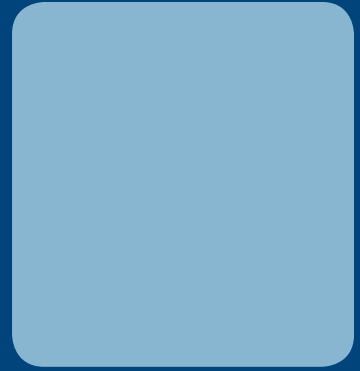
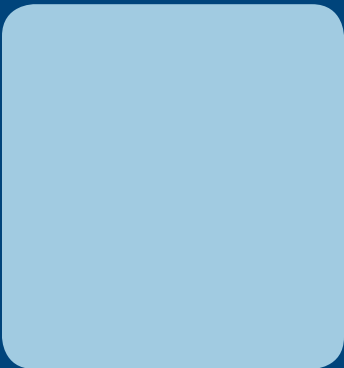




Santa Monica Police Department

2008 YEAR IN REVIEW



A MESSAGE FROM THE CHIEF

In recognition of another year full of challenges, changes and new ideas for improvement, I bring to you the Santa Monica Police Department 2008 Year in Review. As we look back at the sum of events and incidents, hardships and successes for 2008, we can be proud to know that progress is being made.

While great leadership is vital for the success of any organization, so too is the invaluable work and contribution of those who make the organization possible: residents, business owners, families...people. Keeping this in mind, we forged ahead with our efforts to foster a community policing model. By focusing on joint work between neighborhood, business and non-profit organizations and the Santa Monica Police Department, we were able to make great strides toward the creation of a department that effectively meets the needs of its people.

Last year we revealed our new beat map and plans for the Neighborhood Resource Officer (NRO) Program. In 2008, we delivered. Early in the year, our eight NROs took to the streets to meet local residents and become acquainted with their beats. By establishing a platform for constructive open communication between the public and the department, I believe that we will enhance public trust and surmount the incredible enterprise of creating safer communities together. In order to formulate viable solutions to pressing issues, this model of policing is essential. To support the concepts behind the NRO program, the department also worked on improving customer service standards by developing a new model that will ensure quality service is provided to the public as well as to peers and co-workers at every level.

Over the past year, I have challenged the police department to come up with creative ways to meet the needs of our City and address some of its biggest concerns, all while maintaining the safety of our citizens via proactive policing. Though many of the social issues we tackled may have historically been beyond the capacity or expectations of a police department, we all rose

to the challenge and addressed these issues in countless ways. We continued to make progress in the area of homelessness, for instance, as we worked with local non-profit organizations to ensure full recovery of individuals to prevent recidivism, rather than focusing on short term solutions. Another one of our continuing endeavors involved gang prevention and eradication, which we aim to achieve by increasing outreach to youth. In 2008, we began looking at every aspect of early intervention/prevention. We explored ways to expand our services to youth by beginning the process of creating a youth citizen academy as well as by amplifying our presence in local schools.

To emphasize the value of community partnerships, I often encourage officers to participate in neighborhood organizations and activities not just on the job but off the job as well. In addition to the daily goings-on within the department throughout the year, this Year in Review will also explore all the positive undertakings of our department staff *outside* of their work duties: coaching youth sports, volunteering for service organizations, and participating in the military reserves, to name only a few. These are the kinds of officers that we aspire to recruit, retain and groom for future leadership of the Santa Monica Police Department. I am certain that you will find value in all that you will learn about these inspiring individuals, and I hope that you enjoy this very special Year in Review.



Timothy J. Jackman
Chief of Police

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A LOOK AT WHAT'S INSIDE

CITY GOVERNMENT 2008

SANTA MONICA CITY COUNCIL AND CITY MANAGER

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On the Cover: Traffic Services Officers in action.



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

City Council

Herb Katz / Mayor
Richard Bloom / 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



POLICE DEPARTMENT
ADOPTED BUDGET FISCAL YEAR 2008-2009

GENERAL FUND - POLICE DEPARTMENT

	Adopted Budget Fiscal Year 2008-09	Revised Budget Fiscal Year 2007-08	Percentage Change
Salaries and Wages	\$59,731,821	\$57,392,717	4.08%
Supplies and Expenses	\$5,296,072	\$4,624,579	14.52%
Capital Outlay	\$6,936	\$6,767	2.50%
Subtotal Department	\$65,034,829	\$62,024,063	4.85%
Fringe Benefits (estimate)	\$0	\$0	n/a
Subtotal	\$65,034,829	\$62,024,063	4.85%

PIER FUND - HARBOR UNIT

Salaries and Wages	\$890,940	\$719,803	23.78%
Supplies and Expenses	\$162,992	\$118,202	37.89%
Capital Outlay	\$0	\$0	n/a
Subtotal Unit	\$1,053,932	\$838,005	25.77%

TOTAL FUNDS

Salaries and Wages	\$60,622,761	\$58,112,520	4.32%
Supplies and Expenses	\$5,459,064	\$4,742,781	15.10%
Capital Outlay	\$6,936	\$6,767	2.50%
Subtotal	\$66,088,761	\$62,862,068	5.13%

AUTHORIZED PERSONNEL STRENGTH
2008 BUDGETED SWORN AND CIVILIAN PERSONNEL

	Admin. Services (ASD)	Operations (OD)	Spec. Enforcement (SED)	Criminal Invest. (CID)	Animal Control Unit	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	88	44	29			167
Total Sworn	16	110	53	37			216
Civilian Support Staff	60	65.5	42	13	11.5	6	198
Temporary	6	4.8	19	1.6	0	3.7	35.1
Totals by Division	82.0	180.3	114.0	51.6	11.5	9.7	449.1

