



Santa Monica Police Department

2007: YEAR IN REVIEW

A Message From the Chief

LOOKING FORWARD

It gives me great pride to introduce to you the Santa Monica Police Department's *2007: Year in Review*. Last year proved to be one of remarkable growth and redevelopment for this organization.



Many fundamental changes in the department's culture, tactics and strategies accompanied the common strains and stresses which naturally exist in police work. From the redevelopment of the police patrol (beat) map for the first time in 50 years to the creation of a community policing model known as the Neighborhood Resource Officer

program, we have moved into the newest era of public service to the citizens of Santa Monica.

To accomplish these monumental tasks, many officers throughout the chain of command confronted the challenges of creation and implementation head on. They have generated a product which has the potential to identify and significantly reduce crime and enhance police department services to this great city. To do this, there needed to be a foundation which linked a Police Officer's face with each beat and the Police Department as a whole with every inch of the city. In 2006, a customer satisfaction survey released that Santa Monica residents and businesses desired, "community-oriented policing based upon a problem-solving partnership between a neighborhood and an assigned police officer." In 2007, the SMPD was able to complete this task and successfully implemented the Neighborhood Resource Officer Program in January of 2008.

Even though this change was considerably large and intense, the day to day operations, which the Police Department is responsible for, never faltered. While reminiscing about 2007, a specific incident comes to mind. In late December 2006, Miguel Martin was murdered in the Pico Neighborhood as a result of gang violence. This murder impacted not only the Pico Neighborhood, but the city as a whole, leaving in its wake a sense

of unease and fear that could potentially have long lasting effects. Immediately following the incident, a coordinated effort by all divisions within the Police Department confronted the situation and within 30 days, several suspects were arrested for murder, attempted murder, conspiracy, assault with a deadly weapon and unlawful gang activities. Subsequently, this investigation uncovered that these suspects were also responsible for the murders of Eddie Lopez in February of 2006 as well as numerous other shootings which extended over several years. Though the tragedy of this event can never be erased, knowing that justice was served can help begin the process of growth towards the virtues which this city thrives on.

These are the results we expect from our department and we hope that you expect as citizens of such a great city; professional, accurate, honest and timely law enforcement. With the new patrol plan and new community policing strategies and most importantly, your help, we will confront and overcome the difficulties and challenges which we face together.

I hope you will enjoy *2007: Year in Review*.

A handwritten signature in black ink, appearing to read "T. J. [unclear]".



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Police Department

ADOPTED BUDGET FISCAL YEAR 2007-2008

	Adopted Budget Fiscal Year 2007-08	Revised Budget Fiscal Year 2006-07	Percentage Change
GENERAL FUND - POLICE DEPARTMENT			
Salaries and Wages	\$56,787,603	\$54,670,605	3.87%
Supplies and Expenses	\$4,507,534	\$4,569,768	-1.36%
Capital Outlay	\$6,676	\$26,662	-74.96%
Subtotal Department	\$61,301,813	\$59,267,035	3.43%
Fringe Benefits (estimate)	\$0	\$0	n/a
Subtotal	\$61,301,813	\$59,267,035	3.43%

PIER FUND - HARBOR UNIT

Salaries and Wages	\$702,769	\$667,533	5.28%
Supplies and Expenses	\$118,202	\$113,508	4.14%
Capital Outlay	\$0	\$0	n/a
Subtotal Unit	\$820,971	\$781,041	5.11%

TOTAL ALL FUNDS

Salaries and Wages	\$57,490,372	\$55,338,138	3.89%
Supplies and Expenses	\$4,625,736	\$4,683,276	-1.23%
Capital Outlay	\$6,676	\$26,662	-74.96%
Subtotal	\$62,122,784	\$60,048,076	3.46%

City Government 2007

SANTA MONICA CITY COUNCIL AND CITY MANAGER



SEATED, LEFT TO RIGHT:
Robert Holbrook, Pam
O'Connor, Ken Genser
STANDING, LEFT TO
RIGHT: Kevin McKeown,
Bobby Shriver, Mayor
Pro Tem Herb Katz,
Mayor Richard Bloom

City Council

Richard Bloom, *Mayor*
Herb Katz, *Mayor Pro Tem*

Ken Genser, *Councilmember*
Robert Holbrook, *Councilmember*
Kevin McKeown, *Councilmember*
Pam O'Connor, *Councilmember*
Bobby Shriver, *Councilmember*



City Manager's Office

P. Lamont Ewell, *City Manager*
Gordon Anderson, *Assistant City Manager*

Mission, Vision and Values

OUR GUIDING PRINCIPLES

Mission

The Mission of the Santa Monica Police Department is to provide the community with the highest quality of law enforcement services. We continually improve the public's perception of community safety through eradication of criminal activity and any conditions that have a detrimental impact on public safety.

We strive to enhance our tradition of excellent service to all. We continue to seek support and cooperation from the community we serve and from those of us who serve the community. Our organizational culture is responsive to new ideas and is one in which all employees are given the opportunity to develop to their highest potential and see themselves as agents of change. We base all our relationships on the premise that the public and police are one.

Vision

The Santa Monica Police Department will exist to preserve liberty, enhance the safety of the community and defend human dignity. We will be an organization in which each employee embraces integrity as the cornerstone upon which the public trust is built. We will foster an environment of honesty, trust and mutual respect in which the Department and the community work together as catalysts for positive change.

We strive to be recognized for our strong service orientation, progressive development of all our human resources and our application of emerging technologies. We will embody the values of the Department and reflect these values in the performance of our duties.

We will continue to build upon this vision through open communication and receptiveness to new ideas.

Values

HONESTY: Fairness and straightforwardness of conduct, adherence to the facts and dedication to truthfulness.

INTEGRITY: Soundness, firm adherence to a code of moral values, incorruptibility and completeness. We demonstrate personal integrity and the courage of our convictions. We will not sacrifice principle for expediency, be hypocritical, or act in an unscrupulous manner.

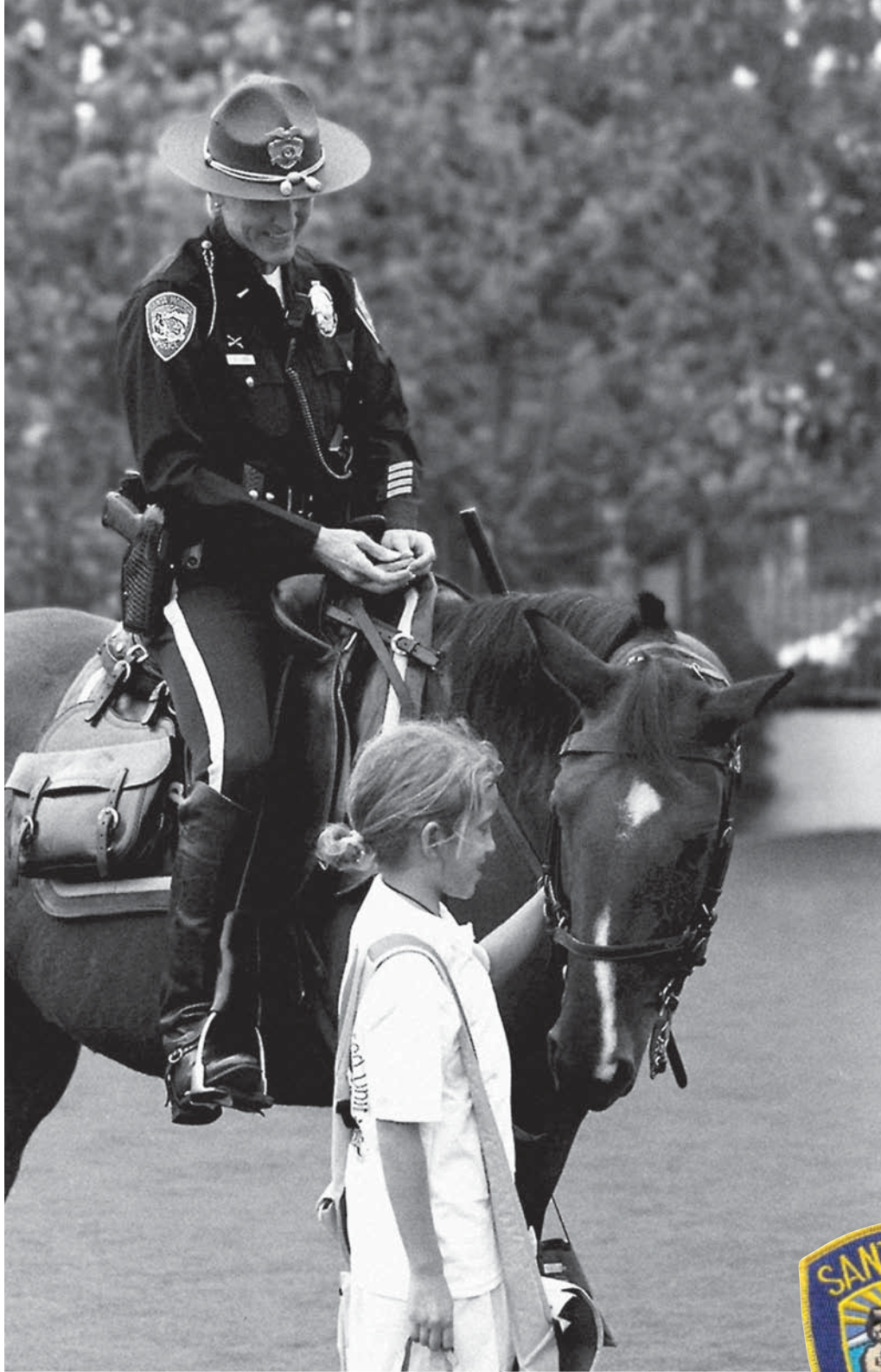
TRUST: Is a result of honest behavior between each other and acceptance of others' judgments and abilities.

CARING: To be sensitive to the needs of others and demonstrate compassion for all people.

RESPECT: To consider all people worthy of high regard. We demonstrate respect for human dignity, and appreciation of the privacy and rights of all. We manifest commitment to justice, equal treatment of individuals, tolerance for and acceptance of diversity.

LOYALTY: Proactively supporting the organization, its membership and its goals, and being held accountable for our conduct as well as for the conduct of our peers and/or subordinates.

SERVICE ORIENTATION: To actively contribute to the welfare of the community, and to genuinely care about improving the quality of life of those we serve.



◀ Mounted Unit Lieutenant Marianne Fullove and horse Spiderman.



