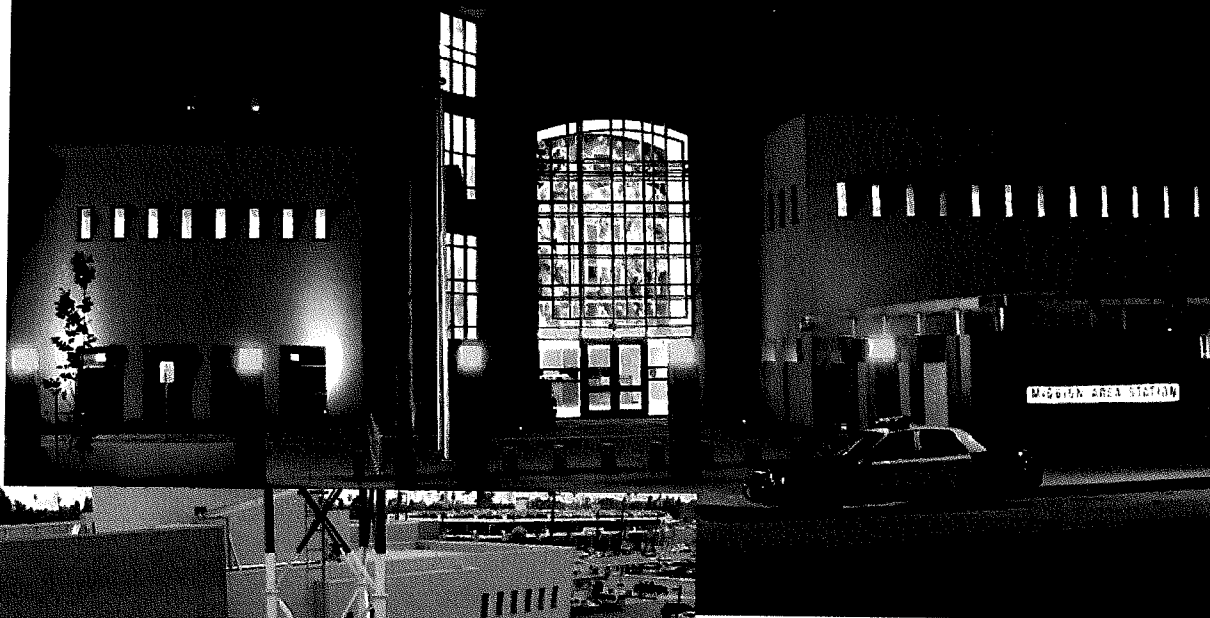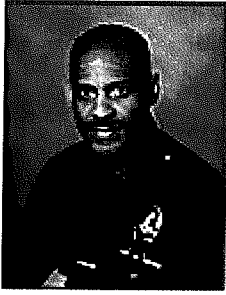# Los Angeles Police Department

New Area Transition Guidebook

William J. BRATTON
Chief of Police

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Assistant Chief Earl C. Paysinger

New Area Commanding Off   **Director, Office of Operations**

The process of opening a new Area Station is a daunting, yet extremely important task. Just as important as the strong and solid foundation upon which the physical building is built, is the infusion of a strong foundation of service and commitment to the community from those who will serve in the new Area station. This is a profound opportunity to lay the groundwork for many years of dedicated and honorable service that will emanate from the new station. This should be a symbol of pride and partnership with the surrounding community. The essence of the new station will not be defined by its mortar and bricks, but by the leadership of the dedicated men and women of the Los Angeles Police Department who serve there.

Those who have gone before you and have opened a new Area station have helped create this guidebook. It will provide you with a plethora of information regarding the tasks that lay before you and "lessons learned" from the recently opened Mission Area station. Although not an exhaustive or all-inclusive guidebook, it will provide you with the initial framework from which to work during the early planning stages of this new adventure.

The guidebook addresses the creation and development of the transition team, selection of personnel, equipment and furniture procurement and placement, community outreach, and the development of operational functions. Please refer to this guidebook as you deem necessary, but remember that the success you realize will largely be a reflection of your courage, tenacity, innovation, dedication, and leadership.

Best of luck,

EARL C. PAYSINGER, Assistant Chief
Director, Office of Operations

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TRANSITION GUIDEBOOK

I. NEW AREA TRANSITION TEAM

A. PERSONNEL
1. Initiate selection process for key positions *(advertise positions, conduct interviews)*.
2. Anticipate the need for team members and conduct ongoing search for personnel.

