A TECHNOLOGICAL TRANSFER DESCRIBING AN ALTERNATIVE FUNDING SOURCE FOR LAW ENFORCEMENT ENHANCEMENT PROGRAMS NOT AVAILABLE THROUGH THE NORMAL BUDGET PROCESS THROUGH THE ESTABLISHMENT OF A PRIVATE CITIZEN ADVISORY COUNCIL

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I.

ABSTRACT

This paper describes the background and status of a private citizen crime prevention advisory council established in a large metropolitan police department. The study is designed as a technological transfer describing an alternate funding source program for law enforcement enhancement programs, not available through the normal budgetary process. The study is based on the personal experiences of the author and describes the goals of the program and the strategic planning and management process necessary to bring about its implementation. It also examines aspects of the organizational content and features of the program design which relate to the program's effectiveness. The potential, accomplishment and level of support are also discussed.

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Chapter I

INTRODUCTION

THE PROBLEM

Policing in the late eighties and on into the nineties will be greatly different from the policing of the sixties and seventies. One of the major differences, and a problem for police chief executives and managers, will be resolving demands for increased service within the confines of reduced fiscal and personnel resources. Such prospects require today's managers to closely examine strategic alternatives to meet demands that will be placed on their organizations.

In early 1984, the project designer, Commander Glenn Levant, recognizing the reality of indefinate fiscal constraints, began a strategic analysis of the situation. Working independently and of his own volition, he formulated a strategy that, if implemented, could provide alternate funding for his organization's crime prevention enhancement programs. The strategy was predicated on the long standing principle of "people working with police." It centered upon the importance of public involvement in working toward crime prevention goals. Crime prevention efforts had suffered substantially following post-Proposition 13 cost cutbacks and this important aspect of police management had been placed in a tenuous position.

The project designer solicited the support of the Chief of Police pursuant to the proposed alternate funding method. After careful review of the concept and proposed design, the Chief gave his approval. Thus, the Los Angeles Police Department (LAPD) embarked upon a strategy considerably different from what has been its past experience. The LAPD, under the management of the project designer, pioneered a program of public funding outside of the normal budgetary process for its crime prevention enhancement programs. The end result of this strategy has been a needed bi-level funding source which effectively provides for the capabilities needed by the Department to achieve its mission.

In 1968 the National Commission on the Causes and Prevention of Violence emphasized the need for citizen involvement in the criminal justice system: "Government programs for the control of crime are unlikely to succeed all alone. Informed private citizens, playing a variety of roles, can make a decisive difference in the prevention, detection and prosecution of crime, the fair administration for justice, and the restoration of offenders to the community."(1)

In past years there has been an increased awakening to this citizen/police partnership philosopy outlined by the National Advisory Commission. A significant amount of documentation exists to show that efforts to improve relations between the public and the police have been

1. National Advisory Commission on Criminal Justice Standards and Goals "Report on Police" 1973, p. 61.

most successful when the two have joined together in common causes. For example, when law enforcement personnel who patrol a neighborhood meet with its residents to discuss crime problems in the area and to develop joint solutions to them, there is a fundamental exchange of understanding. The success of such efforts has been measured by, in most cases, a reduction in the rate of the specific targeted crimes.

It is a proven fact that members of the public can become personally involved to the limit of their time and energy. In the City of Los Angeles, this personal involvement has been expanded to include a heretofore untapped population group capable of not only providing time and energy, but also funding and fund raising programs to finance many of its crime prevention programs.

THE STUDY

This study is not a theory. It is designed as a technological transfer with demonstrated utility and specific application to law enforcement programs. It outlines an approach to a successful private citizen Crime Prevention Advisory Council (CPAC). It describes what was needed and what was done in Los Angeles to implement alternate funding sources. It allows the reader to observe the qualities of a successfully developed program which is in place and functioning. It is hoped that the study will, if desired, guide other police executives and mangers toward the successful implementation of similar programs to fit their own needs.

DELIMITATION

Since no one program is perfect, the reader must be careful when considering adoption of a Crime Prevention Advsiory Council (CPAC) Program to his or her particular agency. Exact adoptions of the Los Angeles program must be considered with relative caution. Flexibility is the key. Additionally, the role of a Crime Prevention Advisory Council must be task specific so that its activities are clearly identified. Experience in Los Angeles has shown that a broadly generalized approach leads to demands that the program be "all things to all people." As a result, its financial effectiveness is diluted and little is accomplished.

DEFINITIONS

CRIME PREVENTION ADVISORY COUNCIL: This entity is a non-profit, tax exempt corporation. It is an affiliate of, and operates under, the full endorsement of the Los Angeles Police Department. It is comprised of public volunteers.

STRATEGIC PLANNING: The management of change. A decision-making process that provides the basic direction and focus of the mission.

FUTURE SCENERIO: Describes in some detail a hypothetical sequence of events that can lead plausibly to the situation envisioned. Allows the analyst to get a feeling for events and the branching points dependent upon critical choices.

TRANSITION MANAGEMENT: Answers the central question of how to get from here to there. A planning process that overlays the future.

CRITICAL MASS: Those people/groups, who if actively in support of the change, ensure that the change will take place; (e.g. Chief of Police, certain group leaders, prominent business persons).

FORECAST INPUTS: Forecasting information about the future concerning such areas as economic trends, population growth, social trends, and possible policy environments (e.g., governmental regulations).

HISTORICAL INPUTS: Requires an awareness of the peculiar historical context of the organization that makes it uniquely what it is in the present.

COMMITMENT PLAN: Specifies how the transition state is managed.

STRATEGIC ALTERNATIVES: Contingency plans and methods of adaptation to anticipated and unanticipated forces.

STAKEHOLDER: Any person or group who can affect, or may be affected by, the efforts of an organization to achieve its mission.

STAKEHOLDER ANALYSIS: Basing the future outcome of an organization's strategy on the results of the forces brought to bear on the organization by its stakeholders.

The study has been organized into four chapters. The first chapter briefly outlines the fiscal problems that law enforcement agencies are facing and highlights a successful program in place within the Los Angeles Police Department. Chapter Two attempts to display the conceptual environment that led to the establishment of the program. Chapter Three details the processes, methodology and philosophies of the project designer in setting up the program. Chapter Four is an analysis and evaluation of the program based on quantifiable successes.

Chapter II

STRATEGIC PLANNING

"The history of public planning is replete with tales of overexpectation, underestimation of costs and disillusionment". . .(2)

Law enforcement agencies utilize a huge portion of the public sector's budget. The law enforcement executive is therefore required to scrutinize the resources he is allotted to accomplish the mission of his department. He does this, for the most part, through traditional operational planning which, due to fixed budgets, restricts him to concerns based on minor refinements of existing programs. There is often no chance for innovations or growth.

In order to shed the bonds placed on law enforcement agencies by restrictive budgets, one must begin, as was done in Los Angeles, by defining what business we are in. This is so fundamental as to seem ludicrous. The failure to ask that question, however, and to look to the future so as to develop strategic alternatives for dealing with the anticipated problems is the leading cause of law enforcement agencies assuming a "holding" posture pursuant to the establishment of financial inroads to facilitate the accomplishment of their goals.

Where to Begin

The Police Chief Executive must begin by forecasting information about the future. This must be blended with an awareness of the

2. Douglas C. Eadie., "The Application of Strategic Planning in the Public Sector" in Public Management Forum, September/October 1983, p. 447.

distinctive historical context of his organization which makes it uniquely what it is in the present (Figure 1). "The existence of a vision enables the organization to operate in the present as if the future already exists." (3) To reach this goal in Los Angeles, the project designer drafted the following future scenario and formulated strategic alternatives to meet the challenges envisioned. The use of future scenarios calls attention, sometimes dramatically and persuasively, to the larger range of possibilities that must be considered in the future. As stated by Kahn and Wiener, "they are one of the most effective tools in lessening the 'carry-over' thinking that is likely even when it is clear to all that the year 2000 cannot be the same as 1965 or even 1985."(4)

FUTURE SCENARIO

PART I

The City of Los Angeles is undergoing a host of demographic changes unlike any the city has experienced in the past. These changes have the potential of being very far reaching. They currently (and will continue to) affect economic and social conditions which, in turn, affects the public and private sectors. Within the public sector these changes are already taxing the available resources of the health care system, political system and social-service agency network. The values and life-styles of the community are changing rapidly as is the community's expectation of government. Law enforcement, being the most conspicuous

3. Walter Kiechel, III., "Corporate Strategists Under Fire", Fortune, December 1982, p. 106.
4. Herman Kahn and Anthony Wiener., "The Use of Scenarios", Unk Journal.

branch of local government, is most likely to be impacted by the changes which are taking place.

Historically, Los Angeles has enjoyed rapid growth in both industry and population. The population growth rate was almost 50 percent per decade during the 1940s and 1950s. This swift growth was owed mostly to in-migration from the rest of the country. Many of the migrants brought with them highly marketable skills and talents. So great was Los Angeles' industrial growth, that the unskilled also found almost limitless opportunity.(5)

As the City matured some predictable but unexpected occurrences transpired. First, Los Angeles and the surrounding vicinity began to lose some of its economic advantage to other parts of the country. As an example, Los Angeles' share of high growth industry declined between 1970 and 1980.(6) Secondly, by 1980 the cost of living throughout the Los Angeles area was more than double the national average.(7) These two circumstances resulted in declining in-migration to Los Angeles and increased out-migration from Los Angeles.

During the 1970s, in-migration was reduced sharply. In fact, between 1970 and 1980 there was an actual out-migration of approximately one quarter of a million people from Los Angeles City and in excess of 675,000 from Los Angeles County.(8) At the same time in-migration was

5. The Los Angeles Times, November 17, 1983, p. 10, Col 5.
6. City of Los Angeles Planning Department, a report on illegal alien population within the City of Los Angeles, November 1983.
7. IBID.
8. IBID.

abating and out-migration was being experienced, there was a tremendous upswing in immigration. Immigration from outside of the country was so strong that it prevented Los Angeles from realizing a net loss in population. Immigration more than compensated for the out-migration. Los Angeles, instead of losing 250,000 residents, realized a net gain of 150,000. Approximately 80 percent of the immigrants came from less developed countries.

Taking this all into consideration, a picture of the future of Los Angeles begins to develop. The population of the city will continue to grow, albeit at a slower pace than in the past. If the unemployment rate were to remain constant, this factor alone would result in an increase in the actual number of under-employed and unemployed persons for whom government assistance would be required. Industry will continue to be enticed away from Los Angeles, thereby further reducing employment potential and eliminating substantial amounts of tax revenue.

The erosion of the City's tax base will gain momentum, the number of tax dollars collected will be continuously curtailed and the demands on the monies endlessly increased. That portion of the population providing for the support of the government will grow increasingly resentful of the burden and again call for legislation to limit or reduce taxation. Affluent communities, for the sake of self interest, may consider (and possibly be successful in) finding relief by seceding from the City to form their own governments.

Ultimately the government, including law enforcement, will be tasked with continuing to provide extremely high levels of service but with ever diminishing fiscal resources to support the effort.

PART II

As a result of the described scenario, the Los Angeles Police Department will be faced with an overwhelming dilemma. The scenario forecasts diminishing fiscal resources far in excess of what we are experiencing today. Continued immigration into the Los Angeles area from foreign lands combined with the flight of industry and out-migration will increase employment demands. The demands will greatly exceed the job market availability which will result in desperate times for many unemployed citizens. Crime will be a continuous problem stretching the capabilities of the Department to its very limits. Domestic unrest will increase as frustrations grow for the increased numbers of citizens who cannot find a place in the job market or an organization to assist with their plight.

As many social service programs meet their demise pursuant to the tightening of the City's fiscal belt, expanded demands in this area will be placed on the Department as well.

The City of Los Angeles is, today, an area comprised of people of extremely diversified cultures. The future of the City promises increased cultural diversity which will have a great impact on the policing of the City in all aspects from traffic enforcement to crime suppression to crime prevention.

Recent changes within the community have directly impacted the Department, and, in each case, the results have translated into having to provide more diversified police service. By being responsive to external demands and working with limited resources these new services can only be provided by depleting existing resources from other functional areas.

Examples of community change reflected within the Department's operations are many. Thousands of employee work hours are expended in response to freedom of information requests and court discovery motions. Training in foreign languages and cultures has had to be expanded. Units specializing in crimes or problems unique to a national or cultural group have had to have been formed. Gang task forces have had to be bolstered. Liaisons with nationalistic or cultural communities have had to be established. The Department has become heavily involved in the enforcement of restraining orders relative to interpersonal disputes. There has been new effort in the field of crisis intervention. A unit specializing in entertainment industry crime was found to be necessary. The new field of high tech crime is just making its presence known. The list goes on and on; unfortunately, the assets of the Department do not.

The Department is working with fixed assets. Response to each external demand results in a drain upon those assets. This might be an acceptable condition if each new claim for service was accompanied by a complementary withdrawal of a current demand, but this is not the case. Seldom, if ever, does a demand totally cease. The net effect is an ever increasing mix of services to be provided by a static or diminishing reservoir of resources.

PART III

Given this scenario and the anticipated impact upon the mix of services which will have to be provided, the Los Angeles Police Department is faced with two critical questions. First, will changing

environmental trends make some current strengths obsolete? Second, will the Department have the capability to satisfy the demands or needs of the anticipated mix of services? The answers to these questions can be obtained only by an unbiased assessment of the Department's weaknesses and strengths.

A large urban society free from crime and disorder remains an unachieved ideal; nevertheless, consistent with the values of a free society, it is the primary mission of the Los Angeles Police department to as closely as possible approach that ideal. The complexities inherent to the mission itself provide sufficient impediments to progress; however, there are also outside forces which act negatively upon the efforts of the Department.

The police are, to a great extent, held accountable to external demands over which they have very little control. The present external demands placed upon the police are far from what would be considered as ideal, but the mission dictates responsiveness to these demands. Past experience has shown that as environmental changes take place there is seldom a reduction in the demands upon the Police Department's resources. In fact, the opposite is more often the case. As changes occur and the interrelationships among the changes manifest themselves, impositions upon the Police Department increase.

Many functions for which the Police Department is assigned responsibility actually fall outside of its mission; however, because there are no other public or private agencies available, the public relies upon the Police Department for assistance and advice in the many routine and emergency situations which develop in an urban society.

The Department must also rely upon obtaining resources from bureaucratic agencies normally outside of its sphere of influence. The ability of the Department to address its mission is directly relative to the resources made available. For several years allotments of both personnel and fiscal resources have been furnished at a diminishing rate. The Los Angeles Police Department is attempting to maintain a high standard of service while performing more varied services and is doing this with several hundred fewer employees than in the past. Law enforcement in Los Angeles has undergone a radical cutback management process since the passage of the Jarvis Amendment (Proposition 13) in 1978.

The current strategy of the Los Angeles Police Department is to attempt, with available capabilities, to satisfy all demands for increased flexibility and diversified police service. The end result is that while the mission remains unchanged, the Los Angeles Police Department has, in effect, been forced into assuming a holding posture. To this end, the Department has been relatively successful in preventing a further deterioration of the criminal activity level within the community. This strategy, however, in conjunction with existing conditions has proven to have provided limited opportunity to establish meaningful inroads toward accomplishing the mission of the Department.

The current capabilities, in the form of fiscal and personnel resources, provided to the Los Angeles Police Department are insufficient to adequately mount an effective campaign to successfuly achieve its mission. While the managers of the Department have shown themselves to be extremely innovative in adapting the Department's organizational structure to meet the demands placed upon it, they have not been granted

the resources necessary for task completion. Based upon what will be the most likely future demands upon the Department and assuming the same or reduced level of capability, it is predictable that major modifications to the current strategy would be advantageous.

The current strategy of the Department is consistent with existing capabilities and conditions. The Department is provided insufficient resources to achieve its mission. Changing environmental trends will result in the obsolescence of current strengths which will ultimately result in less than adequate capabilities necessary to satisfy the demands or needs of the anticipated mix of services.

STRATEGIC ALTERNATIVES

Accepting the anticipated changing demand for services, and levels of resources and capabilities, there are options for strategic alternatives.

The most obvious course of action, not actually an alternative, would be to continue the current responsive strategy. This entails attempting to maintain a holding posture and represents a temporary abandonment of the quest to totally free the environment from crime and disorder. There is always a glimmer of hope, however slight, that sometime in the future, significant reductions of the demands upon the Department may be realized. If the demands were lessened it might be possible to rechannel resources and efforts toward accomplishment of the Department's mission.