OUR VISION

... the Department and the community
work together as catalysts for positive change

Department Organization



OFFICE OF ADMINISTRATIVE SERVICES

Deputy Chief Phillip Sanchez
Commander



RECORDS SECTION

JAIL CUSTODY SECTION



RESOURCE DEVELOPMENT SECTION

Lieutenant Alex Padilla



ANIMAL CONTROL SECTION

COMMUNITY RELATIONS SECTION

TECHNICAL SERVICES SECTION

PERSONNEL AND TRAINING UNIT

PARK RANGER UNIT

SPECIAL POLICING DISTRICT

HARBOR UNIT

THIRD STREET BIKE UNIT



OFFICE OF OPERATIONS

Captain Wendell Shirley
Commander



Lieutenant Clinton Muir
Executive Officer



DAY WATCH DIVISION

Lieutenant Ray Cooper



NIGHT WATCH DIVISION

Lieutenant Doug Theus



MORNING WATCH DIVISION

Lieutenant Calisse Lindsey



COMMUNICATIONS SECTION

Lieutenant P.J. Guido



DIRECTED RESOURCE DIVISION

Lieutenant Marianne Fullove



OFFICE OF THE CHIEF OF POLICE

Timothy J. Jackman
Chief of Police



INTERNAL AFFAIRS DIVISION

Lieutenant D.C. Larson



OFFICE OF SPECIAL ENFORCEMENT

Captain Al Venegas
Commander



OFFICE OF CRIMINAL INVESTIGATIONS

Captain Mark Smiley
Commander



SPECIAL OPERATIONS DIVISION

Lieutenant Mike Beutz



HLP TEAM

TRANSIT SERVICES

VICE & NARCOTICS

AIRPORT SERVICES



CRIMINAL INVESTIGATIONS DIVISION

Lieutenant Daniel Salerno



ROBBERY HOMICIDE SECTION

SEX CRIMES / FAMILY SERVICES SECTION

PROPERTY CRIMES SECTION

FORENSIC SECTION



TRAFFIC SERVICES DIVISION

Lieutenant Kathy Keane



MOTOR DETAIL

TRAFFIC SERVICES

TRAFFIC INVEST. / COMMER. ENF.

CROSSING GUARDS SECTION



YOUTH AND FAMILY SERVICES DIVISION

Lieutenant Darrell Lowe



SCHOOL RESOURCE OFFICER

PICO NEIGHBORHOOD DETAIL



LOS ANGELES IMPACT

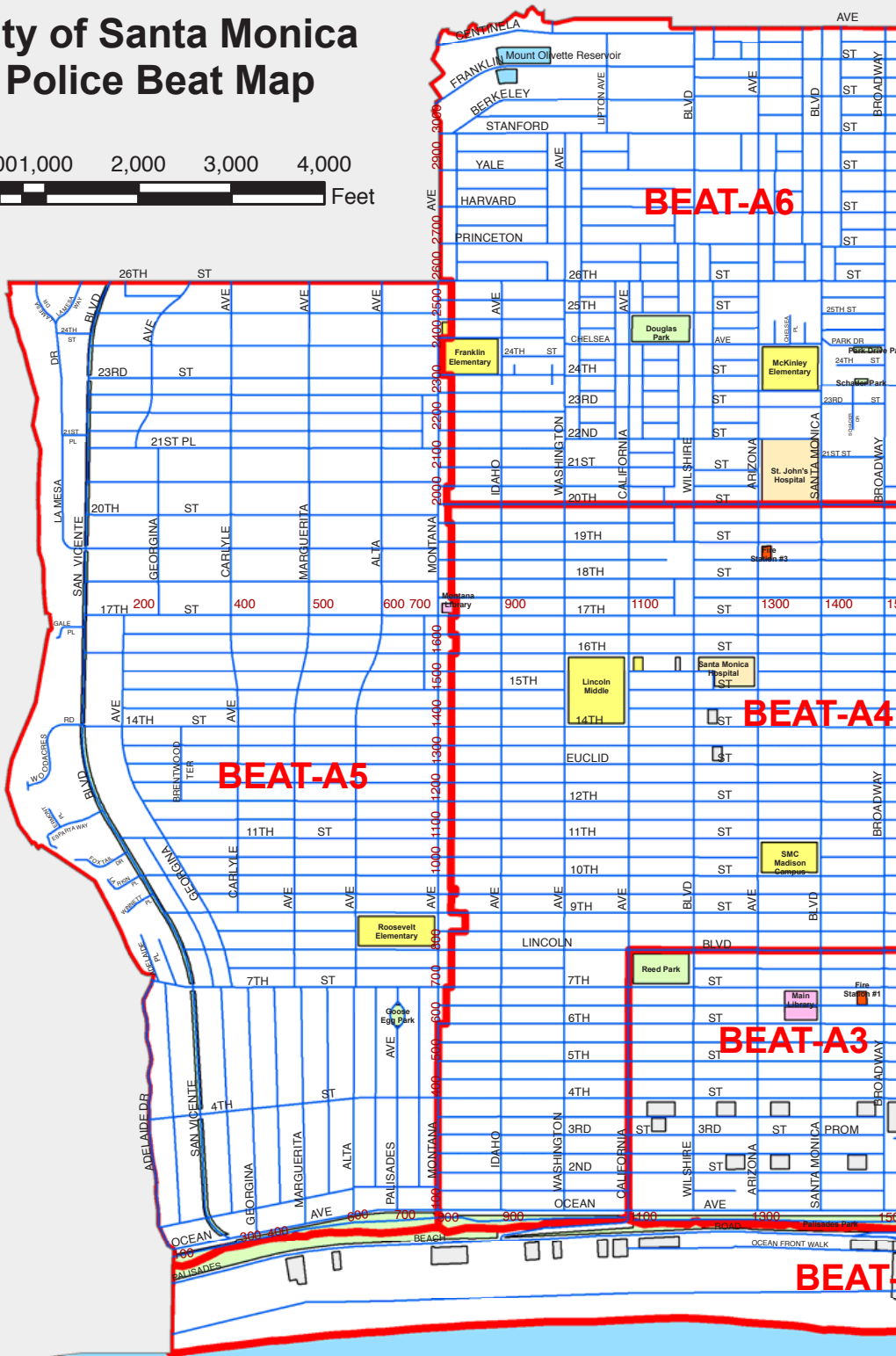
Lieutenant Hector A. Cavazos



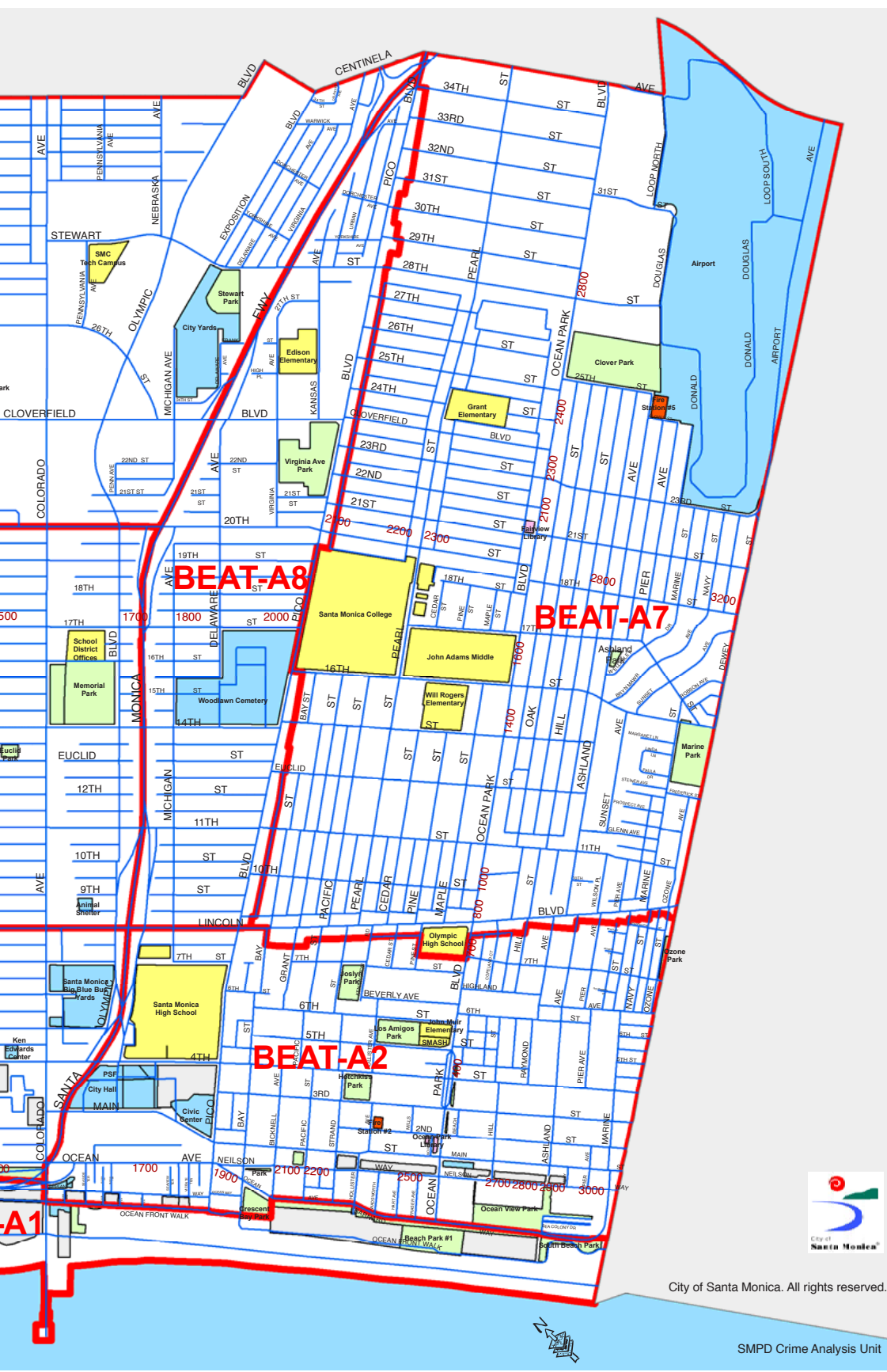
Community Policing

City of Santa Monica Police Beat Map

0 500 1,000 2,000 3,000 4,000 Feet



SANTA MONICA'S FOOTPRINT



City of Santa Monica. All rights reserved.

SMPD Crime Analysis Unit

Community Policing

RESTRUCTURING THE FUTURE OF THE SANTA MONICA POLICE DEPARTMENT



NRO SERGEANT Sgt. Hernandez



BEAT 1 NRO Brent Crafton

Introduction

In February 2007, the Santa Monica Police Department took the initial steps towards restructuring their policing strategy by developing a comprehensive and thorough analysis of prior strategies, current strategies and the development of new goals which had been deemed vital for the future policing of Santa Monica. Chief Jackman initiated this ambitious assignment by directing the Office of Operations to modify the previous strategy of Neighborhood Centered Policing (NCP) and other antiquated processes, into a strategy which could impact the city at the lowest levels while maintaining the highest standards of law enforcement. The end result was more than many expected, the police department gained an entirely new patrol (beat) map and a community oriented policing strategy titled, "The Neighborhood Resource Officer" program.