B. SELECT WORK LOCATION FOR THE TRANSITION TEAM *(minimum 10 month lead time)*
1. Work location must be large enough to accommodate an increasing number of personnel as the team grows.
2. Work locations must have adequate parking for team members.

C. EQUIPMENT REQUIREMENTS FOR WORK LOCATION
1. Equipment
   a) Select and order telephones.
   b) Secure Local Area Network (LAN) equipment *(server, computers/workstations, printers, etc.)* and other peripheral devices.
   c) Identify miscellaneous office equipment needs.
   d) Anticipate the future need for additional equipment as new team members join.
   e) Order equipment and have it installed <u>prior</u> to the arrival of new team members.
2. Vehicles
   a) Coordinate with Motor Transport Division (MTD) to secure a growing number of vehicles as the Transition Team expands.

II. TRANSITION TEAM RESPONSIBILITIES

A. ORDER SUPPLIES AND EQUIPMENT *(2-3 months in advance)*
B. DEVELOP AREA STANDING PLANS
1. Requires technical writing skills
2. Field duties include:
   a) Identification of critical locations;
      (1) Obtain copies of Standing Plans from existing Areas for reference.
      (2) Plans should adhere to the Emergency Operations Guide ideals *(Department manuals should be referenced and not duplicated in their entirety)*.
   b) Identification of Command Post locations;
   c) Establishment of liaisons with Facilities Management Division (FMD) and vendors; and,
   d) Development of station security plans.

C. COMMUNITY OUTREACH *(See section IX. Community Outreach)*
D. FORMULATE BASIC CAR AREAS
1. Become familiar with issues such as problem areas, gang locations, parole houses, etc. by conducting ride-alongs with existing Area SLOs.
2. Coordinate effort with:
   a) Information and Technology Division (ITD);

    b) Information and Technology Agency (ITA); and,

    c) Emergency Command Control Communications System (ECCCS).

E. PREPARE FOR INITIAL SELECTION OF AREA MANAGEMENT TEAM
1. One Captain I *(Patrol C/O)*
2. Four Lieutenants I *(3 watch commanders and 1 detective watch commander)*
3. Two Lieutenants II *(Detective OIC and GIT OIC).*

F. PERSONNEL SELECTION *(See section III. Personnel Selection)*

G. DETERMINE WORKSPACE USAGE BY AREA PERSONNEL
1. Consider special requirements for each office space and the potential impact on operations.
   a) Examples;
      (1) "Cold" telephone line;
      (2) Fax machine; and,
      (3) Cable television.

H. SITE SECURITY
1. Identify a secure storage location for the delivery of supplies and equipment.
2. Time delivery of supplies to coincide with Bureau of Engineering (BOE) acceptance of the site.
   a) A delay in the acceptance of the site by the BOE can potentially cause a delay in ordering supplies due to storage concerns.
   b) Temporary storage options:
      (1) Re-key property room *(after BOE acceptance)*; and,
      (2) Order a cargo container.
3. Publish "stay-away" advisement reminding personnel to avoid visiting the work site.

I. AGENDA AND COMMUNICATIONS
1. Conduct weekly site meetings to ensure ongoing partnerships with all involved entities, i.e., BOE, FMD, Fire Department, ITD, ITA, and Supply Division, etc.
2. Provide regular updates to the Bureau Chief, i.e., progress, delays, issues.
3. Conduct regular walkthroughs of the site to identify deficiencies, potential delays, repairs, and modifications.
4. Inspect site on all rainy days to look for leaks, etc., and communicate any issues to the BOE project manager.

III. PERSONNEL

A. REVIEW THE BELOW MATERIALS TO ASSIST WITH PERSONNEL SELECTION
1. Operations Notice No. 5, 2004 entitled *Managed Attrition – Office of Operations*
2. April 1996 Chief of Police directive entitled *Managed Attrition Policy*
3. Human Resource Notice, dated March 7, 2002 entitled *Managed Attrition Policy – Revised*

B. SELECTION PROCESS FOR SWORN AND CIVILIAN EMPLOYEES
1. Meet with Personnel Division.
2. Meet with Employee Relations Group.
3. Advertise for vacancies *(on going)*.
4. Develop an "interest pool"/database of all applicants in anticipation of heavy employee interest.
5. Establish protocols to ensure an efficient and thorough interview and assessment process.
6. Evaluate pool for special skills *(i.e., foreign language ability, special talents, UPR qualified, Bike Patrol qualified, etc.)*.
7. Take note of vacation requests.
8. Ensure selection process does <u>not exclude</u> sick, injured on duty (IOD), or light-duty personnel.

