



## Tracking Down Crime with FASTRAC

In late 1997, the Los Angeles Police Department implemented its Focus, Accountability, Strategy, Teamwork, Response and Coordination (FASTRAC) process. With FASTRAC, crime trends and patterns are tracked daily using the Department's computerized statistical databases. Subsequently, commanding officers meet weekly with the Chief of Police and senior managers to discuss their efforts in responding to and reducing Part I crimes.

In recent months, as part of an ongoing evaluation process, two other critical components of effective police management have been added to the process: regular evaluation of an Area's long-term community problem solving efforts and constant monitoring of each Area's risk management statistics. Taken together, these three components, evaluated constantly, ensure strict accountability by command officers to aggressive crime fighting, the establishment and maintenance of strong community problem solving partnerships and attention to risk management data to ensure effective station management.

During the first half of 1998, the FASTRAC process and its three core components, crime analysis, risk management analysis and community problem-solving efforts, were fully implemented. Statistical comparison reports were subsequently placed on the Department's Local Area Network System (LANS) each Monday for use

by commanding officers. In the near future, additional information on personal service and absentee citations, release from custody and field interviews will be added to the report. Also to be included will be weekly and monthly productivity statistics from various support entities, such as Area detectives, Community Resources Against Street Hoodlums (CRASH) and the Area Field Enforcement Section narcotics squads.

The FASTRAC process continues to undergo evaluation and refinement. Methods for improvement are continually sought. The key benefit of the FASTRAC process is to enhance the ability of the Department to focus its personnel and equipment resources every day and on every shift where they are most likely to impact neighborhood crime. Prior to FASTRAC's implementation, thousands of police officers were deployed in a reactive manner to specific crime incidents based on crime trend data that were frequently days or

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## Department Welcomes New City Attorney/Chief's Counsel

The Los Angeles Police Department is one of the most visible components in City government and the largest police department in the state. Currently, the Department is facing very challenging times. Officers' actions and the Department's practices and policies have never been held to a higher standard or level of scrutiny than they are today. As such, the Chief of Police and Department personnel are confronted with, and must respond to, many complex and technical legal matters on a daily basis. As part of the Department's overall liability reduction strategy, the Chief of Police approved and has submitted through the City budget process, the creation of a Risk Management Division. Once approved and operational, this new Division will become the Department's adjunct

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## Crime and Arrest Comparison Report

City Year to Date through October 24, 1998

<u>Crime</u>	<u>YTD 98</u>	<u>YTD 97</u>	<u>Percentage Change</u>
Homicide	324	481	-32.6%
Rape	1,073	1,142	- 6.0%
Robbery	12,771	16,818	-24.1%
Aggravated Assault	13,927	15,967	-12.8%
Burglary	21,273	24,627	-13.6%
Larceny	62,649	66,783	- 6.2%
Auto Theft	24,718	30,924	-20.1%
<b>Total Part 1 Crimes</b>	<b>136,735</b>	<b>156,742</b>	<b>-12.8%</b>

<u>Arrest</u>	<u>YTD 98</u>	<u>YTD 97</u>	<u>Percentage Change</u>
Homicide	431	527	-18.1%
Rape	352	290	+21.4%
Robbery	3,465	4,283	- 8.5%
Aggravated Assault	4,851	5,453	- 0.2%
Burglary	3,458	3,915	- 0.8%
Larceny	8,619	10,192	-3.9%
Auto Theft	2,583	3,188	- 10.2%
<b>Total Part 1 Arrests</b>	<b>26,643</b>	<b>27,802</b>	<b>- 4.2%</b>
<b>All Arrests</b>	<b>170,811</b>	<b>172,712</b>	<b>- 1.1%</b>

### Dept. YTD through August 1, 1998 (DP 7)

Traffic Citations (YTD July)	231,925	224,614	+ 3.3%
Officer Initiated Activities	472,593	458,170	+ 3.1%
Field Interviews	142,720	128,204	+11.3%

Source: Information and Communications Services Bureau, Crime Analysis Section

## LAPD Wins Best Dressed Award

The Los Angeles Police Department has been judged the best dressed law enforcement agency in the nation.

For the past 21 years, the National Association of Uniform Manufacturers and Distributors (NAUMD) has held a nationwide competition for "The Best Dressed City Agency." Entrants are judged on neatness, projection of authority, practicality, and adherence to uniform regulations. According to NAUMD Executive Director Bernard J. Lepper, these qualities are important. "A

uniform is the first thing people notice about a police officer. A clean, neat and well-tailored uniform not only looks better, but also commands respect and encourages public confidence in law enforcement," Lepper stated.