A second strategic alternative would be for the Department to assume a totally traditional and reactive role. This would entail withdrawing

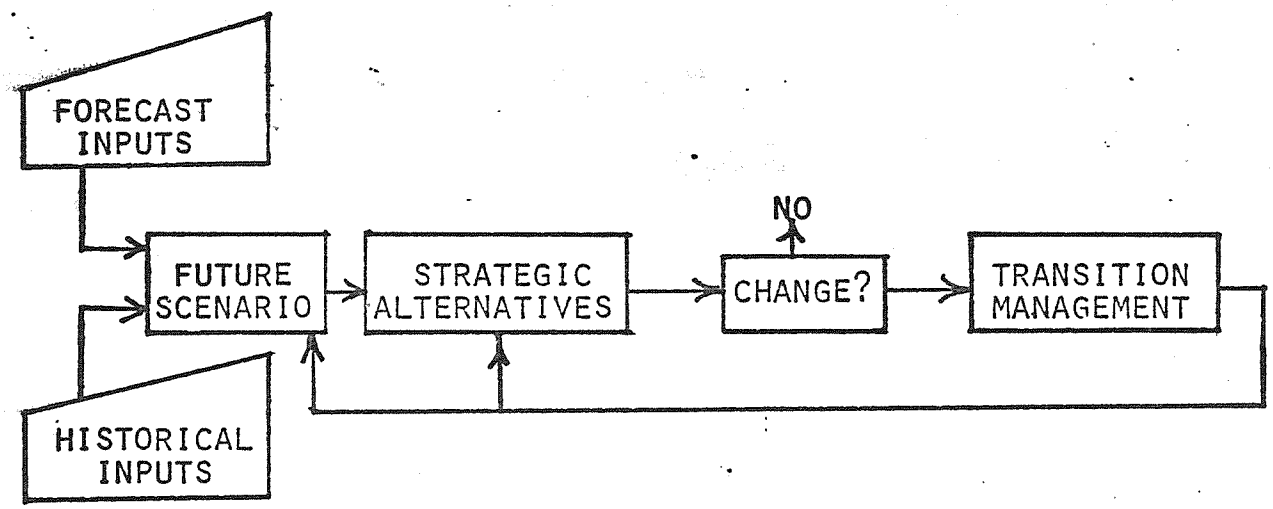
efforts on some fronts of responsibility which have come to rest with the police department but are somewhat outside of the scope of the agencies mission. This would allow current capabilities to be concentrated in what would be considered as conventional areas. The concentration of efforts would ideally result in providing an avenue of approach to accomplishing the specific mission of the Department, however, this would also result in those nontraditional needs of citizens being left unattended.

A third alternative strategy would involve the Department embarking upon a course considerably different from what has been its past experience. The Los Angeles Police Department would be placed in an extremely proactive position by pioneering the frontier of public funding, outside of the normal budgetary process, for law enforcement enhancement programs. The end result of this strategic alternative would be bi-level funding which would more effectively provide for the capabilities needed by the Department to achieve its mission.

Based on the merits of each alternative, there can be little argument that the proactive alternative is the most desirable strategy to pursue.

Figure 1

STRATEGIC PLANNING



o FORECAST INPUTS - This element requires forecasting information about the future concerning such areas as economic trends, population growth, social trends, and possible policy environments (e.g., governmental regulations.

o HISTORICAL INPUTS - This element requires an awareness of the peculiar historical context of the organization that makes it uniquely what it is in the present.

o FUTURE SCENARIO - Describes in some detail a hypothetical sequence of events that can lead plausibly to the situation envisioned. Allows the analyst to get a feeling for events and the branching points dependent upon critical choices.

o STRATEGIC ALTERNATIVES - Contingency plans and methods of adaptation to anticipated and unanticipated forces.

o TRANSITION MANAGEMENT - Answers the central question of how to get from here to there. A planning process that overlays the future.

Chapter III

TRANSITION MANAGEMENT STRUCTURE

As stated by Pascarella, "it isn't enough to simply define the central mission. Commitment to it by the entire management team is needed."(9)

The Police Chief Executive is the chief planning officer within his agency. He is the individual who eventually has to "sign off." After obtaining the personal commitment of the Chief of Police and garnering the support of many members of the management team, the starting point for building and operating the advisory council began with the identification of a critical mass, or simply the selling of the idea to those people/groups who, if actively in support of the program, would ensure its success.

Due to the significance of the issues involved, the project designer recognized that he needed to draw on the knowledge of experts in law enforcement, fundraising, accounting, finance, and legal development. He identified key individuals who were personal confidants to participate in the planning process.

A founding group, or "kitchen cabinet", was formed to explore all of the possibilities. The "kitchen cabinet" included the Chief of Police, the project designer as project manager, and the key individuals who were prominent business/community members. The group met periodically in luncheon-type meetings and looked closely at all three of the strategic alternatives outlined by the project designer.

9. Perry Pascarella., "Strategy Comes Down to Earth", Industry Week, January 1984, p. 50.

STAKEHOLDER ANALYSIS

The first task was to identify the stakeholders in each alternate strategy policy issue (Figure 2). In the case of the Los Angeles Police Department, the mission is of vital importance and the stakeholders have the ultimate power; therefore, stakeholder support was of the utmost importance.

Each of the three strategic alternatives cited in Chapter II would impact stakeholders differently. One, however, had to have sufficient meritorious qualities (relative to stakeholders) to be at an advantage over the remaining two alternatives. To make the evaluation of that merit manageable, only impact upon key (business community, victims, citizens, criminal perpetrators and the Los Angeles Police Department) stakeholders was addressed (Figure 3).

The first strategic alternative is the responsive model, where the Department would continue its current strategy of attempting to respond to all demands with current levels of resources. This strategy has little advantage for any key stakeholder. Even at the current level, which was lower than in the recent past, the crime rate is unacceptable to the public as a whole. So long as there is one victim, that stakeholder group will express dissatisfaction with the strategy employed. For the Department, this strategy would prove to be a continuance of the frustrating Sisyphean task of holding the occurrence of crime and disorder in check. The only stakeholders who would possibly benefit would be the criminal element. The resources dedicated to prevent their activity would continue to be deployed at insufficient levels. The benefit to this stakeholder group would be in direct

conflict with all other stakeholders.

The second strategic alternative is the reactive model. Here, the Department would withdraw efforts on some fronts that are outside the mission of the Department but have become the responsibilities of the Department. The victim stakeholder group would benefit by a reduction in the occurrence of crime, but with current staffing, the group would still have members and thus go unsatisfied. The citizen stakeholders would benefit in one way but suffer in another. By concentrating on issues of crime and disorder, the degree of personal safety would be improved. However, that segment of the public who rely on the non-traditional services provided by the Department, which are not available elsewhere in the public or private sector, would find their needs unfulfilled. The Department would be afforded the opportunity to redirect its resources toward mission accomplishiment and in this way would profit. The criminal sector would find the concentration of resources to be detrimental to their activities.

The third strategic alternative is the proactive model. Alternative additional funding from outside the normal budgetary process would be employed to finance specific law enforcement enhancement programs. The public as a whole would find this alternative advantageous. Both mission oriented and non-traditional services of sufficient importance to the stakeholders would be bolstered. As an added benefit, special interest coalitions could, by direct and positive action, provide for their specific needs. While it is unlikely that there will be a total elimination of the victim stakeholder group, which is one part of the mission of the Department, this alternative would go a long

ILLUSTRATIVE GROUP OF STAKEHOLDERS

BUSINESS GROUPS

LOCAL ELECTED PUBLIC OFFICIALS

STATE ELECTED PUBLIC OFFICIALS

FEDERAL ELECTED PUBLIC OFFICIALS

LOCAL APPOINTED PUBLIC OFFICIALS

STATE APPOINTED PUBLIC OFFICIALS

FEDERAL APPOINTED PUBLIC OFFICIALS

CITY ATTORNEYS

ATTORNEYS-AT-LAW

LAW ENFORCEMENT OFFICIALS FROM OTHER JURISDICTIONS

CRIMINAL JUSTICE PLANNING OFFICIALS

INADVERTENT CRIMINALS
WHITE COLLAR CRIMINALS
CAREER CRIMINALS
FIRST TIME CRIMINALS
} ADULT & YOUTH

FAMILIES OF ABOVE

VICTIMS

FAMILIES OF VICTIMS

WITNESSES

FAMILIES OF WITNESSES

BLOCK WATCH GROUPS, INDIVIDUALS

NEIGHBORHOOD ASSOCIATIONS

GOOD GOVERNMENT GROUPS

POLICE EMPLOYEES

EMPLOYEE FAMILIES

P.O.S.T.

STATEWIDE PEACE OFFICER ASSOCIATIONS

I.A.C.P.

TOURISTS

LISTING OF CURRENT AND POTENTIAL STAKEHOLDERS

ISSUE	STAKEHOLDERS		
	INDIVIDUAL	GROUP/ORGANIZATION	COALITION
I	1. Citizens	A. Crime Victims	A. Neighborhood Assoc.
	2. Police Officer	B. Media	B. Watch Groups
	3. Criminal	C. Judicial System	C. Clergy Council etc.
II	1. Citizens	A. Crime Victims	A. Neighborhood Assoc.
	2. Police Officer	B. Media	B. Watch Groups
	3. Criminal	C. Judicial System	C. Clergy Council etc.
III	1. C.O.P.	A. Business Groups	A. Neighborhood Assoc.
	2. Prominent Citizens	B. Crime Victims	B. Watch Groups
	3. Program Designer	C. Media	C. Chamber of Commerce

way to reducing its numbers. The Department would benefit by being provided the assets necessary to perform the responsibilities with which it has been tasked and perform them in a more effective manner. The losers in this model would be the criminal element who would find the stepped up level of law enforcement resources to be in direct contradiction to their interest.

The group feeling that the third strategic alternative was most desired, decided that in order to bring about its implementation, a non-profit corporation type of structure envisioned by the program designer would be most feasible and effective.

DEVELOPMENT OF A COMMITMENT PLAN

"A police-citizen council offers ready-made lines of communication to the community and should be used to generate community interest and participation in crime prevention projects."(10)

The Los Angeles area is fortunate in having within its borders many prominent people from the business community, the sports world and the entertainment industry. It was felt that a concerted effort to gain the additional support of influential persons within these professions for membership on a corporate advisory council would be the ideal vehicle to accomplish the alternate funding strategy. Persons influential at the local, state, and federal levels of government would also be solicited for membership. A key factor in the creation of such a citizens

10. International City Management Association., "Local Government Police Management" Washington D.C., p. 197.

advisory council would be the pursuit of forming a non-profit, tax exempt corporation to administer funds which were raised. This would provide an added tax savings incentive for those members of the group itself and the public who were inclined to make the Police Department the beneficiary of their generosity.

A platform was adopted to enroll additional successful individuals, already quite busy, to accept the work, responsibility, and personal commitment that would be needed to get the program "off the ground." The platform was based on the philosophy that professionals with outstanding reputations and name recognition would be able to exert influence with their colleagues and confidants to create a network that would eventually reach the entire spectrum of the community. In short, a "chain" approach would be used to create a council diverse enough to accomplish the many tasks which would be required.

Several motivating factors were discussed, examined and adopted as integral to the recruitment efforts.

1. The members of the board would play a significant role in the direction of crime prevention activities within the City. An opportunity to make such a genuine contribution to its success would represent an important motivation.
2. The police/community working relationship is especially interesting and dynamic. Therefore, participation on the board of directors would be stimulating.
3. Directorship would afford a measure of prestige.

Additionally, a set of qualifications was established for target individuals based on the following criteria:

* Commitment of allegiance to the philosophy that the prevention of crime and drug abuse is one of the most important social issues facing the City;
* Reputation/name recognition;
* Specific capabilities essential to the strategic mission -- not required of every member (accountant, attorney, corporate finance);
* General qualifications of experience and understanding in areas of crucial importance to the goals of the corporation (fundraising, direct mail campaigning, etc.);
* Time commitment - ability to commit appropriate time to accomplish goals; and
* Prior involvement in crime prevention activities.

ELEMENTS NECESSARY FOR FORMING A CITIZEN ADVISORY COUNCIL

With a commitment plan in place, the "kitchen cabinet" was faced with the challenge of determining what elements would be necessary for forming an advisory council. Since the "kitchen cabinet" already made up a panel of sorts, a team was already in place to design the necessary elements essential to the formulation of the Council.

The following three-step process was utilized:

1. Identification of Issues
2. Goal Formulation
3. Identification of Limiting Factors

Identification of Issues

The group was unanimous in deciding that the first essential element was a dedication on their part to a single idea. It was felt that persistance in this area would contribute to the marketability of an idea that a civilian advisory council was the best path to take to get to the goal.

The consensus was that a Council made up of diverse professional individuals would provide a "bridge" to a particular social stratum equipped to:

1. Provide funds
2. Expertly solicit funds; and
3. Provide in kind services.

For example: attorneys--to handle legal matters; advertising executives--to promote council activities; market analysts--to determine

specific areas of funding; and entertainment personalities--to conduct fundraising benefits, etc. An adjunct to this "bridge" concept is the selection of an appropriate police department staff officer, or even the Chief of Police, to be the liaison between the agency and the Council in order to ensure coordination.

Goal Formulation

Answering the questions, "why an advisory council exists?", "what is its mission?", "where it will go?", and "what does it want to achieve, both short term and long term?", is the second essential element. The definition of the group's purpose and goals facilitates the formation of its organizational structure and clarifies its members' roles, responsibilities, and work design. It will also identify the rewards that individuals can receive, such as "status", as well as provide for a performance appraisal of goal accomplishment. The specific goals of the Council are discussed in the latter sections of Chapter III.

Identification of Limiting Factors

In addition to asking the question, "What can make it happen?", the question, "What can stop it from happening?", must also be answered. The third essential element, therefore, is the identification of those factors that could inhibit the functioning of a council. The following questions were asked and answered before proceeding to the final strategy design:

1. What were people's feelings about the idea? This was accomplished by each member of the group conducting independent interviews with their peer group. It was felt that this process, rather than a specific questionaire, would be the most effective approach to

dealing with a topic open to several interpretations. It was discovered that face-to-face interviews proved to be a reliable method to discover what people really thought. Individual reports of interview findings were given during cabinet meetings. This process only required a note taker to record consensus findings;

2. What would be the impact on the Police Department's organizational structure? From the very beginning, a strategy was formulated to keep the Advisory Council autonomous from the Police Department. All that the Council needed would be the full endorsement of the Police Department to ensure its credibility. Therefore, no impact would be felt on the structure of the Police Department itself; and

3. What legal, governmental and Department constraints are there? The City of Los Angeles, like most chartered cities, has established Administrative Codes dealing with financial contributions. Experts on the "Kitchen Cabinet" in the fields of corporate and governmental law researched the feasibility of the establishment of an advisory council and determined that no legal obstacles were in place to prevent either the solicitation of funds or the acceptance of these funds by the Police Department. The Police Department itself already had an established process to receive contributions and presented no obstacles. The corporate veil offered the ideal vehicle to ensure compliance with all state and federal regulations regarding tax exempt status and the solicitation of funds.

FORMATION OF THE CRIME PREVENTION ADVSIORY COUNCIL

From the very beginning, the concept of a "chain" approach produced results. Key individuals identified and recommended by the "kitchen cabinet" as being committed to the crime prevention philosophy, did not have to be sold on the program as anticipated. Their participation only had to be enrolled. Also, and of extreme importance, the members of the "kitchen cabinet" committed to join in the efforts and personally contributed "seed" money in an amount totaling $5,000 plus in kind services, (attorney fees, accountant services, etc.).

The size of the corporate board of directors depended on the number of key individuals who could be recruited. Again, from the beginning, recruitment indications exceeded all expectations as the number of interested persons seemed limitless. Practically, fewer than five members would not accommodate the number of exceptional individuals recruited and would be awkward (with two members absent a four-member board would not have a majority). Ideally, the board would have to have enough positions to accommodate recruited individuals and to provide a large background and viewpoint. Additionally, since the Crime Prevention Advisory Council (CPAC) would be a multi-year process, enough positions to provide incentive for future interested individuals to attain directorship status would be required. It was decided that a ten member board, including the project designer, would be adopted. Once convened, the board itself decided on standards of performance, when to terminate the services of board members who did not measure up and plan for its own continuity and succession.

As with the initial planning of the strategic alternatives, the board of directors defined the specific goals and objectives of the Crime Prevention Advisory Council. This allowed the board to then draft and adopt Articles of Incorporation (Appendix A) and petition for tax exempt status that, when granted, would set the wheels in motion to generate funding.

TYPOLOGY OF COUNCIL MEMBERS

In order to increase the efficiency and fund raising abilities of the Crime Prevention Advisory Council, an Executive Committee was created. The Board of Directors endeavored to develop as large a set of committee candidate trends as possible. Through brainstorming sessions, it was determined that membership on the Executive Committee should be based on board director nominations. The obvious source for Executive Committee members was the individual directors' circle of acquaintances. From this effort, a 72-member committee was established (Figure 4). It was formed into subcommittees to identify methods for fundraising and identify enhancement programs of special interest or need. Additionally, the special expertise and services of the members was documented for future consideration and use to enhance the targeted programs. A cross sectioning revealed a diverse group made up of the following:

* physicians;
* entertainment executives;
* sports world dignataries;
* economists;
* accountants;

* advertising experts;
* publicity experts;
* realtors;
* media representatives;
* lawyers;
* developers;
* bankers;
* financiers; and
* insurance executives.

