

**HOW THE LOS ANGELES POLICE DEPARTMENT
WILL HELP DIVERT THE IMPENDING
BALKANIZATION OF LOS ANGELES
BY 2009**

Project

**California Commission on
Peace Officer Standards and Training**

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TABLE OF CONTENTS

INTRODUCTION.....	1
Environmental Scanning.....	1
SECTION 1: FUTURES STUDY.....	15
Modified Delphi.....	16
Trend and Event Forecasting.....	17
Trend Summaries.....	18
Event Summaries.....	33
Scenarios.....	42
Scenario 1.....	42
Scenario 2.....	43
Scenario 3.....	43
SECTION 2: STRATEGIC PLANNING.....	50
Institutionalization of Community Policing...	54
Mapping.....	55
Mission Statement.....	64
Universal Value Systems.....	65
Imaging The Future.....	65
SECTION 3: TRANSITION MANAGEMENT PLAN. 67	67
Post Industrial Leadership.....	68
Communication Policing.....	69
Community Police Advisory Boards.....	70
SECTION 4: CONCLUSIONS.....	71

APPENDIXES

Appendix A	Delphi Participants.....	75
	Delphi Introduction.....	76
	Delphi Iteration I.....	78
	Delphi Iteration II.....	81
	Delphi Iteration III.....	89
	Final Trend & Event Forecasts.....	17
	Trend & Event Forecasts Graphs....	30

TABLES

Table 1	Trend Summary Table.....	28
Table 2	Event Summary Table.....	41

RACE/ETHNICITY POPULATION BY BUREAU GRAPHS

Valley Bureau.....	45
Central Bureau.....	46
West Bureau.....	47
South Bureau.....	48

MAPPING

South Bureau Race/Ethnicity.....	57
Central Bureau Race/Ethnicity.....	58
West Bureau Race/Ethnicity.....	59
South Bureau Race/Ethnicity.....	60
Los Angeles Poverty With Census Tract.....	61
Los Angeles Economic and Revitalization Areas...	62
Los Angeles HUD Low/Mod Income Tract.....	63

BOTH LIBERTY AND EQUALITY ARE AMONG THE PRIMARY GOALS PURSUED BY HUMAN BEINGS THROUGH MANY CENTURIES; BUT TOTAL LIBERTY FOR WOLVES IS DEATH TO THE LAMBS, TOTAL LIBERTY OF THE POWERFUL, THE GIFTED, IS NOT COMPATIBLE WITH THE RIGHTS TO A DECENT EXISTENCE OF THE WEAK AND THE LESS GIFTED.

*-Isaiah Berlin
The Proper Study of Mankind*

INTRODUCTION

Environmental Scanning

For the past two hundred years America has had a common theme, and after the Civil War, this theme took even more meaning, a theme of vision for the future. Relevant questions for the law enforcement industry to be analyzed in this study will be the following:

- ◆ What is the vision of America as we approach the new century?
- ◆ What is the new mythology which will bring structure to Americans during the next 100 years?
- ◆ How will this new society embrace and support policing in 2010?

The status of American society, given the many radical technological advances and demographic shifts, has blurred the vision. With the cultural and ethnic tapestries, political power structures and diverse value systems inherent in our mix of human beings, the vision is not as clear as it was before. Some believe that if not properly managed, as America's history develops, the tendency to follow the path of the more violent European countries is a very real possibility.

Currently, America is leading a universal information revolution, where the amount of information is increasing at an exponential rate and wisdom, information including ethics added, is lagging behind. Geographic borders have been removed and the world

population is searching for new mythology from which to structure their lives. A renewed culture and worldview is struggling to emerge from the grave on an old industrial system. While powerful technologies have arrived and will continue to amaze the human mind, when linked up with inadequate worldviews or primitive human impulses, they become treacherous to human existence. With new democracies emerging all around us, the only lasting solution will be the development of new universal values, which should be expressions of the highest human motives and capacities.

In comparing American peace keeping efforts with that of many older and more historically rich European countries, specifically those countries which have been in continuous conflict, it is my feeling that if we can analyze similarities, differences, and patterns of their societal development, we can then develop insight into their failures to learn from history and their tendencies to revert to violence.

In developing this comparison, the following questions will be studied:

- 1) What do these countries have in common?
- 2) How are these countries different?
- 3) If the future is not properly managed what is the likely outcome if history tends to repeat itself?

- 4) What are the new roles for American policing and will it be more representative of international policing?
- 5) What new challenges and responsibilities lie ahead for the police agency to mobilize diverse communities and create a clear vision to maintain peace and order amongst the human race.

Countries such as Northern Ireland, Bosnia, and Croatia have had internal conflict for hundreds and in some cases thousands of years. In fact, what they have had in common is a lack of vision for the future and a propensity for celebrating the senseless wars, battles and violence of the past. What these countries really suffer from is a lack of dreams.

In the August-September 1998 issue of "The Futurist", Mirl W. Whythe makes an astounding observation about the future of reality.

"If each individual, ethnic group, or nation fails to understand that reality is not simply what we think it is, then forming the necessary consensus to tackle problems that are increasingly global in scope will be impossible. Simply stated, that if people believe that his or her reality, God, or other ideologies is the only true one, then we are condemned to a world of violent confrontations. He goes on to say, "what if nobody knows reality, and that what we call reality is actually something we create ourselves." If this was so, competing world views that drive global conflicts would lose their power, because such world views share a core belief that reality is a single verifiable entity. "And isn't that what the story of human history is all about, each generation weaving a tale of its own, spinning new yarns, enriching the tapestry of experience handed down by previous generations? In seeking to share that story with others, we uncover the common thread that connects us to the only reality we can all agree upon-the pressing need for us all to agree upon something."

In order to maintain peace and order in an international community, a community which reflects many American cities, American policing will have new roles, challenges and a responsibility in facilitating the mobilization of communities and the creation of a clear vision to maintain peace and order amongst the human race.

The methodology is to study the success and failure of countries within the European Continent, while at the same time comparing similarities and differences with that of Los Angeles. This historical perspective will provide a foundation from which to build an international policing model which can be applied to the Los Angeles region. While the project will reflect global thought, it will be applied to a increasingly local problem.

What is happening to the City and County of Los Angeles, is a Balkanization of sorts, mirroring the activity which has occurred abroad, or perhaps activity which has been carried over from the by products of immigration. Before further defining this issue of Balkanization and providing a historical perspective, the following definitions are offered in an effort to further understand the issues involved in this research effort.

Balkanization: To divide (a region or territory) into small, often mutually hostile units. The term came from the division of the Balkan countries by the Great Powers of the early 20th Century. The Balkans are a region of southeast Europe which were formerly part of the Roman and Byzantine empires, broke into rival states, which with the exception of Montenegro were independent, but Bosnia, Croatia, Dalmatia, and Hercegovina were part of Austria-Hungary, and Macedonia, Albania, and Thrace were still Turkish. The first Balkan War (1912-13) resulted in independence for Albania, and the division of Macedonia between Bulgaria, Greece, Montenegro and Serbias. The second Balkan War (1913) and World War I, largely the result of Austrian pressure on Serbia, led to the emergence of Yugoslavia, comprising Serbia, Montenegro, Bosnia, Dalmatia, Slovenia, Hercegovina and part of Macedonia. Most of Thrace remained Turkish.

Lebanization: A split of a territory in tribal, ethnic, political or economic small factions that either fight, resist or make alliances on an unpredictable pattern, forming a type of clannish society.

Pluralism: A condition of society in which numerous ethnic, religious, or cultural groups remain distinct but coexist within one nation. The belief that political power should not be wielded by central government alone, but shared by religious councils and organizations. The doctrine that reality is composed of many ultimate substances. The belief that no single explanatory system or view of reality can account for all the phenomena of life.

Relativism: Any of various philosophical attitudes holding that moral value, knowledge or truth is not absolute but relative for example to an individual, historical circumstances or culture.

Much of the history of the races consist of mistakes which need not be repeated and crimes which cannot be tolerated again. Edmund Burke, author of Reflections on the Revolution in France, believed that history is mankind's painfully purchased experience, now available free or merely for the price of attention and reflection. In this book, he offered the following observation:

“In history a great volume is unrolled for our instruction, drawing the materials of future wisdom from the past errors and infirmities of mankind. It may, in the perversion, serve for a magazine, furnishing offensive and defensive weapons...and supplying the means of keeping alive, or reviving, dissensions and animosities, and adding fuel to civil fury.”¹

After the Civil War, immigration from southern and eastern Europe occurred with over 27 million people arriving in the half-century from Lee's surrender at Appomattox to America's entry into the First World War. This was more than the total population of the country in 1850. These immigrants, Italians, Poles, Hungarians, Czechs, Slovaks, Russians, and Jews settled primarily in the larger cities, strutting their strange customs, languages, clothes and faiths with renewed excitement in the land of opportunity. What

¹ Edmund Burke, Reflections on the Revolution of France (London: J.M. Dent & Sons, Ltd., 1967), p. 137.

would this immigration do to Americans ethnically, linguistically and personally? Could this be a new race of people? What happened to America during this important turning point, can best be described in a play which was written in 1908 by an English writer named Israel Zangwill, called "The Melting Pot."

David Quixano's artistic ambition is to write a symphony expressing the vast, harmonious interweaving of races in America, and his personal hope is to overcome racial barriers and marry Vera, a beautiful Christian girl. "America," David cries, "is God's crucible, the great Melting-Pot where all the races of Europe are melting and reforming!...Here you stand in your fifty groups, with your fifty languages...and your fifty blood hatreds...A fig for your feuds and vendettas! Germans and Frenchmen, Irishmen and Englishmen, Jews, and Russians—into the Crucible with you all! God is making America." This scene takes place in a lower Manhattan settlement house overlooking the Statue of Liberty. Both David and Vera gesture toward the city and David exclaims, "There she lies, the great Melting-Pot – listen! Can't you hear the roaring and the bubbling? Ah, what a stirring and a seething! Celt and Latin, Slav and Teuton, Greek and Syrian, - black and yellow." Vera responds, "Jew and Gentile." David answers her, "Yes, East and West, and North and South, the palm and the pine, the pole and the equator, the crescent and the cross....Here shall they all unite to build the Republic of Man and the Kingdom of God. Ah Vera, what is the glory of Rome and Jerusalem where all nations and races come to worship and look back, compared with the glory of America, where all races and nations come to labor and look forward!...(Far back, like a lonely, guiding star, twinkles over the darkening water the torch of the Statue of Liberty. From below comes up the softened sound of voices and instruments joining in 'My Country , 'tis of Thee.'

One question remains, "when does one's history interfere with the ability to focus on the future?" History is to the nation rather as memory is to the individual. As an individual deprived of memory becomes disoriented and lost, not knowing where he has been or where he is going, so a nation denied a conception of its past will be disabled in dealing with its present and its future. History has gone too far, however, when one looks at how Nationalism often corrupts a deep, rich history of a nation. "Nationalism remains, after two centuries, the most vital political emotion in the world—far more vital than social ideologies such as communism or fascism or even democracy. Nationalism was developed

by intellectuals in the interest of aspiring elites and thereafter propagated to receptive masses. And it continues to thrive because it taps potent emotions of history and locality to give individual lives meaning in an increasingly baffling universe.”²

Within nation-states, nationalism takes the form of ethnicity or tribalism, and all the while America partakes in this global fever.

America embodies the ideals that work to transcend ethnic, religious and political lines, creating a common identity for people of diverse races, religions, languages, cultures.

However, over the last few decades, with the celebration of diversity, there is a tendency to turn away from Washington’s old goal of “one people.” With this comes an undetermined future, a future, which if not managed correctly, could lead to disintegration of the national community, apartheid, Balkanization or tribalization.

Theodore Roosevelt said it best when he stated, “the one absolute certain way of bringing this nation to ruin, of preventing all possibility of its continuing to be a nation at all, would be to permit it to become a tangle of squabbling nationalities, an intricate knot of German-Americans, English-Americans, French-Americans, Scandinavian-Americans, or Italian-American, each preserving its separate nationality.” Thirty Years later, a few more nationalities have been added to the mix. However, what was a concern for Theodore Roosevelt is the dream of multicultural ideologies today. And the question remains, if this dream were fulfilled, if each of the different ethnic, religious, political, economic group

² Arthur M. Schlesinger, Jr., *The Disuniting of America, Reflections on a Multicultural Society* (London: W.W. Norton & Company, 1998), p. 53

were isolated in their own enclaves, maintaining separation from the rest in the sacred name of diversity, would this be a more equitable, peaceful, strong, unified and happy country?

