Park

First Assistant Chief Jim McDonnell presented the medals and awards to the recipients, acknowledging acts of outstanding bravery and service to the people of the City. Assistant Chief Sharon Papa and Deputy Chief Gary Brennan read the narratives, many that detailed heroic acts officers accomplished against tremendous odds, including several that resulted in saved lives. Several of the awards were also presented for outstanding service to the Department.

The gymnasium was filled with City leaders, Police Commissioners, Department command staff, family, friends, and

coworkers who gathered to honor these outstanding individuals. Deputy Chief Michel Moore served as Master of Ceremonies.

Six Police Medals — the highest award, second only to the Medal of Valor — were awarded this year along with 30 Police Stars, 13 Lifesaving Medals, four Police Distinguished Service Medals, eight Police Meritorious Service Medals, one Human Relations Medal, and 148 Police Meritorious Unit Citations. Additionally, Police Commissioners Rick J. Caruso and Rose Ochi presented Los Angeles City Firefighter Christopher Schnitker with the Police Commission Distinguished Service Medal for his role in assisting officers in the rescue of a suicidal man.

The Department has been acknowledging and commending employees during Recognition Day since 1980. □



## William J. Bratton Chief of Police

Mary E. Grady
Public Information Director
Commanding Officer
Public Information Office

Steven E. Reifel Managing Editor Design, Typeset, & Layout

> Lori Blackwell Copy Editor

Pedro M. Muñiz Editorial Support

Cornel Panov Photographer

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Los Angeles Police Department
Public Communications Section
150 N. Los Angeles Street
Los Angeles, CA 90012
Room 731
Mail Stop 400
Phone (213) 485-3281
Fax (213) 485-1220

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### Chief's Message Continued from page 1

enhancements have continued as part of a new initiative called TEAMS II.

When it is completed, it is intended to be a highly efficient computer database system that provides critical information to ensure Department personnel are effectively utilized and trained. Like the Department's COMPSTAT system, TEAMS II is designed to utilize technology to its maximum potential. The goal is to effectively evaluate, measure, and manage our most valuable resource—you, the men and women of this Department.

TEAMS II can provide comparative analysis of an employee's performance to that of their peers performing similar duties under like conditions. With this information, supervisors and managers will be able to fairly evaluate the nature, quantity, and quality of an employee's work performance. In addition, managers will be better able to evaluate supervisors' ability to oversee their employees. This will assist all of us in becoming more productive and effective in the workplace.

An employee's TEAMS II report will contain a summary of the employee's history within the Department including disciplinary actions, firearms qualification information, assignment and rank history, work permit information, training history, and commendation records. Public contacts, such as number of citations issued, number of arrests, and number of pedestrian and vehicle stops are also included. Additionally, risk management issues will also be part of the TEAMS II

report and include information on useof-force incidents, traffic collisions, pursuits, and civil litigation records.

TEAMS II will work by using a new Use of Force System, a Complaint Management System, and a Deployment Period System. These will be added to informational systems already maintained by the Department. Selected performance-related data will be extracted from each of the systems and fed into a newly created Risk Management Information System, which is the heart of TEAMS II. Lastly, TEAMS II will allow "on-line" reporting, documenting, and reviewing of use of force and complaint investigations.

Here's how the Risk Management Information System will work. An employee's performance information is stored in 14 databases. Selected performance data is sent from the individual databases into a "data staging area," which is like an information warehouse. Periodically, the Risk Management Information System extracts information from the data staging area and performs comparative analysis of both individual and organizational performances. When comparisons identify an employee or an organizational entity with performance issues that are significantly different from the performance of their respective peer groups, an automatic notification, or "Action Item," is generated to determine if appropriate recognition or mentoring is needed.