Community policing has a long and interesting history which is laden with both successes and failures. In essence, community policing is a strategy which attempts to integrate the police directly with the community at all levels, from the sole resident or visitor walking down the street to the multi-million dollar businesses and property owners who call that community home. This must also work in regards to the police department, whereas all ranks and positions must feel committed to the city, not just select individuals such as the Chief, community relations section or specific Patrol Officers.

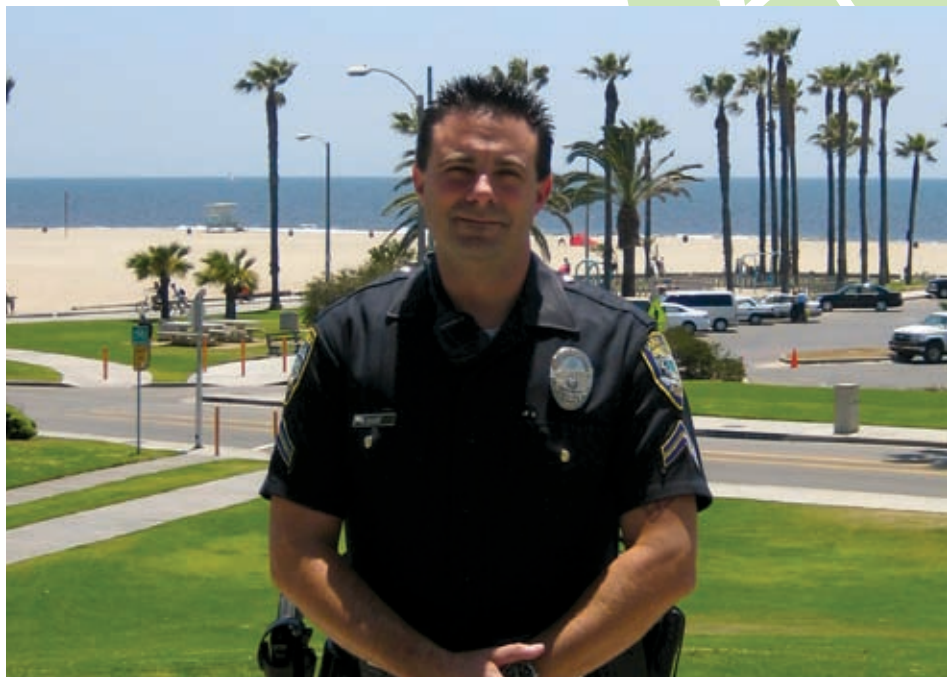
To accomplish this goal, community policing uses a variety of tactics and strategies that are usually unique to that specific community. In past models, police departments have gone to the great extent of forcing officers to reside in the same neighborhoods which they work in, such as with the New York Police Department, while other departments



have simply facilitated weekly outreach meetings amongst citizens and officers. It is important to note, that community policing is a model which must be unique to that specific community because crime in Santa Monica is not the same as crime in Los Angeles, Beverly Hills and so on. Therefore, community policing must take on individualized characteristics to achieve success.

At the turn of the 19th century, policing in the United States saw many changes. One significant change was that of the adaptation of policing into a more formalized profession. Prior to this change, policing was, generally speaking, an endeavor sought after by citizens who held a stake in maintaining order and obedience in their community. If a crime was committed, either the victims would investigate the act on their own behalf or they would hire a private entity to investigate. In some settings there may have existed a sheriff or sworn officer to impose the final decision in matters or assist with the apprehension of the suspect but typically their influences were limited due to a lack of sufficient resources. Historians, academics and professionals alike have even described these early versions of policing as citizen “watchmen.”¹ Needless to say, this approach was inefficient and had a very limited success rate.

With the passage of time this system transitioned into a more formalized profession in which local, county, state and federal government’s maintained departments and agencies with the sole purpose of enforcing laws, statutes and ordinances. Logically, these new institutions formulated their strategies from past practices which included the original community policing models or “watchmen” approach to policing. This included the idea that police would live in the neighborhoods which they patrolled and would respond in various capacities to different criminal activities. Initially, these types of community policing models were very good at building a solid rapport between the police and community. However, these strategies proved to



BEAT 2 NRO Scott Pace

be extremely problematic during the 1930s and 1940s due to the onset of organized crime, and soon after required significant renovation.

With the rising trend in organized crime, law enforcement found that having police officers intimately integrated with the residents and businesses of neighborhoods proved to be troublesome. This was due to a lack of checks and balances in the past models of community policing, measures which could have mitigated the forces of corruption and descent. Nonetheless, police departments across the nation began to see officers shifting their roles from objective, honest law enforcers towards corruption and the assistants of organized crime. Many believed that the use of these types of community policing models facilitated this by allowing officers to form close relationships with those particular influences. In some extreme cases, particularly on the East Coast, adults from the same neighborhood who grew up together would find themselves on



BEAT 3 NRO Jeff Glaser



opposite ends of the law. Inevitably, some of these situations resulted in varying levels of corruption. Subsequently, these situations rapidly destroyed the legitimacy of these types of community policing models and more importantly, in some regions, policing as a whole.

In an effort to regain credibility and order, police departments began to distance themselves from community policing and formulated a new strategy for policing which later became known as "modern policing."² Modern policing adopted a different approach towards the issues of community / police interaction by facilitating a practice of responding to calls for service and patrolling that placed the police in a very distant position. Additionally, varying levels of the government started to require that both police officers and police departments meet specified criteria and training to ensure that the problems of the past would not resurface. Unfortunately, modern policing would share the same fate as the original versions of community policing due to its progression towards the opposite end of the spectrum. Just as early models of community policing failed to achieve the goals of protecting and serving, by way of corruption, modern policing failed also, but this time by way of complete detachment from the public of which it has a duty to serve.

In hindsight one could see that the two generic models of the past failed primarily because they lay on the extreme ends of the spectrum. One was too close to the public while the other was too distant. What was discovered from this was that police departments and their officers needed to apply a strategy which lay in-between these extremes. A strategy which would offer a department the ability to form close ties with the community while simultaneously avoiding the pitfalls of the past. This philosophy became one of the fundamental reasons for why the Santa Monica Police Department would adopt this new community policing model, a hybrid version which

incorporates the strengths of both prior strategies while avoiding the weaknesses.

SMPD Background

Prior to the Neighborhood Resource Officer program and the drive to develop a more current and sound community policing strategy, the SMPD used a strategy called the Neighborhood Centered Policing Overlay program or NCP for short. NCP was designed to address community policing philosophies at various levels of the department so that they could invest their efforts directly into the specific locations which they monitored. At the time, the city was sectioned into Neighborhood Service Areas (NSA) which was established through a process of evaluations and classifications of each neighborhood. This area was then named and assigned a Police Lieutenant as the Neighborhood Service Area Coordinator (NSAC) who in turn had the responsibility of managing and facilitating the communication and direction of problem solving efforts within the identified NSA.

During the Patrol Deployment Plan Steering Committee's (PDPSC's) evaluation of NCP many significant and interesting findings were uncovered. Overall, the Planning Team agreed that the NCP model had some aspects of its philosophy which were correct and that it had the potential to be successful if it was able to have reached its maturation. However, because of various systemic flaws and difficulties in translating theory into practice, NCP never reached its full potential.

Additionally, the overlay portion of NCP, which was considered by both the public and police as difficult to comprehend and execute, immediately failed and subsequently transformed into a sizable obstacle for NCP. NCP also had, at times, as many as three NSCAs in one geographic area which led to substantial confusion and a lack of overall accountability for both the NSCAs and the citizens



BEAT 4 NRO Joe Cortez

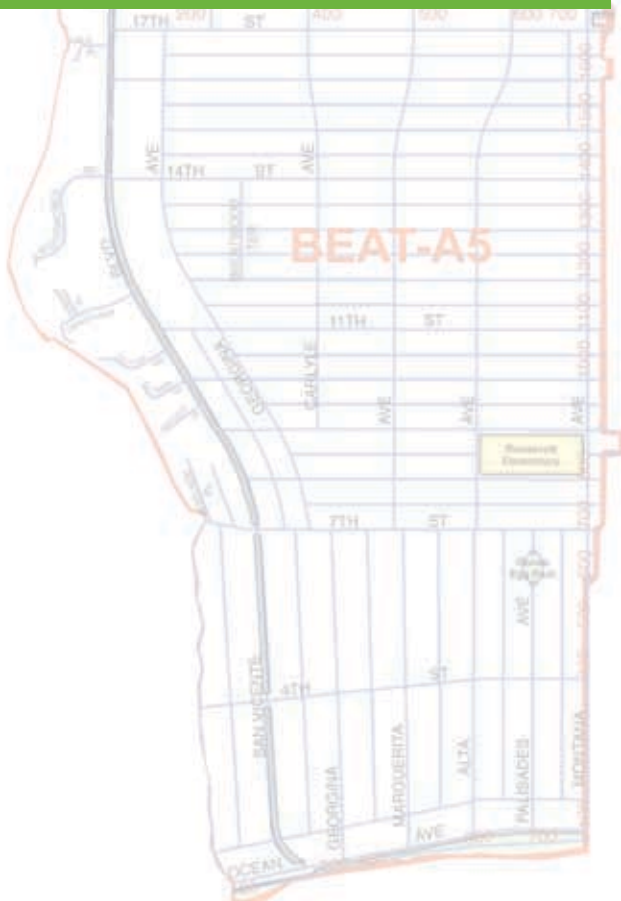
of those areas.

One can see from this article that the complexity and multitude of the acronyms alone make this program difficult to understand. It also seemed as though NCP was written in stone and was not a living, breathing organism which could be refined and corrected based upon its successes or failures and shifting trends in crime. Once these issues had been identified by the PDPSC, they became a catalyst for finding actionable solutions which would then become the foundation to a new community policing model which could be successfully operated and maintained. It became apparent to the PDPSC that the most important aspect of the NCP analysis was the value which its failures and inadequacies brought to the table to help in the formation of a new model.

Along with these problems and difficulties, came the obstacles posed by an antiquated patrol map. The patrol map was so outdated that no one in



BEAT 5 NRO Adam Gwartz



the department could recall the last time it had been modified. One member of the community, a retired SMPD Officer, knew the beat map had not been evaluated or changed in more than 50 years. Without a new patrol map many committee members knew that the new community policing model would fail, no matter how well it was put together. So to augment the construction of the new community policing program the PDPSC decided to construct a new patrol map, to coincide with the NRO program.