Bascially, top representatives of major elements of the business, entertainment, and sports industries were represented. Once in place, the entire Council met in a luncheon meeting setting and after parlimentary discussion unanimously adopted the following policy/goal statement:

"Crime prevention is the top priority of the Los Angeles Police Department. Unfortunately, budget cuts in recent years have severely limited the Los Angeles Police Department's ability to provide our community with adequate crime prevention materials. Recognizing the need to develop a supplemental means of supporting the Department's crime prevention programs, the Los Angeles Police Crime Prevention Advisory Council is created.

The Council is a co-partnership between the Los Angeles Police Department the community. Its goal is to increase awareness of crime prevention by providing quality crime prevention programs and materials throughout the City. The Council itself is comprised entirely of volunteers, all of whom share the belief that crime

prevention is one of the most important social issues facing our City and our Nation. The Council is a non-profit, public benefit corporation which will obtain and distribute crime prevention contributions received from the private sector. The Council will also be involved in a host of interesting, diverse and innovative new programs which will serve to make ours a better and safer community.

The following are a few of the Los Angeles Police Department's crime prevention programs which are already in place. These programs and others will be enhanced through the support of CPAC.

The cornerstone of LAPD's crime prevention program is Neighborhood Watch. It focuses on the premise that all of us as residents play an integral part in helping to prevent crime by hardening the burglar's potential target. This is done by alerting the police of suspicious individuals and activities in our neighborhoods. The program includes neighborhood meetings where crime trends and prevention methods are discussed. Also, pertinent crime prevention literatire is distributed.

Another important crime prevention program is Operation Identification. Here, electric engravers will be obtained by the Crime Prevention Advisory Council and made available at all LAPD police stations for loan to the public so that personal items of value can be marked with California Driver's License or Department of Motor Vehicle Identification Numbers. Each resident taking part in the program will be provided with a valuable property record form which is used to compile a list of serial numbers and descriptions

of valuable property items.

The Crime Prevention Specialist Volunteer program trains qualified community volunteers in crime prevention teaching techniques. In turn, these volunteers conduct crime preventrion meetings, residential security surveys, and help to distribute crime prevention materials.

The Community Self-Protection, Lady Beware, and Senior Citizen Proteciton programs are designed to help keep members of the community from becoming victims of rape, assault, purse snatch and other personal attacks.

Anti-Shoplift is an important program which assists business organizations throughout the City.

Drug Abuse Resistance Education (DARE) is an exciting new program designed to prevent elementary school children from becoming involved in drug abuse. This program is considered to be of paramount importance. It has become a model program for other cities throughout the country.

Crime can be prevented. The Los Angeles Police Department needs the partnership of the private sector to accomplish this tremendous, yet vitally important task. The entire business community is in the Crime Prevention Advisory Council. Such involvement is an important step in formulating and implementing our essential co-partnership."

The adoption of this policy statement validated and refined the rationale for the existence of the Crime Prevention Advisory Council. It set the tone for allowing its members, as a whole, to begin to share in the police, public and business community partnership.

MEETING ACTIVITIES

The idea of a civilian crime prevention council had now become a reality. The articles of incorporation outlined the mandatory meetings that would be necessary to comply with state corporation guidelines. In addition, it was clear that regularly scheduled meetings of both the Board of Directors and Executive Committee would be required to ensure the Council's task performance.

Like any new group, longer start-up time was necessary during initial meetings.

Board of Directors Meetings

As with the "kitchen cabinet", Director meetings are best conducted in a luncheon type setting, apart from the Executive Committee. Bi-weekly meetings with pre-stated agenda questions proved most productive (See Figures 5 and 6). Specific Executive Committee members should be invited to report on special areas of expertise.

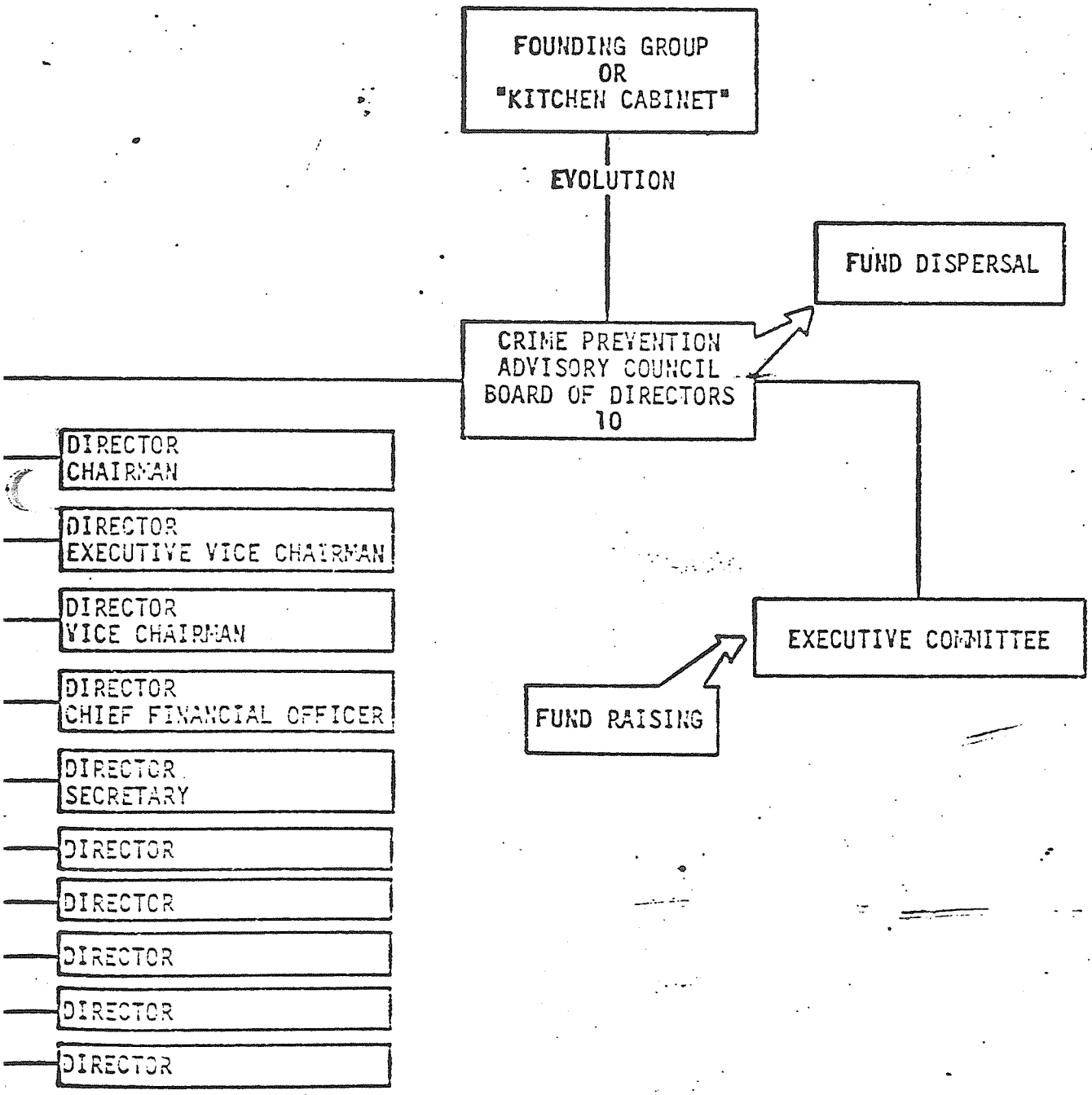
Initial meetings of the Board involved: (1) mutual education of members with Police Department policies and programs, as well as member expertise; (2) policy setting discussions; and (3) long-range planning. Individual presentations and total group discussion were the most direct means to accomplish this process. The meetings are controlled by the Chairman of the Board. The two most important processes of each meeting are to explicitly plan for implementation of decisions and, most important, to assign responsibilities for implementation to specific people. For example, the consensus of the Board at its first meeting was that publicity of the goals of the Council was to be considered of

paramount importance. To that end, it was decided that a large bus bench crime prevention advertising campaign be used to "kick off" the program. This task was assigned to a Director with years of advertising experience. Over 400 advertisements, such as "L.A.'s the Place, but not for Crime", coupled with contact numbers, were then prepared and distributed. The entire campaign was financed by the Council. Such an initial large scale campaign attracted wide media attention and paid immediate dividends.

Executive Committee Meetings

Executive Committee meetings include the entire Council membership and are best conducted once or twice a year. Committee members are assigned to specific sub-groups who report directly to the Board of Directors. At any stage, a member may call for a general meeting. This request is submitted to the Board of Directors for consideration. Information regarding matters of interest is sent to each member in the form of a news letter.

MANAGEMENT STRUCTURE
CRIME PREVENTION ADVISORY COUNCIL



AGENDA

Crime Prevention Advisory Council

August 23, 1985

Location: Hillcrest Country Club
10000 Pico Boulevard
Los Angeles

BUSINESS

1. Distribution of Minutes from prior meeting.

2. Universal Amphitheatre fund raising concert update:

   A. Evaluation of time constraints.
   B. Ticket sales action plan.
   C. General CPAC meeting.

3. Expenditures recommended for Board approval:

   A. One half of normal per diem expenses for team of DARE officers to travel to Houston to present DARE to the International Association of Police Chiefs.

   B Purchase of four automatic slide projectors for DARE instruction. Approximate cost $1,700.00.

   C. Purchase of initial supplies for Xerox machine donated by Bermudez & Associates. Approximate cost $200.00.

4. Other business.

5. Setting of next meeting.

AGENDA

Crime Prevention Advisory Council

November 27, 1985

Location: Hillcrest Country Club
10000 Pico Boulevard
Los Angeles, California

BUSINESS

1. Distribution of Minutes from prior meeting.

2. Discussion of 10-30-85 general meeting.

3. DARE Concert update.

4. Expenditures recommended for Board approval:

   A. Funding DARE Baseball Card Program. Cost $47,750.

   B. Crime Prevention Advisory Council Information Booklet. Approximate cost $13,620.

   C. Spanish version of DARE Song. Cost $2,502.

   D. DARE Paraphernalia.

      1. 5,000 lapel pins @ 27.5c each. Cost $1375.00

      2. 50,000 buttons for D.A.R.E. students @ 18.9c each. Cost $9,450.00.

      3. 36 D.A.R.E. bears (given to officers at January seminar and used in the classroom) @ $6.50 each. Cost $234.00.

      4. "D.A.R.E. To Say No" t-shirt for bears. They are sold only in lots of 72. T-Shirts are $1.50 each. Cost $108.00.

5. Other business.

6. Date of next meeting.

Chapter IV

ACCOMPLISHMENTS OF CRIME PREVENTION ADVISORY COUNCIL

The Crime Prevention Advisory Council reached fruition by the end of 1984 and launched into 1985 with tremendous success. In less than a year's time, the initial "seed" money of $5,000 had grown to over $178,000 for the Los Angeles Police Department's crime prevention programs. Much of this initial "war chest" came from individual member contributions. During 1984, over 500,000 crime prevention brochures were printed, in several languages, many reaching the thousands of visitors during the 1984 Summer Olympics held in Los Angeles (Appendix E). Over 400 bus bench advertisements, valued at $15,000 per month, were donated and placed throughout the City.

The Council's fundraising activities kicked into full swing at the beginning of 1985 with a huge "grass roots" direct mail promotional campaign which brought valuable crime prevention information into the homes of thousands of Los Angeles area residents. In this case, the special expertise of several Crime Prevention Advisory Council members was utilized. A professionally designed fundraising questionnaire and crime prevention message was mailed to over 30,000 residents. A scientific evaluation of this form of solicitation is pending (Appendix D).

The Crime Prevention Advisory Council was also responsible for a second massive bus bench campaign stressing "L.A.'s the Place, but Not for Crime", as well as Neighborhood Watch and Anti-Drunk Driving themes.

A large advertising company donated extensive services, pro bono, to develop a comprehensive advertising campaign in support of the Drug Abuse Resistance Education (DARE) Program. Many other local advertising companies, major corporations and mass media sources have pledged their support for this campaign.

Counting 1984, the Council has been responsible for the printing of more than one million crime prevention brochures. The Council has also obtained valuable equipment items for the Department. These items include automobiles, phone answering machines, photo copying machines, etc. Through the Council, several major corporations have made sizeable grants to the Department. To date (November 1985), the Council has raised in excess of $850,000.00. This does not include the donation of $400,000.00 worth of in-kind services.

The prospects for 1986 are extremely promising. The Council is currently planning a major fundraising/entertainment event. Again, the expertise of Council members will be utilized to put on an entertainment event that would normally cost hundreds of thousands of dollars. In this case, no cost will be incurred and the entire proceeds will be given to the Council for crime prevention programs. It is estimated that $750,000 will be realized. The Council will underwrite the 1986 Anti-Drug Abuse Los Angeles Dodgers Baseball Card Program. The Council has also pledged funds to cover the cost of ten police officers for the Drug Abuse Resistance Education Unit. This contribution will benefit the Department immeasurably.

While the Council actively seeks to meet critical short term crime prevention needs, its long range goal is to establish a huge capital base

fund which will enable it to provide substantial funding for the Department's yearly crime prevention requirements for decades to come.

The Crime Prevention Advisory Council has been a major success story. It has proven highly successful not only as a catalist in the essential "partnership", but also for fostering the kind of community mobilization which is absolutely vital for the Los Angeles Police Department to make meaningful progress toward the accomplishment of its basic mission.

CONCLUSION

In conclusion, the project designer, as he did in the future scenario, will again take the liberty to prognosticate and reiterate the likely conditions that law enforcement agencies will encounter in the late eighties and early nineties. The police chief executive will be faced with reductions in funding and increased demands for accountability, information and services. He will not be able to sit idly by and say "thats just the way things are." He must not only reconsider agency goals, but devise new operating styles that effectively deal with increasing demands and concominent diminishing or state resources.

As stated by Herman Goldstein, "Police efforts to achieve a higher degree of citizen involvement will be the single most important means available to them (police) for coping with crime."(11)

The preceding study and discussion of an actual alternate funding model to enhance crime prevention progams is based on the author's personal experience. It is one example of how managers can "do more with less" now and on into the future.

Although substantive issues may vary greatly from one police agency to another, the change process outlined in the study contains definite principles, sequence and structure that can ensure success.

The program requires a great deal of energy and commitment from all levels of the police organization. Assertive leadership is necessary to

11. Herman Goldstein., Policing a Free Society (Cambridge, Mass.: Ballinger Publishing Company, 1977), pp. 62-63.

maintain enthusiasm and active participation. It is hoped that this program will serve as the foundation for the implementation of similar programs to take police agencies from the past, through the present and on into the future.

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APPENDIX A

BY-LAWS

OF THE

CRIME PREVENTION ADVISORY COUNCIL,
A CALIFORNIA NONPROFIT PUBLIC BENEFIT CORPORATION

ARTICLE I

NAME

The name of this corporation shall be the CRIME PREVENTION ADVISORY COUNCIL.

ARTICLE II

OFFICES

Section 1. PRINCIPAL OFFICE. The principal office for the transaction of the business of the corporation ("principal executive office") is located at 150 North Los Angeles Street, Room 600, Los Angeles, California 90012. The Board of Directors may change the principal office from one location to another. Any change of this location shall be noted by the Secretary on these By-laws opposite this section, or this section may be amended to state the new location.

Section 2. OTHER OFFICES. The Board of Directors may at any time establish branch or subordinate offices at any place or places where the corporation is qualified to do business.

ARTICLE III

OBJECTIVES AND PURPOSES

The objectives of this corporation shall be:

1. To increase citizen awareness of the Los Angeles Police Department's crime prevention activities and programs by providing high quality, low cost crime prevention materials for dissemination throughout the community within the City of Los Angeles. Said objectives will be implemented by purchasing crime prevention materials not otherwise obtainable through the City of Los Angeles' normal budgetary process.

2. To receive, hold, and disburse gifts, bequests, devises, and other funds to accomplish these objectives.

The general purposes and powers of the corporation are:

1. To buy, lease, rent, or otherwise acquire, hold or use, own, enjoy, sell, exchange, lease as lessor, mortgage, deed

in trust, pledge, encumber, transfer in trust, or otherwise dispose of any and all kinds of property, whether real, personal, or mixed and to receive property by devise or bequest;

2. To borrow money and to contract debts, to issue bonds, notes and other evidences of indebtedness, and to secure them by any or all of the property of this corporation, or to issue them unsecured;

3. To enter into, make, perform, and carry out contracts of every kind for any lawful purpose and without limit on amount with any person, firm, or corporation; and

4. To have and to exercise all the powers conferred by the California Nonprofit Corporation Law on nonprofit public benefit corporations, as that law is now in effect or may at any time hereafter be amended.

ARTICLE IV

NONPARTISAN ACTIVITIES

This corporation has been formed under the California Nonprofit Public Benefit Corporation Law for the purposes described above, and it shall be nonprofit and nonpartisan. No substantial part of the activities of the corporation shall consist of the publication or dissemination of materials with the purpose of attempting to influence legislation, and the corporation shall not participate or intervene in any political campaign on behalf of any candidate for public office or for or against any cause or measure being submitted to the people for a vote.

The corporation shall not, except in an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes described above.