ASD - Administrative Services Division

OD - Operations Division

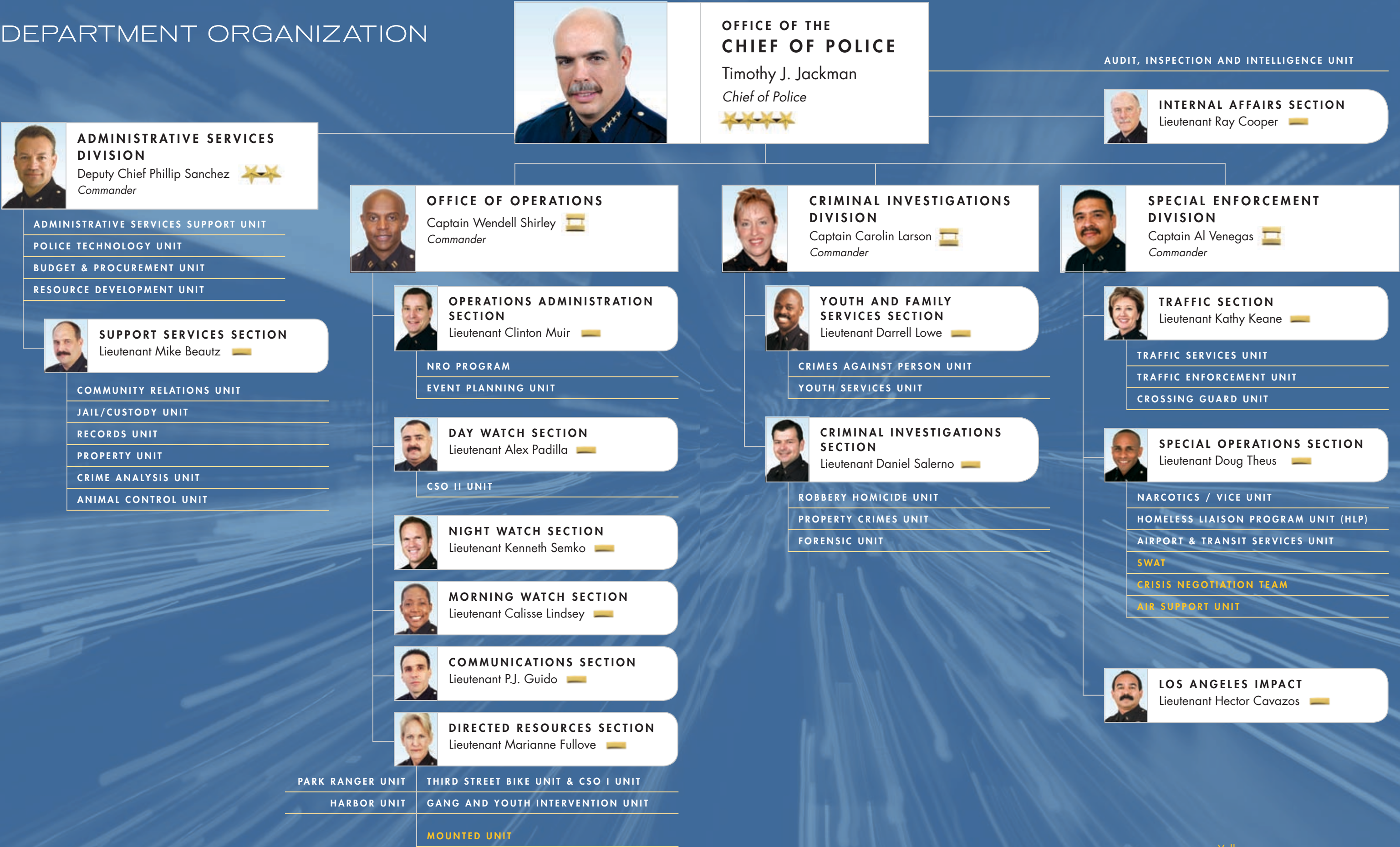
SED - Special Enforcement Division

CID - Criminal Investigations Division



◀ New Officers
Adam Buus and
Jay Zabate are
sworn in June
2008.

DEPARTMENT ORGANIZATION



Yellow = COLLATERAL ASSIGNMENT

MISSION AND VALUES

THE FOUNDATION OF OUR SUCCESS



Mission

Our Mission is to provide safety and service.

- We are dedicated to the reduction of crime and improving quality of life.
- We are ethical, compassionate and respectful.
- We are visionary and work together to create adaptive solutions with the community and our public safety partners.

As a premier leader in law enforcement, we are committed to this mission.

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.



OUR VALUES

...we actively contribute to
the welfare of the community.

STRATEGIC PLANNING

MOVING FORWARD WITH LEAPS AND BOUNDS

In harmony with good leadership practices the Santa Monica Police Department's executive team, which includes the Chief, Deputy Chief and Division Commanders, decided to begin 2008 differently than in years past. With the ongoing successes of previous projects, such as the Neighborhood Resource Officer Program, the goal for leadership shifted from short term planning into long term planning. The eagerness of the executive team to act on these successes and focus on long term approaches resulted in a three phased strategic plan that would be designed to constructively transform the current status quo into actionable solutions that would benefit the department for a substantial period of time.



The first of these three phases took place early on in the year when a select team of employees researched and subsequently produced a 5-Year Staffing Plan that above all, outlined the critical staffing shortages that the SMPD currently faced. The shortages in positions ranged from sworn peace officers to jailers and community service officers. These positions not only faced a current deficit in regards to the quantity of work which needed to be completed, but it also indicated that these areas would be significantly understaffed as workload and expectations increased over time. In March of 2008, the City Council approved the

SMPD Staffing Plan and the foundation was set for the following phases.

The second phase of the strategic plan informally took place in the interim between the Staffing Plan and the formal executive level strategic planning conference which took place at Pepperdine University in September 2008. During the informal sessions, many new ideas surfaced regarding leadership structures within the department and the core foundation of the mission, vision and values that guide police employees during their daily duties. To more thoroughly renovate these ideas into practical solutions, the executive team openly discussed these topics and ideas at the formal strategic planning conference which resulted in many significant steps forward, including the development of a new mission which will serve to guide the police department in this new era:

Our Mission is to provide safety and service.

- **We are dedicated to the reduction of crime and improving quality of life.**
- **We are ethical, compassionate and respectful.**
- **We are visionary and work together to create adaptive solutions with the community and our public safety partners.**

As a premier leader in law enforcement, we are committed to this mission.

The third and final phase of the strategic plan is culminating at the team building workshop that is taking place at the beginning of the New Year in Lake Arrowhead. At this workshop, both the executive and command teams, which includes the department's section commanders, will take four days to identify and rectify the most pressing long term problems that face the police department.

Included in this process will be the need to focus on the development of employees within the organization, budgetary processes and philosophical approaches which guide leadership and department conduct.

These prove to be dynamic times for the Santa Monica Police Department. With all change comes growing pains but in the long term the rewards will be great. The department has proven time and again that it is willing and able to make the

applicable changes to compete with the always evolving environment that surrounds us all. The Strategic Plan will be the light along the path which aids the department along this vital journey.



NRO PROGRAM

ONE YEAR LATER

In January 2008, the Neighborhood Resource Officer (NRO) Program was launched and rapidly became the signifying mark of a new era in Santa Monica policing. The current trends in law enforcement and crime supported the SMPD's development of a strategy that was based around the concept of community policing and collective involvement. This joint effort between the citizens of Santa Monica and their government thus far, has proven to be remarkably successful. At the forefront of this new community policing strategy is the Neighborhood Resource Officer Program. These are just a few examples of the great work being done by the eight dedicated NROs and their Sergeant during this past year.



▲ National Night Out.

During the summer, Beat 7, which encompasses the southeast portion of the city, was plagued by a dramatic increase in residential burglaries during daytime hours. NRO Artis Williams identified this disconcerting development and responded with immediate action. In collaboration with the Santa Monica Crime Analysis Unit, patterns were identified and forecasted and the targeted area was identified. To garner even more support and resources, NRO Williams attended regional briefings which included officers and detectives

from the Los Angeles Police Department, the Los Angeles Sheriff's Department and the Beverly Hills Police Department. In addition to these tactics, NRO Williams worked with Community Relations and the Neighborhood Watch to develop and implement a strong media campaign so that Santa Monica's were armed with the proper knowledge regarding the current dilemma.

After all of the preparatory measures were taken, units of plain clothed and uniformed police officers were positioned at predetermined locations with the intent to observe and ideally apprehend the perpetrators of these burglaries. On the second day of the sting operation, four individuals were arrested and several search warrants were issued, which eventually led to the recovery of stolen merchandise from previous Santa Monica crimes. All in all the net effect from this collaborative effort was dramatic. Burglaries in the affected area

dropped to nearly zero percent and confidence was restored.

On the other side of the City, in Beat 5, NRO Adam Gwartz had his hands full trying to actively resolve the dispute that had erupted around 4th Street and Adelaide Drive. For many years exercise enthusiasts found the steps and street median at 4th Street and Adelaide to be the quintessential gem for outdoor activity. With the scenic backdrop and challenging incline of the steps, it would be hard to find anyone that would choose the dreary ambiance of the franchise gym over the majestic qualities of 4th and Adelaide. However, some residents of this neighborhood had a different view.

The waking sounds of exhausted runners and the motivating mantras of personal trainers at 4:30 a.m. proved to be, to some, the final straw. Thus beginning the long standing dispute between the



use of the public land and the rights of all parties affected. Fortunately, Adam was up to the challenge and along with other City government entities, the issue is now being resolved peacefully.