Planning and Creation

Once the Office of Operations was informed of their newly assigned task of developing the NRO program, they quickly responded by appointing the Patrol Deployment Plan Steering Committee or Planning Team. This committee was comprised of twenty police department personnel who included sworn officers from all ranks and divisions as well as non-sworn personnel from the sections of crime analysis and public safety systems analysis. On February 21, 2007, the Planning Team met for a day long exercise which began with a brief overview of the project's goals and objectives and included these following remarks from Chief Jackman.

Identify a way for police officers to be more accountable for a geographic area within the City of Santa Monica "down to the square inch."

Identify a method for citizens to know which officers are responsible for their location of concern, "... a name with a face."

What is the next logical step to follow the NCP model?

In detail this meant that the Chief wanted

a police department which could gather timely intelligence, deploy rapidly and implement sound tactics, all while being able to conduct efficient investigations and then produce accurate assessments at the neighborhood level. This would then allow the police department to have a sound strategic community policing model which could achieve the goal of reducing crime while increasing public service.

To begin on the right foot the Planning Team determined that this new map would need to be constructed from criteria which incorporated the following three key elements: logic, statistics and geographic compatibility. The statistics component took information derived from calls for service (types and volume) and illustrated areas within the city that had little crime, a significant amount of crime, and what areas had the majority of violent crimes. This information would then help decision makers assess where specific assets would need to be placed. The analysis of the city's geography identified the distinct areas of the city, such as the beaches, the interstate freeway, the coastal highway, the bluffs, Third-Street Promenade and Main Street and would then allow the construction of the map to coincide with these key pieces of geography as opposed to the previous map which took little consideration into the natural and human-made geography of the city. The Planning Committee also took into consideration existing neighborhood organizations, community input and business input. Lastly, logic, which proved to be the most valuable element of all, brought numerous elements of decision making to the forefront. Officers that spent years of time patrolling this city and responding to calls for service were able to apply their specific trade knowledge and logic towards the improvement of the map thus identifying key roads, intersections, etcetera, which greatly impacted all aspects



BEAT 6 NRO Robert Lucio





BEAT 7 NRO Artis Williams



of department efficiency. All in all, the construction of the patrol map proved to be a vital component in the creation of the SMPD's community policing model.

The next step was to create one of the most vital portions of the community policing model, the policing component. How was SMPD going to ensure that there was a direct link between the neighborhoods of Santa Monica and the police department thus fulfilling the very nature of community policing? How would the SMPD ensure direct police accountability for these neighborhoods? To reach the answers to these questions the Planning Team was required to use methodical evaluations and assessments while also maintaining the idea of simplicity. The final product was the development of eight neighborhood resource officers and one sergeant (supervisor) to act as liaisons between the police and the eight neighborhoods which encompassed the complete patrol map. Additionally, patrol officers would be assigned to a specific beat for no less than six months to ensure that they would gain a stake in the success of that neighborhood, thereby ensuring accountability. These two components, along with the new patrol map, define the very nature of community policing.

Another vital portion of the community policing model was the integration of police services with the community as a whole. This required the NROs and patrol officers to become intimately acquainted with the people that live and do business within their specified beats. Participation in youth groups, neighborhood watch programs and neighborhood associations. Ideally, NROs should take on the role and appearance of Andy Griffiths, a small town sheriff who knows the ins and outs of their area of responsibility. For this model to be successful it will take full participation and

teamwork between the community and the Police Department.

Implementation

By the beginning of 2008, nine officers were selected as the faces which would represent the SMPD's newest strategy in the fight against crime. They are Sergeant Jaime Hernandez, Officers Brent Crafton, Scott Pace, Jeff Glaser, Joe Cortez, Adam Gwartz, Robert Lucio, Artis Williams and Francisco Franco. Concurrently, the department also unveiled its new patrol map.

In conclusion, the relationship of crime and law enforcement is one of fluid interactions. These interactions can take place in many varieties and can move both dependently or independently of the other. However, the defining fundamental attributes never change: a) criminals will always attempt to elude capture while in pursuit of their motives; b) law enforcement will always continue to prevent, pursue and eradicate crime. To do this, law enforcement must constantly evolve and refine its strategies so that it can exploit its strengths and mitigate its weaknesses in an effort to achieve the most optimal outcomes. Because of this, the new NRO program, patrol map and patrol plan were made to be malleable strategies so that constant re-evaluation and manipulation could take place. By taking these historic steps the SMPD is well on its way to achieving even greater success in reducing crime and building community rapport, thus ensuring Santa Monica remains the magnificent city which it is.

¹ Kelling, George L. and Wilson, James Q. "Broken Windows." *The Atlantic March 1982*

² Kelling, George L. and Wilson, James Q. "Broken Windows." *The Atlantic March 1982*

³ Ibid



BEAT 8 NRO Francisco Franco



Homeless Liaison Program

SHIFTING PARADIGMS

In 2007 the Homeless Liaison Program (HLP) tackled the most challenging problem facing the city. After analyzing the homeless population of Santa Monica, the HLP Team developed and implemented a novel approach to dealing with those chronic homeless individuals who refuse to take advantage of the services offered to them. By compiling a list of subjects who were repeat offenders of city ordinances (but who consistently refused services), officers were better able to target a major source of the homeless problem. While the new approach entailed more aggressive policing, it also involved a more intensive outreach effort to address the issues impacting families, addicts and the mentally ill.



▲ Heading West.

Working in conjunction with several other organizations such as St. Joseph's Center, CLARE Foundation, Ocean Park Community Center (OPCC), West Coast Care, Santa Monica Hospital, and Department of Child Services (DCS), the HLP Team managed to improve outreach and achieve significant results. Only six weeks after identifying forty-three targeted subjects and beginning the new approach, ten subjects had been placed in custody and four in shelters or detoxification facilities. By the second quarter, the impact from the HLP Team

members had brought even more good news. Eight additional homeless persons entered detoxification facilities, four others relocated to shelters and the HLP Team directly facilitated the reunion of six individuals with family members.



▲ The HLP Team in action.

Some of the most notable work performed by the HLP Team includes providing assistance to families with children who are at-risk. Through outreach and enforcement, the HLP Team was able to successfully relocate a young couple living on the bluffs to a winter shelter, and connect them with social services offered through OPCC. The female, who was six months pregnant at the time, later delivered her baby at Santa Monica Hospital. Because of the established relationship with the HLP Team, the couple called for assistance when they could not reach OPCC and feared they would be out on the street upon release from the hospital. Shortly thereafter, team members contacted an OPCC supervisor and arranged emergency shelter for the family.

After offering another homeless couple services and repeatedly being refused, team members began working with Office of Criminal Investigations' detectives, patrol officers, and the Department of Child Services (DCS) to take custody of a seven-month-old female infant belonging to the couple.

Following the birth of the child, the couple refused family shelter/housing assistance, choosing instead to stay in various motels replete with narcotics and prostitution. Both subjects were on probation for narcotics and theft related offenses, and showed signs of methamphetamine use. Despite the parents' condition, the infant appeared to be in good health when DCS took her into custody.

Working with serial inebriates is another priority for the HLP Team because of the enormous impact the group has upon the community. With the help of West Coast Care, officers worked with a homeless couple who had continuously been service resistant.

Both subjects were chronic inebriates and

had been in Santa Monica for approximately six months. One individual, a 36 year-old male, was suffering from liver failure due to his severe alcoholism and, fearing his death was imminent, the HLP team believed he deserved at least a fighting chance and medical intervention. With the help of West Coast Care, the couple secured two beds in a medical detoxification facility in Reno, Nevada. After their arrival, the detoxification facility contacted the HLP Team advising that the male subject's condition had deteriorated drastically. He was admitted to a hospital and passed away soon after. However, with the assistance and support of West Coast Care, a female continued with her planned detoxification and rehabilitation. She later contacted the HLP Team and thanked them for their efforts.

◀ A reminder of how far she has come!

▼ Officer Holloway reunites with a recipient of successful outreach and rehabilitation services.





Officers further assisted a chronic inebriate that was responsible for over 26 responses and transports to local hospitals by the Santa Monica Fire Department due to medical issues associated with her alcohol addiction. The total costs associated with just this type of service for this individual's issues in 2007, was approximately \$ 8,809.00 which encompasses a fraction of the total medical costs (\$ 612,211.00) incurred by the city from all homeless related calls-for-service requiring this type of medical attention and service. To help prevent this in the future, the HLP Team worked with CLARE to obtain bed space for the woman and convinced her to take advantage of the opportunity. Though the woman walked away from the program initially, she was located soon after and returned. Eventually, the woman successfully completed the first portion of this detoxification-type program and to date has had only a fraction of the impact on taxpayer dollars as was occurring in previous years.

Among the many successful outreach stories, one was that of a mentally ill senior woman who had been missing from her residential facility for two months. The HLP Team found the woman and discovered that she had been sleeping through the cold winter without shelter or blankets. Once officers located the woman, St. Joseph's Center, Harbor General Psychiatric Ward and the Public

Guardian coordinated her detention and treatment. In another instance, a concerned father contacted the HLP Team to assist with his mentally ill 27-year-old son who was a paranoid schizophrenic. The father requested outreach to get psychiatric services locally so that he could eventually take his son back home to the state of Washington. Soon after explaining the options to the father, HLP Team members monitored a radio call in which the subject was detained by patrol officers. The man's son had been arrested for a felony charge and an outstanding warrant. Team members notified the father and worked with jail psychiatric personnel to ensure the subject received psychiatric services while in custody.

The HLP Team was informed by social services that a schizophrenic female under conservatorship



▲ I-10 FWY Encampment.

had unpredictably fled a care facility in Carson. Conservatorship would be cancelled if she was not found within 30 days (as the County does not want to be responsible for the actions of subjects

not under their direct supervision), so the HLP Team worked with the Third Street bike detail to locate the subject. She was found sitting on the Promenade wearing only a long t-shirt, and was put on a psychiatric hold, then placed in a long-term female psychiatric facility in Torrance.

In addition to the outreach efforts and aggressive policing strategies the HLP Team also assisted TruGreen Landscape with monthly bluff clean-ups. The scheduled clean-ups have discouraged encampments by thinning overgrown shrubbery along the bluffs where many homeless make shelter. The HLP Team worked with Pier Maintenance, Open Space management, and Beach Maintenance to remove other large encampments throughout the city. By removing these encampments, the HLP Team is better able to locate individuals and urge them to take advantage of services offered, not only to remove them from the streets of Santa Monica, but also to set them on their way to healthier more productive lifestyles, thus benefiting the police department, the city and most importantly, themselves.