New immigration to the United States was made possible by the Hart-Celler Act in 1965. As a result, immigrants from Latin America, Asia, the Caribbean, Africa, and the Middle East quickly populated the United States changing not only the racial composition of America, but also altering some aspects of American culture. This phenomena contributed to undermining the concept of race by strengthening the power of American minority groups. Especially in Los Angeles, racial minorities are fast becoming majorities.

In 1990, the Los Angeles region was home to 3.9 million immigrants, 400,000 more than New York, which stood in second place. In foreign-born proportion, its population outranked that of almost every other major U.S. city by a good degree; only much smaller Miami, where 34 percent of the region's population comes from abroad, pulls ahead of Los Angeles on this count. Los Angeles also exceeded the other cities as a magnet for the very recently arrived; the immigrant wave of the 1980's made up 13 percent of the regions population, as opposed to 4 percent for the United States as a whole. The advent of immigrant density also took place more suddenly in Los Angeles than almost anywhere else, Miami excepted. The Los Angeles region's immigrant population swelled from 8 to 27 percent between 1960 and 1990, adding 3.3 million foreign-born residents in the

process. In 1990, more than half of Los Angeles's post-65 adult immigrants came from three countries alone; Mexico, El Salvador and Guatemala.³

From a broader perspective, immigrants were responsible for a third of population growth during the 1980's. In 1910 nearly 90% of immigrants came from Europe. In the 1980s more than 80% came from Asia and Latin America. The immigrant population has viewed America as the asylum for the oppressed and persecuted and America has done well by this policy, that any curtailment of immigration offends the character of America. As such , America's image of a safe and peaceful land of opportunity for all people perpetuates throughout the globe.

Europe was the birth place of the United States of America, and European ideas and cultures formed the republic. The United States is an extension of European civilization where over 80% of Americans are of European descent.

Multiculturalism is an ideology which calls attention to neglected groups, themes, and viewpoints and redresses the imbalance in the treatment of minorities both in the actualities of life and the judgements of history. The promotion of a concept of shared culture is how this is accomplished. There is, however, a militant version of multiculturalism which opposes the idea of common culture, rejects the goals of assimilation and integration , and celebrates the immutability of diverse and separate ethnic and racial communities. Militant multiculturalism and ethnocentrism are fueled by understandable historic resentments.

³ Roger Waldinger and Mehdi Bozorgmehr, *Ethnic Los Angeles* (New York: Russel Sage Foundation, 1996), p. 14

Non-Anglo Saxon whites were snubbed and shunned. Most Black Americans were slaves until 1865. Women could not voter until 1920. The theme for America has been one of moving from exclusion to inclusion, and this has facilitated the melting pot of populations to form a single nation.

What America is witnessing in this era of history is the murderous disintegration of one country after another around the globe. Rwanda, with 800,000 people murdered in less than 100 days. The question of the decade is what holds a nation together? William Raspberry noted the following:

“We look with some mixture of sadness and superiority at the breakup of the Soviet Union and Yugoslavia into ethnic enclaves and fail to see how fragmented a society we in the United States are becoming. We are abandoning even the myth that we are all Americans. We are not yet as ethnically riven as, say, Yugoslavia. But don’t ever imagine that it couldn’t happen here.”

What seems to exacerbate this problem is when separate group identities are government-subsidized under the auspices of “multiculturalism”, such as what has occurred in Australia, Britain, Canada and the United States. And what is sent into motion from this artificial societal organization is an artificial Balkanization, in total disregard of the tragic historical consequences of Balkanization in many parts of Asia and Africa, and indeed the Balkans themselves.

This transformation which American society has been going through since 1965, has challenged the very ideals which the nation was founded and built upon. A culture of immigrants whose sweat, vision and perseverance have fueled the evolution of industry

and technology, supplementing the freedoms of faith, enterprise, and self-expression still denied to most other areas of the world.

The 1990's has marked the most awesome surge of immigrants and refugees in modern history. Asians, Latinos, Creoles, Africans, Moslems, Jews, Slavs have changed the ethnic make-up of America and are significantly impacting the manner in which community or communities are defined, segregated, policed, given governmental resources and services, and exist within the framework of constitutional freedom.

Senator Alan Simpson, while standing on the floor of the United States Senate, stated:

“If these new persons and their descendants do not fully integrate into American society, they may create in America some of the same social, political, and economic problems that exist in the countries that they have chosen to depart. Furthermore, if language and culture separatism rise above a certain level, the unity and political stability of our nation will, in time, be seriously eroded.”

To the many who are concerned about the social fabric of America this has led to much anxiety and fear relative to perceptions of eroding American language and culture, loss of jobs to newer immigrants, which has led to such things as English Only ballots in state elections, Proposition 187, boycotts of Asian owned businesses in Black communities and an exodus of the middle class from cities experiencing heavy Hispanic influx such as Miami and Los Angeles.

How has this affected Los Angeles? Los Angeles is like no other city in the nation in terms of its immigrant population. Since 1965, more immigrants have come to Los Angeles than to any other city in the nation. This immigration has been the great driving

force of change in this region. There are more community-based ethnic enterprises in Los Angeles than any other metropolitan area in the United States. And while this is a dynamic and rich phenomena, it tends to benefit some groups while it traps others in permanently low wage jobs. Examples of these enterprises would be the Urban League and The National Conference for Community and Justice. Racism and discrimination further exacerbate this problem and further divide societies through demographics including economic, education, ethnic, health and transportation.

“What is happening right now in Los Angeles is nothing less than the most visible manifestation of the greatest story of the late twentieth century, the movement of the colored peoples of the world into the white world, and in the United States. The transformation of the country from an anthology of Europe to an anthology of the peoples of the entire planet appears to be the new symbol of the future. Los Angeles is where it all comes together.”⁴

While this brief discussion of history has served to define the issue, the remaining content will be more myopic in terms of looking at Los Angeles and perhaps stretching into the future of what can be. This transformation of communities challenges the ability of a police agency, in particular the Los Angeles Police Department, to maintain order, and to protect and serve the community because of the dynamic differences in language, culture, values and perhaps more than anything else, community expectations. The locus of success for a police agency is defined in terms of how the mission, community expectations and resources are aligned and while the mission and resources for purposes of

discussion, remain constant, the expectations of communities are vast and constantly changing. As the Los Angeles Police Department exerts its' sphere of influence to advocate higher community standards, the sphere of concern from the mosaic community remains dynamic, diverse and continually changing.

⁴ David Rieff, Los Angeles: Capital of the Third World (New York: Simon and Schuster, 1991), p. prologue

“The bosom of America is open to receive not only the opulent and respectable stranger, but the oppressed and persecuted of all nations and religions whom we shall welcome to participate in all of our rights and privileges, if by decency and propriety of conduct they appear to merit the enjoyment.”

-George Washington

“This was the secret of America: a nation of people with the fresh memory of old traditions who dared to explore new frontiers.”

-John F. Kennedy

SECTION 1: FUTURE FORECASTING

SECTION 1 – FUTURES STUDY

Understanding that this issue of study is large, complex, multi-disciplinary and far more involved than any municipal police department can even begin to understand or respond to, the following is offered by way of properly framing the issue. It was the intention to begin this local dialog on, in what this researchers, opinion, is a most important and vital futures oriented issue which will have far reaching consequences to the survival of the most diverse and dynamic city in the United States. In addition to scanning the environment, and reviewing current literature, both local and international, a panel of experts was assembled to provide their perspectives, opinions, input and assessments relative to the Balkanization effect of a multinational society.

A panel of five individuals was assembled, representing law enforcement, international peacekeeping, international business enterprises, European higher educational institution and a representative from the International Criminal Investigative Training Assistance Program out of the Department of Justice.

Delphi Study

Since it was necessary to empanel a diversity of thought and disciplines, which necessitated transcending geographic borders and time-zones, a modified version of the Delphi research process was selected as the most effective, efficient and appropriate technique. A combination of mail service and internet applications were used to send and receive information to and from the panelists.

Forecasting of Trends & Events

The first Delphi iteration consisted of both an electronically mailed and traditional mailed introduction to the research study panel (Appendix B), which was also accompanied by an explanation of the methodology involved in the Delphi process. The panel was also given background information regarding the area of study and was then presented with the question; “How will the Los Angeles Police Department help divert the impending balkanization of Los Angeles by 2009?” The panel was asked to identify those trends and events they felt would impact the issue, based on the **Social, Technological, Economic, Environmental and Political (S.T.E.E.P.)** method of environmental scanning (Appendix C).

The second iteration included a feedback presentation of the 20 trends and 19 events which were previously identified in the first iteration. The panel members were asked to review all the trends and events offered for understanding and clarification. They were then asked to select those trends and events they believed would significantly impact the research issue with that being extremely likely. They were also asked to submit any new trends or events which may have been overlooked initially.

During the third and final iteration, the panelists were asked to forecast 15 trends and 9 events. They were asked to forecast the level of each trend for the time intervals of 5 years ago, 5 years from today and 10 years from today. They were then asked to forecast the probability of occurrence of each event relative to the first year the probability exceeded zero, within 5 years and within 10 years (Appendix E)

The following panel's forecasts of those trends and events and the median forecasts are summarized below and displayed in trend and event summary table (Table 1 & 2). The summary tables have also been graphically depicted in Appendix J.

Trend Summaries

Trend 1 - Families Become Less Traditional While Forming Ethnic Enclaves

Families will become less traditional, people will continue to move into Los Angeles and they will be moved, encouraged by their families and friends who are already living in sequestered areas. This will create more enclaves such as the tiny Belizian community in South Bureau (one quarter of the City) with its 30,000 people. In contrast to the Country population, it is the largest community of Belizians outside of Belize. These enclaves will have their own identity and their own cultural, religious and social identities which will Balkanize them. Moreover as the governmental adaptations for them continue, their enclaves will become or remain entrenched notwithstanding some of the absorption's of the young people. The older ones with their deeper dogmas and entrenched attitudes will create the divide among Angelenos. Some of the younger ones will form gangs related to their unique identity i.e. varieties of the Maria Salvatrucha. What then is likely to occur is that while all the predictions of the social forecasters will no doubt become reality i.e. the growing, enormous Hispanic and Asian populations, what demographic forecasters may not have expected is the ethnic, religious "pockets" inside the larger communities. More middle eastern individualized communities for example could bring into Los Angeles, their difference and hostilities and extremists could very well remit the violence onto the streets of the city. These intense communities will pose the biggest challenge to the LAPD in its effort to avert Balkanizing. Moreover, the competition for "fair share" and representation among the more stabilized ethnicities will form major political battles and the spill-over will be pronounced. For example I think the day is coming and quite sooner than some think that a resolution will be introduced into the LA City Council to rename Martin Luther King Boulevard to Santa Barbara. History for those in conflict will provide a source of strength when determining whose history goes back further.

This move will be undertaken by the first Latino council member to replace Riddley Thomas in the 8th district. The symbolism of this move will create the stir in Black Hispanic relationships.

The graying of Los Angeles continues and the generation "X" people with their attitude, participate in the dialog.

Travel increases and the population coming and going increases thereby bringing a greater diversity of social cultural religious difference to Los Angeles and at the same time a greater understanding of it

Trend 2 - Three Million More People Move to Los Angeles

Three million more people will come to LA over the next 10 to 15 years. That is a city the size of Chicago (equivalent). In order to assimilate them, we must set up an orientation process to include them and integrate the people and their cultures if we have any chance at breaking down the balkanization process. Many of the 3 million will come to us through the hospitals rather than through our borders. As such, schools and churches (places where children congregate) are excellent places to set up Communication forums.

Trend 3 - Community Police Brings Groups Together With Diverse Elements Of Government

You are in the process with Community Based Policing, in its purest form it will bring varied community groups together with diverse elements of government. Emphasis on tolerance education will better prepare the Department to fully participate.

Trend 4 - Criminal Society Becomes Smaller But Tougher

Growing gap between legal and outlaw society (i.e. "Criminal society" becoming smaller and tougher).

Trend 5 - Technology Will Hinder Communication Between People

All the great technological trends in Toffler's Third Wave will serve to exacerbate Balkanization. Anything that keeps people from communicating with each other will hurt not help. High tech low touch will move people away from each other in the growing paperless, wireless and especially voiceless world ...ATM's, industrial seizure of the home offices for their profit, endless voice recorder menus on a growing number of telephones all serve to keep people from forming pluralistic societies, communities and neighborhoods. These technologies will all be largely driven by profit motive i.e. reduce the teller payroll by more electronic transactions. There are few people looking for tech adaptations to the need to develop communities and neighborhoods and without inducements and grant money this will not likely occur. For example we need more simultaneous translation technological adaptations and the equipment is not forthcoming to say nothing of Research and Development.