Beat 3, which lies in the heart of downtown Santa Monica, also faced its fair share of challenges this past year and with perseverance and creativity, NRO Jeff Glaser spearheaded many efforts to address one of Santa Monica's key priorities, positively affecting issues surrounding community livability and homelessness. To do this, Jeff coordinated many livability operations with SMPD Patrol Officers, the ever present SMPD Homeless Liaison Program (HLP) team and the SMPD's civilian partner, West Coast Care.



► NRO Adam Gwartz and Park Ranger Joanne Bonham search for solutions to the Adelaide dispute.

Specifically addressing the continually increasing patterns of homeless activity in Reed Park became one of Jeff's most primary concerns. Along with the HLP team, Jeff conducted a lengthy observation operation which resulted in numerous arrests and citations. This operation was then followed by the extended hand of West Coast Care which specializes in uniting homeless individuals with family and services. This joint effort has substantially affected Reed Park for the better, and disruptive activity in the park has decreased dramatically.

To exercise a different strategy towards policing, the NROs developed a community beautification program, going hand in hand with the roots of community policing, which James Q. Wilson and George L. Kelling's describe in their "Broken Windows" concept. In short, this concept describes how small issues manifest into large issues and if

▼ NRO Richard Carranza and members of the traffic division from City Yards erect signs near the beach to improve pedestrian safety in Beat 1.



police can positively address small issues, the big issues will disappear. Through community beautification the NROs are actively addressing Santa Monica's small issues.

On a weekly basis, NROs pair with Solid Waste Management and clean the streets, thoroughfares, and alleys of their respective beats. The return on this program has been unimaginable. For the citizens, visitors and employees of this city to see the police working along side other city entities, completing the common goal of cleaning up the streets, both literally and figuratively, has been invaluable.

Along the same lines as community beautification stands the overarching strategy for the NROs which is community and police involvement and interaction. To ensure this interaction and involvement remains high, the NROs have continued to patrol their respective beats on foot, participate in school activities, and attend community meetings, giving them the advantage of getting to know their community on a much more personal level.

Also the NROs have joined forces with Meals on Wheels to assist in delivering meals to the people

who need them the most. One NRO described his experience with utter enjoyment, "the warm, bright eyed smiles that we receive, when we walk into their homes to deliver a hot meal, makes this assignment a pleasure to do."

The list of the NROs great deeds goes on and on. From implementing their newest strategies of community involvement to adhering to a high level of demand and standards, the NROs have truly developed into a key component of effective SMPD operations. This year has proven that this program

and these officers are well on their way to making the quality of life in Santa Monica not only safer, but better than ever before.

▼ NRO Glaser hard at work. Naptime, anyone?



OUT OF UNIFORM

HOW SMPD OFFICERS ARE MAKING A DIFFERENCE

What images come to mind when you think of a police officer? Is it someone at a crime scene or traffic accident? Perhaps someone in a car with lights and sirens? Or is it simply a man or woman in uniform?



▲ Lt. Padilla is currently the President of the Hispanic American Police Command Officers Association which recently awarded \$8,000.00 in scholarships to students. As a very active member of his community, this association is only one of the many demonstrations of Lt. Padilla's altruism.

All of these are the images that typically come to mind first. The vision of laws being enforced and security provided by a group of people with a common goal. Ultimately, however, the image that prevails is that of an officer in uniform. The uniform a police officer wears serves as a reminder of the responsibilities carried out, and as a symbol of the authority he/she has been granted to enforce laws, uphold order and protect the public. An officer's presence in the community is unmistakable when in uniform and his/her actions consistently represent the department, the city and the organization as a whole. But in the midst of the multitude of expectations an officer must fulfill while on duty, it is easy to lose sight of the person behind the uniform; the individual whose values and ideals compose a committed public servant. At the Santa Monica Police Department, many of those individuals recognize that serving one's community is more than just a job. Officers are demonstrating

the value of community involvement by making a difference in inspiring ways, both in *and* out of uniform.

Many of the SMPD officers who give back to the community on their own time, do so because of the opportunity it presents them with to interact on a more personal level. "I enjoy interacting with the players, parents, and coaches in a non-law enforcement capacity. They get to know me as a person and I get to know more about the community I serve," says Sergeant Robert Almada of his experience coaching freshman football at Santa Monica High School. Sgt. Almada began volunteering as an assistant coach at SaMo High in 2006. He was offered the opportunity by Head Coach Doug Kim after attending the first game of a group of kids he had been mentoring, and soon found that the interactions proved to be valuable in many ways. On a few occasions, Sgt. Almada has had on-duty contact with players and their parents,

and discovered that "the relationship [they] developed over the football season gave them both the confidence to trust each other [which] allowed for better communication."

In addition to volunteer coaching, Sgt. Almada also volunteers as a POA (Police Officers' Association) representative to the Santa Monica Nativity Scenes Committee. Turning the event into a family holiday tradition, Sgt. Almada is able to become acquainted with leaders and members of local churches who may otherwise have little contact with law enforcement. These community



members enjoy having Sgt. Almada as a resource for information and feel comfortable confiding in him their concerns about suspicious activity in their neighborhoods.

As a firm supporter of youth programming, the SMPD has long been involved in many local organizations. If you have ever participated in the Boys and Girls Club of Santa Monica, or have children that currently do, chances are you are probably familiar with at least one Santa Monica Police Officer. Falling in line with the beliefs of Sgt. Almada is another inspirational SMPD sergeant. Among several volunteers for the organization that offers youth programs, this humble 22 year veteran of the department, has been coaching sports teams there for over 35 years. Becoming involved with

▼ "I enjoy coaching because it gives me the opportunity to teach and demonstrate teamwork, personal responsibility, determination and leadership [...and] offers the opportunity to give the kids a strong foundation in both football fundamentals and core values that help them throughout their lives both on and off the field." –Sgt. Almada



the Boys and Girls club at the young age of 13, the SMPD sergeant's volunteer work includes coaching youth flag football, basketball, and baseball for Santa Monica Little League. Reaching an estimated one thousand plus youth over the course of his coaching, this modest sergeant likes to believe that "he has been a positive influence to all of them [and] teaching them to be better basketball players is just an added bonus." Indeed he has been a positive influence! The scope of the impact this sergeant is making extends to those outside the department, *and* to other staff members and now the *children* of those staff members as well.

Equally as committed to helping and inspiring youth, are Lieutenant Calisse Lindsey and Officer Jennifer Sekera. Lt. Lindsey has been continuously involved in youth programs, including the Police Explorers and Police Activities League (PAL), and acts as a leader/coach for L.A. Marathon runs.

"It's a treat to watch the kids accomplish something and help them out" says Lt. Lindsey enthusiastically. "It's amazing to watch kids who were once in PAL become police officers and achieve their dreams." Not only does she serve on the board of directors for PAL, but she also represents the police department as an active member of the Kiwanis service club. A mother, a supervisor and an active community member, one may question how she has the energy to do it all. Her answer: "I get my family involved as much as I can, and that helps them to understand the importance of what I do."

Much like her senior counterpart, Officer Jennifer Sekera wanted to get involved in the community upon relocating to the L.A. area from Maine. She decided she wanted to give back to a family oriented organization, learned about the opportunities Big Brothers and Sisters of Los Angeles had to offer, and soon became a 'Big Sister' to a seven



year old girl named Destiney. Now fifteen years old, Destiney has been a part of Ofc. Sekera's life for more than eight years. For both Ofc. Sekera and Lt. Lindsey, it is a privilege to offer kids a chance to engage in new activities they may never have had the opportunity to experience; to take them on trips, watch them accomplish a goal, and simply to watch them grow up. Being involved in these kids' lives offers them an alternative to the corruption to which they may otherwise be vulnerable.