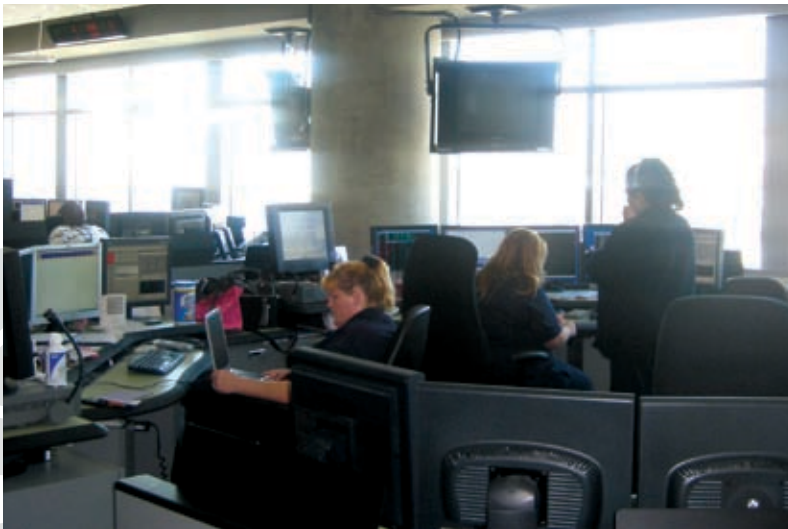
▲ This large encampment was located on the bluffs and was quickly removed by HLP team members.

Communications

THE NUCLEUS OF THE POLICE DEPARTMENT



▲ Lieutenant P.J. Guido & retired PBX Operator Prakash Mangal



In 2007, the Santa Monica Police Department's Communications Center staff answered approximately 150,000 incoming calls for emergency 911 and non-emergency services. Now located on the second floor of the new Public Safety Facility, the "Comm. Center", as it is commonly referred to as, has windows that provide a great view of the city, the Santa Monica Freeway and the Santa Monica Pier. Once located in the basement of the old Police Department Headquarters, the new dispatch location not only provides a more comfortable working atmosphere, but also gives staff a birds-eye-view of the city, which has at times allowed them to witness accidents and dispatch calls for help before victims were able to do so themselves.

To facilitate the needs of the department and city, the Communication Center uses Indigo Vision technology from nine stationary dispatch positions. In addition to Indigo Vision, communications personnel are able to monitor live feed images from the various camera locations on the Santa Monica Pier and downtown-area which greatly adds to their situational awareness. Additionally, the Comm. Center uses Computer-Assisted Dispatch (CAD) as a method of dispatching field service units for emergency services. This is done by sending messages which are "dispatched" via a mobile data computer (also called an MDC) and/or used to store and retrieve data (i.e. calls for service, crime information, descriptions, etc.). A dispatcher may broadcast a call for service to field units via CAD or by sending text messages with calls-for-service details to vehicles equipped with a mobile data computer. These systems give personnel in the Communications Center the ability to easily view and understand the status of each and every unit being dispatched. CAD provides



displays and tools so that the dispatcher has an opportunity to handle calls for service as efficiently as possible. During the past year, a newer version of the CAD mapping software was installed, which identifies the status of each unit by placing a colored box behind their respective icon on a computer monitor, which matches the colorization of the CAD status monitor. Additional enhancements to this system included the ability for operators to color code each pending incident with the same color as it is displayed on the status monitor while also retaining the ability

to preset the view at two different zooming levels. However, technology is only a small portion of the communication center, the most important being the people.

The extremely specialized and vital support role of the Communications Operator dictates the need for a highly dedicated and self-motivated staff. Professional demeanor and a strong personal desire to provide effective service, is the primary goal of the men and women who provide the critical communications link between the needs of the community

▼ Callers' anxieties can easily be relieved knowing that veteran dispatcher Kathy Wagner is on the other end of their call.



and the resources of the City of Santa Monica. The growing Comm. Center staff includes: 1 Lieutenant, 12 full time operators, 6 full time operator trainees, 1 office assistant and two police cadets, plus the recent addition of one other member in March 2007. The new communication operator comes reassigned from the Santa Monica Fire Communication Center and her familiarity with the city made her a valuable addition to the Police Department team and made her transition an overall success.

In an effort to further expand the Comm. Center staff, several candidates were recruited to take the CritiCall basic Communications Operator test last year. Department personnel and a CritiCall representative reviewed the testing thresholds and agreed to augment the acceptable minimum score which would result in a larger pool of qualified candidates. The threshold adjustments produced an extensive list of possible Communication Operators who are now in the background stage of the hiring process.

Though the responsibilities of a Communications Operator can be extremely demanding, the reward of providing citizens with quick and efficient medical or law enforcement assistance can easily counterbalance the stresses which they often endure. Communications operators not only deal with the repetitive nature of a variety of stressful and benign calls but they also have witnessed the unfortunate realities of overturned vehicles on the freeway and a male



suspect committing suicide by jumping from the 4th street overpass. So to help offset these highly stressful and emotionally taxing duties and experiences, so that they can maintain the efficiency and level-headedness which their job requires, Communications Operators partake in a number of activities outside of their careers. These activities include reading, running, painting, gardening, scrap-booking, education, traveling, sports, and spending time with their beloved families and pets. So it is with great pride that the Comm. Center staff knows that their dedication to serving their community significantly contributes to the overall function and success of the Santa Monica Police Department.



▲ LEFT TO RIGHT:

Dispatcher Lee Calderon is steadfast as he responds to an incoming call for service on the CAD system.

Dispatch Supervisor Rosalie Gutierrez, Sergeant Jay Trisler, and PBX Operator Linda Elson take a brief break from another hectic day in the CommCenter.



Crisis Negotiations Team

THE EYE OF THE STORM



▲ CRISIS NEGOTIATIONS TEAM [LEFT TO RIGHT]: Ofc. Sandra Terhune-Bickler, Ofc. Jason Olson, Ofc. Monique Carrillo, Ofc. Jeffrey Meixner, Ofc. Robert Martinez, Sgt. Renaldi Thruston, Youth Counselor Rene Talbott, Inv. Lloyd Gladden
[CNT MEMBERS NOT IN PHOTOGRAPH: Sgt. Jay Moroso, Ofc. Richard Carranza, Ofc. Jeff Glaser, Ofc. Sean Stockwell]

At approximately 12 a.m. on the 4th of July, two gang members were seen lurking around the Santa Monica pier. Shortly thereafter, Santa Monica police officers were alerted to the fact that the suspects in question were both wanted for their roll in the murder of three people in three separate incidents and for the attempted murder of a sheriff deputy. Within mere minutes of the notification, police officers descended onto the Pier in an attempt to apprehend these dodgy felons. As the officers approached the two suspects and attempted to detain them, one individual began to flee while the other attempted to pull a semi-automatic handgun from his waistband. The stakes for these two suspects were high; both were on their third strike and were looking at life long prison sentences if taken into custody. As the one felon was detained, the other suspect eluded capture and fled west on the Pier, subsequently entering the Playland Arcade.

Knowing that the suspect would continue to flee through the southern exit of the arcade, officers encircled the establishment and set up a perimeter. Upon emerging at the threshold of the southern exit, the gang member clearly saw that there was no escape. He immediately grabbed a woman and while using her as a shield, he pulled out a semi-automatic handgun and began to fire at the officers positioned at the sought after exit. Within an instance, three officers and a civilian had been shot while the gang member retreated back into the arcade. Amidst the chaos, the suspect was able to take an additional 13 adults and 4 children as hostages. Officers outside instantly realized the volatility of the situation and reacted accordingly. This was not a movie set; the most delicate and thoughtful actions would be needed to resolve this issue without any further violence or injuries. The next step for the responding officers was to make 2 calls: one to the Special Weapons and Tactics Team (SWAT) and one to the Crisis Negotiations Team (CNT).



▲ SANTA MONICA PIER HOSTAGE INCIDENT: Oswaldo Amezcua holding a hostage inside the Playland Arcade.

There was an overwhelming sense of fear and panic in the arcade as people reacted to this explosive situation. Individuals were seen diving to the floor seeking some form of refuge amidst the rain of lethal gun fire. Two women inside managed to escape in the brief pandemonium and as the SWAT team arrived, a secure perimeter enabling a tactical advantage was established. Meanwhile, the Negotiations Operations Center and trained Santa Monica P.D. negotiators commenced the complex process of negotiating with the hostage taker. As time progressed, negotiators developed a rapport with the hostage taker and successfully negotiated all of the hostages out of the arcade in the span of approximately 3 1/2 hours.

This incident took place on the eve of celebration at a historic Californian landmark and has become the most critical incident to date in which the SMPD CNT has had to negotiate. It was covered nationally by the media; and the country, as a whole, watched in suspense as an explosive situation was peacefully resolved.

Both suspects are now in prison and on Death Row for their involvement in this incident and their previous crimes. The civilian who was injured in the initial gun battle recovered fully, along with the three officers who were able to return to full duty

status upon recovery from their injuries. The fact that this extremely complex and volatile situation ended in a peaceful manner, with no other civilians or police officers hurt, is a testament to the successfulness of the crisis negotiations process and professionalism of CNT members.

Negotiation techniques were first adopted by the New York Police Department in 1972 after the hostage tragedy at the Olympic Games in Munich. The Santa Monica Police Department's Crisis Negotiations Team (CNT) was formed in 1994, which was originally called the "Hostage Negotiations Team (HNT)." However, because the majority of negotiated incidents involve persons "in crisis" as opposed to "hostage" incidents, many agencies, including SMPD, renamed their team the "Crisis Negotiations Team" or "CNT."



▲ Negotiators Ofc. Terhune and Ofc. Analco negotiated with a suicidal male on the topmost ledge of a parking structure at 1440 5th St.

Though CNT most often works in conjunction with the Special Weapons and Tactics Team (SWAT), CNT is often utilized in crisis situations that do not necessitate a (SWAT) response, such as a suicidal subject who is threatening to harm him/her self but who poses no threat to others. However, due to



▲ Delusional subject Monothry Johnson climbed onto a rooftop at 3019 Pico Blvd. CNT members Sgt. Thruston and Ofc. Olson negotiate him to safety.

the phenomenon of "Suicide by Cop," in which an individual engages in lethal behavior in an attempt to lure law enforcement to use lethal force against him/her self, most agencies now have members of their SWAT team respond on most CNT related calls. Though each team trains regularly with their respective members, both teams participate annually in a joint, critical incident training exercise to enhance their ability to interact and coordinate appropriate interventions during crisis incidents.

► CNT members prepare for their next crisis response.



Both CNT and SWAT fall under the Office of Special Enforcement and are collateral assignments, involving predominantly sworn personnel from all Offices of the Department. CNT is currently comprised of two sergeants who are trained as negotiators but who function as the team leaders, ten negotiators, and a technical support specialist. To join the team, each potential negotiator is required to participate in a selection process that includes an appraisal interview and a role-playing exercise. Each candidate is evaluated on his/her ability to dialogue in a calm manner with a subject who may be yelling, crying, threatening, insulting or asking inappropriate personal questions. The candidate's ability to think quickly, stall or "buy time," and redirect the dialogue is assessed by an oral board of internal and external seasoned negotiators.