Reflecting on LAPD's first place award, Chief Parks said, "Our uniforms project the legendary image of our Department. No one can appreciate the pride we feel when we wear the uniform of the Los Angeles Police Department."



## New City Attorney

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to the City Attorney's new Police Division. Both entities will respond to legal inquiries from officers arising from field operations. Additionally, in an effort to minimize the Department's exposure to lawsuits and provide command staff with legal advice on daily operational and policy issues, Chief Parks approached City Attorney James Hahn and requested that a Senior Assistant City Attorney be assigned full-time to the Department. The appointee would act as a liaison between the Department and the City Attorney's office.

After several discussions regarding the Department's need for this special counsel, Mr. Hahn agreed to assign an individual to fulfill that function. Several well qualified attorneys applied for this new challenging position. After reviewing the qualifications of all the applicants, Chief Parks and City Attorney Hahn mutually agreed that Senior Assistant City Attorney Cheryl Ward was the best person for the position.

Ward brings a wealth of experience, not only in the trial arena, but also in many other areas related to policy decisions, legislation, and trial advocacy. She graduated from Boalt Hall School of Law, University of California, Berkeley, in 1975, where she was president of the graduating class. Joining the City Attorney's Office in 1977, she distinguished herself as an outstanding trial attorney and quickly rose through the ranks as an appellate attorney, Supervisor of the Central Trials Division, and Chief of the Criminal Division. For a short period of time, she left the City Attorney's Office to serve as Special Assistant District Attorney overseeing sexual assault crimes, domestic violence, child abuse and child support cases. Upon returning to the City Attorney's Office, Ward headed up the Legislative Program. She subsequently became second in command of the Civil Liability Division, handling personnel matters while carrying a caseload.

While in the Civil Liability Division, she defended the City in cases involving alleged police misconduct, false arrest and false imprisonment, excessive force, and police shootings. For the past three years, Ward has handled employment discrimination and sexual harassment cases

in the City Attorney's Employee Relations Division.

During her distinguished career, she chaired the Policies and Procedures subcommittee of the Countywide Criminal Justice Coordination Committee for nine years, the Inter-agency Child Abuse Operation's committee for two years, and the County Domestic Violence Council for ten years. She taught trial advocacy to other lawyers for the Los Angeles County Bar Association's Trial Attorney Project for three years. She also assisted in getting legislation enacted that outlawed the possession of child pornography.

Always supportive of both sworn and non-sworn personnel in the Department, Ward said she is looking forward to working with the Department and providing legal opinions and advice. "My role and job responsibilities for the Department primarily include responding to legal issues affecting Department policies, and legal questions impacting Department operations," she said.

Ward's function also includes serving as legal advisor to the Chief of Police on the numerous legal issues that impact the Department's daily operations. In addition to attending Department command and staff meetings, coordinating and providing legal opinions, and conducting research, she will be the Chief's liaison to the City Attorney's new Police Division.

She will not provide legal advice to Board of Rights or the Board of Police Commissioners. These entities have their own legal counsel that will continue to function in that capacity. Additionally, she will not normally respond to direct legal inquiries arising from field situations. The City Attorney's new Police Division and the Department's new Risk Management Division (when approved) will provide these services.

Again, the Department is fortunate to have Cheryl Ward appointed as the Department's assigned legal advisor. The Chief of Police and Department personnel welcome her and wish her the greatest success in the many challenges to come.



## COMMENDATIONS

The Chief of Police received the following personnel commendations during September from outside the Department.

<b>Assignment</b>	<b>Name</b>	<b>Rank</b>
Pacific	Pasquariello, John	Sergeant II
Pacific	Gibson, Gerald	P.O. II
Pacific	Evans-Lewis, Teresa	P.O. III
Pacific	Nichols, David	Sergeant I
Pacific	Rodriguez, Alfredo	P.O. II
Pacific	Gietzen, Joseph	P.O. I
Pacific	Moreno, Sergio	P.O. III
Pacific	Siguenas, Arturo	P.O. I
Pacific	Christopher, Thomas	P.O. II
Pacific	Foreman, Patrick	P.O. II
Pacific	Vasquez, Anthony	P.O. III
Pacific	Booker, Jefferey	P.O. I

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## UPR/870 Shotgun Slug Program

In 1994, the Los Angeles Police Department implemented a program to transition from the Ithaca shotguns to the Remington 870 shotguns. This program was originally anticipated to take ten years to complete. The original agreement between the Department and Remington was to purchase 200 shotguns per year. Recently, Chief Parks has determined this to be inadequate and initiated attempts to get budgetary approval for an increase in purchasing of the Remington 870 shotguns. To date, approximately half of the Areas have been trained and adequately furnished with Remington 870 shotguns. Approximately 1,597 officers have been trained on the 870 shotguns. Training Division has decentralized this transitional program by utilizing instructors, who have successfully completed the Shotgun Instructor School (SITS), from various Divisions. These SITS instructors have been used in both the 870 Transition and the Shotgun Slug Programs.