C. ENSURE THAT POTENTIALLY AFFECTED PERSONNEL UNDERSTAND THE APPLICATION OF MANAGED ATTRITION
1. Explain the process.
2. Communicate changes/updates on a regular basis.

IV. INFORMATION TECHNOLOGY DIVISION (ITD)

A. CONTACT ITD TO MODIFY THE LEGACY SYSTEMS *(The City's mainframe)*
1. Applications need to recognize and accommodate new Area in data collections, storage and retrieval.

B. ENTERPRISE SYSTEMS SECTION (ESS)
1. The ESS will guide the modification of the patrol plan *(requires the services of an outside contractor)*.

C. NETWORK SYSTEMS SECTION (NSS)
1. Determine server package requirements.
2. Prepare specifications for the type and number of workstations and printers.
3. Install server.

D. ADMINISTRATIVE SECTION (AS)
1. AS will complete the necessary purchase orders *(for the server, workstations, printers, and software)*, which FMD will hold pending the availability of funds.
2. Ensure that the number of LAN stations ordered is sufficient for the needs of the new Area *(this is an expensive budget item and overages should be identified and returned so the money can be used for other things)*.

E. INFORMATION TECHNOLOGY AGENCY (ITA)
1. Survey the site to identify access points for Portable Officer Data Device System devices.
2. Install Portable Officer Data Device System access points if necessary.

V. DIGITAL PHONE SYSTEM

A. DESIGNATE A TELEPHONE COORDINATOR
1. The telephone coordinator should have institutional knowledge of the needs of each entity within the command.
   a) The coordinator may need to consult with each unit officer-in-charge (OIC) *(or counterpart at another Area)* to understand the needs of the unit.
2. The coordinator will need to learn/understand the capabilities of the digital telephone system.
3. The coordinator should complete a telephone matrix that identifies the unit, workstation, employee, telephone model, and desired array of features.
   a) ITA will use the coordinator's matrix as the blueprint for installation of the telephone system.
   b) Modifications cannot be made at the time of installation because each added feature has a related service fee.

VI. EMERGENCY COMMAND CONTROL COMMUNICATIONS SYSTEM (ECCCS)

A. EQUIPMENT
1. ECCCS will provide ASTRO radios and batteries.
2. ECCCS Responsibilities:
   a) Program the ASTRO radios and Mobile Data Computers (MDCs); and,
   b) Install the Area Command Console (ACC) and Modular Automatic Number Identification Automatic Location Identification Retrieval System (MAARS).

B. BEAT PLAN
1. Meet with Communications Division to construct a Beat Plan.
   a) Communications Division will make the necessary software modifications.
2. Consider initially staffing the ACC with a Police Service Representative (PSR) to assist with the re-direction of patrol units in the event that the new Area continues to return as old Reporting Districts.

VII. SUPPLY AND EQUIPMENT ORDERING

A. COORDINATE ORDERS WITH FMD AND CITY VENDORS
B. SUBMIT ORDERS TO SUPPLY DIVISION IN ADVANCE OF THE CITY MANDATED CUT-OFF DATE
1. The Fiscal year ends June 30th and the new fiscal year begins on July 1st.
2. Supply Division will hold new Requisition Forms *(supply orders)* received at the end of April.
C. EXPENSIVE BUDGET ITEMS
1. The below items can be costly and must be budgeted for accordingly:
   a) LAN equipment *(server, computers, and printers)* and other peripheral devices;
   b) Smartboard symposiums and peripheral devices;
   c) Weight room equipment – Room acoustics should be considered;
   d) Workstation chairs; and,
   e) Unanticipated modifications to the station plan *(change order requests)*.

VIII. INTERIOR AESTHETICS

    A. FACILITIES MANAGEMENT DIVISION (FMD)
        1. FMD will select the carpet, hardwood flooring, and work areas *(cubicles)*.
    B. TRANSITION TEAM RESPONSIBILITIES
        1. Select the colors, fabrics, woods, surfaces and styles from approved vendors for the remaining furniture, i.e., lobby furniture, community room furniture, chairs for personnel, cots for the cot room, etc.
        2. Ensure sufficient funds are allocated for additional station aesthetics, i.e., pictures, framing, and maps, etc., in addition to the above furniture.