Once selected, each team member is required to complete a Peace Officers Standards and Training (POST) certified basic negotiator course and successfully perform each of the duties of a basic negotiations team:

PRIMARY NEGOTIATOR: The person responsible for talking directly to the subject in crisis (suicidal, hostage-taker, hostages, etc.), for developing verbal strategies, for assessing the subject's level of emotional arousal, and for gathering as much intelligence information as possible to assist the tactical team, etc.

SECONDARY NEGOTIATOR: The person responsible for assisting the primary negotiator by providing verbal tactics, moral support, relief, and being the "go-between" for the primary and other team members.

INTELLIGENCE OFFICER: The person responsible for gathering intelligence information on the personality of the subject in crisis (including hostages, etc.), by interviewing family, friends, and/or released hostages,

and maintaining the relevant information on the status board.

LOG: The person responsible for recording detailed information pertaining to the significant events (demands, promises, releases, etc.) and times at which they occurred.

LIAISON: The person who relays information to other teams in the Tactical Operations Center (TOC).

MENTAL HEALTH CONSULTANT: The person who is responsible for evaluating the personality of the subject(s) in crisis (including hostages), recommending negotiating techniques, monitoring team stress, and consulting with command, if requested. This role can best be filled by a licensed psychiatrist, psychologist or social worker who has worked extensively with law enforcement personnel.

Additionally, the CNT Team Leaders and Tactical Commander are required to attend a POST certified commander course which provides additional training on the knowledge and skills needed to manage and coordinate a hostage, barricade or suicide-related Critical Incident.

Furthermore, each SMPD CNT member maintains a membership in California Association of Hostage Negotiators (CAHN) and attends quarterly training sessions provided by law enforcement and mental health professionals who have extensive experience in the field of crisis negotiations. Additionally, each year, members from CNT attend the Annual CAHN Conference where they are exposed to a variety of topics including, but not limited to: case studies, negotiating with diverse and unusual groups, mental health issues and liability concerns.

The CNT utilizes a variety of technological equipment to enhance communication skills and

▼ Ofc. Olson and Inv. Gladden hone their negotiation skills using telephonic equipment.





Those unfamiliar with the negotiations process may not understand why certain strategies and tactics are utilized or avoided at all costs. Though it may seem like a good idea to acquiesce to a suicidal man threatening to jump off of a cliff who “just wants to talk to his girlfriend,” the seasoned negotiator will see this request as a “red flag.” Quite often, the request to speak to a loved one is an attempt to bring the loved one to the location to witness the suicide. CNT members are also commonly asked why CNT does not have the Department psychologist negotiate with the subject during the crisis. However, one must understand that a crisis negotiation is not synonymous with

recording of negotiations during critical incidents. Both audio and visual technological advances have enhanced the negotiator’s ability to monitor and communicate during these often stressful situations. Though certain telephonic devices are ideal, many situations because of their nature and location, do not offer the opportunity to use telephones. Oftentimes, CNT is forced to communicate with a subject threatening to jump off of a high location, such as a rooftop, out of a window, or off of the bluffs in Palisades Park. Quite often the primary and secondary, from positions of safety, have no choice but to engage with the subject in “face-to-face” communications.

Unfortunately, as often occurs with a person in crisis, the “negotiation” location is not chosen by law enforcement. CNT may have to respond to the residence of the subject, a hostile neighborhood or public location and deal not only with the person in crisis but also emotional relatives, friends, or other inconvenienced citizens. CNT relies heavily on the support of first responding personnel and other members of the Department to assist in secluding the location as much as possible.

psychotherapy. A police negotiation is commonly not conducted in a controlled environment, and generally, most police negotiations involve subjects who do not want psychological help for their crisis. Also, the role of the police psychologist is to consult



the team on the negotiation progress or deterioration, and offer suggestions or strategies to utilize if the subject has severe mental problems.

Negotiators have to be able to handle the stresses of an unpredictable and hazardous situation for extended periods of time, which can be mentally exhausting. The lengthiest negotiation incident for the SMPD involved a nine-hour negotiation with a suicidal homeless man, who was standing on the roof ledge of a downtown parking structure. Following the surrender, the subject was detained for mental evaluation and transported to the hospital.

One of the negative aspects of being a member of CNT is that sometimes a person in crisis does not want to be saved. No matter how experienced

and trained the negotiator may be, the death of a subject can have a significantly negative effect on the primary negotiator and other Department personnel, as well. This is caused to some degree by the bond developed between the negotiator and the subject during negotiations as well as the officer's paradigm. This is the notion that during negotiations officers anticipate a positive outcome which can be very different from the subject's actions and later realities. Thus, members of the Unit are trained to recognize these feelings within themselves as well as their teammates, so as to address and possibly lessen the traumatic impact on personnel in the event of a tragic outcome.

In closing, negotiation techniques have been refined over the years and have been used consistently by agencies across the globe for one simple reason: they generally work. Whether the situation involves a barricaded subject, a hostage situation, or a suicidal subject, negotiators have predominantly had a positive success rate in ending those crisis situations favorably. Negotiators take pride in what they do, but most of all, they are proud to know that at the end of the day, when all of the crowds have left, and the paperwork is finished, they did their best to try and prevent the death of innocent victims and bystanders.

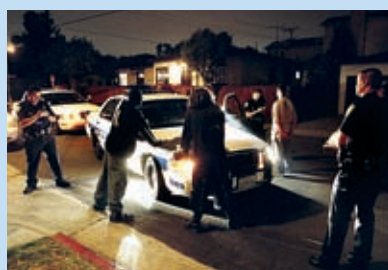
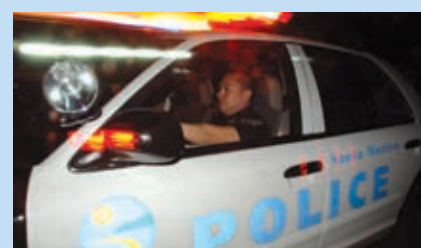
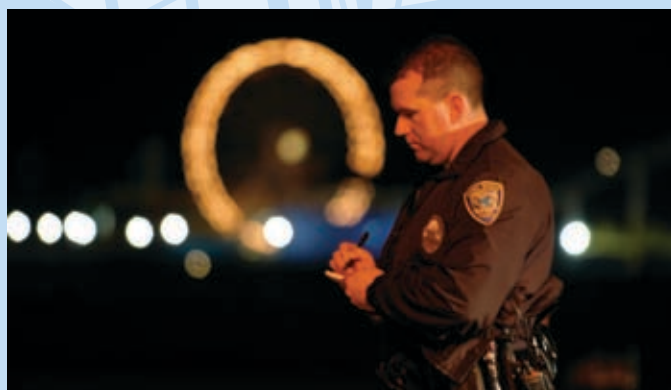


▲ Ofc. Terhune-Bickler and Ofc. Chieruzzi negotiate with a suicidal woman standing on the ledge of the I-10 Freeway overpass at 100 Colorado Ave.

A Look at the SMPD in 2-D

SNAPSHOTS FROM 2007







Accidents

An active year in the Santa Monica Police Department kept members of The Major Accident Response Team (MART) hard at work. MART responded to several traffic collisions with fatal injuries throughout the year, including one on January 24th, where the driver of a vehicle struck an 81 year-old male pedestrian walking in a marked cross-walk across Santa Monica Blvd. The pedestrian was, unfortunately, pronounced dead at the scene. In a separate incident on March 7th at 8:51 a.m., the driver of an MTA bus was making a left turn when he struck a 40 year-old female pedestrian walking across Second Street. This pedestrian was also pronounced dead at the scene. On May 31st, an incident occurred involving a man driving a stolen Harley Davidson motorcycle who failed to stop at the red light at Fourth and Colorado and broad-sided another vehicle. The driver of the stolen motorcycle was on parole and had an outstanding felony warrant. He, too, was pronounced dead at the scene.

MART responded to three other critical incidents. In the first, a man accidentally backed over his mother in her driveway. Her injuries did not appear to be life threatening, but MART responded due to her age and the unknown injuries at the time

of the incident. At 6:32 a.m. on March 28th, a 74-year-old male driver entered the intersection of Montana Avenue, at which time his vehicle was struck and sent careening into a tree on the south sidewalk of Montana Avenue. The driver sustained a major head injury and was transported to UCLA Westwood, and later recovered.

Investigations

The Narcotics/Vice Section of the Police Department also had a busy year, conducting major investigations that resulted in numerous arrests, as well as the seizure of narcotics and stolen property. One investigation involved a suspect living in Venice claiming to be the "Cocaine King of Santa Monica." Narcotics investigators assisted the San Gabriel Police Department in their investigation by providing surveillance support and other intelligence gathering, which provided probable cause for a search warrant of the suspect's person, vehicles and residence. The investigation led to the arrest of the suspect and recovery of cocaine, evidence of narcotics sales, and the seizure of the suspect's cars, boat and residence.



▲ Officers A. Amersfort, P. DeRyck, D. Munoz and K-9 Officer D. Kohno establish a perimeter and a door-to-door search is conducted by K-9's and responding Officers in response to a residential burglary.

Other work by the Narcotics division led to information regarding a large supplier of Ecstasy to Santa Monica and West Los Angeles. The supplier was tracked to Moreno Valley where the Narcotics Detail conducted an investigation in collaboration with the Riverside Sheriff's Moreno Valley Gang Unit. This investigation, dubbed OPS: Riverboat, resulted in the arrest of the supplier and his associate, the seizure of 2500 Ecstasy pills worth \$60,000, a small quantity of cocaine and marijuana, 3 handguns, and over \$5,000.

The Narcotics/Vice Section also developed information that a mechanic at a local car dealership wanted to hire someone to kill his best friend over an unpaid debt. Investigators conducted surveillance and undercover operations to identify the suspect and the potential victim. The suspect met with an undercover investigator who posed as a "hit man." The suspect solicited the undercover officer to kill his best friend for about \$4,000. The meetings were captured on videotape and the suspect made two preliminary payments to the undercover officer. The suspect was soon arrested, search warrants were served, and the suspect was charged with solicitation to commit murder.

The Narcotics/Vice Sergeant, who is collaterally assigned to the Santa Monica Arson Task Force, investigated a string of fires in the city. Three of the fires were ultimately classified as arson and two as vandalism. Two separate arrests were made for each crime respectively. The sergeant also investigated an explosion that occurred on April 22, 2007 at a mobile home park at 1930 Stewart Street. The explosion was determined to be an accident caused by a leaking acetylene tank that had been stored in an enclosed vehicle by the victim. The acetylene vapor was ignited when the victim opened the car door and inadvertently caused a spark. The victim was treated for injuries at the scene but was later pronounced dead at the UCLA Medical Center.



▲ Officer O. Mielke and Sgt. B. Almada from the Arson Task Force, along with help from the Los Angeles County Sheriff's Department Bomb Squad, investigate a trailer park explosion.