The Department established the Rifle Instructor Training School in early 1998. This school led to the Urban Police

Rifle (UPR) Program. This was followed by Department-wide participation in ten UPR Certification Schools. Since then, Training Division has performed numerous UPR Certification Schools in conjunction with quarterly qualifications, resulting in the deployment of 150 UPR-qualified officers Department-wide. In conjunction with the UPR Program, the Shotgun Slug Program, which was originally instituted in 1993, and then reestablished in 1997, has produced a cadre of 250 qualified officers. Quarterly qualification and Shotgun Slug Certification Schools have been scheduled to maintain a cadre consisting of 250 officers.

The Department has included 1600 Remington 870 shotguns in the 1999/2000 fiscal year budget. Chief Parks intends to provide the shotguns to all field personnel and UPR training opportunities for those who qualify. These firearms training programs will enhance officer safety and provide field personnel the equipment to protect themselves and others from violent assaults.



## <http://www.lapdonline.org>

An enthusiastic Chief Parks joined Mayor Richard Riordan to launch the Department's official Web site this past August. Since it went online, the Web site has proven to be a popular destination for local and international users. Perhaps the most comprehensive of any law enforcement agency web site in the world, it is monumental for the extensive information available. More than 4,000 pages of information and 9,000 text, photo, sound and video files are available to obtain both detailed and generalized information about the Department.

An integrated mapping feature of **LAPDOnline** allows residents and business members of the City of Los Angeles to look up neighborhood information by typing their own address to obtain crime statistics, local community police station services, involvement opportunities, and other neighborhood-specific information. In addition, the Web site provides pertinent Department-wide data such as the Department's ten Most Wanted Suspects, recent press releases, missing individuals, officers killed in the line of duty, and LAPD's history among numerous other topics.

### **Fastrac**

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weeks old. Today, incidents of crime are tracked daily and by watch. Within hours, officers can be deployed to target "hot spots," "hot times" and "hot suspects." The result is a much more effective and economical use of personnel resources. More importantly, through the dedicated efforts of the Department's patrol officers, detectives and non-sworn personnel, the people in Los Angeles can live and work in a safer City, as evidenced by an almost 20 percent decline in violent crime year-to-date.

It is anticipated that, as the FASTRAC process matures, the Department will reap the benefits of working "smarter" as opposed to simply working harder.

One of the most dramatic features of the Web site is the ability to listen to actual 911 system emergency calls in digitized audio, enabling listeners to understand and appreciate the work performed 365 days a year by the men and women of the LAPD. Additionally, hundreds of the most frequently asked questions by the public have been fully researched and answered online in an easily searchable format.

A skilled team of sworn and non-sworn members of the Department was able to complete this project as a result of generous funding from D.A.R.E. America. When the site was launched, Chief Parks proclaimed, "As we enter the 21<sup>st</sup> century, the men and women of the Los Angeles Police Department will remain ever ready to deliver world class law enforcement service, not only in person but online and virtually through the power of the Internet and the World Wide Web."

**LAPDOnline** can be accessed at the following Web site address: <http://www.lapdonline.org>. The telephone number for **LAPDOnline** is (213) 485-1750.

Check out The "BEAT" on  
LAPD's Official Web Site

<http://www.lapdonline.org>

or call (213) 485-1750  
for more information

## Rumors

*“I heard it through the grapevine that the last P-III test is going to be thrown out.”*

The eligibility requirements for the Police Officer III written examination were recently upgraded. Specifically, a two-year patrol experience eligibility requirement was imposed for the October 1998 examination process. Although the positions which count toward establishing patrol experience were clearly identified, it has been determined that some ineligible officers participated in the examination. As might be expected, there have been some rumors concerning the status of the exam and the new eligibility requirements. Three specific issues are addressed below to dispel any misinformation that you may have received. First, the examination will not be rescinded and a P-III eligibility list will be validated and published as soon as possible. Second, the Department and the Los

Angeles Protective League are working together to resolve all issues specific to the 1998 examination, in a manner which is fair to all concerned employees.