Devoting the same energy and commitment to giving back is Officer Christopher Skogh, who is a member of the South Bay Lions Club, chartered in January of 2006. Working to help address the needs and challenges of communities around the world, Ofc. Skogh contributes to the efforts of the 1.3 million men and women in 202 countries involved in the Lions' network. Some of their projects include cleaning up local parks, providing supplies to victims of natural disasters, and aiming to end preventable blindness. Just another example of the responsibilities SMPD officers are taking on outside their daily work, the philanthropic actions of people like Ofc. Skogh sets a high standard for many other incoming officers and employees.

While these are only a few of the inspiring officers and SMPD staff members who chose to share their experiences, there are many more who donate their time and energy to various organizations in Santa Monica and beyond. By contributing to the local community and the community at large, it is our belief as a department that we will better understand and recognize citizen needs and expectations. The old adage "practice what you preach" holds great significance for a department that encourages residents to get involved and help out in their communities. Those lessons learned from active community participation are what reinforce



▲ In addition to the official police discussions he provides to his kids' elementary school, a part of SMMUSD, Sgt. Graham also takes the time to volunteer as Assistant Coach to their AYSO soccer team.

the morals and values expected of each officer in this organization, and our officers continue to set the example each and every day.



▲ Out of one uniform and into another: Officers Robert D'Andrea & Marcus Mitchell.



TSOs

KEEPING SANTA MONICA MOVING SAFELY

“TSOs,” otherwise known as Traffic Services Officers, are anything but your average “meter maids.” Traversing the streets of Santa Monica in their GO-4 three-wheeled natural gas vehicles, SMPD TSOs can be found conducting a wide variety of public services to keep traffic moving, and keep people safe.



While in the past, similar positions may have held such titles as “meter checker” or “parking enforcer,” the responsibilities and expectations that have evolved to create the TSO position now entail much more than simply distributing parking citations. Though enforcing parking ordinances is one of their primary duties, TSOs also play a major role in facilitating traffic circulation throughout the city, especially during special events, holidays,

and summer weekends when congestion is at its worst. Assisting law enforcement officers with traffic control during critical situations also helps to ease traffic congestion and relieve officers of traffic duties, so that they may focus on other matters in the event of serious traffic accidents, police perimeters, and other street hazards such as fallen trees and power poles. Not only do Traffic Service Officers enforce all state and local parking ordinances, including meters, disabled spaces, red zones, bus zones, posted signs, time-limited parking, and preferential zones, but they also come to the aid of law enforcement at DUI checkpoints, assist code enforcement personnel, coordinate gridlock reduction operations, conduct abandoned vehicle impounds, and participate in good parking ticket campaigns.

Being that the number one concern for many residents of Santa Monica is traffic, you can see



just how much we depend on the Traffic Service Officers, not to mention the workload and amount of responsibility they have taken on. Due to the high volume of calls pertaining to traffic and/or parking requests, TSOs receive and dispatch their own radio calls using a system identical to that of the police dispatch. The thirty-five member Traffic Services unit operating under the Special Enforcement Division, responds to an average of

about 11,000 calls for parking service per year, and issues more than 300,000 parking citations. To simplify and expedite the parking citation aspect of a TSO’s job, they use a handheld computer called Autocite, into which information can be entered and a citation can be printed out. Almost immediately, the Autocite data is uploaded to a database which transfers the data to Affiliated Computer Services (ACS). After this point, ACS, which is a citation processing agency contracted by the City, manages any further communication to the recipients of parking citations. So essentially, once the data has been transferred, the processing of a parking citation is out of the TSO’s hands, though they are always ready and willing to explain this procedure and subsequent actions to unaware citation recipients. Future plans to further improve the unit’s efficiency include providing live camera feed to the TSO dispatch, so that they may broadcast traffic information to field personnel,





and utilizing additional message board systems to help provide visitors and residents with real time traffic directions to parking and events.

Because of the many duties TSOs must handle, over time they have acquired a wealth of knowledge and have become the “go-to” people for public inquiries. Their high visibility and public presence, especially in the crowded downtown areas, make them a valuable resource for the department. Though it may be easy to think the worst of a Traffic Service Officer when you are on the receiving end of a parking citation, consider the amount of patience and public relations skills TSOs must have in order to perform their jobs well. To develop employees into good problem solvers, communicators and customer service providers, each TSO must attend a thirteen week training program at



the beginning of their employment. The training imparts advice as to how to remain tactful, what to do when confronted by an unhappy or hostile customer, and how to listen and provide accurate information or assistance. Whereas previously citizens with questions or concerns may have been

immediately directed to a supervisor, this type of program enables TSOs to be more self-sufficient and resourceful, which significantly reduces supervisor workload as well.



Having TSOs take on the task of effectively managing crowds and traffic congestion has proven to be invaluable on a number of occasions. Working to prevent accidents and gridlock conditions on some of the most crowded days in Santa Monica such as 4th of July, Memorial Day, and the day after Thanksgiving, is a huge undertaking in itself. The Community and Cultural Services art event titled “GLOW” that took place late July of 2008, took everyone by surprise as crowds in excess of 200,000 art seekers flooded the streets and pier areas of Downtown Santa Monica. Maintaining a sense of order for the grossly underestimated

“GLOW” crowd was a true test of a TSO’s skills. While the sheer size of the crowd could have resulted in dangerous traffic conditions, TSOs rose to the occasion working eighteen-hour shifts and more to direct traffic and pedestrians and ensure the safety of all. First, “they allowed all the ‘peds’ to cross, then all the autos; they developed a rhythm that worked where it could have been a mess!” said Lt. Keane who heads the section. Though the crowds were much larger than expected, the event concluded with no major incidents to report, thanks to the support and commitment of Traffic Service Officers and Traffic Control Officers, a civilian unit of 10 part-time employees also overseen by Lt. Keane.

Despite all the communication and problem solving skills that TSOs have developed, the job can still,



at times, be very stressful. Interacting with displeased and often hostile drivers and citizens requires a great deal of both endurance and empathy. So if you find yourself in one of those not-so-pleasant encounters with a TSO, try to remember that the service they are providing is for the common good, and ask yourself, “What would the road be like without them?”



"SAFETY FIRST, SERVICE ALWAYS"

A NEW CUSTOMER SERVICE MODEL

As a police department, one of the most significant challenges we face is the art of gaining, regaining, or maintaining public trust. Part of this responsibility is achieved through education and by assuring the public that the department will provide them with the best service, even in times of distraction, stress, fear or danger. Bombarded by strings of stories and evening newflashes about home invasions, burglaries, shootings, and sometimes even police misconduct, etc., citizens can easily become disenchanted and lose confidence in the very people they entrust with the task of protecting them. Unfortunately, the reality is that such events can and sometimes do occur, so we must question how the consistent reception of such negative information affects the public and the department. We must constantly assess public perceptions to determine ways to improve the services we provide, and strengthen our relationship with the community. So how is the Santa Monica Police Department approaching this challenge?

"Safety First, Service Always." It's the new tagline for the Santa Monica Police Department, and part of a new model developed as a solution to providing better customer service, both internally and externally. In 2008, the department's customer service manager, Lt. Clinton Muir, began compiling information from the past two years of personnel complaints in order to measure areas in need of improvement. What resulted from the research was a novel approach to customer service derived from Walt Disney's "plus it" concept. Basically, to "plus it" means to do whatever you would normally do in response to a co-worker or resident with whom you are working, and ask yourself how you can go above and beyond that action to provide superior service. Along this line of thought is the "X-Factor"; a philosophy integrated into the new model that

comprises these customer service principles:

- EXceed eXpectations
- Provide eXceptional service
- Give the customer a quality eXperience
- All service should be eXemplary
- Achieve eXcellence.