In September 2007, OCI Property Detectives served a search warrant in an effort to recover a small dog that had been stolen from its owner. When police announced their presence, the suspect attempted to hide the dog by tossing him on the roof of the second story apartment. The suspect was arrested at the scene, and the dog was safely recovered.

Self-proclaimed pedophile advocate Jack McClellan made himself known to the Santa

Monica community in July of 2007. Juvenile investigators worked with the Chief's office in the widely publicized circulation of an "informational bulletin" warning the community of McClellan's presence and his sexual attraction to young children. The Juvenile Crimes unit worked with the F.B.I. and Immigration and Customs Enforcement to track McClellan's movement. As a result of community and law enforcement attention, McClellan left the state of California.

Morning Watch and Criminal Investigations worked closely with an investigator from the Kentish Town Police in London, England, who had arrested a subject on weapons violations, and discovered paperwork linking their suspect to Santa Monica. Despite having given the "bobbies" a false name, the subject was found to be responsible for a Walgreen's drug store robbery that occurred in Santa Monica. The Crown Prosecutor worked with the District Attorney's Office and Interpol to extradite the suspect to the U.S. for prosecution.

Since December of 2006, Bank of America had been experiencing large losses of money from their ATM machines. Though they believed the crimes to be committed by a bank employee, video surveillance identified the culprit as an employee of "Brinks" armored transport service. The suspect was arrested and confessed to the crimes. At the time of his arrest, the suspect was in possession of \$6,800 which was stolen that morning. Follow-up investigation at the suspect's apartment led to the recovery of \$296,600 in U.S. currency, plasma screen televisions, Rolex watches, and other expensive items. The suspect pled guilty and received a 16-month state prison term.



A lengthy homicide investigation involving a West Los Angeles street gang led to the arrest of several subjects. The investigation centered on two gang-related homicides and several gang-related shootings in 2006. The subjects were charged with murder, attempted murder, conspiracy, assault with a deadly weapon, and unlawful gang activities. The arrests and criminal filings were the result of the collaborative efforts of detectives, patrol officers, and personnel from other agencies. The arrests in these cases substantially impacted gang-related crimes occurring in and adjacent to the Pico Neighborhood.

Program Implementation

The Gridlock Abatement Program (GAP) was initiated in 2007 to provide intersection enforcement and traffic control to improve gridlock conditions and address morning and afternoon rush hour traffic flow. When a vehicle obstructs through traffic at an intersection, they are issued either a citation for "Gridlock in intersection 22526.A CVC" or "Gridlock during a turn 22526.B CVC". The daily traffic control assignments are handled by traffic control officers and supplemented by a traffic services officer during the morning and afternoon commutes. Locations were selected based on congestion observed by traffic personnel and citizen complaints of gridlock. The program is



ongoing and has been well received by the public, thus far.

On September 25, 2007, City Council approved a one year pilot program for red light photo enforcement at three city intersections. A review of several vendors and users indicated the technology has significantly improved since it was last considered in 2002. Red light photo enforcement is seen by law enforcement across the country as a viable solution to growing intersection traffic problems. Currently, over 250 U.S. cities have red light photo enforcement programs. According to the Federal Highway Administration, automated enforcement systems can help reduce the number of vehicular accidents associated with red light violations and red light violations overall.

execution of the task force event for 93 representatives from 16 law enforcement agencies. Participating agencies were: Santa Monica PD, Culver City PD, Beverly Hills PD, LAPD Wilshire Division, LAPD West L.A. Division, LAPD Pacific Division, LAPD Hollywood Division, LASD West Hollywood Station, LASD Marina Del Rey Station, the F.B.I., LAPD West Bureau, L.A. General Services Police, the Probation Department, State Parole and the Department of Children and Family Services.

Ordinances



Third Street Officers and Community Service Officers (CSO 1s) continued proactive, "no tolerance" enforcement of the city ordinance that prohibits sitting or lying in doorway vestibules in the downtown area. Throughout the year, the unit conducted "no tolerance" operations for repeat offenders of municipal code ordinances. Developed in response to complaints from residents and business owners, this strategy proved to be highly effective in drastically reducing the number of ordinance violators in the downtown area.

Enforcement of the new ordinance prohibiting smoking on the Third Street Promenade continued in 2007 and was generally well received. Officers did, however, find it necessary to cite chronic violators of the ordinance. In doing so, they have also seen a reduction of homeless-related problems in the area.



▲ Officer W. Ramirez, along with numerous other officers from SMPD, Culver City PD, LAPD, L.A. County Probation, L.A.U.S.D. Police and the L.A. County Sheriff's Department take part in a Gang Task Force that focused on youth gangs on the west side of the county.

The Pico Neighborhood Unit and Youth Services Division (YSD) staff hosted the deployment of the Western Regional Gang Task Force in the Santa Monica and Venice Beach areas. YSD staff was instrumental in the planning, coordination and



Training

The Forensic Section hosted two forensic evidence training classes in February 2007. The class, entitled "Finding Latent Prints through Chemistry and Light" was attended by police department forensic specialists and representatives from other Los Angeles County law enforcement agencies, including the Burbank, Inglewood, El Segundo, Glendale, Long Beach, and Los Angeles police departments.

Harbor Service Officers conducted training with the United States Coast Guard Helicopter Unit on basket/stokes lowering and lifting from the Monica 1 to a helicopter. The unit took part in 2 dry land training and drills with a USCG helicopter. A large scale training exercise was also conducted where approximately 70 people were evacuated from the pier utilizing rescue boats from the above mentioned departments. The pier evacuation exercise was performed with the assistance of LA County Fire/Lifeguards, LASO, and the USCG Cutter Halibut.

Grants

A grant was awarded to the City to inaugurate "Safe Routes to Schools" which focused on McKinley, Lincoln and John Adams Middle schools. Crossing guard supervisors were asked to contribute input into this new safety program.

Traffic Services Division received a grant from the State of California's Office of Traffic Safety (OTS). The mini-grant was for a seatbelt awareness and enforcement campaign titled "Click It or Ticket". The department was awarded the \$22,000 grant that commenced in April 2007. The grant duration was for three weeks and specifically targeted seatbelt usage.

The Traffic Services Division was also awarded a \$250,000 grant from the Office of Traffic Safety. This grant covers overtime costs and allows the purchase of equipment to enhance traffic safety programs for one year beginning October 1, 2007. Among the programs to be implemented are checkpoints and DUI enforcement, standardized field sobriety training, and illegal street racing equipment operations.

Special Events



Six members of the Special Weapons and Tactics Team (SWAT) competed in the annual Ventura SWAT Competition against 11 Southern California SWAT teams. The Santa Monica team was awarded first place overall, first place in the physical challenge and first place in marksmanship. SWAT also par-

participated in the 16th annual "Best in the West" SWAT competition held in Santa Clara, CA. Thirty-six teams competed from the Western United States including federal, state, and local agencies and full-time SWAT teams from large agencies. Santa Monica's team placed first overall, and was the first Southern California agency to win the event.

K-9 Explosive Detection teams provided services for a number of special events throughout the year. The teams secured "high risk" locations in Santa Monica and neighboring cities for several dignitaries including former President George H.W. Bush. They were also instrumental in a large explosive sweep for the 2007 Golden Globe Awards in Beverly Hills.

Police Community Relations, Mounted Unit, and other department personnel were utilized for summer events such as "PALpalooza", "Summer Solstice",



◀ K-9 Officer B. Villegas and his partner Nero prepare to conduct a house-to-house search at the 2600 block of Hill St.

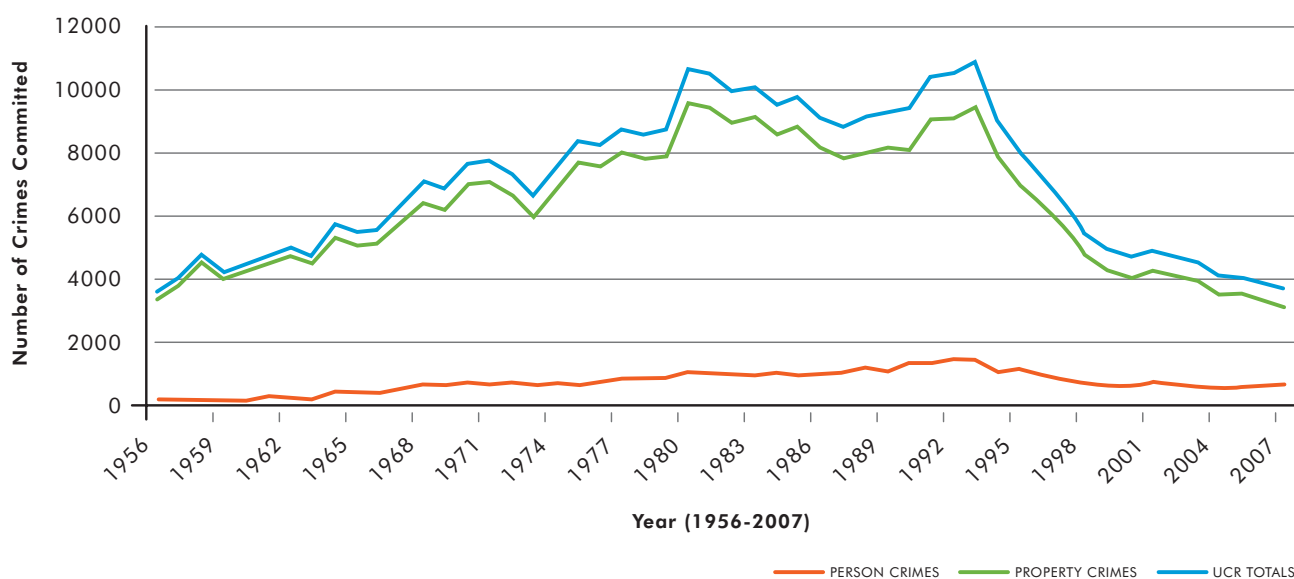


"Juneteenth" at Virginia Park, and the "Twilight Dance Concerts" on the Santa Monica Pier. The Mounted Unit was asked to lead the procession at the start of the high profile "Juneteenth" event where many City officials were in attendance. Community Relations personnel also staffed crime prevention booths and attended other outreach events including "Celebrate America", "Latina Youth Conference", "CARS Festival", "Cinco de Mayo" and the "Unity Resource Fair".