Trend 6 - Technical Devices Will Develop To Translate Allowing Cultures To Integrate More Effectively

We are entering an era of "smart" things rather than computers that sit on desks and compute things. As a result, we will have computers imbedded in the fabric of our lives. Machines will be "smart." Cars, desks, and machines will have microprocessors that work

on voice commands. This will enhance our ability to "program our world." Technical devices will translate for us and allow cultures to integrate more effectively.

Trend 7 - Better Communications To More Effectively Get The Message Out

Enhanced communication to better get the Police Department's message to the public, and theirs to us. Using better vehicles to communicate the message, understanding the many language, culture and value differences.

Trend 8 - Communications Explosion

Communications explosion, possibly moving into an era of communication policing.

Trend 9 - Better Economy And More Specialized Jobs Creating Ethnic Specific Unemployment

Los Angeles' economy over the years will improve. The new communities coming with their little pockets will create unique small businesses. More specialized and technologically related jobs will be there and fewer of the ordinary blue collar ones, e.g. bank teller positions will be fewer. High tech skill positions will be inaccessible to the new arrivals and the untrained youth. This will create ethnic specific unemployment .

Private Security enterprise continues to expand in Los Angeles and take greater and greater roles in the security debate. The Balkanizing debate continues as private homeowners who can afford private security hire them creating Balkanized economic neighborhoods and those who can't afford them are crime ridden and create their own vigilantes.

Trend 10 - Real Estate Re-emerges As A Source Of Wealth In Los Angeles

The trend will be an expanding economy with real estate re-emerging as a source of wealth in Los Angeles. Most small business owners were hit hard in the early '90's because most of their debt was tied in some way to a real estate note. When the market declined, they lost their ability to borrow and thereby expand. The money shifted to equity and fixed income markets. Today, the region has readjusted to this change, and also adjusted to a smaller National defense structure. Now, it is politically time (cycle of defense spending) to re-invigorate national defense spending again). Traditionally, California receives 20% to 22% of national defense spending even though we only have 12% of the national population. Consequently, this will add to our advantaged economic outcome. This should improve LAPD's ability to integrate the 3 million new persons and create opportunities to break down inter-regional barriers that might otherwise be exaggerated in a poor economy.

Trend 11 - Better Police Department Budgets Enabling Hiring Professionals To Develop Positive Programs

Better economy translates to better budgets to Police Departments enabling the hiring of professionals to assist in developing positive programs.

Trend 12 - Employment Growth

Employment growth for City population.

Trend 13 - Diminishing Environmental Battles In California

The environmental battles will diminish as California will be forced to take a more balanced view to compete with other states. Reasonableness will return and the strides made in clean air and water will be folded into the new moderated approach. The great platform issues of politicians in 1998 did not include save our water and our air and protect the planet etc. These will be even less in the years ahead.

Trend 14 - Next Ten Years The Population Will Grow 35% Making Water Mangement Key to Growth

Water supply provides the region with the ability to grow or not to grow. Management of the transportation system, storage, and use of water is key. Currently, water is relatively cheap. But over the next 10 years, we will likely go through another drought cycle and as such, intra-regional differences will become more noticeable. While the area is not dependent upon agriculture, it does have a wide variety and use of water for domestic use and industrial use. Managing this resource will be key over the next 10 years as the population increases 35%.

Trend 15 - Building Safer, More Secure Housing And Office Units

The building of safer, more secure, and more easily patrolled housing and office units will enhance and develop better neighborhoods.

Trend 16 - Heightened Sensitivity For Care

More care for society in general.

Trend 17 - More Minority Memberships In The Political Body

The changing demographic will include more minority membership in the body politic. These will be fighting for symbolic issues many of them of serious concern to their constituents like the renaming of MLK Blvd. and like the struggle for neighborhood dollars and like the comparison of crime statistics which show that their constituent neighborhoods are more crime or gang loaded.

Europe continues to integrate into a unified world power throwing its influence into the global mix and power shift and releases all stakes in the prior colonialized third world, principally Africa, creating the continued descent of Africa into the abyss and the increased arrival of impoverished Africans here.

Trend 18 - Labor Party Re-emerges As A Political Force

Political trends that will come during the next 10 years include the attempt of labor to re-emerge as a political force. For the past 20 years, labor unions and political unions (e.g.: teachers) have been in a state of decline. Currently, there is some evidence of resurgence. However, this will peak and begin to decline (probably). This is because most job formation will be in small business which are generally less labor oriented (exceptions include construction). LAPD should be aware of this trend and focus on its outcome only if the changes continue rather than expand and then compress. Obviously, a significant increase in labor and labor's issues could have an effect on economic groups (labor) in Los Angeles.

Trend 19 - Governor Assists Police Through Friendlier Community Ties

New Governor in California may build more friendly ties to communities, thereby assisting police.

Trend 20 - Power Becomes Closer To The People

Power closer to the people (i.e. more importance for Local Government).

Trends affecting the issue question

List of Trends

- 1 Families become less traditional with more ethnic enclaves
- 2 Criminal society becoming smaller and tougher
- 3 Increasing population with more immigrants coming from countries in conflict
- 4 High tech low touch will move people away from each other
- 5 Communities will experience a cocooning effect
- 6 Ethnic specific unemployment
- 7 Balkanized economic neighborhoods
- 8 Environmental battles will diminish in California
- 9 Europe continues to integrate into a unified world power
- 10 The Latino majority in the City will ultimately control key institutions of government

Trend 1

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	80	100	120	110	10
Participant 2	80	100	150	200	10
Participant 3	80	100	120	110	7
Participant 4	75	100	120	150	8
Participant 5	85	100	105	110	7
Average	80.00	100	123	136.00	8.4
Median	80	100	120	110	8

Trend 2

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	70	100	110	100	5
Participant 2	50	100	120	130	6
Participant 3	70	100	110	110	5
Participant 4	100	100	125	150	8
Participant 5	80	100	120	140	10
Average	74.00	100	117.00	126.00	6.80
Median	70	100	120	130	6

Trend 3

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	90	100	140	130	10
Participant 2	80	100	200	300	10
Participant 3	90	100	140	150	7
Participant 4	100	100	150	175	6
Participant 5	70	100	110	120	8
Average	86	100	148.00	175.00	8.20
Median	90	100	140	150	8

Trend 4

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	80	100	120	130	8
Participant 2	90	100	200	300	9
Participant 3	80	100	110	120	7
Participant 4	70	100	120	170	7
Participant 5	85	100	105	110	7
Average	81.00	100	131.00	166.00	7.60
Median	80	100	120	130	7

Trend 5

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	80	100	110	100	6
Participant 2	90	100	250	350	10
Participant 3	80	100	110	120	8
Participant 4	80	100	125	150	4
Participant 5	80	100	90	80	3
Average	82	100	137.00	160.00	6.20
Median	80	100	110	120	6

Trend 6

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	70	100	110	100	6
Participant 2	50	100	200	250	8
Participant 3	80	100	110	120	7
Participant 4	80	100	120	200	8
Participant 5	70	100	130	150	7
Average	70.00	100	134.00	164.00	7.20
Median	70	100	120	150	7

Trend 7

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	80	100	130	140	6
Participant 2	50	100	200	300	8
Participant 3	80	100	120	130	6
Participant 4	75	100	100	120	6
Participant 5	80	100	120	140	7
Average	73.00	100	134.00	166.00	6.60
Median	80	100	120	140	6

Trend 8

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	80	100	120	110	7
Participant 2	100	100	100	150	7
Participant 3	80	100	110	110	6
Participant 4	90	100	150	250	8
Participant 5	85	100	115	130	7
Average	87	100	119.00	150.00	7.00
Median	85	100	115	130	7

Trend 9

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	90	100	110	120	7
Participant 2	50	100	150	250	7
Participant 3	90	100	120	120	8
Participant 4	100	100	100	110	4
Participant 5	95	100	102	105	3
Average	85.00	100	116.40	141.00	5.80
Median	90	100	110	120	7

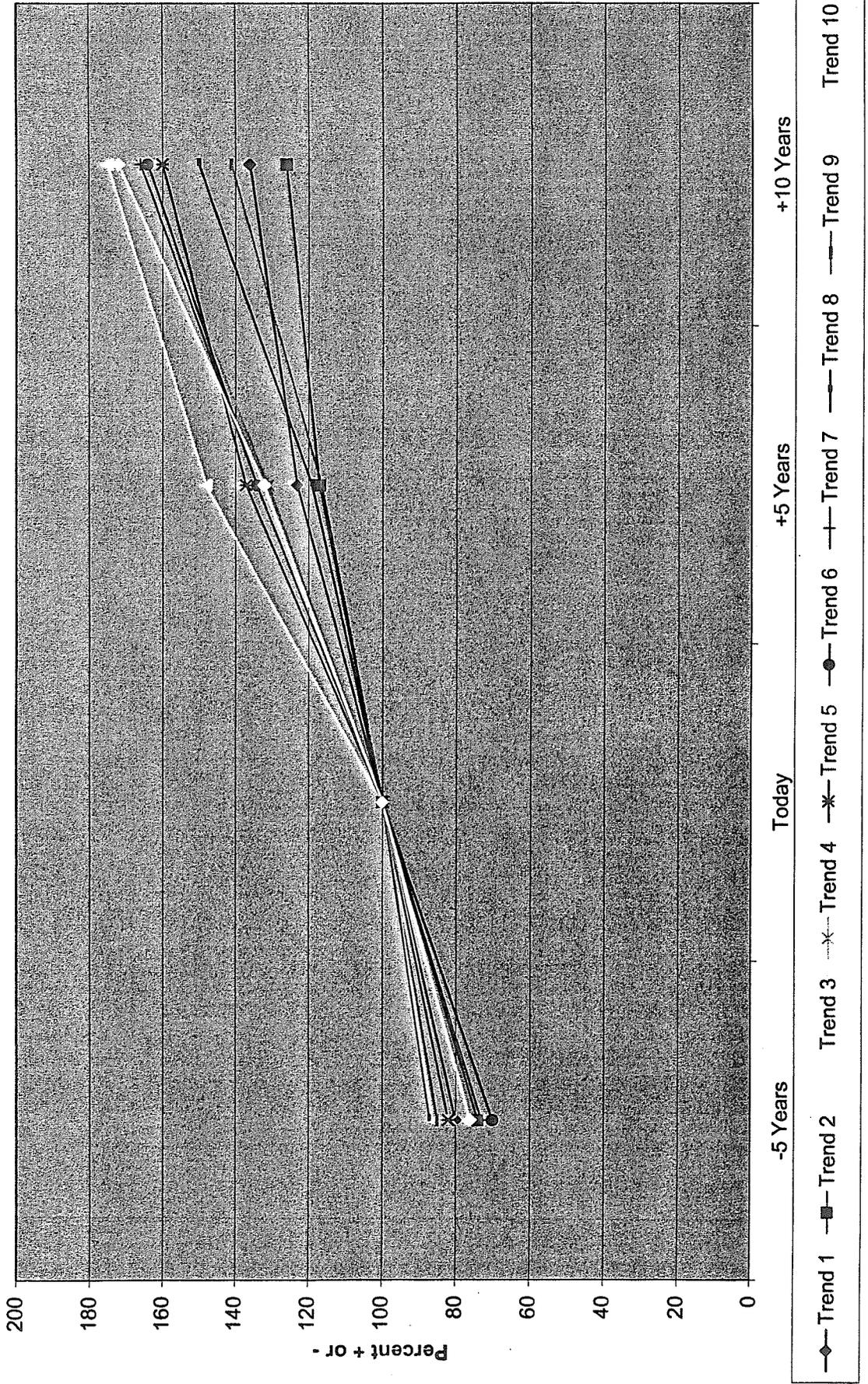
Trend 10

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Participant 1	80	100	130	140	7
Participant 2	40	100	150	250	8
Participant 3	80	100	120	130	7
Participant 4	90	100	150	220	8
Participant 5	90	100	110	120	6
Average	76.00	100	132.00	172.00	7.20
Median	80	100	130	140	7