"When a team member provides any level of service, before the contact is over they should ask themselves, 'Did I apply the X Factor?' If not, then there is room for the employee to do more before the matter is concluded," says Lt. Muir. Posters of these ideals line the hallways of the Public Safety Facility as a daily reminder of how to provide this superior service to each other and to the public.

Serving as an extension of the already high customer service standard set for the entire City of Santa Monica, the Police Department's new "seven key" model identifies and addresses specific problem areas that law enforcement personnel may encounter. The "keys" or different areas for consideration are: mission, needs/wants, standards, environment, delivery systems, stereotypes and qualities. Understanding and keeping in mind how each of these areas can affect the quality of service provided can help to bridge misunderstandings and improve relationships with the public. For instance, a given environment, such as a bulletproof



lobby window of the Public Safety Facility, though providing protection for an officer, can be seen as a communication barrier for the public. Recognizing this allows us an opportunity to generate solutions to such obstacles, rather than allow them to perpetuate poor public perceptions or interactions.

In an effort to reduce the number of personnel complaints the department receives, each employee will go through a workshop with activities that consist of several elements, such as videos to identify poor customer service practices, interactive games and an overall environment that is light-hearted and conducive to learning, unlike any traditional training atmosphere. Lt. Muir suggests that the goal is to provide training to every SMPD employee that will illustrate how good customer service internally (i.e. peer to peer), will "naturally expand to the outside" and produce good customer service for the public.



One significant improvement that will be made includes the addition of an informational monitor to the first floor lobby which will help direct visitors to the appropriate window/service provider. This will help reduce the wait times at the front desk

and enable staff to assist visitors more efficiently. In addition, the "Safety First, Service Always" tagline will soon be added to all police vehicles. Long term goals for the program include making it a regular part of the Citizen Academy (a public education program), as well as creating tailor made service standards for each division of the department.

Over the past year, staff members have also been participating in a workshop provided by the Convention and Visitors Bureau, called "I AM Santa Monica." While this workshop focuses on the importance of customer service for tourism and business, many valuable lessons can be extracted and carried over to the daily encounters with residents and business owners. Customer service not only encompasses interactions at a front desk or over the phone, but those interactions in the field, in response to an emergency, or any critical situation. These situations are often the ones in most need of special attention to our peers and the

public. When we take the time to consider how our actions will affect others, and how we can make stressful situations a little more tolerable, it becomes easier to work cooperatively as a team to get a job done. What can be taken away from any of these customer service programs is ultimately that each positive interaction between

the public and the Police Department adds up to create a positive public image and reinforce public trust, thereby supporting the community-department relationships necessary for maintaining safe neighborhoods.

Good Customer Service = Results

Letters of thanks and laudatory phone calls poured in during 2008. In the dangerous and demanding line of police work, it is not often that officers are recognized for all the hard work they do: the saving of others' lives, selfless risking of their own lives, the reduction of crime and so forth. These aspects of law enforcement are what measure our commitment to public service and what motivate our department to continue improving that service. Over the past year genuine gratitude has been expressed by those whose lives officers impact most. Everyone from residents, to business owners, to fellow law enforcement agencies have taken the time to recognize the commendable work that is being done by SMPD employees.



▲ ▼ Officers Gallagher and Pace are commended for their work with Medals of Valor along with Officers Brown and Verbeck who received Lifesaving Medals in August of 2008.



▲ Sgt. Hudson, along with Officers Alvarez and Perez (not pictured) were personally thanked for saving a 39-year-old's life by administering the AED & CPR to successfully revive him when he collapsed in city hall due to heart failure.



► Among those who showed their appreciation in '08, Jim & Linda Lippman bestowed their kudos to the SMPD team by donating and hosting an afternoon BBQ for the entire department!



2008 YEAR IN REVIEW

Incidents

The Major Accident Response Team (MART) investigated a felony hit and run traffic collision of a 60 year old homeless man that occurred May 21, at 12:08am. While jaywalking across Lincoln Blvd, just north of Ocean Park Blvd, the victim was struck by a vehicle that fled the scene without stopping or rendering aid to the injured pedestrian. The victim was transported to a local hospital where he eventually succumbed to his injuries and died only a few days later.

On May 28, at 3:02pm, SMPD officers responded to a traffic collision at the 1900 block of 14th Street, involving a vehicle and a bicyclist. Paramedics responded and transported the victim to a hospital where he later died. The 49 year old cyclist from Venice lost control of the bicycle, veered across 2 traffic lanes and fell off the bike into the opposing lane of traffic. No charges were filed against the driver of the vehicle.

On the morning of September 24, 2008, officers from the SMPD responded to the 1300 block of northbound PCH regarding a traffic collision involving three vehicles. When paramedics arrived, they quickly determined that one of the drivers had unfortunately succumbed to her injuries and died



at the scene. The second driver was taken to a local hospital for minor injuries, while the third driver was uninjured. MART Investigators learned that the victim, who was fatally injured, had been struck by her disabled vehicle when it was struck from behind by another approaching vehicle. At the time of the collision, the decedent was believed to have been standing in front of her vehicle while waiting for roadside assistance.

Narcotics / Vice Operations



The Narcotics/Vice Unit conducted various undercover operations throughout the year in which an excess of \$3,000,000 worth of Ecstasy was seized. During two separate undercover operations, narcotics officers seized 10,000 tablets of Ecstasy with a street value of \$250,000, and 5,000 tablets of Ecstasy with a street value of \$125,000.



In addition, the Narcotics/Vice Unit uncovered and shut down six houses this year that had been converted for the sole purpose of cultivating marijuana. The houses had been set up with unsafe wiring and stolen electricity which posed extreme fire and electrocution hazards to surrounding buildings and neighbors.

Investigators from the Narcotics Unit uncovered a group of local housewives who teamed up to sell

Investigations

Detectives from the Criminal Investigations Division continued work on a homicide investigation that began in early in 2008. On March 16th officers received a call from a concerned mother who had been attempting to contact her daughter unsuccessfully. When they arrived at the apartment complex in the 1500 block of Centinela Avenue, officers discovered the resident deceased in her home, and quickly concluded that she was a victim of assault. The twenty-one year old female victim was identified as Juliana Redding.

An investigation ensued after another incident occurred only a few days after the tragic discovery of Ms. Redding. On March 19th, officers responded to a residence in the 500 block of Montana Avenue where they located the victim of another assault. The manager of the building discovered the decedent after he had entered the man's home when his mother was unable to make contact with him for several days. Officers determined that the thirty-five year old victim, identified as Alexander Merman, died as a result of a blunt force trauma. The initial review of the crime scene indicated no relation to the homicide of Redding just three days earlier.



▲ Narcotics Investigators conducted surveillance and subsequently arrested two burglary suspects during a traffic stop on the Harbor Freeway. Inv. Gradle and Inv. McLaughlin pictured.

marijuana. The group sold and delivered marijuana to customers in Santa Monica, West L.A., Marina Del Rey and West Hollywood. Several pounds of marijuana were seized throughout the investigation which resulted in several arrests and the dismantling of the criminal team.

On the afternoon of April 2nd, officers responded to a burglary in progress in the 1300 block of Franklin Avenue. Officers located suspect Joaquin Palmer a short distance away from the original location, and positively identified him as the suspect who had attempted to break into the home. After arresting



▲ A felony arrest is made after a suspicious vehicle is stopped in the 1500 block of Euclid Street.

Palmer for attempted residential burglary, Detectives suspected that he may have been connected to a string of similar burglaries that occurred in March, and obtained a search warrant for his home and cars where they recovered property that was linked to an additional eight residential burglaries. The Los Angeles County District Attorney's office filed a total of nine felony counts of residential burglary with a 3rd strike.

▼ The Criminal Investigations Division conducts an electronic surveillance.