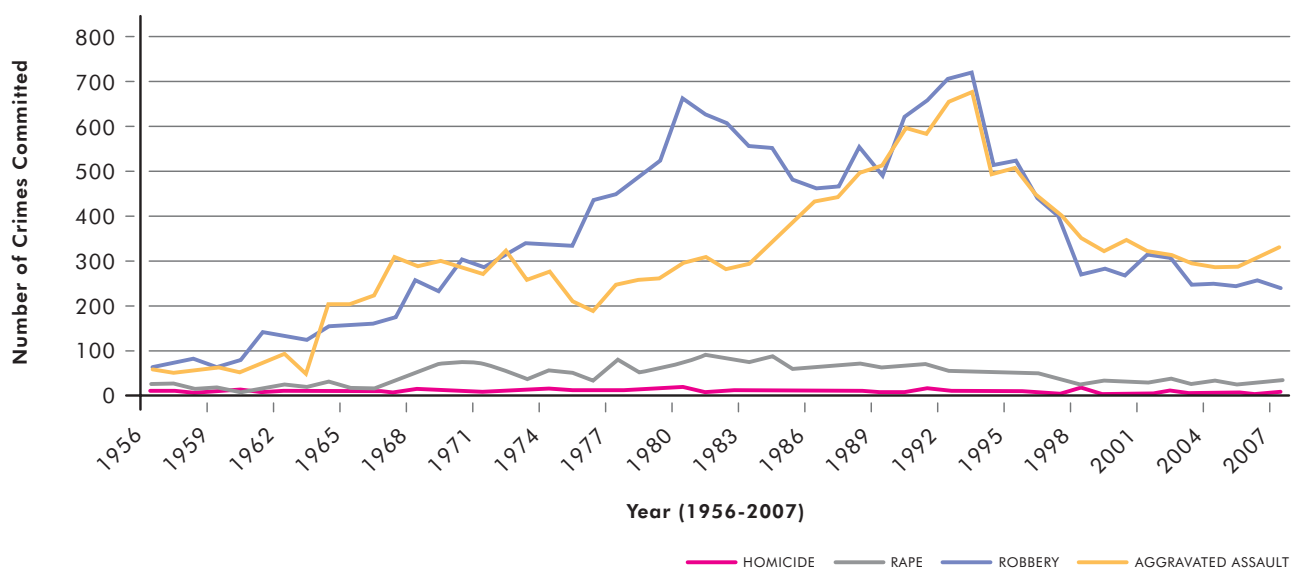
Crime Statistics

A 51 YEAR RETROSPECTIVE

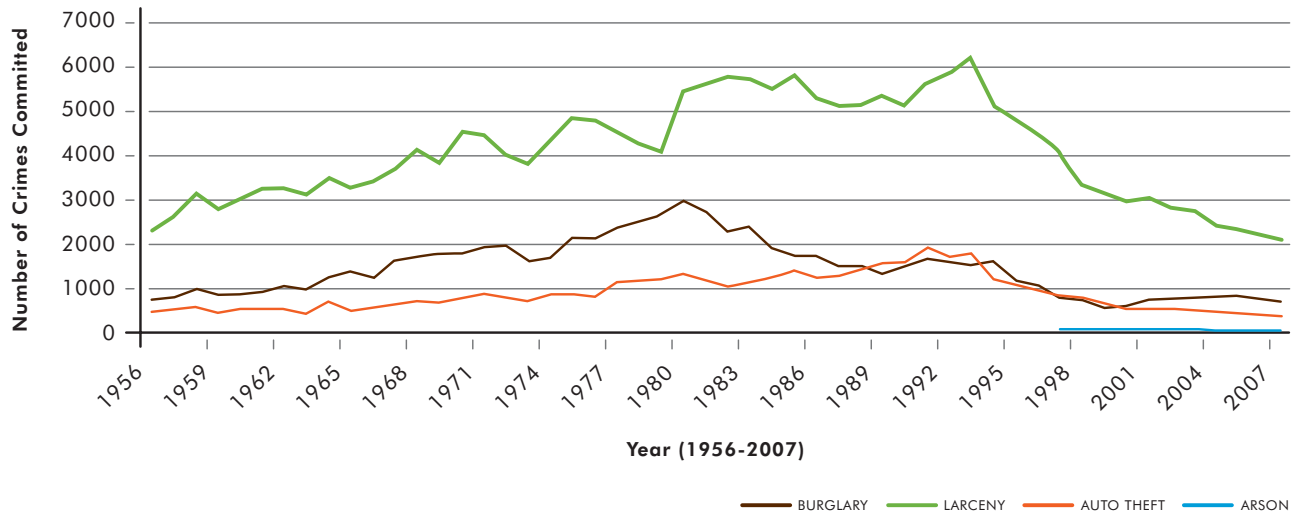
Total Part 1 Crimes Per Year



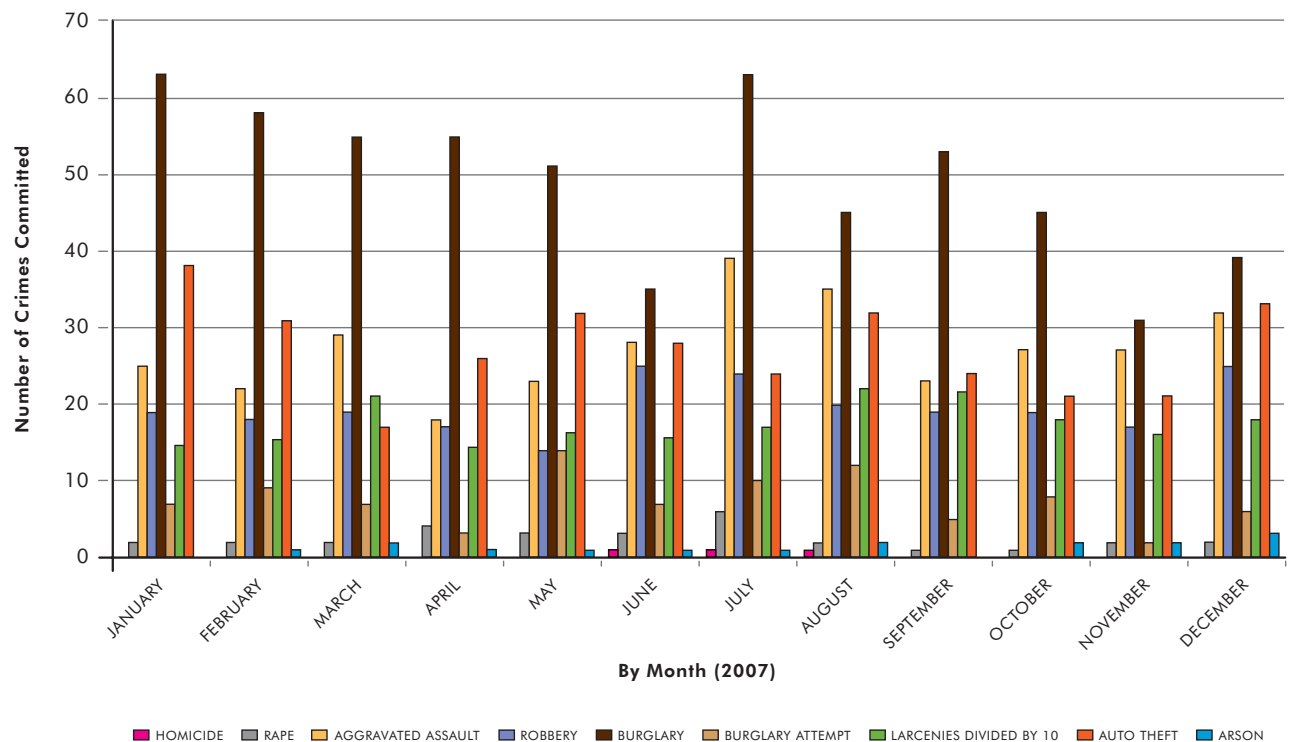
Total Crimes Against Persons



Total Property Crimes



Total Part I Crimes for 2007



Traffic Accidents 1995 - 2007

	Total Collisions	Injury Collisions	Hit and Run	Drunk Driving Arrests	Pedestrians Involved*	Fatalities
1995	2,040	528	566	486	109	11
1996	2,073	490	598	541	118	5
1997	2,035	570	564	501	142	2
1998	1,970	415	534	485	123	6
1999	2,023	467	589	417	106	3
2000	1,960	553	596	320	120	8
2001	1,966	594	585	245	130	8
2002	1,937	542	583	311	130	2
2003	1,842	426	535	367	97	10**
2004	1,745	437	502	324	110	0
2005	1,722	444	420	361	108	3
2006	1,834	487	543	292	116	3
2007	1,867	515	557	414	123	6
Change 2006 to 2007	1.80%	5.75%	6.03%	100%	2.58%	41.78%

*This is the number of incidents in which a pedestrian or pedestrians were involved.

**All 2003 fatalities resulted from the Farmers' Market Incident on July 16, 2003.

Authorized Personnel Strength

2007 Budgeted Sworn and Non-sworn Personnel

	Office of Administrative Services	Office of Operations	Office of Special Enforcement	Office of Criminal Investigations	Animal Regulation	Harbor Unit	Total by Rank
Police Chief	1						1
Deputy Chief	1						1
Police Captain		1	1	1			3
Police Lieutenant	3	5	3	2			13
Police Sergeant	5	16	5	5			31
Police Officer	6	94	38	29			167
Total Sworn	16	116	47	37			216
Civilian Support Staff	56	65	42	13	11.5	6	193.5
Overtime	3.5	19.7	1.9	2.7	2	2	31.8
Temporary	6	4.8	19	1.6	0	3.7	35.1
Totals by Division	81.5	205.5	109.9	54.3	11.7	3.9	466.8



Police Department Public Inquiry Phone Numbers

Emergency	9-1-1	ONLY to report a life threatening police, fire or paramedic emergency
Non-emergency incident	458-8491	Request a non emergency call for service, or have your call directed for information about a police service not listed here
Alarm Billing	458-8481	Inquire about fees charged for a police response to a false burglar alarm
Animal Control	458-8594	Report animal control violations, dog bites, animal welfare; Inquire about pet relinquishment and adoption, spay neutering, wild animal problems
Community Relations	458-8474	Enroll in a Citizen Academy; Inquire about police community events
Crime Prevention	458-8473	Schedule training on crime avoidance and deterrence for community groups, businesses and households
Desk Officer	458-8495	General inquiry about enforcement of state law and municipal code violations
Employment	458-8413	Recorded information about becoming a Santa Monica Police Officer
Graffiti Hotline	458-2231	Link to Public Facilities Maintenance to request removal of graffiti from public property (private property if authorized by owner)
Jail	458-8482	Reach a person held in custody
Operations Office	458-8461	Hire a police officer for a film shoot or event security
Press Information Line	434-2650	Recorded press information
Property Room	458-8440	Inquire about lost or found items; Release of items held in evidence
Records	458-8431	Purchase copies of unrestricted crime and traffic accident reports, photos; Schedule fingerprinting services; Inquire about subpoena duces tecum
Traffic Services	458-2226	Inquire about parking enforcement, preferential parking, post-tow hearings



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