I want to reassure all of you that an "Action Item" on its own does not indicate misconduct. An "Action Item" merely indicates that an employee's performance is different when compared

## Department Celebrates National Dispatchers' Week

Department's Communications Division will be celebrating National Dispatchers' Week from April 10<sup>th</sup> through 16<sup>th</sup>, 2005. In 1992, then President George H. W. Bush proclaimed the second full week of April as National Dispatchers' Week to honor the hard working and often overlooked police dispatchers throughout the country who provide a vital service to their communities.

The Department's
Communications Division is
responsible for the operation of the
Los Angeles City 9-1-1 system and
the police dispatch system. Our
dispatchers, or Police Service
Representatives (PSRs), are an
integral part of the public safety net. In
2004, they answered 3.3 million calls
while providing dispatching service to
field officers.

Amongthe activities Communications Division has planned to honor and thank the PSRs will be the presentation of the annual Most Valuable PSR awards. Each year, a PSR from each watch, and a supervisor, are selected by their coworkers as best demonstrating the

spirit of teamwork, service to the community, and leadership that is the hallmark of Communications Division.

Communications Division has two

dispatch centers that handle the 9-1-1 calls and the police dispatch system. An Open House will be held in each of the new high-tech, state-of-the-art dispatch centers.

The Valley Communications Dispatch Center, located at 23001 Roscoe Boulevard in West Hills, will host an open house on Monday, April 11, 2005.

On Tuesday, April 12, 2005 the Metropolitan Communications Dispatch Center, police officers, City employees, members of the media, and other interested parties at 12:30 a.m., 8:00 a.m., 10:00 a.m., 1:00 p.m., 5:00



# In 2004, PSRs answered 3.3 million calls while providing dispatching service to field officers.



located at 100 North Los Angeles Street in downtown, will host their open house. Open House tours at both locations will be provided for all p.m., and 8:00 p.m., on each Center's respective Open House dates.

To RSVP for a tour or questions concerning this event, please contact PSR Marco Mendoza, Community Relations Unit, Communications Division at (213) 978-6511 or (213) 978-6510. □

Have a success story from your Unit, Section, Division, or Area? Submit it for publication in The BEAT. Send it to Editor, The BEAT, Public Communications Section, Mail Stop 400, or call (213) 485-3281. Be sure to list a contact person with a phone number.



## Policy Making at the Los Angeles Police Department

By Alan J. Skobin Vice President, Los Angeles Police Commission

ne of the primary responsibilities of the Police Commission is to make the policies that govern the Los Angeles Police Department. Whether we are

proposing, approving, monitoring or changing a policy, we know that our actions will have a profound impact on not only the public, but the men and women of the LAPD as well. As such, we take this responsibility very, very seriously.

As Los Angeles grows and evolves, it is essential that we constantly examine how we do business. Community needs, technology and best

practices change. We also need to change at times, or we become inefficient and cease to effectively perform our vital public-safety mission. However, not all change is progress. The wrong policy can have a devastating impact, and the effect can linger for years. Also, we should never implement change merely for the sake of it. That is why a great deal of research, reflection, and thought is needed before we make changes.

Policy changes originate in a number of ways. One way is for a Commissioner to formally request a specific change or a review of a particular policy. We get these ideas from a number of sources, including community members, public officials,

and the LAPD personnel we speak with when we are visiting stations, participating in working groups or task forces, or otherwise interacting with sworn and civilian members of the Department. And believe me, there is no shortage of ideas. One example of this was our recent change in the Police Officer III testing procedure.