On April 28, 2008, at 11:45 pm, officers from the Santa Monica Police Department responded to a home invasion call at an apartment complex located in the 1200 block of 12th Street. The female victim was home alone when she was awakened by a male suspect attacking her with a knife. Though the victim was stabbed several times, she managed

to fight off the assailant who fled the location on foot. SMPD Detectives and Forensic Specialists processed the crime scene and located DNA evidence that was processed through the State's DNA database which identified a possible suspect. Investigators located the suspect identified as 32 year-old Michael Thomas Gargiulo and arrested him on June 6, 2008. Mr. Gargiulo was arraigned on June 10, 2008 in the LAX courthouse on the charges of attempted willful deliberate and pre-meditated murder and burglary.

SMPD detectives conducted an interview on May 2, 2008 with a 12 yr old girl along with her parents, who claimed she had been molested by a Lincoln Middle School teacher. On May 3, 2008, Detectives arrested Thomas Beltran, a 60 year old Los Angeles resident, at the 6100 block of Centinela Ave in Culver City, after interviewing additional students who also alleged abuse. Beltran was booked at the Santa Monica jail for child molestation, and was charged on May 6th.

Department responded to reports of two similar residential robberies. The first occurred July 18 in the 2300 block of 22nd Street when an elderly victim awoke to sounds of an intruder inside her residence. Though several items were stolen, the victim was not injured during the robbery. The second, on Aug. 8, occurred in the 1200 block of Ashland Avenue as another elderly victim awoke to sounds of an intruder, and discovered several items had been stolen. Detectives worked with the LAPD



On June 28 at 9:53pm, officers responded to shots fired in the 2000 block of Court 19. Upon first arriving at the scene, officers were unable to locate victims or witnesses, but within only a few minutes of canvassing the area, a local hospital notified the department of a gunshot victim they had just admitted. Officers determined the victim was in the same area at the time of the shooting and friends drove him to the hospital. The victim, identified as Byron Lopez, a 28 year old Gardena resident, died at the hospital as a result of his injuries.

During July and August, the Santa Monica Police

and soon arrested 53 year old Jeffery Langford on August 22nd, on suspicion of committing these robberies as well as up to a dozen more in neighboring cities.

SMPD Officers responded to shots fired in the 300 block of Colorado Ave near the Sears parking lot on the evening of August 21st. Upon arrival to the scene, one victim, who suffered a single non-life threatening gunshot wound, was found. Officers learned that the suspects had confronted the victim about his gang affiliation as he left the pier earlier that night, and was later confronted again near

the Sears lot. A fight then ensued and one suspect produced a gun shooting the victim. Officers contained the area with the assistance of the LAPD helicopter and 3 of the 4 suspects were quickly located and arrested. The suspects were charged with attempted murder, conspiracy, promoting a criminal street gang and parole violation.

On October 26th, a Traffic Service Officer reported hearing gunshots near Kansas Ave and Cloverfield Blvd where officers located a 17 year old Hispanic male victim who suffered a gunshot wound. Further investigation revealed that there was a second victim hiding in the apartment located in the 2000 block of Cloverfield Blvd. While searching the apartment for additional victims, officers encountered a wanted parolee who had barricaded himself in an upstairs room with his girlfriend. Both suspects eventually surrendered and were taken into custody. Both victims were transported to area hospitals where they were treated for gunshot wounds.

Another series of burglaries was put to an end when officers arrested two suspects, November 11th at 2:27pm in the 2800 block of Arizona Ave. Authorities were contacted when a neighbor saw a man and woman look into an adjacent apartment window, try to open the front door, and walk away with a TV shortly thereafter. After a short foot pursuit, officers apprehended both suspects who had stolen a TV and a laptop. The two suspects were believed to be responsible for as many as nine burglaries in Santa Monica, including one earlier that day.



▲ The collateral Air Support Unit, sets out to monitor Santa Monica from above.

Program Implementation

Communications Center staff along with the cooperation of a select group of cellular telephone companies completed the deployment of wireless 9-1-1 call routing directly to the Police Department. The Santa Monica Police Department now directly receives wireless 9-1-1 calls from Verizon Wireless, Sprint/Nextel, T-Mobile and MetroPCS customers provided that their call is routed through a tower/sector that is in the Police Department's jurisdiction.

The Police Department transitioned to a system that will enhance radio security and prevent monitoring by unauthorized persons, while allowing open access to the frequency for direct communication by outside agencies such as the Santa Monica Fire Department and LAPD Air Support. The encrypted

system allows only persons with an encryption key loaded onto their radio to hear transmissions, whereas digital communications can easily be monitored by anyone with the proper equipment which is often readily available to the public.

The Operations Division began the process of developing a new Event Planning Section (EPS), which will coordinate all special events and film permits. Santa Monica hosts many high profile events throughout the year, such as 4th of July and GLOW, which require intensive planning and preparation, as well as a significant portion of department personnel to staff the events. To enhance the police department's oversight and participation in events and filming throughout the City, the section will work with the City's Event Team, and contribute to discussions about the impact of such events on the City as well as assist in estab-

lishing requirements for future event promoters.

In 2008, the Department began its transition to a new policy manual format called Lexipol, which focuses on organizational and operational risk management. An integrated set of tools are customized for the agency based on Gordon Graham's innovative "5 Pillars of Success: People, Policy, Training, Supervision and Discipline." Hundreds of law enforcement agencies currently operate from the Lexipol policy manual system which has been published over the last eight years. Each agency's policy content is developed to be in compliance with all required statutes while recognizing the unique character of the community it serves. Content is updated by Lexipol's research staff and the input from hundreds of subscribing agencies facing real world challenges daily.



Events such as 4th of July Parade ▲ and GLOW ► will be managed through the new Event Planning Section.



Special Events

The annual nationwide event "National Night Out" sponsored for the last 25 years by the National Association of Town Watch, took place August 5th. Officers from various units held displays and demonstrations, and participated in activities like the dunk tank and more. Community members came to interact with the police department and enjoy an evening of carnival themed activities as well as public safety displays.



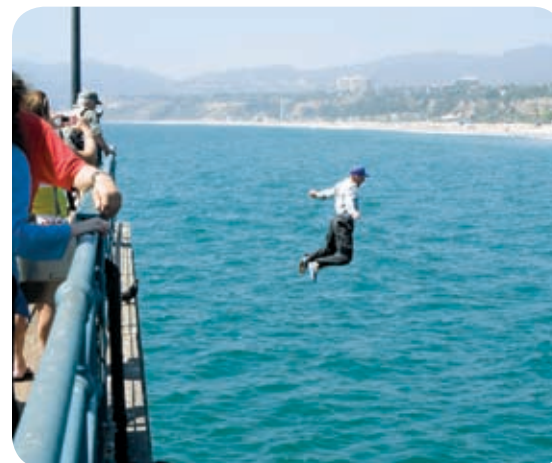
SMPD explorers post took 3rd place in several team events in a statewide competition in Oxnard, Camarillo & Ventura. Explorer Alexis Cornejo took 2nd place among the females in the obstacle course competition. Four hundred explorers from five states took part in the competition that tested skills in seventeen different events.



The Santa Monica Police Department's Police Activities League teamed up with Marina Del Rey's outrigger program in an effort to expose PAL boys and girls, between the ages of ten and twelve years, to the traditional Hawaiian sport. In their first race of the season, the PAL team fought hard and finished in 1st place!

Training

The Harbor Patrol took part in a demonstration as part of a training exercise to prepare for the event of an individual jumping from the pier. The simulated pier jumper, Harbor Officer David Finley, can be seen in the photo jumping off the Santa Monica pier to be rescued by other Harbor Patrol Officers.