ARTICLE V

DEDICATION OF ASSETS

The corporation is not organized, nor shall it be operated, for pecuniary gain or profit, and it does not contemplate the distribution of gains, profits, or dividends to its members and is organized solely for nonprofit purposes. The property, assets, profits, and net income of this corporation are irrevocably dedicated to charitable purposes, and no part of the profits or net income of this corporation shall ever inure to the benefit of any director, officer, or member or to the benefit of any private individual.

On the dissolution or winding up of this corporation, its assets remaining after payment of, or provision for payment of, all debts and liabilities of this corporation shall be distributed to a nonprofit fund, foundation, or corporation that is

organized and operated exclusively for charitable purposes and that has established its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, or successor provisions.

If the corporation holds any assets in trust, such assets shall be disposed of in such a manner as may be directed by judgment of the Superior court of the county in which this corporation's principal office is located, on petition by the Attorney General or by any person concerned in the liquidation.

ARTICLE VI

MEMBERSHIP

Section 1. QUALIFICATIONS. Membership in the corporation shall be composed of one class of members, known as "voting members." Any person residing within the County of Los Angeles who is eighteen years of age or older, of good character and dedicated to the purposes of this corporation shall be eligible for membership upon his acceptance as a member by the Board of Directors.

Section 2. VOTING RIGHTS OF MEMBERS. Each member of the corporation in good standing shall be qualified to vote on any issue that may properly come before any meeting of the members of the corporation and to hold any office in the corporation to which he may be elected or appointed.

Section 3. TRANSFER OF MEMBERSHIPS. No member may transfer for value a membership or any right arising from it. All rights of membership cease on the member's death or dissolution of the corporation.

Section 4. HONORARY MEMBERSHIPS. The Board of Directors, in its discretion, may accord honorary membership to those persons, firms, associations or organizations which are affiliated with this corporation or its activities. However, no honorary member of this corporation shall, at any time, be entitled to vote at any meeting of the members of this corporation.

ARTICLE VII

MEETINGS OF MEMBERS

Section 1. PLACE OF MEETINGS. Meetings of the membership shall be held at any place within or without the County of Los Angeles designated by the Board of Directors. In the absence of any such designation, members' meetings shall be held at the principal executive office of the corporation.

Section 2. REGULAR MEETINGS. Meetings of the members of this corporation shall be held quarterly, on such dates as are designated by the Board of Directors in accordance with

the notice procedures set forth in Section 4 of this Article VII. Regular meetings of the members shall be held for purposes of transacting the business necessary to the furtherance of the corporation's activities. At the regular meeting to be held in the fourth quarter of each fiscal year of this corporation, the members shall elect Directors for the ensuing year.

Section 3. SPECIAL MEETINGS.

(a) A special meeting may be called at any time by the Board of Directors, the Chairman of the Board, or five percent (5%) or more of the members. Special meetings of members for the purpose of removal of Directors and election of their replacements may be called by five percent (5%) or more of the members.

(b) If a special meeting is called by members other than the Chairman of the Board, the request shall be submitted by such members in writing, specifying the general nature of the business proposed to be transacted, and shall be delivered personally or sent by registered mail or by telegraphic or other facsimile transmission to the Chairman of the Board or the Secretary of the corporation. The officer receiving the request shall cause notice to be promptly given to the members entitled to vote, in accordance with the provisions of Section 4 of this Article VII, that a meeting will be held, and the date for such meeting, which date shall be not less than twenty (20) nor more than forty-five (45) days following the receipt of the request. If the notice is not given within ten (10) days after receipt of the request, the persons requesting the meeting may give the notice. Nothing contained in this subsection shall be construed as limiting, fixing, or affecting the time when a meeting of members may be held when the meeting is called by action of the Board of Directors.

Section 4. NOTICE OF MEMBERS' MEETINGS.

(a) All notices of meetings of members shall be sent or otherwise given not less than ten (10) days nor more than ninety (90) days before the date of the meeting with respect to regular meetings, and not less than twenty (20) nor more than forty-five (45) days before the date of the meeting with respect to special meetings. The notice shall specify the place, date and hour of the meeting and (i) in the case of a special meeting, the general nature of the business to be transacted, or (ii) in the case of a regular meeting, those matters which the Board of Directors, at the time of giving the notice, intends to present for action by the members.

(b) If action is proposed to be taken at any meeting for approval of any of the following proposals, the notice shall also state the general nature of the proposal. Member action on such items is invalid unless the notice or written waiver of notice states the general nature of the proposal(s):

(i) Removing a Director without cause;

(ii) Filling vacancies on the Board of Directors by the members;

(iii) Amending the corporation's Articles of Incorporation; or

(iv) Voluntarily dissolving the corporation.

(c) Notice of any meeting of members shall be given either personally or by first-class mail, telegraphic or other written communication, charges prepaid, addressed to each member either at the address of that member appearing on the books of the corporation or the address given by the member to the corporation for the purpose of notice. If no address appears on the corporation's books and no other has been given, notice shall be deemed to have been given if either (i) notice is sent to that member by first-class mail or telegraphic or other written communication to the corporation's principal executive office, or (ii) notice is published at least once in a newspaper of general circulation in the county where that office is located. Notice shall be deemed to have been given at the time when delivered personally or deposited in the mail or sent by telegram or other means of written communication.

Section 5. QUORUM.

(a) A majority of the members shall constitute a quorum for the transaction of business at a meeting of the members.

(b) The members present at a duly called or duly held meeting at which a quorum is present may continue to transact business until adjournment, notwithstanding the withdrawal of enough members to leave less than a quorum, if any action taken (other than adjournment) is approved by at least a majority of the members required to constitute a quorum.

Section 6. ADJOURNED MEETING. Any members' meeting, regular or special, whether or not a quorum is present, may be adjourned from time to time by the vote of the majority of the members represented at the meeting, either in person or by proxy. But in the absence of a quorum, no other business may be transacted at that meeting, except as provided in this Article.

Section 7. VOTING.

(a) Persons entitled to vote at any meeting of members shall be members as of the date determined in accordance with Section 9 of this Article VII, subject to the provisions of the California Nonprofit Corporation Law.

(b) Voting may be by voice or ballot, provided that any election of Directors must be by ballot if demanded by any member before the voting begins.

(c) Each member entitled to vote at any election of Directors shall have the right to cumulate his votes by giving one candidate a number of votes equal to the number of Directors to be elected, multiplied by the number of votes to which his membership is entitled, or by distributing his votes on the same principle among as many candidates as he desires. No member shall be entitled to cumulate votes unless (i) the candidate's or candidates' name(s) have been placed in nomination before the voting, and (ii) a member has given written notice at the meeting, and before the voting, of the member's intention to cumulate the member's votes. If any one member has given such notice, all members may cumulate their votes for candidates in nomination. Those candidates receiving the highest number of votes, up to the number of Directors to be elected, shall be winners of the election.

(d) If a quorum is present, the affirmative vote of the majority of the members represented at the meeting entitled to vote and voting on any matter (other than the election of Directors) shall be the act of members, unless the vote of a greater number or voting by classes is required by the California Nonprofit Corporation Law or by the Articles of Incorporation.

Section 8. WAIVER OF NOTICE OR CONSENT BY ABSENT MEMBERS.

(a) The transactions of any meeting of members, either regular or special, however called or noticed, and wherever held, shall be as valid as though taken at a meeting duly held after regular call and notice, if a quorum be present either in person or by proxy, and if, either before or after the meeting, each person entitled to vote, who was not present in person or by proxy, signs a written waiver of notice or a consent to a holding of the meeting, or an approval of the minutes. The waiver of notice or consent need not specify either the business to be transacted or the purpose of any regular or special meeting of members, except that if action is taken or proposed to be taken for approval of any of those matters specified in Section 4(b) of Article VII, the waiver of notice or consent shall state the general nature of the proposal. All such waivers, consents, or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

(b) Attendance by a person at a meeting shall also constitute a waiver of notice of that meeting, except when the person objects at the beginning of the meeting to the transaction of any business due to the inadequacy or illegality of the notice. Also, attendance at a meeting is not a waiver of any right to object to the consideration of matters not included

in the notice of the meeting, if that objection is expressly made at the meeting.

Section 9. ACTION BY WRITTEN CONSENT WITHOUT A MEETING. Any action that may be taken at any regular or special meeting of members may be taken without a meeting and without prior notice if written consents are received from a number of members at least equal to the quorum applicable to a meeting of members. All such written consents shall be filed with the Secretary of the corporation and maintained in the corporate records. All solicitations of consents shall indicate the time by which the consent must be returned to be counted.

Section 10. RECORD DATE FOR MEMBER NOTICE, VOTING, AND GIVING CONSENTS.

(a) For the purposes of determining which members are entitled to receive notice of any meeting, to vote, or to give consent to corporate action without a meeting, the Board of Directors may fix, in advance, a "record date", which shall not be more than thirty (30) days nor fewer than ten (10) days before the date of any such meeting, nor more than thirty (30) days before any such action without a meeting. Only members of record on the date so fixed are entitled to notice, to vote, or to give consents, as the case may be, notwithstanding any transfer of any membership on the books of the corporation after the record date, except as otherwise provided in the Articles of Incorporation, by agreement, or in the California Nonprofit Corporation Law.

(b) (i) Unless fixed by the Board of Directors, the record date for determining those members entitled to receive notice of, or to vote at, a meeting of members, shall be the next business day preceding the day on which notice is given, or, if notice is waived, the next business day preceding the day on which the meeting is held.

(ii) Unless fixed by the Board, the record date for determining those members entitled to vote by ballot on corporate action without a meeting, when no prior action by the Board has been taken, shall be the day on which the first written consent is given. When prior action of the Board has been taken, it shall be the day on which the Board adopts the resolution relating to that action.

(iii) For purposes of this paragraph (b), a person holding membership as of the close of business on the record date shall be deemed the member of record.

Section 11. PROXIES.

(a) Every person entitled to vote shall have the right to do so either in person or by one or more agents authorized by a written proxy, signed by the person and filed with

the Secretary of the corporation. A proxy shall be deemed signed if the member's name is placed on the proxy (whether by manual signature, typewriting, telegraphic transmission, or otherwise) by the member or the member's attorney in fact.

(b) A validly executed proxy that does not state that it is irrevocable shall continue in full force and effect unless: (i) revoked by the member executing it, before the vote cast pursuant to that proxy, by a writing delivered to the corporation stating that the proxy is revoked by a subsequent proxy executed by such member, or by personal attendance and voting at a meeting by such member; or (ii) written notice of the death or incapacity of the maker of the proxy is received by the corporation before the vote pursuant to that proxy is counted; provided, however, that no proxy shall be valid after the expiration of eleven (11) months from the date of the proxy, unless otherwise provided in the proxy. The revocability of a proxy that states on its face that it is irrevocable shall be governed by the provisions of the California Nonprofit Corporation Law.

(c) In any election of Directors, any form of proxy that is marked by a member "withhold", or otherwise marked in a manner indicating that the authority to vote for the election of Directors is withheld, shall not be voted either for or against the election of a Director. Failure to comply with this paragraph shall not invalidate any corporate election taken, but may be the basis for challenging the proxy at a meeting.

(d) A proxy is not revoked by the death or incapacity of the maker or the termination of a member as a result thereof unless, before the vote is counted, written notice of the death or incapacity is received by the corporation.

Section 12. NUMBER OF VOTES. Each voting member shall be entitled to cast one (1) vote on all matters submitted to a vote of the members. Honorary members shall not be entitled to vote on any matter concerning the affairs of the corporation.

ARTICLE VIII

DIRECTORS

Section 1. NOMINATIONS AND SOLICITATION FOR VOTES.

(a) The Assistant to the Director, Office of Operations, Los Angeles Police Department shall nominate qualified civilian candidates for election to the Board of Directors, at least ninety (90) days before the date of any election of directors. The Secretary shall forward to each member, with the notice of meeting required by Article VII, Section 4, a list of candidates nominated.

(b) Members representing two percent (2%) of the membership may nominate candidates for directorship at any

time before the fiftieth (50th) day preceding such election. On timely receipt of a petition signed by the required number of members, the Secretary shall cause the names of the candidates named on it to be placed on the ballot along with those candidates nominated in accordance with paragraph (a) of this Section.

(c) If there is a meeting to elect Directors, any member present at the meeting, in person of by proxy (if proxies are permitted), may place names in nomination.

(d) If more people are nominated for the Board than can be elected, the election shall take place by means of a procedure that allows all nominees a reasonable opportunity to solicit votes and all members a reasonable opportunity to chose among nominees. Candidates receiving the highest number of votes shall be elected as Directors. If after the close of the nominations the number of people nominated for the Board is not more than the number of Directors to be elected, the corporation may, without further action, declare that those nominated and qualified to be elected have been elected.

Section 2. POWERS.

(a) Subject to the provisions of the California Nonprofit Corporation law and any limitations in the Articles of Incorporation and these By-laws relating to action required to be approved by the members, the business and affairs of the corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors.

(b) Without prejudice to the general powers set forth in paragraph (a) of this Section 2, and subject to the same limitations contained therein, the Directors shall have the power to:

(1) Select and remove all officers, agents, and employees of the corporation; prescribe any powers and duties for them that are consistent with law, with the Articles of Incorporation, and with these By-Laws; and fix their compensation, if any.

(2) Change the principal executive office or the principal business office in the State of California from one location to another; and designate any place within or outside the County of Los Angeles for the holding of any members' meeting or meetings.

(3) Adopt, make, and use a corporate seal; prescribe the forms of membership certificates; and alter the form of the seal and certificate.

(4) Borrow money and incur indebtedness on behalf of the corporation and cause to be executed

and delivered for the corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.

Section 3. NUMBER AND QUALIFICATION OF DIRECTORS.

(a) The authorized number of Directors shall be nine (9). Directors need not be residents of the State of California or members of the corporation.

(b) The number of Directors may be fixed or changed from time to time only by an amendment of the By-laws of this corporation adopted by the Board of Directors and by the vote or written consent of two-thirds (2/3) of a quorum of its members.

(c) No employee of the corporation shall be eligible for election as a member of the Board of Directors, nor shall any person be so eligible if such person has a material conflict of interest which may impair the ability of such person to fulfill his duties as a member of the Board in an objective and impartial manner.

(d) Notwithstanding any contrary provision contained in these By-laws, one member of the Board of Directors shall be the Assistant to the Director, Office of Operations, Los Angeles Police Department.

Section 4. ELECTION AND TERM OF OFFICE OF DIRECTORS. Directors shall be elected at each regular meeting of the members which is held in the fourth quarter of each fiscal year of the corporation to hold office for the next succeeding fiscal year of the corporation; however, if any such meeting is not held or the Directors are not elected at any such meeting, they may be elected at any special members' meeting held for that purpose. Each Director, including a Director elected to fill a vacancy or elected at a special members' meeting, shall hold office until expiration of the term for which elected and until a successor has been elected and qualified.

Section 5. VACANCIES.

(a) A vacancy or vacancies in the Board of Directors shall be deemed to exist on the occurrence of the following:

(i) the death, resignation, or removal of any Director;

(ii) the declaration by resolution of the Board of Directors of a vacancy of the office of a Director who has been declared of unsound mind by an order of court or convicted of a felony or has been found by final order or judgment of

any court to have breached a duty under Section 5230 and following of the California Nonprofit Corporation Law;

(iii) the vote of a majority of the members to remove a Director;

(iv) the increase of the authorized number of Directors; or

(v) the failure of the members, at any meeting of members at which any Director or Directors are to be elected, to elect the number of Directors to be elected at such meeting.

(b) Except as provided in this paragraph, any Director may resign, which resignation shall be effective on giving written notice to the Chairman of the Board, the Secretary, or the Board of Directors, unless the notice specifies a later time for the resignation to become effective. If the resignation of a Director is effective at a future time, the Board of Directors may elect a successor to take office when the resignation becomes effective. No Director may resign when the corporation would then be left without a duly elected Director or Directors in charge of its affairs.

(c) The members may elect a Director or Directors at any time to fill any vacancy or vacancies not filled by the Directors, but any such election by written consent shall require the consent of a majority of the voting power.

(d) No reduction of the authorized number of Directors shall have the effect of removing any Director before that Director's term of office expires.

(e) Not more than 49% of the persons serving on the Board of Directors at any time may be interested persons. An interested person is (i) any person being compensated by the corporation for services rendered to it within the previous twelve (12) months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a Director as Director; and (ii) any brother, sister, ancestor, descendant, spouse, brother-in-law, mother-in-law, or father-in-law of any such person. However, any violation of the provisions of this paragraph shall not affect the validity or enforceability of any transaction entered into by the corporation.

Section 6. PLACE OF MEETINGS; MEETINGS BY TELEPHONE. Regular and special meetings of the Board of Directors shall be held at the corporation's principal executive office, or at such other place as may be consented to by the Board members, either before or after the meeting. Any meeting, regular or special, may be held by conference telephone or similar communication equipment, so long as all Directors participating in the

meeting can hear one another, and all such Directors shall be deemed to be present at such meeting.