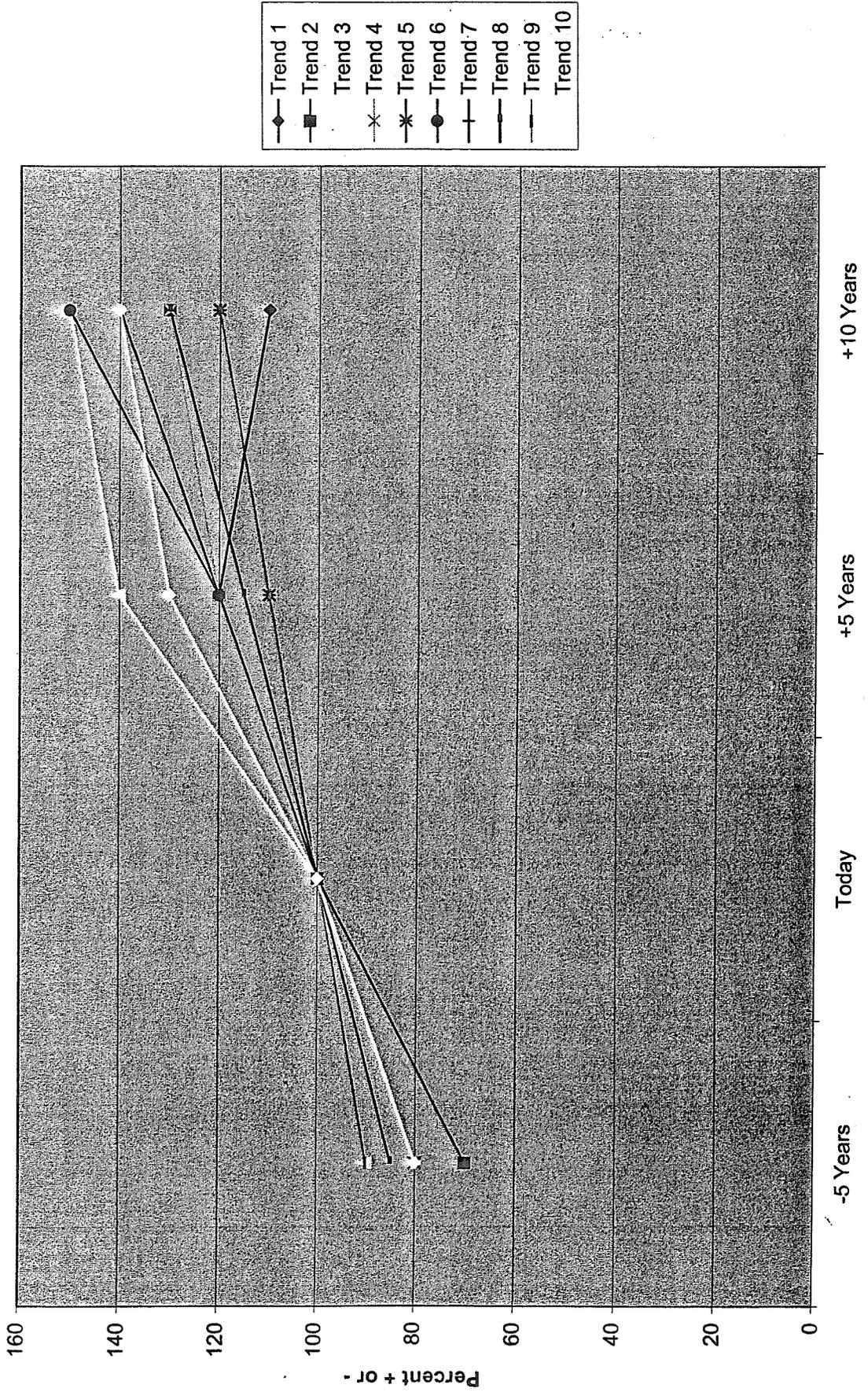
Trend Average Summary					
	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Trend 1	80	100	123	136	8.4
Trend 2	74	100	117	126	6.8
Trend 3	86	100	148	175	8.2
Trend 4	81	100	131	166	7.6
Trend 5	82	100	137	160	6.2
Trend 6	70	100	134	164	7.2
Trend 7	73	100	134	166	6.6
Trend 8	87	100	119	150	7.0
Trend 9	85	100	116	141	5.8
Trend 10	76	100	132	172	7.2
Trend 1	Families become less traditional with more ethnic enclaves				
Trend 2	Criminal society becoming smaller and tougher				
Trend 3	Increasing population with more immigrants coming from countries in conflict				
Trend 4	High tech low touch will move people away from each other				
Trend 5	Communities will experience a cocooning effect				
Trend 6	Ethnic specific unemployment				
Trend 7	Balkanized economic neighborhoods				
Trend 8	Environmental battles will diminish in California				
Trend 9	Europe continues to integrate into a unified world power				
Trend 10	The Latino majority in the City will ultimately control key institutions of government				

Trend Summary- Median					
	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Trend 1	80	100	120	110	8
Trend 2	70	100	120	130	6
Trend 3	90	100	140	150	8
Trend 4	80	100	120	130	7
Trend 5	80	100	110	120	6
Trend 6	70	100	120	150	7
Trend 7	80	100	120	140	0
Trend 8	85	100	115	130	7
Trend 9	90	100	110	120	7
Trend 10	80	100	130	140	7

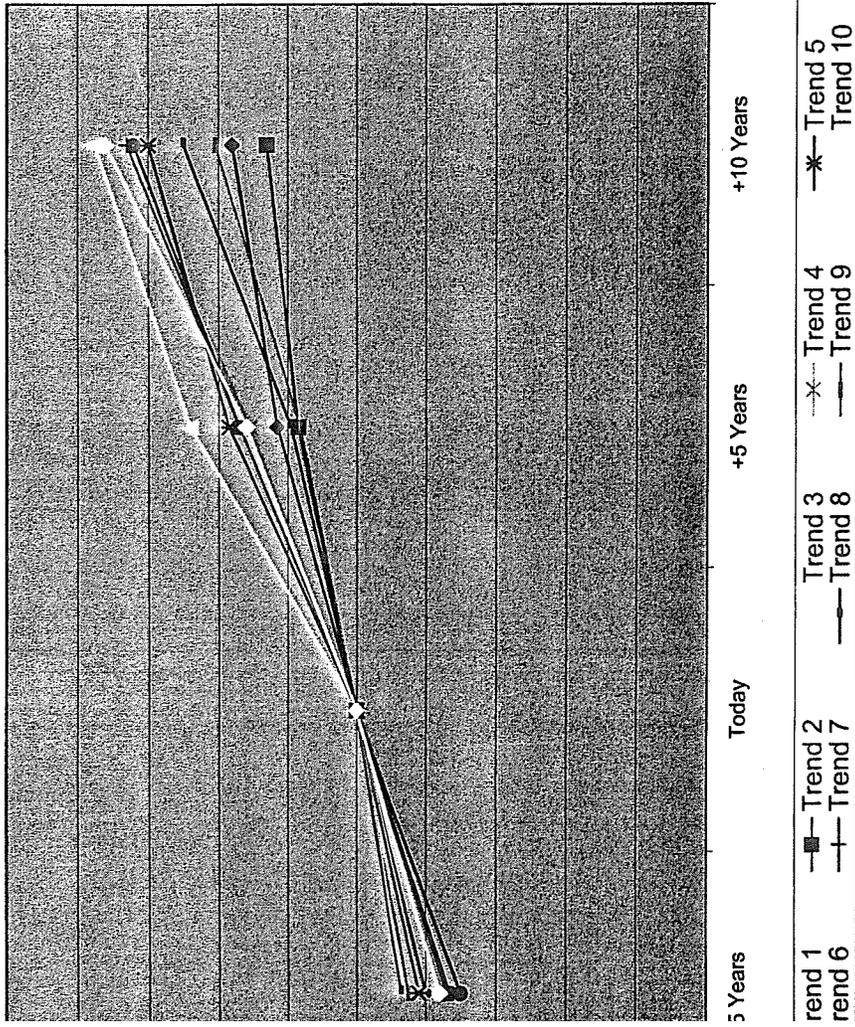
Trend Average Analysis



Trend Median Analysis



Trend Analysis



Event Summaries

Event 1 - Y2K Millenium Celebration

The arrival of the year 2000 brings on great opportunity for a harmonious bringing together of people if only for a short while but if the LAPD had the vision to seize this hour the results could be profound in the effort to control the Balkanizing.

Event 2 - Major Legal Event

A high profile trial or major legal event could have dramatic implications. The legal system "judges" individuals for behavior, however, demographic groups (particularly those that are emerging minorities), arranged by ethnicity, religious affiliation, race, and national origin tend to evaluate the cumulative social effects of their respective group.

Occasionally, a high profile legal event can become the catalyst that triggers broad social developments. Recently, the Rodney King and OJ Simpson trials provided an example of this type of catalyst. In one example, there was significant unrest and in the other, much discussion with potential unrest. The point is that this type of catalyst provides a "channel" to direct emotion charged individuals to direct groups for their own ends. LAPD can use this scenario to divert the balkanization of Los Angeles over the next 10 years by understanding the social building blocks that lead to this type of aggregate behavior. Further, they can develop links within the ethnic, religious, and immigrant populations to try and prevent these types of problems, heading them off before they occur.

Event 3 - Charter Reform Passes

The rewriting of the City Charter, will hopefully address the divisiveness currently rampant in the City by dealing with issues such as fair representation, fair share, etc.

Event 4 - Extremist Groups Reappear In Los Angeles

Reappearance of extremist groups.

Event 5 - Y2K Hampers INS Controls

The Y2k problem is felt most heavily in the dependent communities and contributes to a breakdown in INS controls. Contributes overall poor governmental response to needs.

Event 6 - Tracking Mechanisms For Certain Individuals

Coordination of previously independent laboratories and points of analysis could be a key event in prevention and monitoring during the next 10 years. By combining the technical analysis and computer capabilities of LAPD with other law enforcement labs could/would be a powerful tool in assessing risk throughout the Los Angeles community. A large part of prevention is early warning signs. Other areas where this would work are tracking mechanisms for certain individuals, i.e., using chips that are fixed on a permanent bracelet.

In this way, it would be possible to monitor activity and predict outcomes using computer modeling. Caution should be used in not allowing "big brother" to overstep individual rights/freedoms, as technology advances beyond our ability to control the social and ethical outcomes. However, if it saves lives and/or the benefits to society outweigh the individual shortcomings, then they should be evaluated.

Event 7 - Improve Image Of Police With Advancements In Pursuit Handling

Experiments are underway to cut off power to cars being pursued. This will be a major help to marketing the police image.

Event 8 - More Private Communications

Communications privacy (computer & telephone) and mobility (popular Satellites/Iridium type).

Event 9 - World Wide Recession Occurs

A world wide recession occurs with individualized impacts among all communities and the response is to depend on the familiar ethnic specific solutions rather than government.

Private Security succeeds in its bid to take on major private functions of the LAPD such as some investigations, traffic accident reporting. This is led off by the beginning of the trend in background investigation.

The Euro becomes a currency ...this is on track and the result should stimulate the concept of a return to the bipolar super powers but now on an economic rather than on a political power front

Event 10 - Redevelopment Of Downtown And Tax Policy

Los Angeles City Tax policy and the redevelopment of the downtown corridor will reshape the city in the next 10 years. Business in Los Angeles is diverse, but compartmentalized. Mid-Wilshire was the financial district 10 years ago with insurance and financial services companies lining Wilshire Blvd. Today, the Korean community lines the corridor. Local politicians use tax policy for 2 reasons: first as a source of revenue, and second, as a tool to expand/develop interests. The downtown and mid-Wilshire corridor will evolve in a positive way IF the gross receipts tax is repealed and a net-revenue tax is implemented. Once this is in place suburbs like Glendale will be less economically attractive and as money and business flow back into Los Angeles, the downtown structure and surrounding communities will be lifted economically. As an example, look at the new Staples arena. Tax policy helped the developers pay for the arena. The result will be an economic zone that drives jobs and a positive influence on the area. Whether one agrees that the developers should have benefited from the tax policy directly or not is debatable, but the issue here is that a change in tax policy will have positive implications on the local areas it touches and can be used in a positive way to "round the edges" in Los Angeles.

LAPD's role is positively changed if the economy is lifted in areas that were previously disadvantaged.

Event 11 - Strong Economy Creates More Jobs

A stronger economy creates more work for all, lessens tensions between police and community.

Event 12 - Gap Grows Between Employed and Unemployed

Growing gap between employed and unemployed.

Event 13 - Major Disaster Occurs In Los Angeles

Earthquake of major proportion occurs and other disasters, possible flood, fires, Haz mat. Terrorist incident of major proportion, nuclear threat, water contamination hostage incident etc anything that exacerbates the misunderstanding or apprehension among people. And by the way LA is such a great terrorist target that I put this at a very high level of possibility in my thinking

Event 14 - Better Environmental Conditions

The environment in Southern California is ideal. It attracts many to the region based upon the climate. Over the last 40 years, smog levels have changed, first increasing, and then decreasing. By 2009, zero emission cars will become a significant part of our transportation. By providing environmental solutions for all types of people including an outstanding above ground rail transportation system, many people from all over the region will participate in this process. Clearly, the result will be positive and broad IF So Cal Reg. transportation Authority will develop mass transit alternatives that work as well as the zero emission individual alternative(s).