IX. COMMUNITY OUTREACH

    A. COMMUNITY RELATIONS OFFICE
        1. Youth Programs - Contact Juvenile Division, Youth Programs Unit (YPU), for assistance, insight, and a copy of the Explorer Manual *(The YPU provides functional supervision for all Department youth programs)*.
            a) Explorers
                (1) Meet with existing geographic Area Youth Service Officers.
                (2) Identify Explorers assigned to the existing Area posts but who reside in the new Area: provide option to transfer to the new Area.
                (3) Actively recruit new members.
            b) Determine whether any of the below programs are desired/needed.
                (1) Jeopardy Program
                (2) Deputy Auxiliary Program (DAP)
                (3) Police Activity League (PAL)
    B. COMMUNITY POLICING ORGANIZATIONS
        1. Community Police Advisory Board (CPAB)
            a) The Community Policing Unit, Office of Operations, can provide guidance and support for the creation of a new CPAB.
            b) Meet with existing Area CPAB members and determine whether any of them live/work in the new Area: provide option of transferring to new Area.
            c) Actively recruit new members.
        2. Police Clergy Council
        3. Reserves
        4. Volunteers
            a) Unit and Section OICs should collectively create a list of volunteer duties.
        5. Boosters *(non-profit organization)*
            a) Set up Booster Association, i.e. 501C3 non-profit status.
            b) Canvass community to identify potential members *(businesses, professionals, community groups, etc.)* for participation.
    C. OUTREACH
        1. Develop multimedia presentation of Area status.
        2. Advertise dates of community meetings.
        3. Meet regularly with community members and media at Neighborhood Watch Meetings, Town Hall Meetings, Clergy Meetings, etc.
            a) Update members of Area progress, delays, and issues.
            b) Answer questions related to response times, service areas, etc.

X. MOTOR TRANSPORT DIVISION (MTD)

A. DESIGN OF GARAGE
1. A FMD representative, who is able to make decisions regarding the layout and needs of MTD, should be actively involved in this process.
2. FMD will need to obtain a consultant who specializes in designing and operating vehicle maintenance and repair facilities.

B. HAZARDOUS MATERIALS
1. MTD's input will be necessary since they are required to meet Federal, State, and local regulations regarding the fueling, equipment repair, and the handling, storage, and disposal of hazardous materials.

C. EMERGENCY POWER
1. MTD's design and procurement of equipment will be necessary for a fully functioning garage to meet the City's requirement that all police facilities are self sufficient during times of natural disasters or civil unrest.

D. FLEET
1. Coordinate with existing geographic Areas to ensure that staffing figures are released to MTD.
   a) MTD requires staffing levels to determine fleet ratios and vehicle assignments.
   b) Additionally, ECCCS cannot remove/re-program MDCs until MTD has made the above determination regarding the movement of vehicles.
2. New Area garage will mark the vehicles with the appropriate divisional number.
3. Designate one person to coordinate the procurement of specialized vehicles, including a sufficient power source in the parking area to re-charge the vehicles.
   a) Command vehicle *(Tahoe)*
   b) Mobile substation, etc.

E. OFFICE EQUIPMENT AND BREAK ROOMS
1. Electronics and office equipment must be accordingly planned for and delivered for the garage for it to remain a functional entity.

F. PERMITS AND LICENSES
1. Obtain an Environmental Protection Agency (EPA) Hazardous Waste License <u>prior</u> to opening the facility.
2. FMD generally takes care of all permits/licenses, etc.

XI. PATROL OPERATIONS

A. WAR/SITUATION ROOM
1. Ensure that Watch Commanders, Assistant Watch Commanders, Detective OIC, etc. have direct input in the design and equipping of the War/Situation Room.

B. AREA OFFICE
1. Ensure that a team of end-users is included in the meeting to discuss the design and set-up of the office area.

C. HOLDING TANKS
1. Watch Commander and Assistant Watch Commander should have input on the design and appearance of the holding tank.
2. Ensure that the holding tanks are designed with a bar or ring to secure combative arrestees.
3. Ensure that the holding tanks do not have any exposed air vents or sunken window gaskets where narcotics, contraband, or weapons can be hidden.

D. JAIL
1. LiveScan
   a) Request unit from Technical Services Group.
2. Identify LiveScan cadre for training by Jail Division Personnel (after delivery of LiveScan unit).

E. COT ROOM
1. Ensure adequate funding is set-aside for cots and related items.

F. KIT ROOM
1. Ensure design is completed with the input of <u>experienced</u> Kit Room officers.
2. If necessary, contact the Wood Shop for custom-built cabinets for storage, etc.

G. EQUIPMENT *(Contact the below entities for equipment needs)*
1. Facilities Management Division (FMD)
2. Supply Division
3. Training Division

H. FLEET COORDINATION *(See section X. Motor Transport Division)*

XII. DETECTIVE OPERATIONS

A. FORMATION OF A DETECTIVE OPERATIONS DESIGN CADRE
1. Assemble the Detective OIC, detective watch commander, and all of he detectives III to collaborate regarding detective area design, transition of cases, and specialized equipment needs.