Section 7. REGULAR MEETINGS. Immediately following each regular meeting of members, the Board of Directors shall hold a regular meeting for the purpose of organization, election of officers, and the transaction of other business. Notice of this meeting shall not be required.

Section 8. SPECIAL MEETINGS.

(a) Special meetings of the Board of Directors for any purpose may be called at any time by the Chairman of the Board, the Secretary, or any two Directors.

(b) (i) Notice of the time and place of special meetings shall be given to each Director by one of the following methods: (1) by personal delivery or written notice; (2) by first-class mail, postage paid; (3) by telephone communications, either directly to the Director or to a person at the Director's office who would reasonably be expected to communicate such notice promptly to the Director; or (4) by telegram, charges prepaid. All such notices shall be given or sent to the Director's address or telephone number as shown on the records of the corporation.

(ii) Notices sent by first class mail shall be deposited into a United States mail box at least four (4) days before the time set for the meeting. Notices given by personal delivery, telephone, or telegraph shall be delivered, telephoned, or given to the telegraph company at least forty-eight (48) hours before the time set for the meeting.

(iii) The notice shall state the time and place for the meeting. However, it need not specify the purpose of the meeting, or the place of the meeting, if it is to be held at the principal executive office of the corporation.

Section 9. QUORUM. A majority of the authorized number of Directors shall constitute a quorum for the transaction of business, except to adjourn as provided in Section 11 of this Article VIII. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board of Directors, subject to the provisions of the California Nonprofit Corporation Law, especially those provisions relating to (a) approval of contracts or transactions in which a Director has a direct or indirect material financial interest, (b) appointment of committees, and (c) indemnification of Directors. A meeting at which a quorum is initially present may continue to transact business, notwithstanding the withdrawal of directors, if any action taken is approved by at least a majority of the required quorum for that meeting.

Section 10. WAIVER OF NOTICE. The transactions of any meeting of the Board of Directors, however called and noticed or wherever held, shall be as valid as though taken at a meeting duly held after regular call and notice, if (a) a quorum is present, and (b) either before or after the meeting, each of the Directors not present signs a written waiver of notice, a consent to holding the meeting, or an approval of the minutes. The waiver of notice or consent need not specify the purpose of the meeting. All waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meeting. Notice of a meeting shall also be deemed given to any Director who attends the meeting without protesting before or at its commencement about the lack of adequate notice.

Section 11. ADJOURNMENT. A majority of the Directors present, whether or not constituting a quorum, may adjourn any meeting to another time and place.

Section 12. NOTICE OF ADJOURNMENT. Notice of the time and place of holding an adjourned meeting need not be given, unless the meeting is adjourned for more than twenty-four (24) hours, in which case personal notice of the time and place shall be given before the time of the adjourned meeting to the Directors who were not present at the time of adjournment.

Section 13. MEETING BY TELEPHONE CONFERENCE. Members of the Board of Directors may participate in a meeting through use of telephone conference or similar communications equipment, as long as all members participating in such meeting can hear one another. Participation by Directors in a meeting in the manner provided in this Section constitutes presence in person at such meeting.

Section 14. ACTION WITHOUT MEETING. Any action required or permitted to be taken by the Board of Directors may be taken without a meeting, if all members of the Board, individually or collectively, consent in writing to that action. Such action by written consent shall have the same force and effect as a unanimous vote of the Board of Directors. Such written consent or consents shall be filed with the minutes of the proceedings of the Board.

ARTICLE IX

COMMITTEES

Section 1. COMMITTEES OF DIRECTORS. The Board of Directors may, by resolution adopted by a majority of the Directors then in office, designate one or more committees, each consisting of two or more Directors, to serve at the pleasure of the Board. Said committees may be designated as standing or ad hoc committees and shall perform any such activities as is deemed necessary and authorized by the Board of Directors. Any committee, to the extent provided in the resolution of the Board, shall

have all the authority of the Board, except that no committee, regardless of Board resolution, may:

(a) Take any final action on matters which, under the Nonprofit Corporation Law of California, also requires members' approval;

(b) Fill vacancies on the Board of Directors or in any committee;

(c) Fix compensation of the Directors for serving on the Board or on any committee;

(d) Amend or repeal by-laws or adopt new by-laws;

(e) Amend or repeal any resolution of the Board of Directors which by its express terms is not so amendable or repealable;

(f) Appoint any other committees of the Board of Directors or the members of such committees;

(g) Approve any transaction: (i) to which the corporation is a party and one or more Directors have a material financial interest; (ii) between the corporation and one or more of its Directors or between the corporation or any person in which one or more of its Directors have a material financial interest.

Section 2. MEETINGS AND ACTION OF COMMITTEES. Meetings and action of committees shall be governed by, and held and taken in accordance with, the provisions of Article VIII of these By-laws concerning meetings of Directors, with such changes in the context of those By-laws as are necessary to substitute the committee and its members for the Board of Directors and its members, except that the time for regular meetings of committees may be determined either by resolution of the Board of Directors or by resolution of the committee. Special meetings of committees may also be called by resolution of the Board of Directors. Notice of special meetings of committees shall also be given to any and all alternate members, who shall have the right to attend all meetings of the committee. Minutes shall be kept of each meeting of any committee and shall be filed with the corporate records. The Board of Directors may adopt rules for the government of any committee not inconsistent with the provisions of these By-laws.

ARTICLE X

OFFICERS

Section 1. OFFICERS. The officers of the corporation shall be a Chairman of the Board, a Vice-Chairman, a Secretary and a Chief Financial Officer. The corporation also may

have, at the discretion of the Board of Directors, such other officers as may be appointed in accordance with the provisions of Section 3 of this Article X. Any number of offices may be held by the same person, except that neither the Secretary nor the Chief Financial Officer may concurrently act as the Chairman of the Board.

Section 2. ELECTION OF OFFICERS. The officers of the corporation, except those appointed in accordance with the provisions of Section 3 of this Article X, shall be chosen by the Board of Directors, and each shall serve at the pleasure of the Board, subject to the rights, if any, of an officer under any contract of employment.

Section 3. SUBORDINATE OFFICERS. The Board of Directors may appoint, and may authorize the Chairman of the Board or another officer to appoint, any other officers that the business of the Corporation may require, each of whom shall have the title, hold office for the period, have the authority and perform the duties specified in the By-laws or determined from time to time by the Board of Directors.

Section 4. REMOVAL OF OFFICERS. Subject to the rights, if any, of an officer under any contract of employment, any officer may be removed, with or without cause, by the Board of Directors, at any regular or special meeting of the Board, or, except in case of an officer chosen by the Board of Directors, by an officer on whom such power of removal may be conferred by the Board of Directors.

Section 5. RESIGNATION OF OFFICERS. Any officer may resign at any time by giving written notice to the corporation. Any resignation shall take effect at the date of the receipt of that notice or at any later time specified in that notice; and, unless otherwise specified in that notice, the acceptance of the resignation shall not be necessary to make it effective. Any resignation is without prejudice to the rights, if any, of the corporation under any contract to which the officer is a party.

Section 6. VACANCIES IN OFFICES. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled only in the manner prescribed in these By-laws for regular appointments to that office.

Section 7. RESPONSIBILITIES OF OFFICERS.

(a) Chairman of the Board.

The Chairman of the Board shall preside at all meetings of the members and of the Board of Directors and shall exercise and perform such other powers and duties as may from time to time be assigned to him by the Board of Directors or prescribed by the By-laws. The Chairman of the Board shall, in

addition, subject to the control of the Board of Directors, generally supervise, direct and control the business and the officers of the corporation. The Chairman of the Board shall also act as the duly authorized representative of the Board in all matters in which the Board has not formally designated some other person to act.

The authority and responsibility of the Chairman of the Board shall include:

(i) Carrying out all policies established by the Board of Directors and advising on the formation of these policies.

(ii) Developing and submitting to the Board for approval a plan of organization for the conduct of the corporation's operation and recommended changes when necessary.

(iii) Preparing an annual budget showing the expected revenue and expenditures as required by the Board.

(iv) Selecting, employing, controlling and discharging employees and developing and maintaining personnel policies and practices for the corporation.

(v) Supervising business affairs to ensure that funds are collected and expended to the best possible advantage.

(vi) Presenting to the Board periodic reports reflecting the services and financial activities of the Corporation and such other reports as may be required by the Board.

(vii) Attending all meetings of the Board.

(viii) Preparing a plan for the achievement of the corporation's specific objectives and periodically reviewing and evaluating that plan.

(ix) Representing the corporation in its relationships with other charitable and governmental agencies.

(x) Performing other duties that may be necessary or in the best interest of the corporation.

(b) Vice Chairman.

The Vice-Chairman shall report directly to the Chairman of the Board and shall have such powers and perform such duties as is from time to time prescribed by the Chairman of the Board or the Board of Directors. In the absence or disability of the Chairman of the Board, the Vice-Chairman shall perform all of the duties of the Chairman of the Board, and when

so acting, shall have all powers of, and be subject to all the restrictions upon, the Chairman of the Board.

(c) Secretary.

The Secretary shall attend to the following:

(i) The Secretary shall keep or cause to be kept, at the principal executive office or such other place as the Board of Directors may direct, a book of minutes of all meetings and actions of Directors, committees of Directors, and members, with the time and place of holding said meeting, whether regular or special, and, if special, how authorized, the notice given, the names of those present at such meetings, the number of members present or represented at members' meetings, and the proceedings of such meetings.

(ii) The Secretary shall keep, or cause to be kept, at the principal executive office, as determined by resolution of the Board of Directors, records of the corporate members, showing the names of all members, their addresses, and the class of membership held by each.

(iii) The Secretary shall give, or cause to be given, notice of all meetings of the members and of the Board of Directors required by the By-laws to be given. He shall handle all correspondence involving the corporation. He shall keep the seal of the corporation in safe custody. He shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or the By-laws.

(d) Chief Financial Officer.

The Chief Financial Officer shall attend to the following:

(i) The Chief Financial Officer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of accounts of the properties and business transactions of the corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and other matters customarily included in financial statements. The books of account shall be open to inspection by any Director at all reasonable times. Said books of account shall be kept and maintained in accordance with Manual Section 3/350.14 of the Los Angeles Police Department.

(ii) The Chief Financial Officer shall deposit all money and other valuables in the name and to the credit of the corporation with such depositories as may be designated by the Board of Directors; shall disburse the funds of the corporation as may be ordered by the Board of Directors; shall render to the Chairman of the Board and Directors, whenever they

request it, an account of all of his transactions as Chief Financial Officer and of the financial condition of the corporation; and shall have other powers and perform such other duties as may be prescribed by the Board of Directors or the By-laws.

(iii) If required by the Board of Directors, the Chief Financial Officer shall give the corporation a bond in the amount and with the surety or sureties specified by the Board for faithful performance of the duties of his office and for restoration to the corporation of all its books, papers, vouchers, money, and other property of every kind in his possession or under his control on his death, resignation, retirement, or removal from the office.

ARTICLE XI

CONDUCT OF BUSINESS

Section 1. It is the established policy of the corporation that all actions relating to persons, firms, organizations and entities outside this corporation be expressed only through the Board of Directors of this corporation, and to the extent such authority is delegated by the Board, by the Chairman of the Board.

Section 2. Any person who is neither a member of the Board of Directors nor acting by authority of the Board of Directors, who purports to represent this corporation in any dealings with a person or entity outside the corporation, shall be deemed guilty of misconduct and subject to disciplinary action.

Section 3. No person who is now, or who later becomes, a member of this corporation shall become personally liable to its creditors for any indebtedness or liability, and any and all creditors of this corporation shall look only to the assets of this corporation for payment.

ARTICLE XII

FUND MANAGEMENT

(a) The corporation will solicit and accept gifts, legacies, donations and/or contributions of real or personal property, in any amount, upon such terms and conditions as may be decided by the Board of Directors and in accordance with State and federal laws and in consonance with state and federal tax laws. The fund shall be non-budgetary and shall comprise monies donated by individuals, businesses and organizations and the interest received while holding such monies.

All funds received shall be held in the name of the corporation and not in the name of any individual. The official depository of such funds shall be the Los Angeles Police

Department Credit Union, 250 North Los Angeles Street, Los Angeles, California. Withdrawal from such fund shall require the signature of the Chairman of the Board and the Vice-Chairman.

(b) The fund expenditures shall be restricted to the purchase, production and distribution of materials necessary to enhance the Los Angeles Police Department's ongoing crime prevention efforts.

ARTICLE XIII

FISCAL YEAR

The fiscal year of the corporation shall begin on the first day of July and end on the last day of June of the subsequent year.

ARTICLE XIV

INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES AND OTHER AGENTS

Section 1. DEFINITIONS. For the purpose of this Article:

(a) "agent" means any person who is or was a Director, officer, employee, or other agent of this corporation, or is or was serving at the request of this corporation as a Director, officer, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise, or was a Director, officer, employee or agent of a foreign or domestic corporation that was a predecessor corporation of this corporation or of another enterprise at the request of the predecessor corporation;

(b) "proceeding" means any threatened, pending, or completed action or proceeding, whether civil, criminal, administrative, or investigative; and

(c) "expenses" includes, without limitation, all attorneys' fees, costs, and other expenses incurred in the defense of any claims or proceedings against any agent by reason of his position or relationship as agent and all attorneys' fees, costs, and other expenses incurred in establishing a right to indemnification under this Article.

Section 2. SUCCESSFUL DEFENSE BY AGENT. To the extent that an agent of this corporation has been successful on the merits in the defense of any proceeding referred to in this Article, or in the defense of a claim, issue, or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection with the claim. If an agent either settles any such claim or sustains a judgment rendered against him, then the provisions of Sections 3 and 5 shall determine whether the agent is entitled to indemnification.

Section 3. ACTIONS BROUGHT BY PERSONS OTHER THAN THE CORPORATION. Subject to the required findings to be made pursuant to Section 5 below, this corporation shall indemnify any person who was or is a party, or is threatened to be made a party, to any proceeding other than an action brought by, or on behalf of, this corporation, or by an officer, Director or person granted related status by the Attorney General, or by the Attorney General on the ground that the defendant Director was or is engaging in self-dealing within the meaning of California Corporations Code Section 5233, or by the Attorney General or a person granted related status by the Attorney General for any breach of duty relating to assets held in charitable trust, by reason of the fact that such person is or was an agent of this corporation, for all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred in connection with the proceeding.

Section 4. ACTION BROUGHT BY OR ON BEHALF OF THE CORPORATION.

(a) If any agent settles or otherwise disposes of a threatened or pending action brought by or on behalf of this corporation, with or without court approval, the agent shall receive no indemnification for either amounts paid pursuant to the terms of the settlement or other disposition or for any expenses incurred in defending against the proceeding.

(b) This corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action brought by or on behalf of this corporation by reason of the fact that the person is or was an agent of this corporation, for all expenses actually and reasonably incurred in connection with the defense of that action, provided that both of the following are met:

(i) The determination of good faith conduct required by Section 5 below, must be made in the manner provided for in that section; and

(ii) Upon application, the court in which the action was brought must determine that, in view of all of the circumstances of the case, the agent should be entitled to indemnity for the expenses incurred. If the agent is found to be so entitled, the court shall determine the appropriate amount of expenses to be reimbursed.

Section 5. DETERMINATION OF AGENT'S GOOD FAITH CONDUCT. The indemnification granted to an agent in Sections 3 and 4 above is conditioned on the following:

(a) The agent seeking reimbursement must be found, in the manner provided below, that he acted in good faith, in a manner he believed to be in the best interest of this corporation, and with such care, including reasonable inquiry, as an

ordinarily prudent person in a like position would use in similar circumstances. The termination of any proceeding by judgment, order, settlement, conviction, or on a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith or in a manner which he reasonably believed to be in the best interest of this corporation or that he had reasonable cause to believe that his conduct was unlawful. In the case of a criminal proceeding, the person must have had no reasonable cause to believe that his conduct was unlawful.

(b) The determination that the agent did act in a manner complying with paragraph (a) above shall be made by:

(i) the Board of Directors by a majority of a quorum consisting of Directors who are not parties to the proceeding; or

(ii) the affirmative vote (or written ballot in accord with Article VII, Section 8) of a majority of the votes represented and voting at a duly held meeting at which a quorum is present (which affirmative votes also constitute a majority of the required quorum);

(iii) the court in which the proceeding is or was pending. Such determination may be made on application brought by this corporation or the agent or the attorney or other person rendering a defense to the agent, whether or not the application by the agent, attorney, or other person is opposed by this corporation.

Section 6. LIMITATIONS. No indemnification or advance shall be made under this Article, except as provided in Sections 2 or 5(b)(iii), in any circumstance when it appears:

(a) That the indemnification or advance would be inconsistent with a provision of the Articles, a resolution of the members, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits or otherwise limits indemnification; or

(b) That the indemnification would be inconsistent with any condition expressly imposed by a court in approving a settlement.

Section 7. ADVANCE OF EXPENSES. Expenses incurred in defending any proceeding may be advanced by this corporation before the final disposition of the proceeding on receipt of an undertaking by or on behalf of the agent to repay the amount of the advance unless it is determined ultimately that the agent is entitled to be indemnified as authorized in this Article.