Event 15 - The Construction Of Community Friendly Police Stations

To build Community friendly police station.

Event 16 - First Hispanic Or Asian Mayor

Los Angeles gets its first Hispanic or Asian Mayor. White males are all but excluded in the make up of political officeholders in the Los Angeles area.

Event 17 - The San Fernando Valley Succession Will Fail

The next 10 years will see the election of the first Latino Mayor. In addition, the San Fernando Valley election will become a city-wide election and will be defeated. Both of these political events will produce positive outcomes for LAPD as they try to create links with the changing face of Los Angeles. Loosing the valley would be unhelpful to both Los

Angeles and the valley. In fact, it would be a move out of frustration. Creating local control/implementation in those communities is a step to not allowing this to happen. After all, secession is the ultimate/final step in Balkanization (not counting warfare). As for the mayoral change, I believe this will be a natural consequence to the changing demographics and the awakening of the Latino leadership. Further, much of that community is currently unable to vote, and as they register (citizen and voting registration), they will learn to use their power. LAPD should continue to diversity their ranks and understand that this political movement is coming and can be a positive outcome in minimizing the Balkanization of that community.

Event 18 - Legislation Will Pass To Effect Stricter Gun Control

Stricter Gun Control will lessen crime and develop better relationships between elements of the communities and police.

Event 19 - Disfavor With The Federal Government

Disfavor with the Federal Government

Event 1

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Participant 1	1	70	70	-	8
Participant 2	2	30	60	+	7
Participant 3	1	70	70	+	8
Participant 4	3	5	15	-	-8
Participant 5	2	5	7	-	-8
Average	1.8	36.0	44.4	N/A	1.4
Median	<u>2.0</u>	<u>30.0</u>	<u>60.0</u>	N/A	<u>7.0</u>

Event 2

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Participant 1	1	0	0	-	0
Participant 2	1	100	0	-	0
Participant 3	1	0	0	-	0
Participant 4	1	5	5	-	7
Participant 5	1	15	5	-	7
Average	1.0	24.0	2.0	N/A	2.8
Median	1.0	5.0	0.0	N/A	0.0

Event 3

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Participant 1	3	60	30	-	-5
Participant 2	4	30	70	-	-5
Participant 3	3	65	30	-	-5
Participant 4	2	0	0	0	0
Participant 5	1	2	5	0	0
Average	2.6	31.4	27.0	N/A	-3.0
Median	3.0	30.0	30.0	N/A	-5.0

Event 4

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Participant 1	1	70	60	+	7
Participant 2	6	15	25	+	6
Participant 3	1	60	80	+	8
Participant 4	10	20	30	+	2
Participant 5	1	25	35	+	6
Average	3.8	38.0	46.0	N/A	5.8
Median	1.0	25.0	35.0	N/A	6.0

Event 5

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Participant 1	1	30	30	-	-5
Participant 2	7	20	50	-	-6
Participant 3	1	50	60	-	-5
Participant 4	8	0	10	-	-2
Participant 5	1	60	75	-	-5
Average	3.6	32.0	45.0	N/A	-4.6
Median	1.0	30.0	50.0	N/A	-5.0

Event 6

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Participant 1	6	30	40	+	7
Participant 2	5	60	80	+	7
Participant 3	5	30	50	+	6
Participant 4	6	50	80	+	7
Participant 5	3	30	55	+	7
Average	5.0	40.0	61.0	N/A	6.8
Median	5.0	30.0	55.0	N/A	7.0

Event 7

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Participant 1	1	40	40	-	-8
Participant 2	1	30	45	-	-8
Participant 3	1	50	50	-	-8
Participant 4	10	10	20	-	-7
Participant 5	1	1	2	-	-6
Average	2.8	26.2	31.4	N/A	-7.4
Median	1.0	30.0	40.0	N/A	-8.0

Event Average Summary

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Event 1	1.8	36%	44%	-	1.4
Event 2	1.0	24%	2%	+	2.8
Event 3	2.6	31%	27%	+	-3.0
Event 4	3.8	38%	46%	-	5.8
Event 5	3.6	32%	45%	+	-4.6
Event 6	5.0	40%	61%	-	6.8
Event 7	2.8	26%	31%	-	-7.4

Event 1 - High profile trial or major legal event

Event 2 - Y2 K issue

Event 3 - World wide
recession

Event 4 - Major change in LA City Tax policy and redevelopment of
downtown

Event 5 - Major unusual occurrence – natural or man-made

Event 6 - First Latino Mayor is elected

Event 7 - Major terrorist incident

**Event Summary-
Median**

	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-10)
Event 1	2	30	60	-	7
Event 2	1	5	0	+	0
Event 3	3	30	30	+	-5
Event 4	1	25	35	-	6
Event 5	1	30	50	+	-5
Event 6	5	30	55	-	7
Event 7	1	30	40	-	-8

Scenarios

The development of scenarios was undertaken in an effort to predict or determine the impact the various trends and events could have on the focus of this study. By creating scenarios, positive, negative and surprise free, the most appropriate strategic and/or policy approaches can be applied to either a hypothetical or real-time environment.

Pursuant to this study, three scenario types were developed, representing (1) an optimistic future; (2) a pessimistic future; and (3) a surprise-free future. The first scenario, the optimistic view, was selected for the purposes of developing the strategic and transitional plan.

Scenario 1

Los Angeles Ahead of Major Cities In Lowest Crime Levels Since The 1970's, Communities Energized In Symbiotic Environment, And Civic Leaders Claim It's the Result Of Community Based Government Institutionalized.
The Los Angeles Times – January 10, 2009

Southern Californians, especially Angeleno's are smiling, employed, safe and seem to be proving that the experiment of diversity can work even in the ethnic metropolis of Los Angeles. With the California economy booming, unemployment rates are the lowest in 25 years, and educational programs addressing communication and high technology training, Los Angeles has been named the Jewel of the West. With crime falling to levels not observed since the 70's civic leaders, the chief of police and local politicians are beginning to quickly make up lost ground during the 1990's set back. Los Angeles is on the move with foreign investments, film making, land development, higher education and a productive citizenry. Following the 1992 beating of Rodney King the Los Angeles Police Department struggled with the full implementation of community policing, however, after years of fine tuning and perseverance, a successful transition from the institutionalization of community policing to the implementation of community based government transitioned as planned. Rafael Santiago has forced all City Departments to work in unison on community based problems by instilling the concept of territorial imperatives, accountability and measuring not only the crime levels, but the perceptions of crime and community problems.

After absorbing the Department of Airports, Housing Authority, MTA, Port Police and most recently, Parks and Recreation, the Los Angeles Police Department's vision of

One City-One police department has taken form. The organization has taken advantage of communications technology, linking up every block captain in the City to daily e-mail messages, with clues to building crime resistance in communities and creating dialog through all dimensions of demographics.

Can this success last? And what will it take to now institutionalize Community Based Government and maintain a police department committed to eliminating racial, ethnic and religious walls throughout the city. What is the next era of policing, or is this the end of the law enforcement evolution?

Scenario 2

The San Fernando Valley Succeeds In Succession, Leaving Los Angeles Scrambling For 60% Of Their Lost Revenue

The Los Angeles Times – June 20, 2002

Altogether, the succession represents as much as 60% of the City's population of 3.9 million people. The City was the nations second-largest in population and occupies more area than any other U.S. community, with 467 square miles. The fear is that this move will create more bureaucracy, hurt the poor and minorities by dividing voting blocs and diminish the clout Los Angeles needs to land federal aid and conventions. The succession has taken away vast residential communities as well as many small businesses. West Los Angeles and the San Fernando Valley are about 40% minority, and San Pedro is 80%. All three are economically mixed. The has spurred much talk from residents and businesses from the Pacific coast to the inland valley, causing entire neighborhoods to talk about the future desire to secede from Los Angeles and create new cities across Southern California. The Mayor has warned that this succession will make it more difficult for Los Angeles to secure the type of aid it needed after the 1994 earthquake of \$10 billion. Additionally it has virtually diluted the type of diversity which has made Los Angeles such a great City. The work of numerous commissions to revise the 77 year old charter, written for a small, predominantly white town into one that can meet the needs of a diverse, international city has failed. The primary change which created neighborhood councils and decentralized decisions on planning and zoning did not do enough to convince the people to keep Los Angeles together. The charter changes did not do enough to convince the proponents of succession who explained that their local needs were neglected. The city's commuter rail lines are all outside the Valley and their libraries have been neglected. They want to decide how their tax dollars are spent. The 1.2 million people who this decision effects are extremely happy with the outcome.

Scenario 3

Minorities Escaping Urban Life Witness Rise In Racial Intolerance

The Los Angeles Times – January 2005

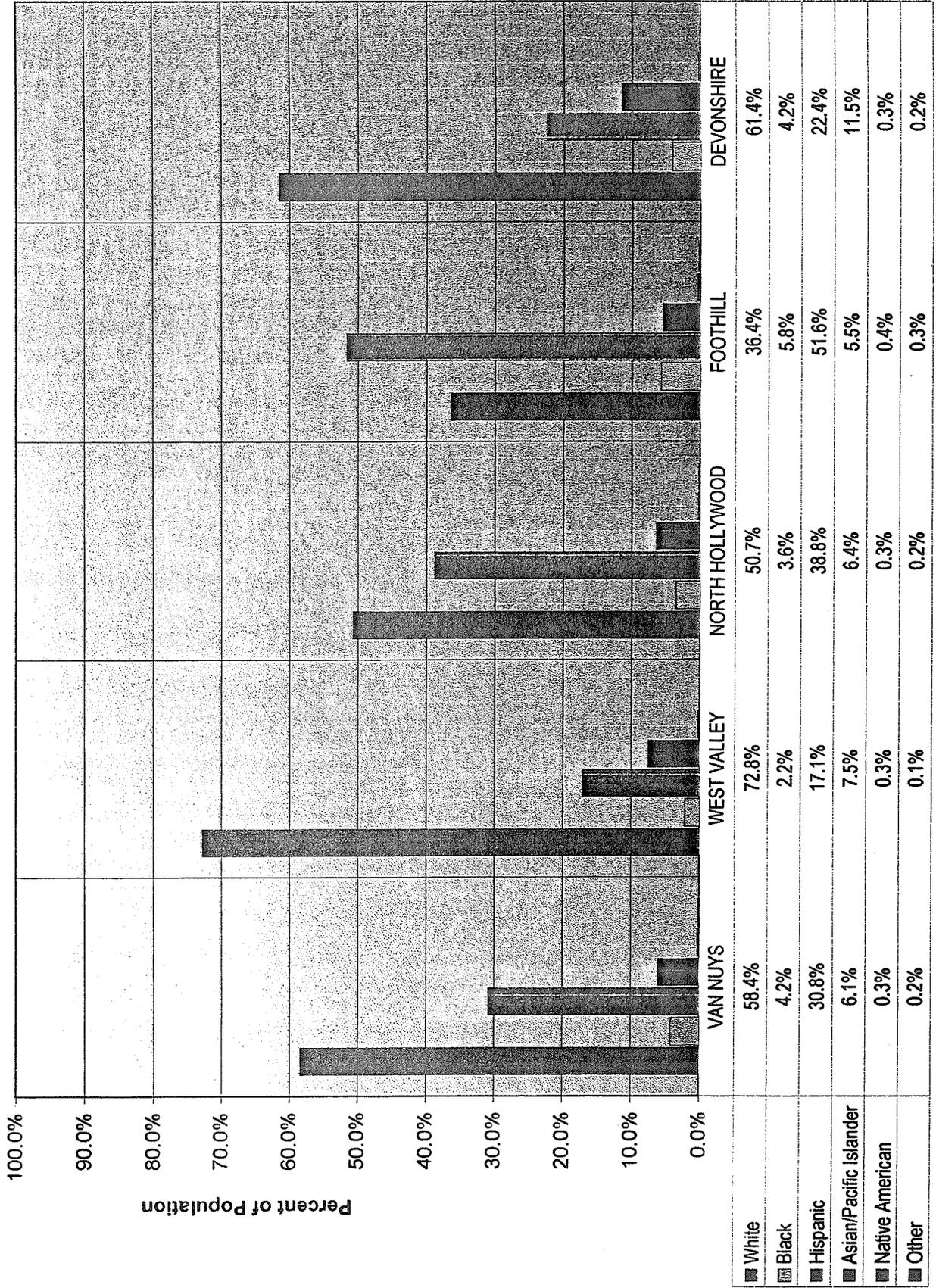
In 1992, after buying a home in the high desert for \$65,000 and finding work as a nurse, the 40 year old African American woman discovered a hidden hostility in the land far from

the inner city of Los Angeles. She reported dismissive looks from store clerks who rolled their eyes and refused to wait on her, bottles were thrown at her home, cars would often speed by her house as the occupants yelled racial epithets. She left the hustle and bustle of Los Angeles to improve the quality of her life, however, she is afraid, and many of the neighbors and store owners will not allow her to live in peace and be a good neighbor. She heard about the 10 foot high swastika set afire at the home of her Latino neighbor before she moved in. Experts say such incidents are becoming more common in isolated areas across California and the nation as long time residents have begun to feel threatened by minorities moving from cities to escape crime and violence. The woman says she can't even go shopping without an escort. She wants to tell people to just let her live here and to leave me alone.