B. OFFICIAL POLICE GARAGE (OPG)
1. Establish contact and meet regularly with the OPG Contract Administrator at Commission Investigation Division.
2. Ensure standardized protocols exist for the use of multiple OPGs.
3. Ensure that ECCCS is automated to dispatch the correct OPG upon a service request.

C. CASE IDENTIFICATION AND TRANSFER
1. Set guidelines for and identify cases that will be transferred from the existing Areas to the new Area.

D. PROCURE EVIDENCE DRYING LOCKER

E. ESTABLISH WITNESS RELOCATION PROCEDURES
1. A Department checklist is pending development by Investigative Analysis Section.

F. COLD CASE IDENTIFICATION
1. Meet with existing Area commanding officers, detective commanding officers and homicide detectives to:
   a) Identify previously unsolved murder investigations from existing Areas that are now within the new Area boundaries; and,
   b) Create guidelines to determine which unsolved cases the new Area will absorb.

G. DETECTIVE TRANSITION
1. Ensure detectives are able to transfer cases in DCTS.
2. Work with existing Area detectives to minimize the number of transferred cases *(Take note of the due dates of all transferred cases)*.

XIII. RECORDS OPERATIONS

A. CIVILIAN PERSONNEL SELECTION
1. Supervisors must be <u>experienced</u> in running an Area records unit.
2. Entry level workers should be assigned to, and on-site in the new Area before it becomes operational to allow for orientation and on-the-job training.

B. CIVILIAN SUPERVISOR RESPONSIBILITIES
1. Develop an operational plan.
   a) Conduct on-site inspections/analysis of other records units.
   b) Develop "Best Practices."
   c) Establish contacts at Supply Division.
   d) Develop a system to track and control requisition requests.
2. Establish a secure location for storing supplies and equipment.

XIV. SPECIALIZED UNIT OPERATIONS (GANG IMPACT TEAM, NARCOTICS ENFORCEMENT DETAIL, VICE)

A. OFFICER IN CHARGE (OIC) RESPONSIBILITIES
1. Develop an operational plan.
2. Have direct input regarding the design of the office.

B. PERSONNEL SELECTION
1. Factors include (but are not limited to):
   a) Gangs in the geographic Area;
   b) Foreign language skills;
   c) Personnel due-out dates; and,
   d) Uniformed officers' investigative skills *(to assist assigned detectives)*.

C. OFFICE REQUIREMENTS *(Not inclusive)*
1. Dedicated work area accessible only to assigned personnel due to the sensitive/confidential nature of the investigations.
2. "Cold" telephone line for confidential (work-related) telephone calls.
3. Ability to mute/disable/lower the volume of the public announcement system.
4. Dedicated fax line.

D. OBTAIN CASE FOLDERS FROM THE EXISTING AREAS

XV. TRAINING COORDINATOR RESPONSIBILITIES

A. CONSENT DECREE COMPLIANCE

B. ORIENTATION DAY
1. Establish orientation day protocols.
2. Ensure orientation and street guides are distributed.

C. DEDICATION CEREMONY *(Requires at least 6 months lead time)*
1. Create steering committee *(30 days prior to first stakeholder meeting)*.
2. Establish committee responsibilities.
3. Develop matrix, i.e., timeline, budget, sponsors, stage and seating, etc.
4. Establish dedication day protocols.
5. Designate coordinators for security, reserve officers, Explorers, etc.

XVI. STATION FUND

A. FORM A STATION FUND COMMITTEE
1. Obtain copies of Station Fund by-laws from existing Areas.
2. Secure appropriate tax identification number from Internal Revenue Service.
3. Establish by-laws and forward to Fiscal Operations Division (FOD).
4. Forward 15.02.00 to FOD requesting to open a bank account for the Station Fund.
5. Open Station Fund bank account.
6. Determine whether contracting vending services, i.e., vending machines, produce larger profits than opening a "station store."

B. RESOURCES
1. City of Los Angeles, Office of Finance
2. State of California, Board of Equalization
3. State of California, Franchise Tax Board
4. Internal Revenue Service

XVII. ADDITIONAL EXPENSES

A. MISCELLANEOUS ITEMS
1. Refrigerators and Microwaves *(employee lunchroom, community room, and detective squad room)*
2. Patio Furniture

Prepared by:

Evaluation and Administrations
Section
Office of Operations
(213) 478-8826