Section 8. CONTRACTUAL RIGHTS OF NONDIRECTORS AND NONOFFICERS. Nothing contained in this Article shall affect any right to indemnification to which persons other than Directors and officers of this corporation, or any subsidiary hereof, may be entitled by contract or otherwise.

Section 9. INSURANCE. The Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not this corporation would have the power to indemnify the agent against that liability under the provisions of this section.

Section 10. FIDUCIARIES OR CORPORATE EMPLOYEE BENEFIT PLAN. This Article does not apply to any proceeding against any trustee, investment manager, or other fiduciary of an employee benefit plan in that person's capacity as such, even though that person may also be an agent of the corporation as defined in Section 1 of this Article. Nothing contained in this Article shall limit any right to indemnification to which such a trustee, investment manager, or other fiduciary may be entitled by contract or otherwise, which shall be enforceable to the extent permitted by applicable law.

ARTICLE XV

RECORDS AND REPORTS

Section 1. INSPECTION RIGHTS. Any member of the corporation may:

(a) Inspect and copy the records of members' names and addresses and voting rights during usual business hours on five days' prior written demand on the corporation, stating the purpose for which the inspection rights are requested; and

(b) Obtain from the Secretary of the corporation, on written demand and on the tender of the Secretary's usual charges for such a list, if any, a list of names and addresses of members who are entitled to vote for the election of Directors, and their voting rights, as of the most recent record date for which that list has been compiled, or as of a date specified by the member after the date of demand. The demand shall state the purpose for which the list is requested. This list shall be made available to any such member by the Secretary on or before the later of ten (10) days after the demand is received or the date specified in it as the date by which the list is to be compiled.

Any inspection and copying under this section may be made in person or by an agent or attorney of the member and the right of inspection includes the right to copy and make extracts.

Section 2. MAINTENANCE AND INSPECTION OF ARTICLES AND BY-LAWS. The corporation shall keep at its principal executive office, or if its principal executive office is not in the State of California, at its principal business office in this state, the original or a copy of the Articles and By-laws as amended to date, which shall be open to inspection by the members at all reasonable times during office hours. If the principal executive office of the corporation is outside the State of California and the corporation has no principal business office in this state, the Secretary shall, on the written request of any member, furnish to that member a copy of the Articles and By-laws as amended to date.

Section 3. MAINTENANCE AND INSPECTION OF OTHER CORPORATE RECORDS. The accounting books, records and minutes of proceedings of the members and the Board of Directors and any committee(s) of the Board of Directors shall be kept at such place or places designated by the Board of Directors, or, in the absence of such designation, at the principal executive office of the corporation. The minutes shall be kept in written or typed form, and the accounting books and records shall be kept either in written or typed form or in any other form capable of being converted into written, typed, or printed form. The minutes and accounting books and records shall be open to inspection on the written demand of any member, at any reasonable time during usual business hours, for a purpose reasonably related to the member's interests as a member. The inspection may be made in person or by an agent or attorney, and shall include the right to copy and make extracts. These rights of inspection shall extend to the records of each subsidiary corporation of the corporation, if any.

Section 4. INSPECTION BY DIRECTORS. Every Director shall have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the corporation and each of its subsidiary corporations. This inspection by a Director may be made in person or by an agent or attorney, and the right of inspection includes the right to copy and make extracts of documents.

Section 5. ANNUAL REPORT TO MEMBERS. The annual report to members referred to in the California Nonprofit Corporation Law is expressly dispensed with, but nothing in these By-laws shall be interpreted as prohibiting the Board of Directors from issuing an annual or other periodic reports to the members of the corporation as they consider appropriate. However, the corporation shall provide to the Directors, and to those members who request it in writing, within one hundred twenty (120) days of the close of its fiscal year, a report containing the following information in reasonable detail:

(a) The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year.

(b) The principal changes in assets and liabilities, including trust funds, during the fiscal year.

(c) The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes, for the fiscal year.

(d) The expenses or disbursements of the corporation, for both general and restricted purposes, during the fiscal year.

(e) Any information required by California Corporations Code Section 6322.

ARTICLE XVI

CONSTRUCTION AND DEFINITIONS

Unless the context requires otherwise, the general provisions, rules of construction and definitions in the California Nonprofit Corporation Law shall govern the construction of these By-laws. Without limiting the generality of the above, the masculine gender includes the feminine and neuter, the singular number includes the plural, the plural number includes the singular, and the term "person" includes both a corporation and a natural person.

ARTICLE XVII

AMENDMENTS

Section 1. AMENDMENT BY MEMBERS. New By-laws may be adopted or these By-laws may be amended or repealed by approval of the members or their proxies, or by written assent of these persons.

Section 2. AMENDMENT BY DIRECTORS. Subject to the right of members under Section 1 of this Article XIV, By-laws other than a by-law fixing or changing the authorized number of Directors may be adopted, amended, or repealed by the Board of Directors. However, if the Articles of Incorporation or By-laws adopted by the members provide for an indefinite number of Directors within specified limits, the Directors may adopt or amend a by-law fixing the exact number of Directors within those limits.

CERTIFICATE OF SECRETARY

I, the undersigned, do hereby certify:

1. That I am the duly elected and acting Secretary of THE CRIME PREVENTION ADVISORY COUNCIL, a California nonprofit public benefit corporation;

2. That the foregoing By-laws, comprising twenty-four (24) pages, constitute the By-laws of such corporation as duly adopted by action of the Board of Directors of the corporation duly taken as of the 5th day of January, 1984.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed the seal of such corporation on the _____ day of _____, 1984.

_____

_____, Secretary

APPENDIX B

LOS ANGELES POLICE

CRIME PREVENTION ADVISORY COUNCIL

"A PARTNERSHIP AGAINST CRIME"

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SECTION 2. The Crime Prevention Advisory Council

SECTION 3. Crime Statistics

SECTION 4. Crime Prevention Programs of the Los Angeles Police Department

SECTION 5. Funding

The "PARTNERSHIP"

The basic mission of the Los Angeles Police Department is to prevent crime. It is far better to prevent crime than to deal with its often tragic aftermath. Directly or indirectly, crime has adversely affected each of us. This is why the majority of Americans today consider crime to be one of our most serious social problems. Our Nation was founded on the fundamental principle of freedom and the right of each of us to be secure in our persons and in our homes. Tragically, these treasured concepts have been seriously eroded as a result of crime. Crime can be prevented! However, people can no longer expect crime prevention to be the business of the police alone. All of us, as people who live, work and do business in the City of Los Angeles, must accept our individual, and collective' responsibility. We must join in a vital "partnership" between the police, the public and the business community in the fight against crime.

Crime prevention programs have proven to be highly effective in reducing crime. The primary purpose of crime prevention programs is to educate people in practical ways of protecting themselves, their families and their property against crime. Unfortunately, budget constraints in recent years have severely limited the Los Angeles Police Department's ability to reach the public with crime prevention educational materials needed to effectively carry out crime prevention programs already in place. A number of concerned people and businesses from throughout the Los Angeles Area recognized the need to develop a supplemental means of financially supporting the Los Angeles Police Department's crime prevention programs. This group joined together in early 1984 to form the Los Angeles Police Crime Prevention Advisory Council (CPAC).

THE CRIME PREVENTION ADVISORY COUNCIL

The Crime Prevention Advisory Council (CPAC) is a non-profit, tax-exempt Corporation. CPAC is an affiliate of and operates under the full endorsement of the Los Angeles Police Department. Comprised of public spirited volunteers, CPAC facilitates the essential "partnership" between the police, the public and the business community. CPAC is headed by a Board of Directors and is assisted by an executive committee, all of whom have made substantial efforts in support of the goals of the organization. The stated legal purpose of CPAC is to increase citizen awareness of the Los Angeles Police Department's crime prevention activities within the City of Los Angeles. In essence, the Crime Prevention Advisory Council plays a significant role in assisting the Los Angeles Police Department in the accomplishment of its "basic mission" of crime prevention. In addition to raising crime prevention supportive funds from throughout the private sector, CPAC is involved in many interesting diverse and innovative crime prevention projects which will make ours a better and safer community.

CRIME STATISTICS

All crime prevention programs stress awareness. Yet, many people are not aware of the frightening extent of crime in our society. Recognition of the extent of our crime problem is the first step toward its solution.

Tragically, 58,022 American soldiers were killed in Viet Nam. But did you know that in the past five years more Americans than this have been murdered right here in the United States. In 1980 alone, there were 23,044 murders nationwide. What about the City of Los Angeles? During the past ten years, Los Angeles has had 6,942 murders, 789 of which occurred in 1984. Few could argue that we have a problem as serious as any war right here within the borders of our Nation and in our City.

Crime prevention pays off. Largely as a result of the Los Angeles Police Departments' crime prevention programs, crime in general has been reduced in Los Angeles during each of the last four years. Burglary, assault, and robbery are among those crimes which have declined the most, but just look at these statistics for 1984.

In Los Angeles there were:

68,898 Burglaries (one every 7 minutes)
27,402 Robberies (one every 19 minutes)
21,114 Assaults (one every 25 minutes)
2,380 Rapes (one every 4 hours)
48,932 Auto Thefts (one every 11 minutes)

As you can see, there is still much work to be done. The Los Angeles Police Department and the Crime Prevention Advisory Council need your support to make an even bigger dent in these still-frightening crime statistics.

THE CRIME PREVENTION PROGRAMS OF THE LOS ANGELES POLICE DEPARTMENT

The following are but a few of the Los Angeles Police Department's crime prevention programs which are strengthened through the support of the Crime Prevention Advisory Council:

NEIGHBORHOOD WATCH

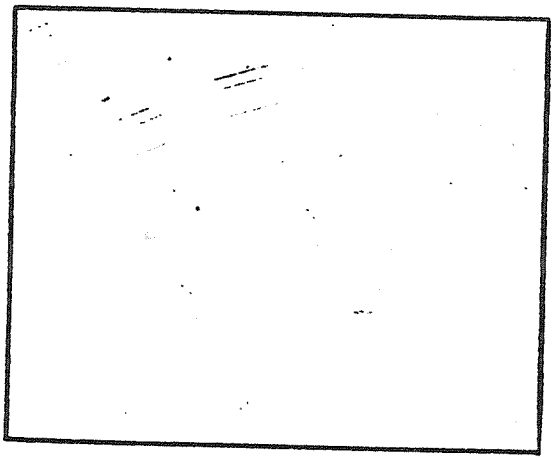
Neighborhood Watch is the cornerstone of the Los Angeles Police Department's crime prevention programs. It brings neighbors and police officers together in a spirit of teamwork and mutual cooperation. This program focuses on the key premise that good neighbors protect each other. Neighborhood meetings are held, during which crime trends and prevention methods are discussed. Often, permanent "block clubs" are formed with designated "block captains". These groups maintain an ongoing liaison with Los Angeles Police "basic car" officers who are permanently assigned to the groups' particular geographic areas. A highly beneficial two-way exchange of information occurs wherein citizens also apprise their designated "basic car" officers of suspicious activities or suspects observed in their neighborhoods. The effectiveness of Neighborhood Watch is greatly increased as a result of thousands of brochures, dealing with a wide array of crime prevention techniques, provided through the efforts of CPAC.

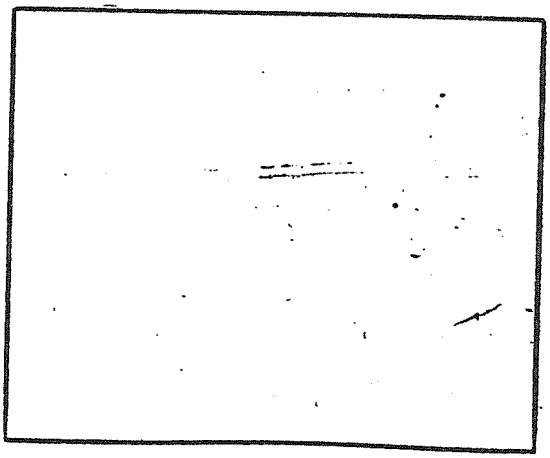
OPERATION IDENTIFICATION

Operation Identification is a program designed for crime deterrence and property recovery. Each year, thousands of valuable property items found in the possession of criminals are recovered by police agencies. Unfortunately, many of these belongings cannot be returned to their owners simply because ownership cannot be ascertained. To make matters worse, many otherwise prosecutable suspects must be released back into the community because probable stolen property found in their possession cannot be positively connected to a crime. Operation Identification combats this problem by making special engraving tools, provided by CPAC, available to the public through all Los Angeles Police Department stations. These are then used to permanently mark valuables with California Drivers' License numbers or Department of Motor Vehicle identification numbers. It is a proven fact that many burglars will bypass potential victims simply because they do not want to take property which they know could connect them to a crime.

DRUG ABUSE RESISTANCE EDUCATION (DARE)

Drug Abuse Resistance Education, known by its acronym DARE, is an innovative and highly successful new program which is preventing our young people from becoming involved with drugs. While traditional enforcement methods have placed primary emphasis on curbing the supply of narcotics, DARE puts drug dealers out of business by diminishing demand. Specially trained uniformed Los Angeles Police Officers conduct extensive classroom instruction in our elementary schools. These officers teach young people how to make decisions, how to combat peer pressure, and how to seek healthy alternatives to drugs and alcohol. The concept stresses the simple theme "DARE to say NO!" This program, pioneered by the Los Angeles Police Department in conjunction with the Los Angeles Unified School District, has rapidly become a model for other cities throughout the United States. The impact of DARE has far exceeded original expectations. Independent evaluators have determined that students have not only learned to resist drugs, but also to combat peer pressure in other areas. DARE has been responsible for a decrease in school vandalism and truancy, improved relations between ethnic groups, reduction in gang activity, a more positive attitude toward police, and an improved outlook toward school. Because of its initial success, DARE is currently being expanded to include specific anti-gang curriculum. In the future, CPAC looks to provide DARE with essential logistical support items such as printed educational materials, notebooks, educational films, projectors and other much needed teaching aids.



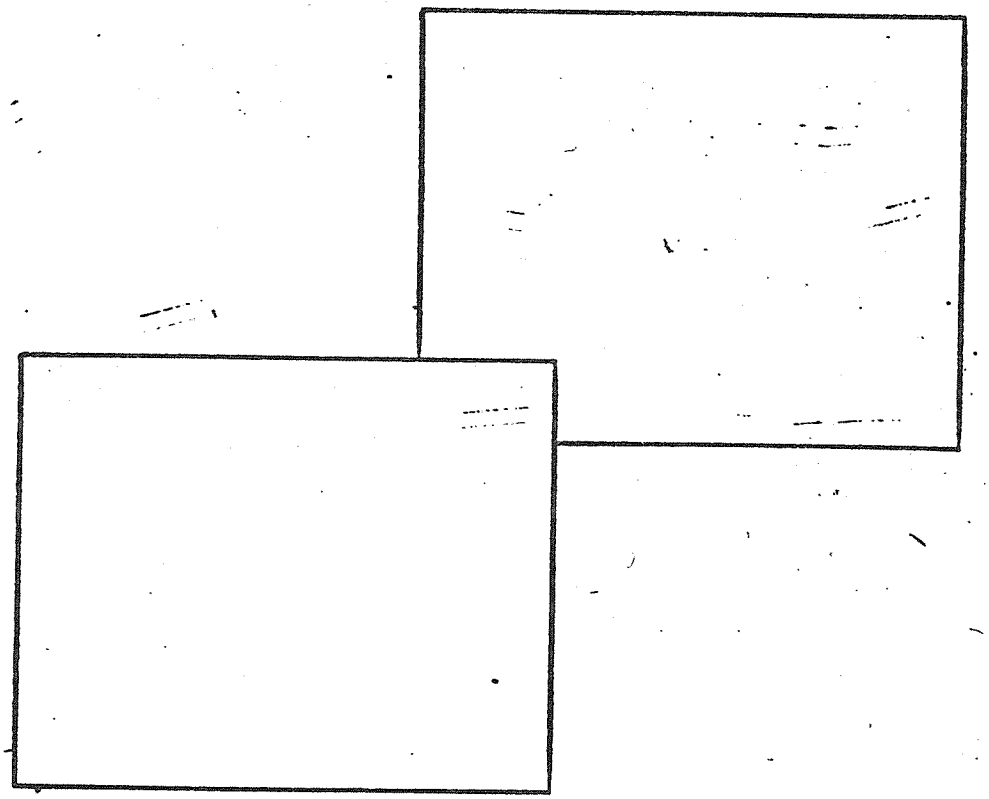


BUSINESS WATCH

All of us, as consumers, pay for the high cost of crime against businesses. Business Watch, like Neighborhood Watch, stresses teamwork in helping businesses work with the police and with each other. Police officers visit businesses, teaching them ways to minimize losses from shoplifting, internal theft, robbery, burglary, forgery and other types of business related thefts. Here again, CPAC fills a critical need by providing informative printed materials, films, displays and other logistical support items.