Alan J. Skobin, Vice President Los Angeles Police Commission

The **Department will** often originate requests to change Department policy on its own initiative. Frankly, we give great weight to the analysis and recommendations from the Department, and frequently adopt the

recommendations as submitted. However, the role of the Commission is to exercise independent judgment, and there have been times when the Commission has either rejected or modified the recommendation. One example of a rejection was a recent recommendation to license and regulate palm readers. While the recommendation was well intended. the Commission did not want to create a situation where a palm reader could gain greater legitimacy in the eyes of a potential victim by holding up a license that could be construed as a seal of approval from the LAPD. An example of when the Commission changed the recommendation from the Department was the recently adopted

policy on shooting at moving vehicles. The Chief and the Commission were in complete agreement that officers should only shoot at a moving vehicle in the most dire and exceptional circumstances. We are also in complete agreement that any policy change must not compromise officer safety. However, some of the Commissioners felt that the wording of the proposed policy did not contain the clarity and direction to officers that was necessary to fully address officer safety. After significant public debate, and a subsequent working session with Department and Commission leadership, the recommendation that had been presented to the Commission was revised and a modified recommendation was then presented for review, discussion, and adoption.

Commission input into policy changes is not limited to suggesting or reviewing policies at Commission meetings. Each Commissioner has designated areas of responsibility to serve as liaison to the Department, and confers with the Department on a regular basis regarding the subject matter assigned to them. The liaison responsibilities cover virtually all aspects of Department operations. While many policy recommendations make their way to the Commission for consideration without direction or guidance from the Commission, many others have the benefit of Commissioner involvement in the development stage due to working groups, task forces, or simply because the person responsible for developing the idea wants to get a sense of how the Commission may respond to a particular recommendation.

## Policy Making at LAPD Continued from page 4

The factors to consider in a policy change are numerous. Consistency with the law enforcement community is, of course, desirable. But Los Angeles is perhaps more geographically, ethnically, economically, and socially different than any other city in the United States. While policies from other agencies are often helpful, they are not always right for the City of Los Angeles. Even beyond that, we want to be a leader in best practices.

The people of Los Angeles are our customers, and what they think is important. Of course, Los Angeles is a city of 3.8 million people, and sometimes it feels like there are almost that many opinions. While our

decisions on policy matters may not please all community members, we make them with the intent of providing the best law enforcement service for this City, and we do so with a commitment to community-based policing.

Perhaps most importantly, officer safety is considered in everything that we do. It is always in the forefront of our thoughts that every action we take must consider officer safety, and that no action can diminish it. Just as every member of the public may not agree with our actions, every officer or civilian employee may also not agree. But in any event, decisions are made in good faith, and what we strive for is to provide policies that are clear so our personnel know exactly what is expected of them.

Ambiguous language in a policy does not benefit anyone.

The policy-making procedure undertaken by the Police Commission often involves a need to balance and respect competing interests. It is rare for a matter to be presented with an easy, clear-cut decision to make. And at times, Commissioners themselves differ as to the best approach. These differences are a healthy dynamic among five individuals from varied backgrounds, all of whom live in the City of Los Angeles, and all of whom who truly want to improve the Department and provide the best and most appropriate policies for the men and women of the LAPD as they keep the City of Los Angeles safe.



# **Recent Actions by the Police Commission**

**FEBRUARY8** 

First in a series of updates from all Community Police Advisory Boards, the Commissioners received update from the Newton Area Community/Police Advisory Board.

Determined that the Stanley Miller incident should now be classified as a non-categorical use of force case. While the Inspector General will still continue to monitor this case and keep the Commission updated, the discipline, if any, will rest at the Area level.

**FEBRUARY15** 

Approved the concept of a partnership with the Department of Animal Services to expand the City's law enforcement role in the investigation of animal abuse and blood sport animal fighting.

**FEBRUARY16** 

Approved the revised policy relative to shooting at or from a moving vehicle. The revised policy prohibits an officer from discharging a firearm at a moving vehicle unless the officer or another person is being immediately threatened with deadly force by means other than the moving vehicle. The moving vehicle itself will no longer constitute the threatened use of force and requires that an officer move out of the path of the moving vehicle. Furthermore, the revised policy prohibits an officer from discharging a firearm from inside of a moving vehicle except in exigent circumstances and in the immediate defense of life.



### Chief's Message Continued from page 2

to one's peers. It doesn't mean that they have done anything wrong or improper. An "Action Item" merely notifies a supervisor or manager to initiate a review.