Finally, the revised two-year patrol experience requirement is critical to the future of the Department. Field Training Officers must be thoroughly grounded in the basic patrol/traffic skills that every probationary employee must acquire. Specialized job skills can enhance one's ability to train only when such knowledge rests on a solid foundation of basic skills acquired through experience in the patrol function. The revised P-III requirement is necessary in order to ensure that only candidates with the requisite experience are considered for the position of Field Training Officer.

## EVOC Center honors Chief Davis

The Department dedicated its much-anticipated state-of-the-art training facility named after former LAPD Chief Ed Davis (1969-1978) in a ceremony held before a crowd of 300 on Monday, October 26, 1998.

The Edward M. Davis Emergency Vehicle Operations Center (EVOC) and Tactics/Firearms Training Facility located on 44 acres in Granada Hills, offers the latest in training and techniques to ensure that LAPD officers maintain the highest standards of training and officer safety.

Funded by bond measure Proposition Two, the EVOC Center features the latest in firearms, emergency tactics and emergency vehicle tactical pursuit training. A series of towers and electronic data retrieval systems will monitor officers' progress as they negotiate the Firearms and Tactics Simulator and the Driving Simulator. In addition

to these cyber-tools, a driving course and a Situation-Simulator Village will teach skills of firearms usage and judgment.

The ceremony was attended by honoree Chief Davis and local dignitaries. Many regard Chief Davis as an innovator and founder of today's widely used policing concepts such as the Basic Car Plan and Team Policing.

Of his endorsement for the Center to be named for his predecessor and mentor, Chief Parks commented, “When the history books are written, they'll show that Ed Davis was the Robert Peel (referring to the 19<sup>th</sup> century English Statesman) of policing...His life was rooted in police work and public service and I am proud to recommend that the drivers' training facility be named in honor of Ed Davis.”



## The Case for Controlling your own Morale

*-by LAPD Sergeant Andre Belotto, Reprinted with permission from the American Police Beat September, 1998.*

Funny thing about morale, and the level of importance placed upon it.

Many officers talk about their agency's policies, their chief's attitude or their supervisors' idiosyncracies, and the effect these things have on the "morale" of patrol and detective personnel.

My new Chief, in scrapping the 3/12 pilot program, is alleged to have publicly said that the morale of his officers is not his problem. Our union (Los Angeles Police Protective League), officers throughout the city and many others were offended and appalled at the chief's remarks. My first reaction to those comments was negative. But then I realized that the chief was 100 percent right. I realized this because I have never given anyone the satisfaction or power to dictate my morale.

People who worry about issues or actions only to the extent of their effect on morale are most likely to have a negative attitude about their job already. "Morale" then becomes that magic scale those people use to measure their own displeasure or dissatisfaction with their job. They don't want to admit they don't like their job anymore and would rather do something else. Instead, poor morale becomes the excuse for their troubles.

In my almost ten years on the job, I have been through the Rodney King trial, riots, earthquakes, three years without a labor contract, worked without proper equipment, and have suffered under byzantine policies. I have been spit at and vilified because of where I work and who I work for. I have been accused of the same things others in my agency have been arrested for just because I wear the same uniform.

I have worked under four different chiefs and four different ways of doing things. I have also worked under three different police commissions, two different mayors and half a dozen different city council persons. I have worked for eight different captains, six lieutenants, and about 15 sergeants. Not one of those experiences, groups or people ever controlled my morale. I still get up every morning with the same enthusiasm and zest to get to work as I did when I started at the Academy back in September of 1988.

My morale is mine and no one else can touch it.

The only thing a chief executive or leader of a large organization can affect due to policy change or implementation is the "institutional morale" or how an entity is perceived to the outside or even to the employees as a whole. The individual employee's morale should be in his or her hands should not be controlled by anyone or anything else.

I don't want to sound like I'm pontificating, but I am very sure that there are other law enforcement officers who feel the way I do and hopefully, I speak for them also.

1.4.3.  
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## Three Million Hits and Counting...

The Los Angeles Police Department inaugurated its official Web site, <http://www.lapdonline.org>, on August 18, 1998. Since that time, it has proven to be a popular site for both local and international users. The following statistics show just *how popular* the LAPD Web site is:

Total Number of Hits:	3,002,916
Average Number of Hits Per Day:	38,998
Average Time Spent Online:	15 minutes
Total Number of Files Downloaded:	11,468
10 Most Active North American States and Provinces Visiting:	California, Virginia, New Jersey, New York, Texas, Ohio, Georgia, Minnesota, Washington, Illinois
10 Most Active Countries Visiting:	USA, Canada, Australia, Germany, UK, Japan, Netherlands, Sweden, Singapore, France

For more information about LAPD's Web site, please turn to page 5.

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