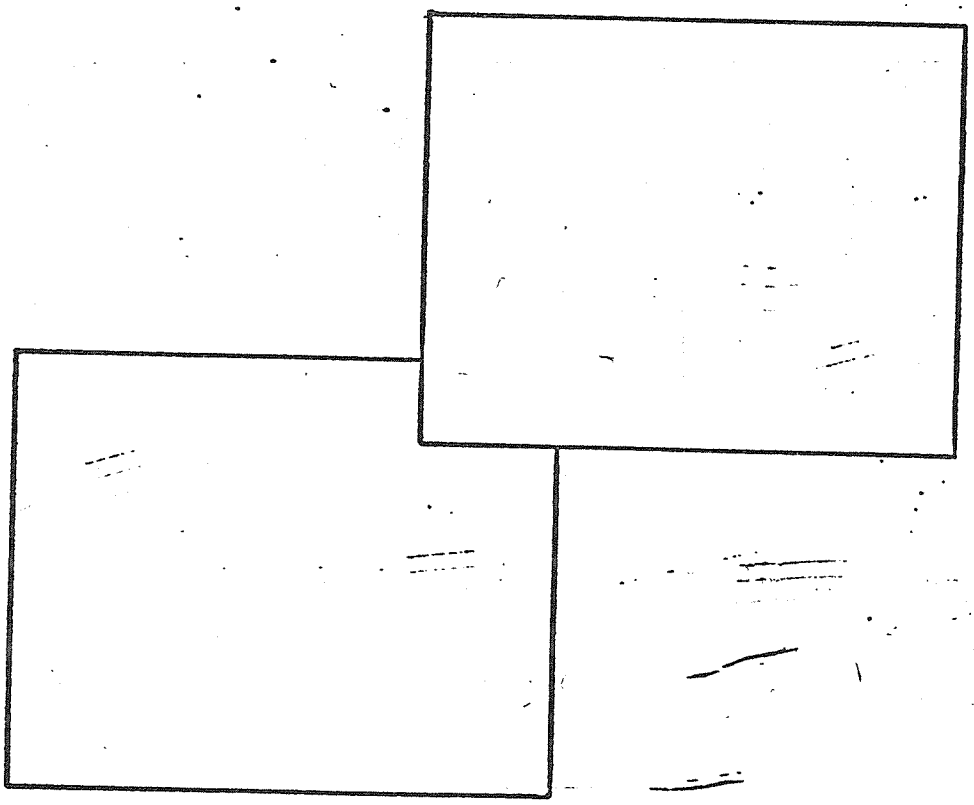
CRIME PREVENTION SPECIALIST VOLUNTEERS

Over the years, as the scope of the Neighborhood Watch program expanded, it became necessary to provide assistance to field police officers in the delivery of neighborhood meetings. Hence, the Crime Prevention Specialist Volunteer program was created. Here, specially trained community volunteers assist officers by distributing crime prevention materials, conducting residential security surveys and presenting portions of Neighborhood Watch meetings. This valuable program helps make the time spent by officers at meetings as productive as possible while helping to maximize the time spent by officers "in the field" performing patrol related functions. This program has been especially successful because of an increased awareness on the part of many people that teamwork and "volunteerism" is essential if we are to make significant headway toward our overall crime prevention goals.



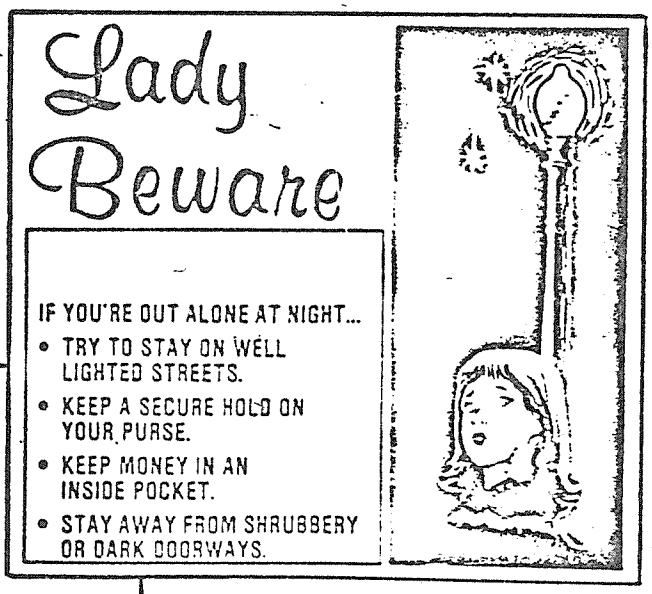
OFFICER BYRD

The Officer Byrd program makes use of a trained, highly colorful macaw to tailor a wide variety of crime prevention and safety topics to the special needs of elementary school age children. This program is extremely valuable because Officer Byrd and his partner, Officer Mike, instill in young people the realization that police officers are their friends. One needs only to witness the enthusiastic reactions of children during an Officer Byrd presentation to appreciate the positive effects of this beneficial program. Thousands of children are currently members of the Officer Byrd Safety Club. By writing to Officer Byrd, children are sent, at no charge, a special I.D. card, autographed photographs and pertinent crime prevention/safety materials. These children are also sent periodic newsletters which contain valuable tips from Officer Byrd. In the future, CPAC looks to provide printing and related support, thus allowing for continuation of this most worthwhile program..



COMMUNITY SELF-PROTECTION, LADY BEWARE, AND SENIOR CITIZEN PROTECTION

Often conducted through Neighborhood Watch, the Community Self-Protection, Lady Beware, and Senior Citizen Protection programs prevent members of our community from becoming victims of rape, robbery, assault, purse snatch and other forms of personal assault. CPAC has been responsible for several programs designed to increase public awareness of these essential crime prevention programs. Included are several widespread bus-bench campaigns, the most recent of which stresses the theme "LA'S THE PLACE, BUT NOT FOR CRIME!" This theme is frequently seen on bumper stickers in the Los Angeles area as a result of an extensive CPAC sponsored direct mail public awareness program. There is no doubt that many people have avoided becoming victims of crime as a result of crime prevention radio broadcasts made possible by CPAC.

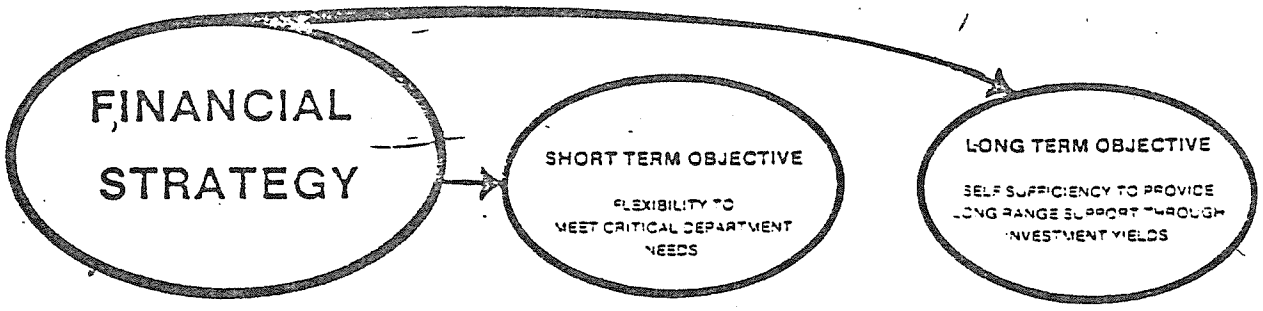


FUNDING

All of the Los Angeles Police Department crime prevention programs require supplemental funding if they are to effectively do the job they are designed to do. The Crime Prevention Advisory Council, in its mission to provide essential support for these programs, looks to the private sector for donations of volunteer time, in-kind services and, most importantly, financial support. Because CPAC is comprised of citizen volunteers who are not compensated in any way, and because staff support is provided by the Los Angeles Police Department, CPAC operates with virtually no overhead costs. Consequently, you can be assured that your tax-deductible contribution in its entirety will be used to prevent crime.

Because of constantly changing crime problems and the dynamic nature of the Los Angeles Police Department's crime prevention programs, the Crime Prevention Advisory Council's objectives are two-fold. First, the Council must remain flexible so that it can quickly fill critical financial support needs as requested by the Los Angeles Police Department. Second, the Council intends to be a viable organization capable of providing long range support to the Los Angeles Police Department for decades to come. To those ends, the Council receives constant input from the Los Angeles Police Department to ensure that funds donated from the private sector are channeled quickly and directly into the most effective areas. Concurrently, all funding decisions by CPAC are made with the future in mind. The steady building of a large fund will allow CPAC to eventually become self sufficient. It must be emphasized that, if you wish, you may specify which Los Angeles Police Department crime prevention program(s) you wish to support. Your contribution will then be so earmarked and used accordingly.

Crime prevention is everyone's fight. Your support of the Los Angeles Police Crime Prevention Advisory Council will represent a sound investment. Join the "partnership." Your dividend will be a City in which we all have greater freedom to live without fear of the adverse effects of crime. Because of you, many people will not become victims of crime!



APPENDIX C

LOS ANGELES POLICE DEPARTMENT
Office of Operations
Room 722, Parker Center
150 North Los Angeles Street
Los Angeles, California 90012
CONTACT: Lt. Joe Rezzo,
(213) 485-4111

NEWS RELEASE

NEW LAPD CITY-WIDE CRIME-PREVENTION PROGRAM UNVEILED

A City-wide crime prevention campaign will be launched with a press conference at 2 p.m. on Friday, February 1, in front of Parker Center, administration headquarters of the Los Angeles Police Department. The campaign will feature the placing of more than 200 bus-stop benches around the City as well as a large direct mail fundraising program. The benches have been contributed by Harry Groman, Chairman of the Los Angeles Police Crime Prevention Advisory Council (CPAC). The mailing is being spearheaded by Robert Buckingham, the Council's Executive Vice President. "L.A.'s the Place--But Not for Crime" has been adopted as the campaign slogan. The first bus bench will be unveiled by Mr. Groman and Police Chief Daryl F. Gates with the Council's ten board directors in attendance.

The Council was formed a year ago as a non-profit, tax-exempt organization. CPAC facilitates the PARTNERSHIP between the business community, the public, and the police. It has an executive committee comprised of 72 of the community's most prominent citizens who are contributing their individual skills, counsel and financial support.

Their objective is to expand and finance the Police Department's crime prevention programs including the Drug Abuse Resistance Education (DARE) program now active in the City's schools. In recent months, the Council has raised $180,000 exclusively from the private sector. The production of more than a half-million crime prevention brochures was also achieved in 1984. Thousands of these were distributed among visitors to the Summer Olympics Games.

"Crime prevention," according to LAPD Commander Glenn Levant, Assistant to the Director, Office of Operations, "cannot be the exclusive responsibility of law enforcement." It is hoped that the press conference will encourage all citizens to join us in the PARTNERSHIP to reduce unlawful activity. It is the absolute right of law abiding citizens to be safe from crime. Surely the familiar adage, "an ounce of prevention is worth a pound of cure" has never had more relevance for the citizens of Los Angeles!

APPENDIX D

Crime Prevention Advisory Council

A not for profit volunteer organization dedicated to the crime prevention education of the Los Angeles City Citizenry

Dear Fellow Citizen:

I think you'll agree with me that we live in a great city, Los Angeles. It's a city to be proud of -- and to take care of.

But with everything our city has going for it, we also have a problem that should be a very personal concern of every one of us. That concern is crime.

You probably hear of and read about crime nearly every day. Unfortunately, you may have even been among those statistics, as a victim.

Now. Our Chance To Do Something.

The Crime Prevention Advisory Council is being created as a "grass roots", volunteer-partnership organization to help the Los Angeles Police Department prevent and fight crime in our city--and we're asking you, right now, for your help and support.

What can you do? That's the first question we asked ourselves, because we're just citizens, too. What we both can do is give of time and money to make sure important crime education programs continue within our city.

So, with the blessing of Chief Daryl Gates and the Los Angeles Police Department, the new Crime Prevention Advisory Council dedicates itself to support the LAPD with its "basic mission" -- TO PREVENT CRIME AND DISORDER IN LOS ANGELES. Like you, we too are concerned about crime, and the effect it has upon us, our families and our neighborhoods.

Your generous support will allow the Council to help fund important community crime prevention programs such as:

> NEIGHBORHOOD WATCH -- A valuable tool to help residents safeguard neighborhoods, homes and property from burglary, theft and street crime. In recent years burglary has declined in Los Angeles -- an endorsement of the value of the Neighborhood Watch Program.

PROJECT D.A.R.E. (Drug Abuse Resistance Education) -- An elementary grade classroom drug education program that places emphasis on preventing drug abuse by teaching students how to resist peer pressure to experiment with drugs and alcohol. D.A.R.E. is co-sponsored by the LA Unified School District.

BUSINESS WATCH -- A program designed to help managers and employees of all-sized business to recognize and help deter business-place theft, including shoplifting and both "blue" and "white collar" crimes. It also teaches proven methods and step-by-step procedure to make the workplace a safe and secure environment.

To date, funds to support these worthy community public service efforts have been appropriated from the LAPD operating budget as approved by the Los Angeles City Council, plus a grant from the State of California that has been used primarily for audio-visual equipment and support of the Neighborhood Watch Program.

Your contribution will help the Crime Prevention Advisory Council broaden its scope -- and bring more of these crime-fighting services to your neighborhood and your neighborhood businesses and schools.

Crime Prevention Pays Off

In each of the last three years, crime in general has been reduced in Los Angeles. Burglary, assault and robbery are among those that declined most, but just look at these statistics for 1983:

IN LOS ANGELES THERE WAS --
-- A BURGLARY EVERY 7 MINUTES.
-- A ROBBERY EVERY 18 MINUTES.
-- AN ASSAULT EVERY 25 MINUTES.
AND AN AUTO STOLEN EVERY 11 MINUTES.

The Los Angeles Police Department and the Crime Prevention Advisory Council need your support to make an even bigger dent in these still-frightening crime statistics!

Please contribute what you can afford to assist the Council in bringing these beneficial programs to your neighborhood. If you also want to donate your time, we'd be interested in that, too.

Fighting crime is our job, but it's your business. Complete the enclosed card and mail it promptly (with your tax-deductible contribution) to show your support for your Los Angeles, and its new Crime Prevention Advisory Council. Thank you.

Sincerely,

Harry Groman

Harry Groman
Chairman
Crime Prevention
Advisory Council

P.S. Enclosed you'll find a "I support the Crime Prevention Advisory Council" bumper strip. I hope you'll display it proudly.

Crime prevention is our job... but it's your business!

A personal message from

Chief of Police
Los Angeles Police Department

Dear Concerned Citizen:

THE PARTNERSHIP

The great majority of Americans today consider crime our most important social problem. It strikes at the very heart of us all by breeding fear, distrust and uncertainty.

Living in today's society is to live in a unique setting. We are all aware of those well-known words: freedom, justice, safety and pursuit of happiness. We must also be aware that these same treasured concepts are gradually being eroded because of crime. Crime can be prevented. However, crime prevention programs cannot be the exclusive responsibility of law enforcement. Each citizen must join in a partnership with law enforcement to prevent crime. The right of every citizen to be safe from the ravages of crime can be enhanced by programs proven to be effective.

The LAPD strongly supports crime prevention programs and developed its partnership with the community years ago through the *Basic Car Plan and *Neighborhood Watch Program. Today, with your help and cooperation, we can pursue an even wider range of strategies which can have a positive effect in reducing crime within our communities. The following are but a few of the programs available in Los Angeles:

* Operation Identification
* Community Self-Protection
* Lady Beware
* Senior Citizen Protection
* Anti-Shoplift
* Drug Abuse Resistance Education
* Involvement of citizen volunteers in crime prevention programs

One of the best ways to educate and spread the message of these programs to the citizens of Los Angeles is through printed materials. Unfortunately, because of budget constraints, LAPD has been unable to provide the community with adequate crime prevention printed materials. However, a number of concerned people from within our community recognized the need to develop a supplemental means of funding the Department's Crime Prevention Program and, consequently, the Crime Prevention Advisory Council has been formed.

The Crime Prevention Advisory Council is a non-profit, tax-exempt corporation which has the full endorsement of the Los Angeles Police Department. I sincerely hope that you will support the Los Angeles Police Department's crime prevention efforts through our Advisory Council. Crime prevention is our job, but it's your business. The Crime Prevention Advisory Council offers a unique opportunity for all of us to work together as partners in preventing crime. Your donation will enable you to join in this most important partnership. Won't you please help us to better serve you.

Very truly yours,

DARYL F. GATES
Chief of Police

"Fighting Crime is our job, but it's your business!"

"The LAPD strongly supports crime prevention programs and developed its partnership with the community years ago through the Basic Car Plan and Neighborhood Watch Program. Today, with your help and cooperation, we can pursue an even wider range of strategies which can have a positive effect in reducing crime within Los Angeles."

Daryl F. Gates, Chief of Police

Now: Your chance to do something.

You've probably seen the Neighborhood Watch Program signs posted in neighborhoods around the city—maybe even close by your home. But do you know what the Neighborhood Watch Program is, and what it can accomplish when you and your neighbors gang-up on crime?