It should also be noted that TEAMS II will provide routine notifications to the commanding officers of employees whose peer group performance indicates a high number of public contacts with correspondingly few use of force or complaint incidents.

You're probably asking yourselves, "When will we see TEAMS II?" The first two components of TEAMS II, the new Use of Force System and Deployment Period System, are being rolled out as a pilot program in Northeast and Central Areas, Force Investigation Division, and Use of Force Review Division. The Complaint Management System and the Risk Management Information System will be activated soon after. A Department-wide rollout of all TEAMS II components will be accomplished on a bureau-by-bureau basis starting in late spring or early summer. We expect to complete the rollout by November.

I encourage all of you to become familiar with TEAMS II by visiting the "TEAMS II News" home page on the Department's info web. Simply click on the "TEAMS II News" option for current, updated information. Also expect to see Special Orders and TEAMS II Development Bureau Notices that will explain TEAMS II usage. Any further questions should be directed to TEAMS II Development Bureau at (213) 847-8900.

As you are aware, full compliance with the Consent Decree continues to

be a primary goal of mine for this Department. A priority of the Decree itself is to emphasize the role of managers and supervisors with the intended result of improved and consistent quality oversight. Reforms like Teams II require a proactive "best business practice" approach to supervision. We have made a commitment to the communities we serve to provide policing that is compassionate, consistent, and constitutional. The people of the City of Los Angeles deserve no less, and you, the men and women of the LAPD, deserve a workplace free from those who would tarnish the badge. We must embrace the Teams II system as a "best practice" in managing our workplace.

# Officer Ricardo Lizarraga Memorial Unveiled at Newton Station

n February 18, a heavy rain fell all day, reflective of the somber mood at Newton Station. The men and women of Newton Area had scheduled this day

as a memoriam to their departed partner-in-blue, Officer Ricardo Lizarraga. Everyone was deployed to allow all to participate in the dedication of the memorial that had been erected in the rear courtyard of Newton Station.

A day of camaraderie and remembrance honoring Ricardo had been in the works during the months and

weeks preceding the one-year anniversary of that tragic day, February 20, 2004. A dedication ceremony, crafted by those who knew Ricardo, to unveil the bronze and polished granite memorial would not be deterred by rain.



Officer Lizarraga's widow, Joyce Takata, stands beside the monument unveiled at Newton Station.

The clouds parted as a bagpiper played "Amazing Grace" and the ceremony began. Assistant Chief Jim McDonnell offered a few words regarding the dangerous

circumstances we find ourselves in every working day. Ricardo Lizarraga's family members then unveiledthe memorial. Those present solemnly filed by the monument, studyingthe inscription and the names of those officers who have lost their lives in the line of duty

since Newton Area was founded in 1925.

If you are in the area, please stop by the Newton Station courtyard memorial to remember and reflect. May there never be another name added to its list.



#### THE FOLLOWING PERSONNEL WERE **COMMENDED BY THE COMMUNITY IN** THE MONTH OF FEBRUARY 2005

#### **CLERK TYPIST**

**BillyBrown** 

#### **POLICE SERVICE** REPRESENTATIVE II

Sheila Haley

#### **POLYGRAPH EXAMINER IV**

**RoyOrtiz** 

#### **POLICE OFFICER II**

Sylvia Castaneda Keely Coleman Joseph Dudas Steven Erickson Barbara Galacia Jamie Hogg Jeffrey Johnson Aram Khatchaturian John Maddigan Mark Madero John Maloney Mario Morales John Moreno Luis Mota Michael Pounds Heriberto Salazar Daniel Shay **David Tyson** Robert Vann James Weigh Saul Zesati

#### POLICE OFFICER III

**Todd Bogart** Christopher Crosby Jacqueline Hickey Sandra Park Richard Mathias Steven Muirhead Mike Nelson Janet Zumstein