The following graphs depict the diverse nature of the City in each of the four geographic Bureaus, which are further broken down into each of the 18 geographic Areas (police stations). The purpose of showing this diversity is to enable the reader to gather an appreciation for the diverse nature of Los Angeles while understanding that the data was gathered from the 1990 census. After the completion of the 2000 census track, and comparing this data to what is shown on the following graphs, one would expect to see huge demographic shifts and the further creation of ethnic enclaves.

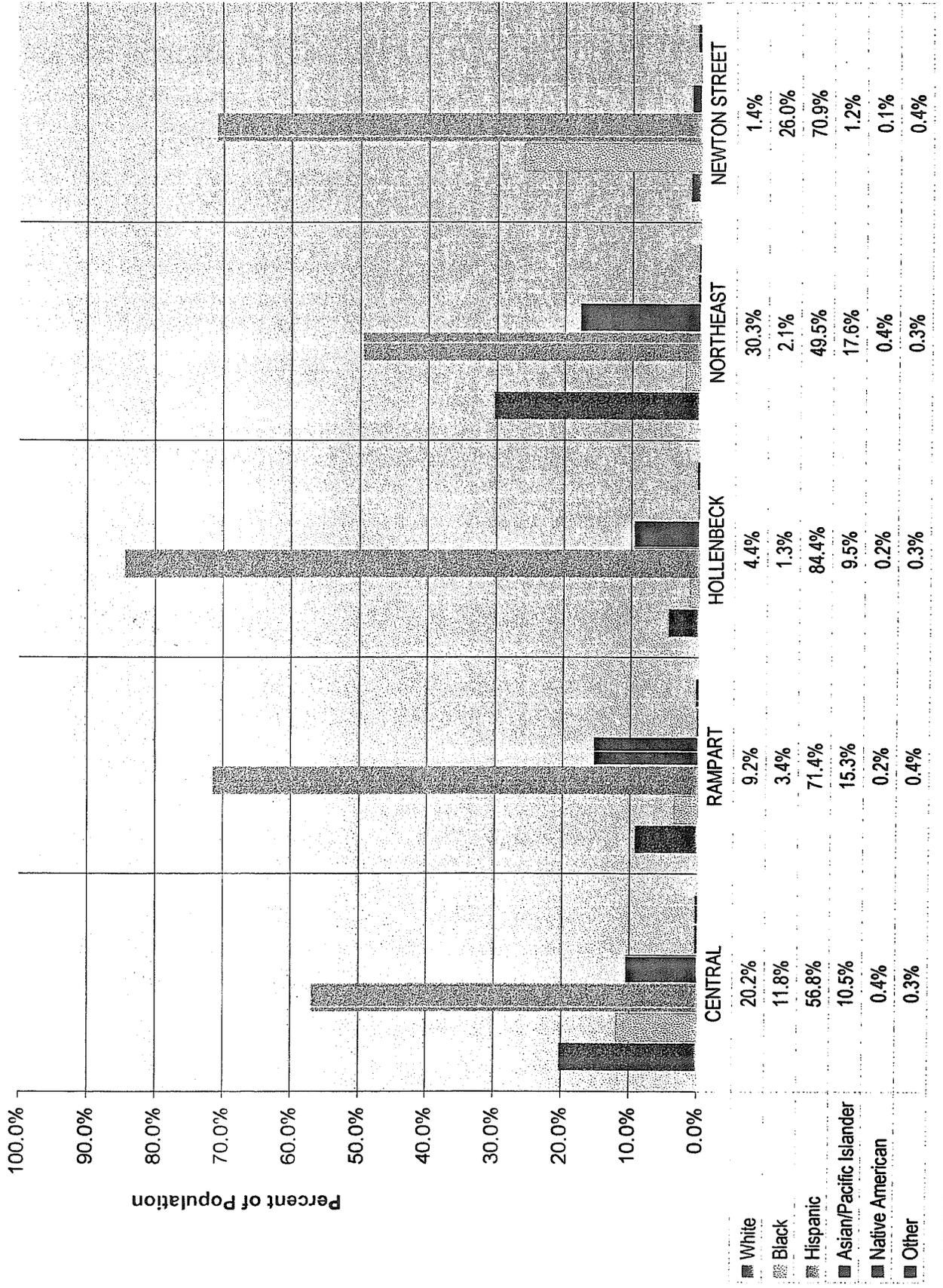
RACE / ETHNICITY POPULATION BY BUREAU

VALLEY BUREAU



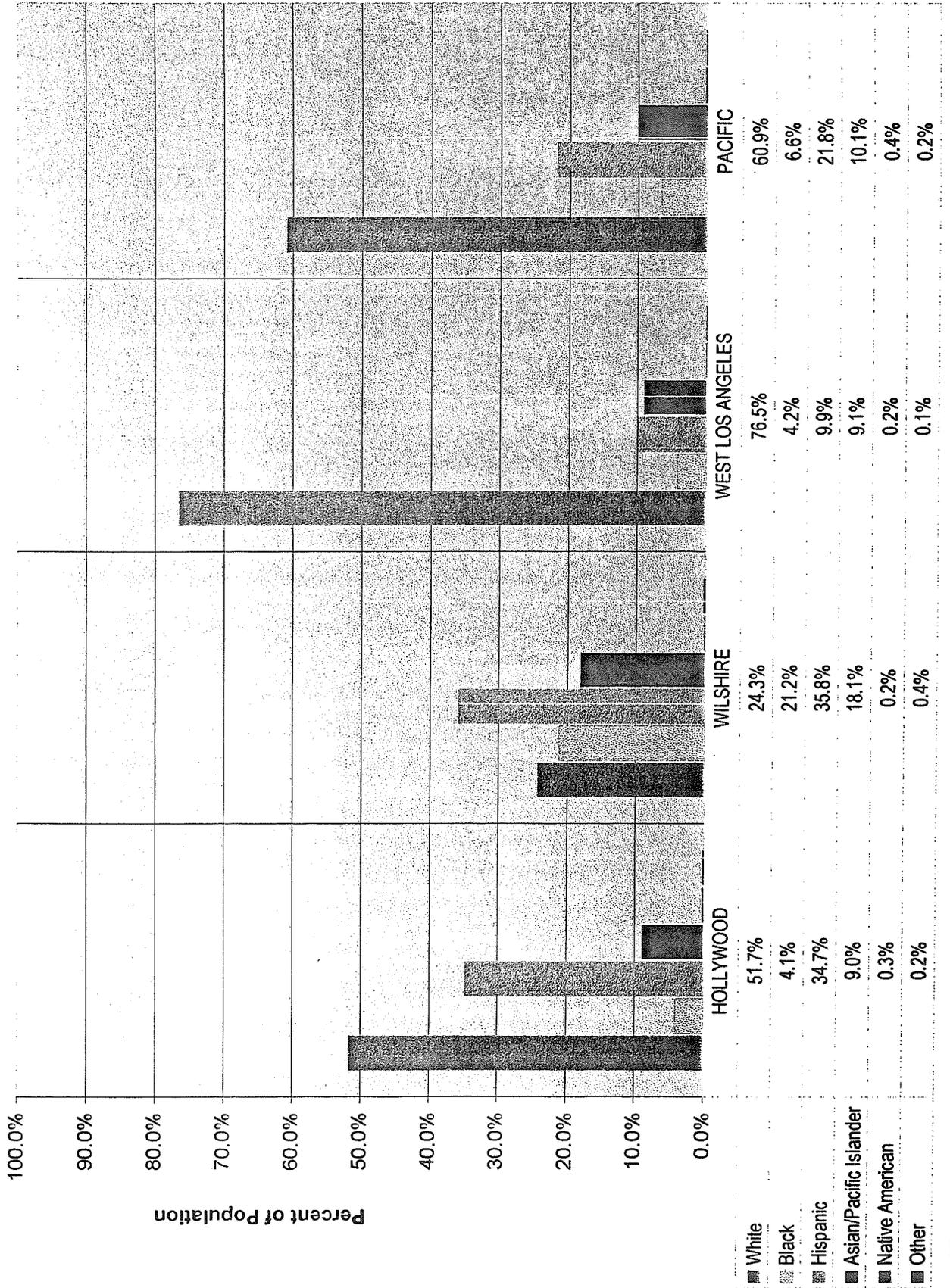
RACE / ETHNICITY POPULATION BY BUREAU

CENTRAL BUREAU



RACE / ETHNICITY POPULATION BY BUREAU

WEST BUREAU



RACE / ETHNICITY POPULATION BY BUREAU

SOUTH BUREAU



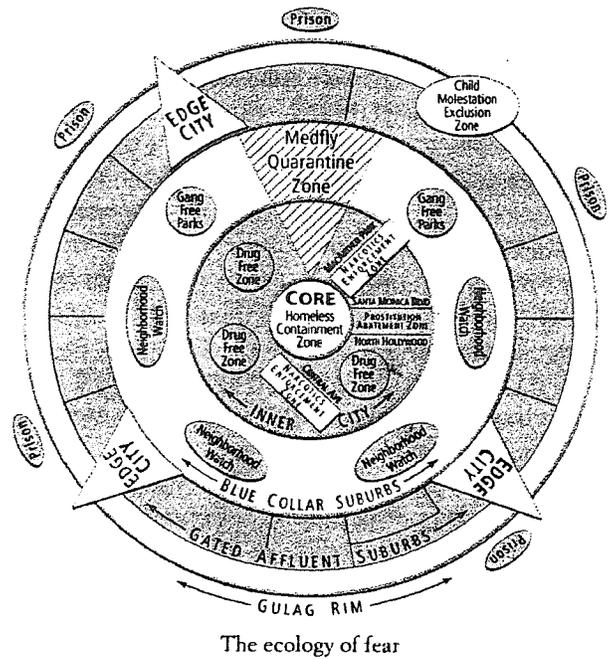
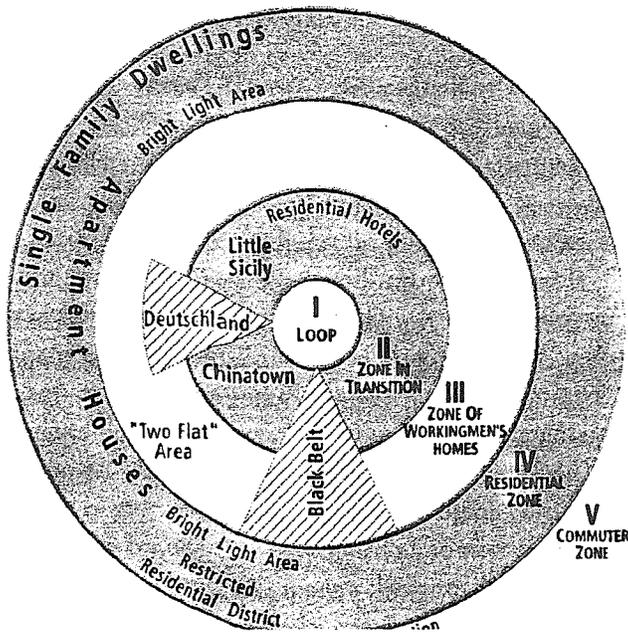
1	NORTHEAST	77TH	RAMPART	DEVONSHIRE	RAMPART	WEST VALLEY	WEST VALLEY
2	RAMPART	WILSHIRE	HOLLENBECK	FOOTHILL	FOOTHILL	WEST LA	FOOTHILL
3	WILSHIRE	SOUTHWEST	FOOTHILL	WEST VALLEY	HOLLENBECK	DEVONSHIRE	NORTHEAST
4	DEVONSHIRE	SOUTHEAST	NORTHEAST	HARBOR	NORTHEAST	PACIFIC	RAMPART
5	WEST VALLEY	NEWTON	WEST VALLEY	NORTHEAST	SOUTHWEST	VAN NUYS	DEVONSHIRE
6	SOUTHEAST	WEST LA	VAN NUYS	NORTH HWD	WEST VALLEY	NORTH HWD	VAN NUYS
7	77TH	PACIFIC	HARBOR	PACIFIC	NEWTON	HOLLYWOOD	WILSHIRE
8	VAN NUYS	VAN NUYS	WILSHIRE	NEWTON	WILSHIRE	FOOTHILL	WEST LA
9	HOLLYWOOD	DEVONSHIRE	NORTH HWD	WILSHIRE	77TH	NORTHEAST	PACIFIC
10	FOOTHILL	RAMPART	SOUTHWEST	VAN NUYS	NORTH HWD	HARBOR	NORTH HWD
11	NORTH HWD	HARBOR	DEVONSHIRE	HOLLENBECK	VAN NUYS	WILSHIRE	HOLLENBECK
12	HOLLENBECK	FOOTHILL	HOLLYWOOD	SOUTHWEST	SOUTHEAST	HOLLENBECK	HOLLYWOOD
13	HARBOR	HOLLYWOOD	NEWTON	HOLLYWOOD	HARBOR	RAMPART	HARBOR
14	SOUTHWEST	WEST VALLEY	77TH	WEST LA	DEVONSHIRE	SOUTHWEST	77TH
15	CENTRAL	NORTH HWD	PACIFIC	77TH	HOLLYWOOD	NEWTON	SOUTHWEST
16	SOUTHEAST	CENTRAL	SOUTHEAST	CENTRAL	PACIFIC	77TH	SOUTHEAST
17	77TH	NORTHEAST	WEST LA	SOUTHEAST	CENTRAL	SOUTHEAST	NEWTON
18	NEWTON	HOLLENBECK	CENTRAL	NEWTON	WEST LA	CENTRAL	CENTRAL