Grants

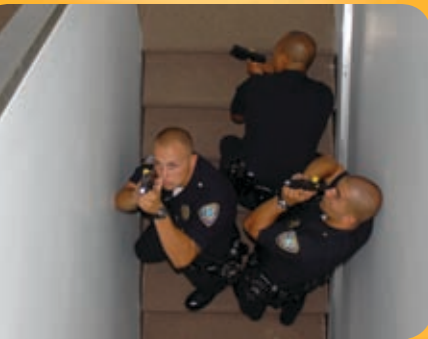
Sobriety/Drivers' License checkpoints were conducted throughout the year to reduce the number of persons injured and killed in alcohol involved crashes. The Office of Traffic Safety (OTS) awarded the department a grant to fund the checkpoints that were set up at the 3200 block of Santa Monica Blvd, 2300 block of westbound Pico Blvd, and 2600 block of Main St. OTS also recently awarded the department an additional grant of \$59,500 to further reduce the number of alcohol related accidents.

OTS also awarded the department a grant to support the Click it or Ticket campaign. During May 12th through June 1st, the traffic section mobilized to enforce and educate as a means to help California achieve the highest seat belt use rate for the nation and to ensure the safety of all vehicle passengers.

▼ Motor officers ensure road safety at a sobriety checkpoint.