#### **SERGEANT I**

John Cudworth Gary Holbrook Stephen Jones Lisa Turvey Michael Ventura Darvin White

#### SERGEANT II

Gary Grubbs Jeronimo Rodriguez

#### **DETECTIVE III**

Bill Baxter Fred Davis Michael Neel **Trevor Ziemba** 

#### LIEUTENANT II

William Eaton William Haves Robert Normandy John Whittingham

#### **CAPTAIN I**

John Incontro

#### **CAPTAIN III**

Michael Downing Ron Sanchez James Voge



#### National Police Week

n October 1962, a joint resolution became public law authorizing President John F. Kennedy to proclaim May 15 of each year as Police Officers' Memorial Day, and the calendar week of each year in which May 15 occurs as National Police Week. The Los Angeles Police Department will commemorate National Police Week with the following events: LAPD Candlelight Vigil on Wednesday, May 18, 2005, at 7:30 p.m., at the Ahmanson Recruit Training Center, 5651 West Manchester Avenue in Westchester. This event will include a brief service in front of the facility. The names of the officers killed will be displayed during the event. This promises to provide a unique opportunity for the Department, community, and family members of fallen officers to gather together and continue our promise to "Never Forget" those who have made the ultimate sacrifice For more information.

Maltezat(213) 485-0703. LAPD Memorial Ceremony on Thursday, May 19, 2005, at 10 a.m. The ceremony takes place at the Los **Angeles Police** Memorial in front of Parker Center,

contact Sergeant

150 North Los Angeles Street, in downtown Los Angeles. This somber ceremony of remembrance honors every fallen officer who wore the LAPD badge. The public is welcome to attend this event as we remember our past heroes. *Interfaith Day of Prayer on* Sunday, May 22, 2005, at Saint Michael's Catholic Church, 1016 W. Manchester Blvd. at 4 p.m. This non-denominational service will again be held to acknowledge and support the commitment to public service that the men and women of the Los Angeles Police Department uphold daily. The public is invited to join us on this momentous occasion as Department members affirm our mission to "enhance public safety while working with the diverse communities to improve their quality of life."□

#### CRIME WATCH CITYWIDE

**YEAR TO DATE - 3/26/05** 

Homicide - 7.9%

Rape - 34.2%

Robbery - 12.1%

Aggravated Assault - 34.8%

Total Violent Crime - 26.4%

Burglary - 11.1%

Burglary/Theft from Vehicle - 22.9%

Personal/Other Theft - 18.3%

Auto Theft - 13.6%

Total Property Crime - 17.5%

# Attention Spanish Speaking Police Officers

he Public Relations Unit in the Public Information Office is responsible for campaigns with Spanish language television and radio stations. One television campaign consists of weekly guest appearances by Department personnel on a Spanish-language morning show.

If there is a public safety message, important timely information, or topic of concern that you would like to deliver to a Spanish speaking television and radio audience, contact Public Relations Specialist Pedro M. Muñiz at (213) 485-3281 for further information. Senior Lead Officers are encouraged to participate. □

#### **ROLL CALL OF EVENTS**

MAY 18, 2005 7:30 PM

#### **LAPD CANDLELIGHT VIGIL**

Ahmanson Recruit Center 5651 West Manchester Avenue Westchester (213) 485-0703

MAY 19, 2005 10 AM LAPD MEMORIAL CEREMONY

Parker Center 150 North Los Angeles Street Downtown (213) 847-4882 MAY 21, 2005 10 AM LA.POLICE-CELEBRITY GOLF TOURNAMENT

Rancho Park Golf Course 10460 West Pico Boulevard West Los Angeles (213) 847-4239

> MAY 22, 2005 4 PM

#### **INTERFAITH DAY OF PRAYER**

St. Michael's Catholic Church 1016 West Manchester Boulevard (213) 485-4101



2.2.5 P.O. Box 30158 Los Angeles, California 90030