SECTION 2: STRATEGIC PLANNING

Author Mike Davis, regarded as an urban prophet, a gloomy socialist who has become the preeminent analyst of Los Angeles' soul. He refers to Los Angeles as a place where the future has turned rancid, as in this distillation, "Los Angeles, with its estimated 500 gated subdivisions, 2,000 street gangs, 20,000 sweatshops and 100,000 homeless residents, is a dystopian symbol of Dickensian inequalities and intractable racial contradictions.

As this study looks at the balkanization effect of Los Angeles communities, the below illustrated diagrams resemble a diagram offered by Ernest Burgess, a sociologist at the University of Chicago, popularized in the 1920's. For those unfamiliar with the Chicago school of sociology's canonical study of the "North American city", Burgess's dartboard represents the spatial hierarchy into which the struggle for the survival of the urban fittest supposedly sorts social classes and their respective housing types. As imagined by academic social Darwinism, it portrays a "human ecology" organized by the "biological" forces of concentration, centralization, segregation, invasion and succession.⁵ The diagrams, which have been remapped by Davis, seem to preserve such ecological determinants as income, land value, class, race, and a newer factor, including that of fear.

⁵ Mike Davis, *Ecology of Fear, Los Angeles and the Imagination of Disaster* (New York: Metropolitan Books Henry Holt and Company, 1998), p. 363



As city life grows more feral, the various social milieus adopt security strategies and technologies according to their mean.⁶ Downtown Los Angeles was able to spring back and re-emerge through the physical segregation of the new core and its land values behind palisades, concrete pillars and freeway walls. What were once pedestrian connections between Bunker Hill and the old core were removed, and pedestrian traffic was diverted above the street. Privatization of Downtown Los Angeles began to build its fortress around the city hub. As Davis described in *Ecology of Fear*, “The 1992 riots vindicated the foresight of Fortress Downtown’s designers. While windows were being smashed throughout the old business district, Bunker Hill lived up to its name. By flicking a few switches on their command consoles, the security staffs of the great bank towers were able to cut off all access to their expensive real estate. Bullet-proof steel doors rolled down over street level entrances, escalators instantly froze, and electronic locks sealed off pedestrian passageways. The riot tested success of corporate

⁶ Mike Davis, *Ecology of Fear, Los Angeles and the Imagination of Disaster* (New York: Metropolitan Books Henry Holt and Company, 1998), p. 364

Downtown's defenses has only stimulated demand for new and higher levels of physical security."

The separation between crime resistant architecture and law enforcement is becoming blurred. And as such, this creates a nice analogy for the issue involved in this research, another type of balkanization.

What is of most recent and particular concern, however, is the ethnic and economic enclaves throughout the City as depicted in the City maps, pages 57-64. It is this balkanization effect which could have severe and substantial future impact on the level and fear of crime, especially when considering the report of the Los Angeles County Commission on Human Relations. This commission reported that attacks on Blacks increased 50 percent from 1995 to 1996. Hate crimes in 1995 were reported at a level of 995. Los Angeles became the nation's capital of racial (539 crimes) and sexual orientation (338 crimes) violence. The remaining 118 attacks were motivated by religious hatred. An analysis of the crimes revealed that racially motivated crimes had been clearly clustered in older suburban areas such as Long Beach, Westchester, Harbor Gateway and Van Nuys, as well as economically challenged Antelope Valley.

The issue of a balkanized society, especially in the face of increasing number of incidents motivated by hate, will be law enforcement's worst nightmare. The following City maps depicting specific demographics illustrate the point of this study. While the

data is based on the 1990 census, most certainly the 2000 census currently being prepared will depict an even more exacerbated picture of this issue.

Isaiah Berlin, in his essay, *The Pursuit Of The Ideal*, offers a summary of a philosopher's view of the succession of human cultures. The philosopher was Gaiambattista Vico and his work was *Scienza nuova*. Vico seemed to be concerned with the succession of human cultures – every society had, for him, its own vision of reality, of the world in which it lived, and of itself and of its relations to its own past, to nature, to what it strove for. This vision of society is conveyed by everything that its members do and think and feel – expressed and embodied in the kinds of words, the forms of language that they use, the images, the metaphors, the forms of worship, the institutions that they generate, which embody and convey their image of reality and of their place in it; by which they live. These visions differ with each successive social whole – each has its own gifts, values, modes of creation, incommensurable with one another; each must be understood in its own terms – understood, not necessarily evaluated.⁷

Institutionalization of Community Police

As the Department continues to institutionalize the philosophy of community policing, and become more consistent with the expectations of our stakeholders; civic leaders, people and the larger law enforcement community, the relationship between the community and the police will continue to improve. As this evolution continues, it is

⁷ Isaiah Berlin, *The Proper Study of Mankind; An Anthology of Essays* (New York: Farrar, Straus and Giroux, 1998), p. 7

only the precursor to the larger pursuit of community-based government, which should be the direction of a large, diverse city.

What would be dangerous in this era of high growth, continued immigration and extreme demographic diversity, would be to create organizations or other mobilization efforts which would further divide the communities. An example of such efforts would be the creation of neighborhood councils. As part of the strategic planning process, the following six maps have been created to illustrate the ethnic and economic diversity of Los Angeles. Each of the eighteen Areas are depicted in their respective bureaus on the accompanying four maps. Additionally, the City maps depicting poverty levels, economic and revitalization areas and HUD designated low/mod income tracts. These maps have been provided in an effort to further define the issue balkanization and create resistance to design artificial borders or organizations to foster this direction. Future strategies with regard to community mobilization need to be directed at the idea of unity and not so much on the celebration of diversity.

Mapping

The following six maps have been designed to depict the demographic status of Los Angeles present day. Unfortunately the data used to construct the maps was taken from the 1990 census which is nearly ten years old. Any future study in this area will require re-mapping with 2000 census data. It is believed that this ten year difference will show even more dramatic separation and demographic shifts. As the Department and City become more comfortable with geographic information systems and the mapping process, the ability to identify what is occurring in various communities and

what is needed by way of government services will enhance the service delivery system. It will furthermore create the impetus to move the City and Department toward Community Based Government which will embrace the full spectrum of governmental services. Before this occurs, however, it will be necessary for the Los Angeles Police Department to completely evolve into an institutionalized community based policing model. All the tenets of this model will have to be in place and functioning efficiently in order to enter the next era of policing. These tenets include; a partnership between the entire Police Department and the communities we serve with shared priority setting and decision making; territorial imperative; problem solving and a Department-wide orientation to the philosophy.



LAPD - GIS
Management
Services
Division

- White
- Black
- Native American
- Asian/Pacific Islander
- Other
- Hispanic

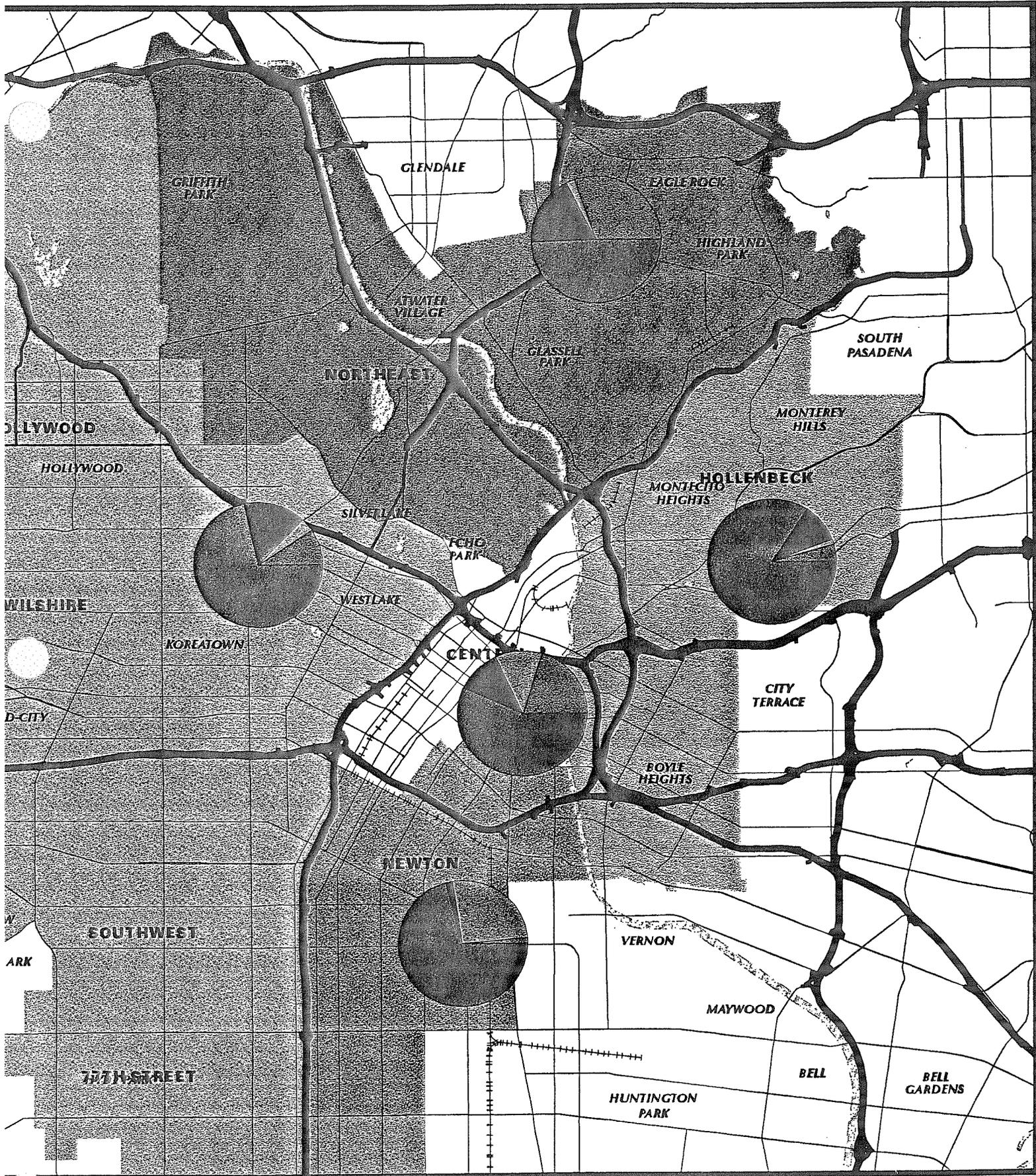
VALLEY BUREAU

Race / Ethnicity

Map To Scale
 VAL-ACETH Mar 1999



Source data: 1990 Census



GIS Management Services Division
 Source data: 1990 Census

- | | | | |
|--|-----------------|--|------------------------|
| | White | | Asian/Pacific Islander |
| | Black | | Other |
| | Native American | | Hispanic |