NEIGHBORHOOD WATCH

You'll learn how to protect your home, your property and, in cooperation with other residents, make your neighborhood a place to be avoided by burglars.

Your Neighborhood Watch team from the Los Angeles Police Department will also make you and your friends aware of the many other ways to protect your homes, your property, and your lives.

If you think you'd like to "host" an evening or weekend Neighborhood Watch Program meeting, or would like more information about such an LAPD-sponsored gathering in your neighborhood, check the appropriate box on the enclosed Contribution/Information card.

Neighborhood Watch—a proven community way to gang-up on neighborhood crime!

The D.A.R.E. that students should take.

D.A.R.E.—Drug Abuse Resistance Education was first introduced to Los Angeles Unified School District classrooms in 1983—with an LAPD commitment of more than a dozen full-time officers and supervisory personnel, and a six-figure budget allocation "to inoculate the next generation (elementary level students) from the plague of drug abuse on high school campuses," stated Los Angeles Police Chief Gates.

D.A.R.E. classroom programs concentrate on four major areas to help youngsters say "NO" to drugs. First is an information program of drug education. Then, students learn how to resist peer pressure. They discover how to stand by the strength of their own decisions.

D.A.R.E.
Drug Abuse Resistance Education

And finally, alternatives to drug use are discussed and positive role models are presented.

D.A.R.E. will be in the classrooms again this year to continue their convincing case against drug use. These caring professionals will help the young to say with confidence, "we don't want drugs."

If you would like to support D.A.R.E., check the appropriate box and we will see your contribution is designated for this worthy project. If you'd like more information on D.A.R.E., also check that box.

OTHER 1984-85 PROJECTS

The Crime Prevention Advisory Council will also assist in supporting other LAPD-sponsored programs such as:

- Senior Citizen Protection
- Operation Identification
- Lady Beware
- Community Self-Protection
- Business Watch
- Anti-Shoplift

Why we need your help.

The Crime Prevention Advisory Council is a non-profit, tax-exempt organization that has the full endorsement of the Los Angeles Police Department.

Your tax-deductible donation will help the Council support programs to ensure the safety and security of all of LA's citizens.

Please send information regarding The Los Angeles Crime Prevention Advisory Council to:

☐ Mr. ☐ Mrs. ☐ Ms. First Name Last Name
Street Apt #
City State Zip

3

☐ Mr. ☐ Mrs. ☐ Ms. First Name Last Name
Street Apt #
City State Zip

☐ Mr. ☐ Mrs. ☐ Ms. First Name Last Name
Street Apt #
City State Zip

4

☐ Mr. ☐ Mrs. ☐ Ms. First Name Last Name
Street Apt #
City State Zip

THANK YOU.

LA's The Place

But not for Crime!

Here's what you can do about it now!

POLICE OFFICER LOS ANGELES

What are you doing to prevent becoming a victim of crime?

AT HOME

	YES	NO
Do you cut down on burglar "hiding places" by trimming overgrown bushes and shrubs near windows and doors?	☐	☐
Do you make sure never to "hide" a key under the mat?	☐	☐
Are your outside doors secured by dead-bolts?	☐	☐
Are your outside doors equipped with a wide-angle "peep-hole" viewer?	☐	☐
Do you stop deliveries when you plan to be away for a day or more? The paper, for example.	☐	☐
Do you have timer-devices for lights within your home?	☐	☐

IN YOUR CAR, ON THE STREETS...

	YES	NO
Do you tell your friends it's not wise to have a "hidden" key (like a magnetic box) on their car?	☐	☐
Do you always lock your doors when you're inside your car?	☐	☐
Do you always look inside your car, —the back seat and on the floor before entering?	☐	☐
Do you remove your house keys when turning over your car to a parking attendant?	☐	☐
Do you make sure your purse or other valuables are not on the seat while driving with the windows open?	☐	☐
Do you always try to park in well-lighted areas?	☐	
Do you always take the keys out of the ignition when you leave the car?	☐	
At night, do you try not to walk alone, or on uncrowded streets?	☐	
Do you always take extra precautions to keep your purse from being easily snatched?	☐	
If you have school age children, have you arranged for a neighbor or friend to keep an eye on them if you are gone?	☐	

Protect yourself. And help others by contributing to the Los Angeles Crime Prevention Council.

CONTRIBUTION/INFORMATION REPLY CARD

POLICE OFFICER LOS ANGELES

Crime Prevention Advisory Council

☐ **YES,** I want to support the community efforts of the Crime Prevention Advisory Council and its goals, as endorsed by the Los Angeles Police Department. I have enclosed my contribution in the amount of $ _____

Your Contribution is TAX DEDUCTIBLE!

Please use my donation to the
- ☐ Neighborhood Watch Program
- ☐ D.A.R.E. (Drug Abuse Resistance Education) Program
- ☐ As the need requires

Please send me more information on
- ☐ Neighborhood Watch Program
- ☐ D.A.R.E.

I would like to host a Neighborhood Watch Program presentation.
- ☐ Please contact me

Please make any necessary corrections in name/address.

Please return this completed form with your contribution in the postpaid envelope enclosed.

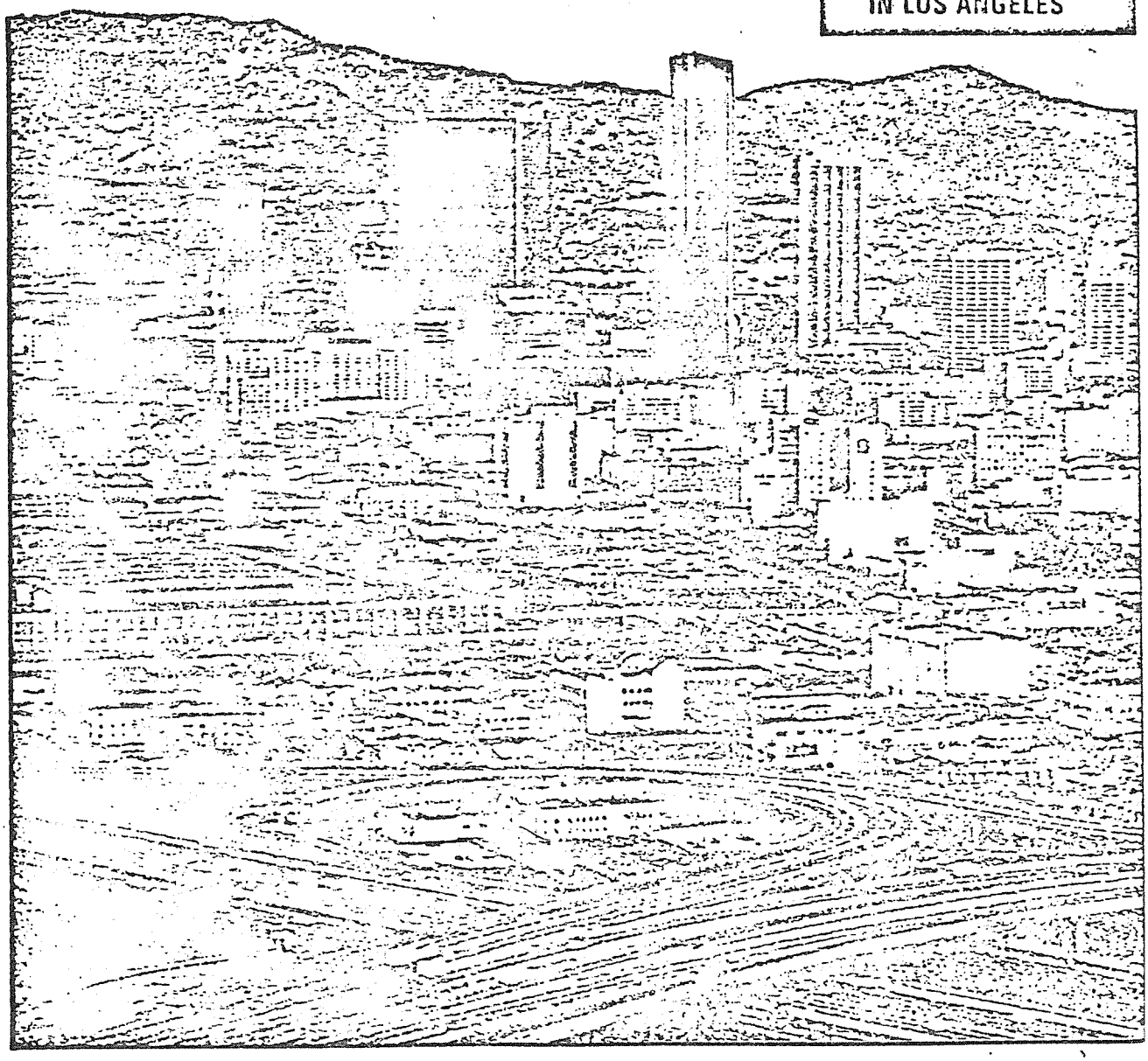
NOTICE: Not every household in your neighborhood received this Crime Prevention

APPENDIX E

L.A.'s THE PLACE

HOME OF THE 1984 OLYMPICS

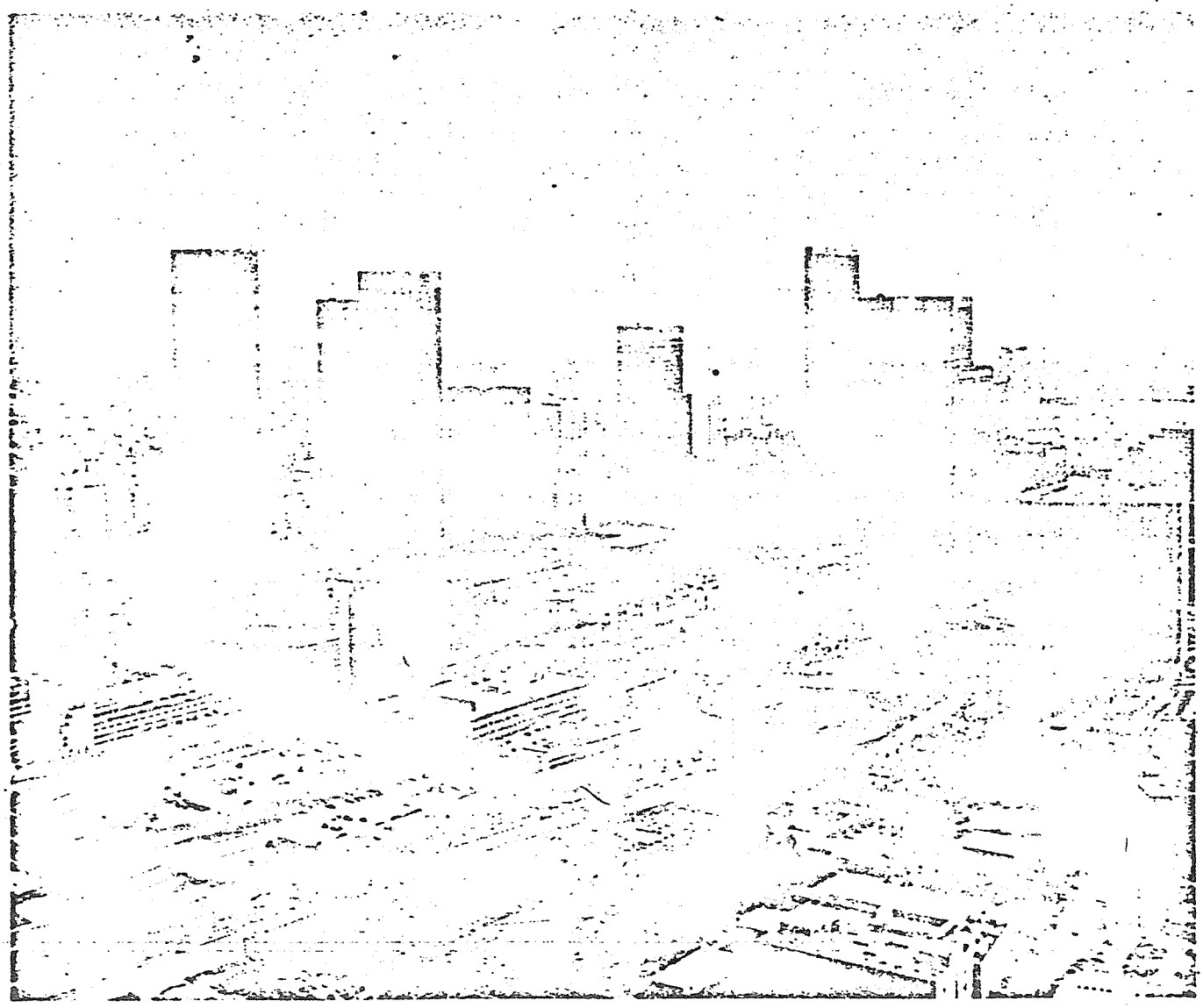
HELPFUL HINTS TO ENJOY YOUR STAY IN LOS ANGELES



STADT DER OLYMPISCHEN
SOMMERSPIELE 1984

LA's the Place

NÜTZLICHE HINWEISE FÜR
IHREN AUFENTHALT IN
LOS ANGELES

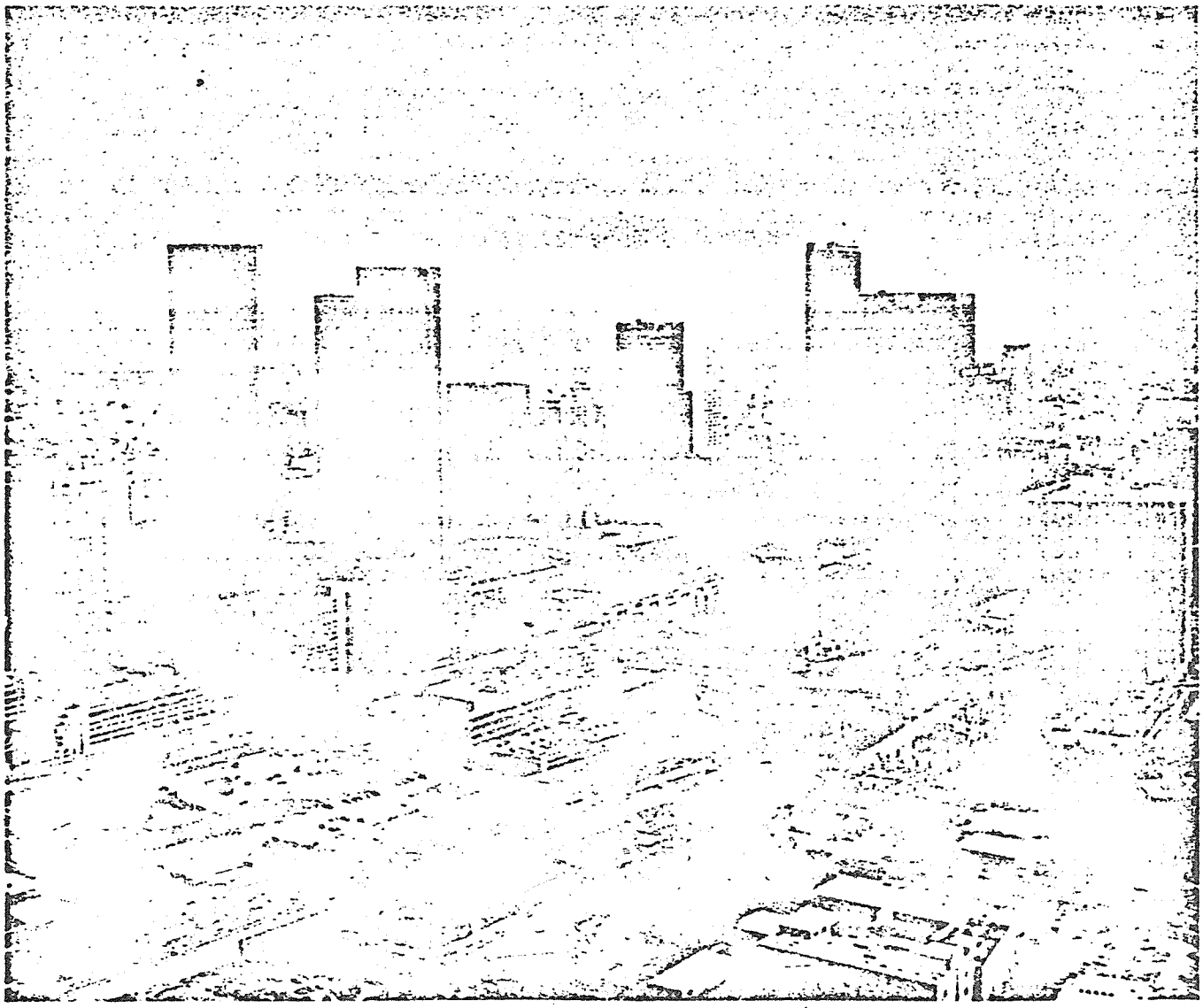


1984년 올림픽

LA's the Place

보다 유쾌한
체재를 위한 안내

SITE DES JEUX OLYMPIQUES
1984

LA's the Place

QUELQUES CONSEILS PRATIQUES
POUR RENDRE VOTRE SEJOUR A
LOS ANGELES PLUS AGREABLE.