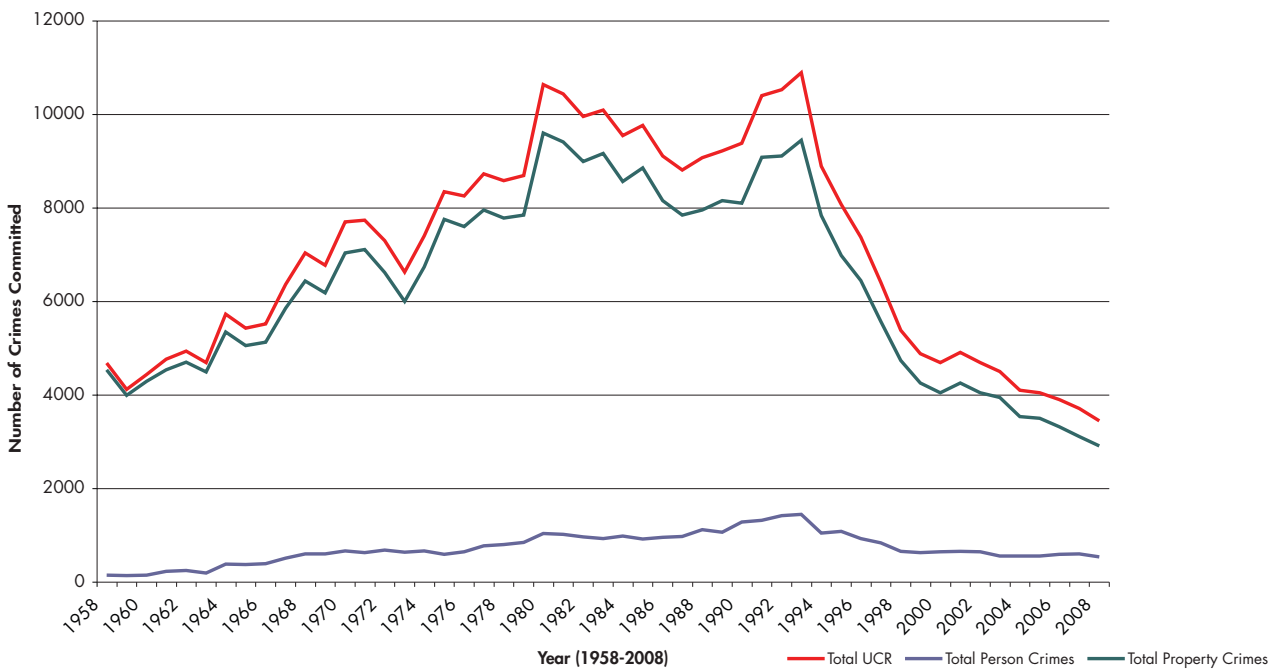


IN FULL FOCUS
A VISUAL RECAP OF 2008

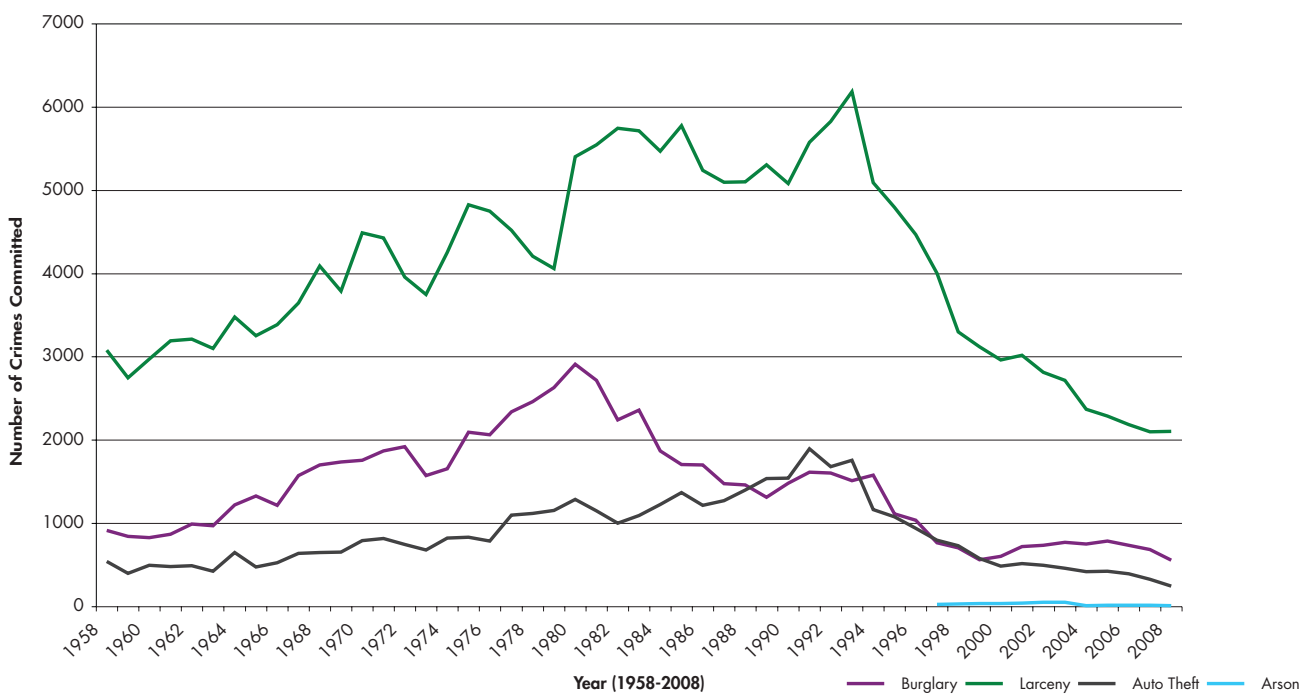


STATISTICS: CRIME & TRAFFIC ACCIDENTS

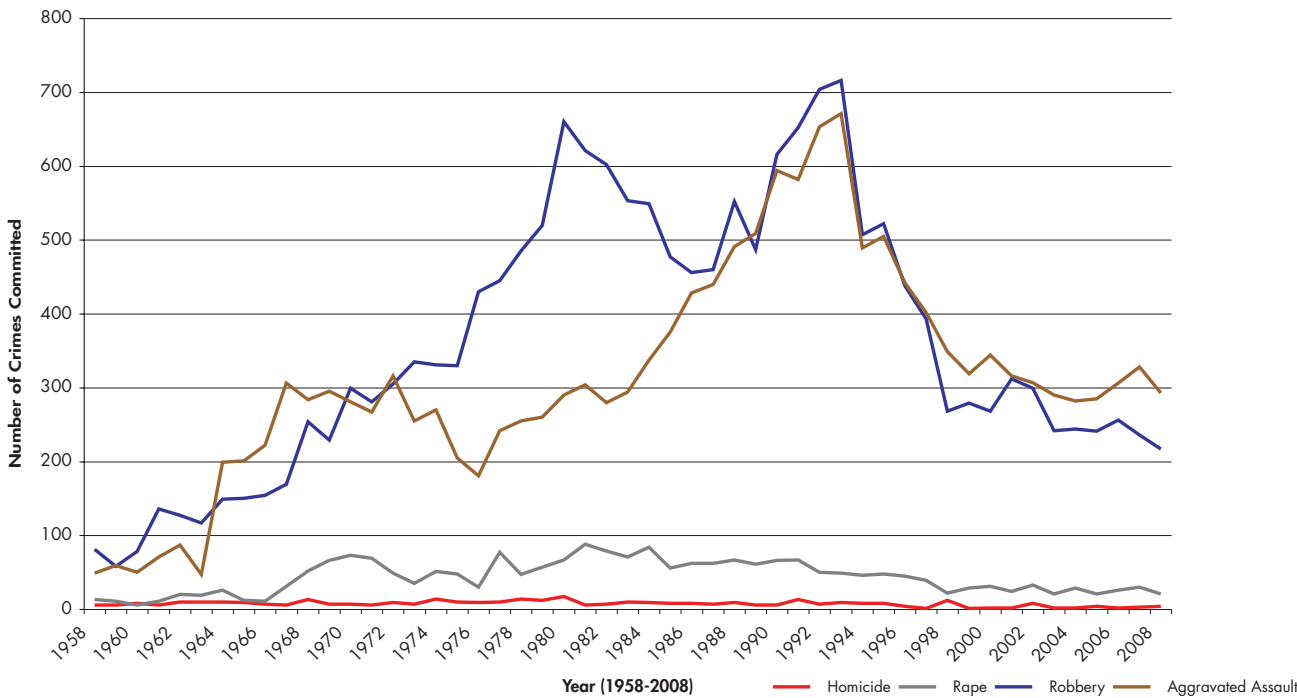
Total Part 1 Crimes Per Year



Total Property Crimes



Total Crimes Against Persons



TRAFFIC ACCIDENTS 1995 - 2008

	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
2008	1,862	569	690	376	117	6
Change 2007 to 2008	0.00%	10.00%	24.00%	-9.00%	-5.00%	0.00%

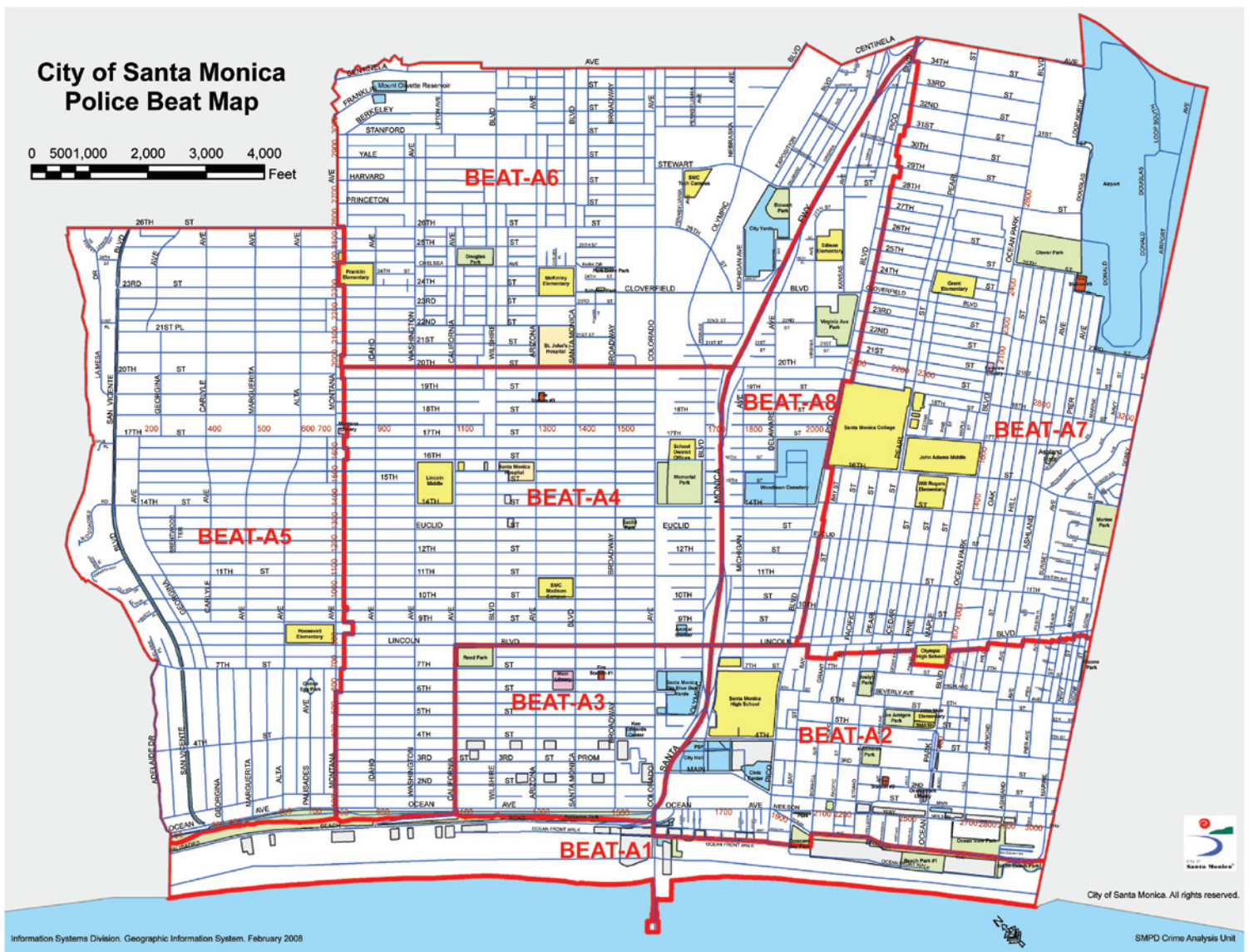
*This is the number of incidents in which a pedestrian or pedestrians were involved.
**All 2003 fatalities resulted from the Farmers' Market Incident on July 16, 2003.



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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NRO CONTACT LIST

Beat	Assigned NRO	NRO Phone #s	Assigned CPC	CPC Phone #s
1	Ofc. Carranza	(424) 200-0681	Lauralee Asch	310-458-8618
2	Ofc. Pace	(424) 200-0682	Lauralee Asch	310-458-8618
3	Ofc. Glaser	(424) 200-0683	Ana Montalvo	310-458-8774
4	Ofc. Boyd (Temporary)	(310) 458-2201 x4134	Ana Montalvo	310-458-8774
5	Ofc. Gwartz	(424) 200-0685	Suzie Kim	310-434-2627
6	Ofc. Lucio	(424) 200-0686	Suzie Kim	310-434-2627
7	Ofc. Williams	(424) 200-0687	Mike Cyevich	310-458-8421
8	Ofc. Franco	(424) 200-0688	Mike Cyevich	310-458-8421
Supervisor	Sgt. Hernandez	(424) 200-0689	Sgt. Thruston	310-458-8471

NRO = Neighborhood Resource Officer

CPC = Crime Prevention Coordinator

2008 Year in Review

was written and published for the Santa Monica Police Department by Editors Jessica Castillo and Kevin McGowan, SMPD Office of the Chief of Police.

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