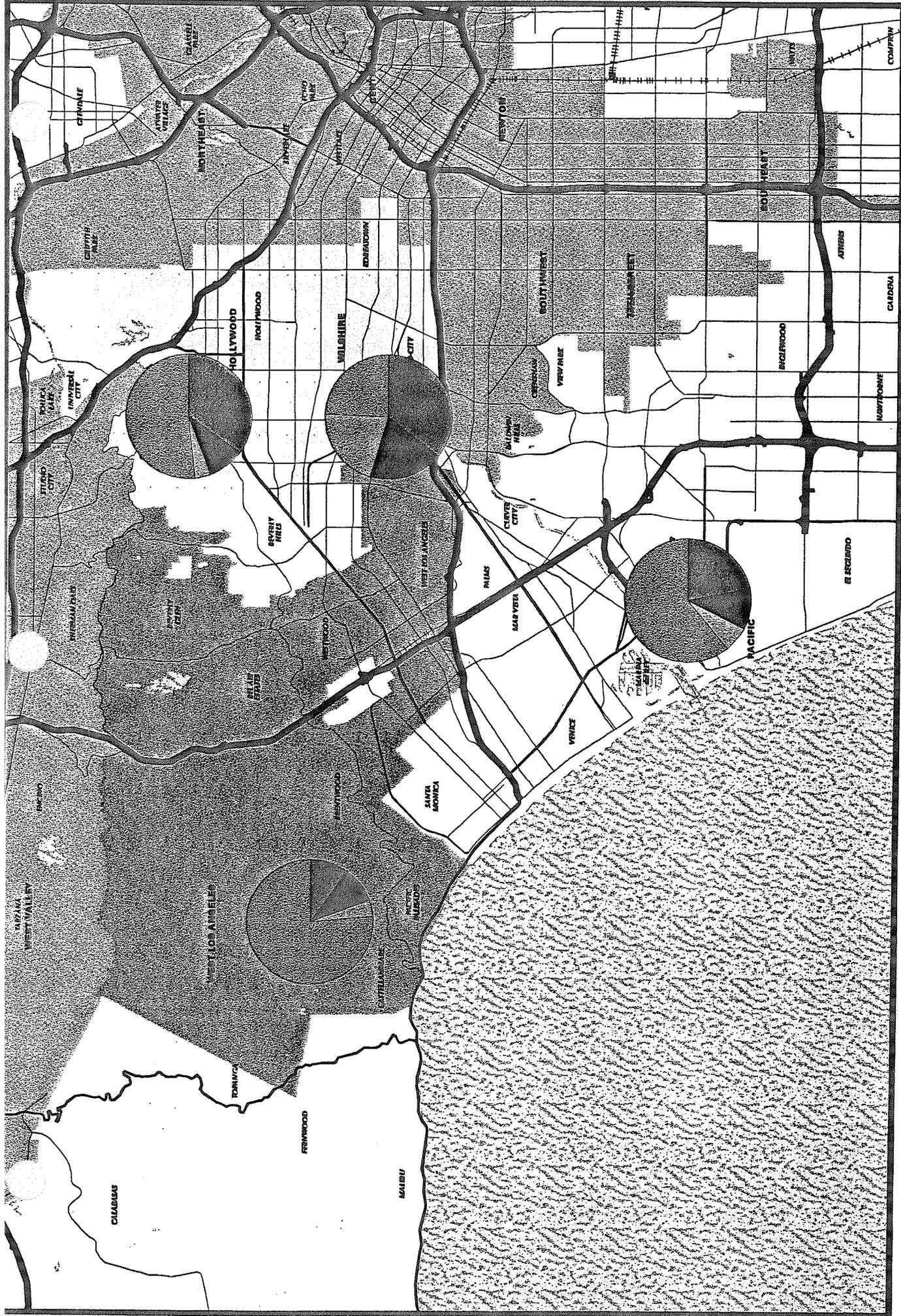
CENTRAL BUREAU

Race / Ethnicity



Not To Scale
 GEN-RETH Mar 1990





LAPD - GIS
Management
Services
Division

- White
- Black
- Asian/Pacific Islander
- Native American
- Other
- Hispanic

WEST BUREAU



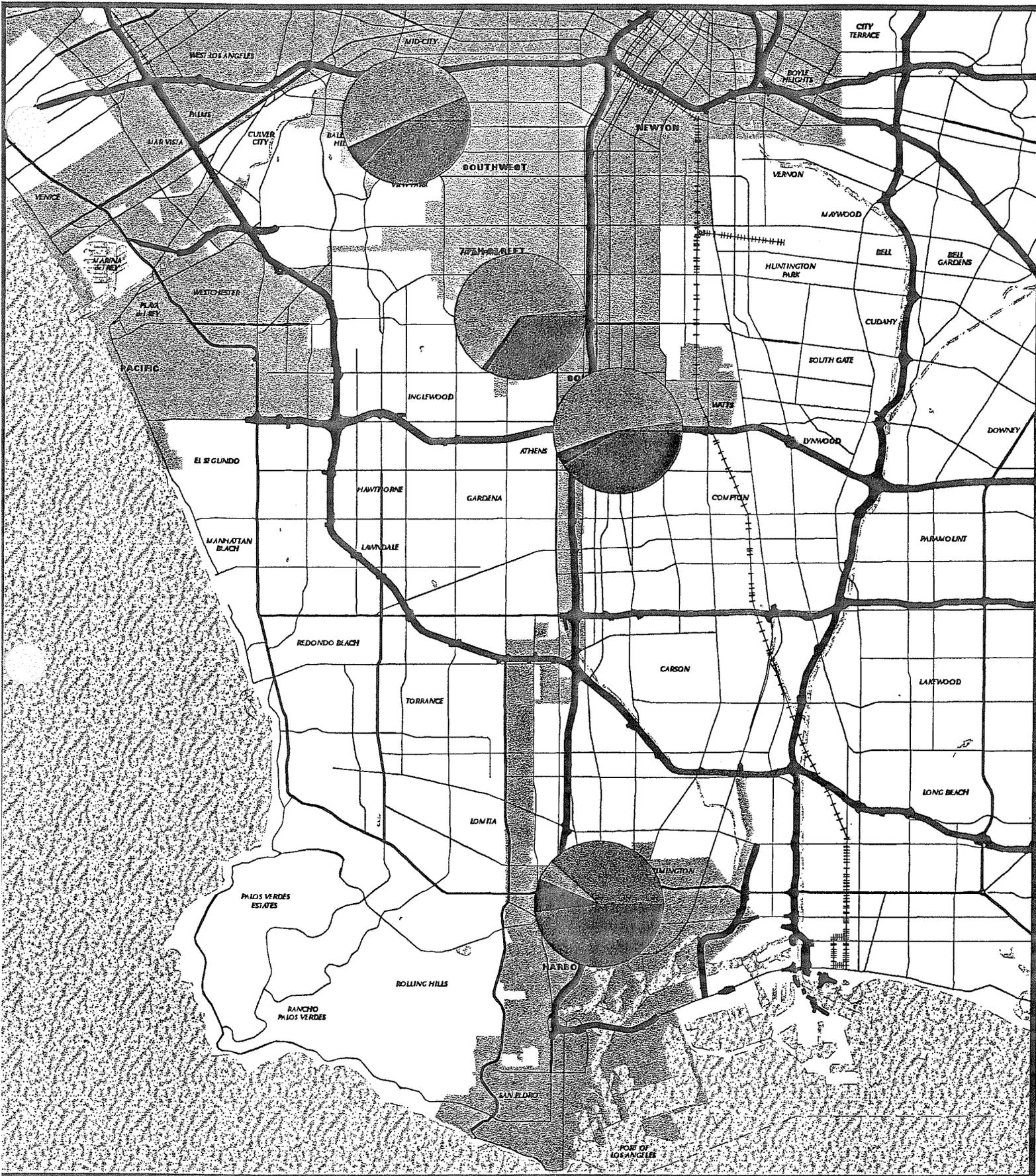
Race / Ethnicity

Map To Scale
 WEST-REETH Mar 1999

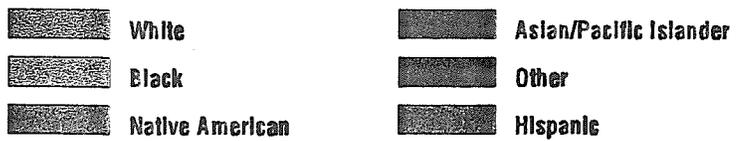


59 Source data: 1990 Census

Reproduced with permission granted by THOMAS BROS. MAPS. © Thomas Bros. Maps



D - GIS
Management
Services
Division



SOUTH BUREAU

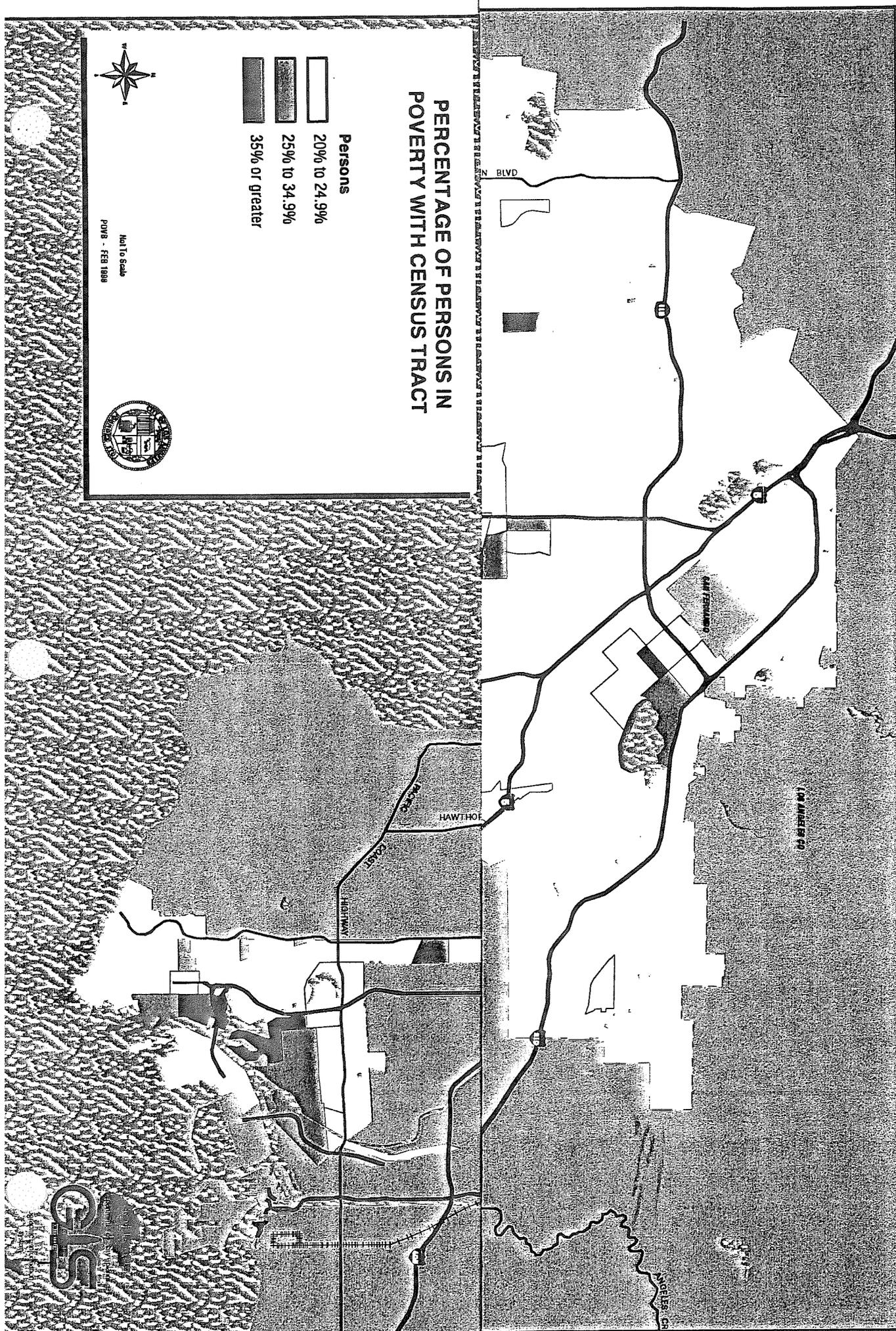
Race / Ethnicity

Source data: 1990 Census

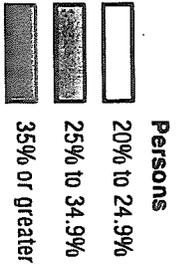


Not To Scale
 GEN-RGETH Mar 1999





PERCENTAGE OF PERSONS IN POVERTY WITH CENSUS TRACT



Not To Scale
POVB - FEB 1999

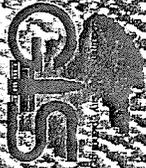
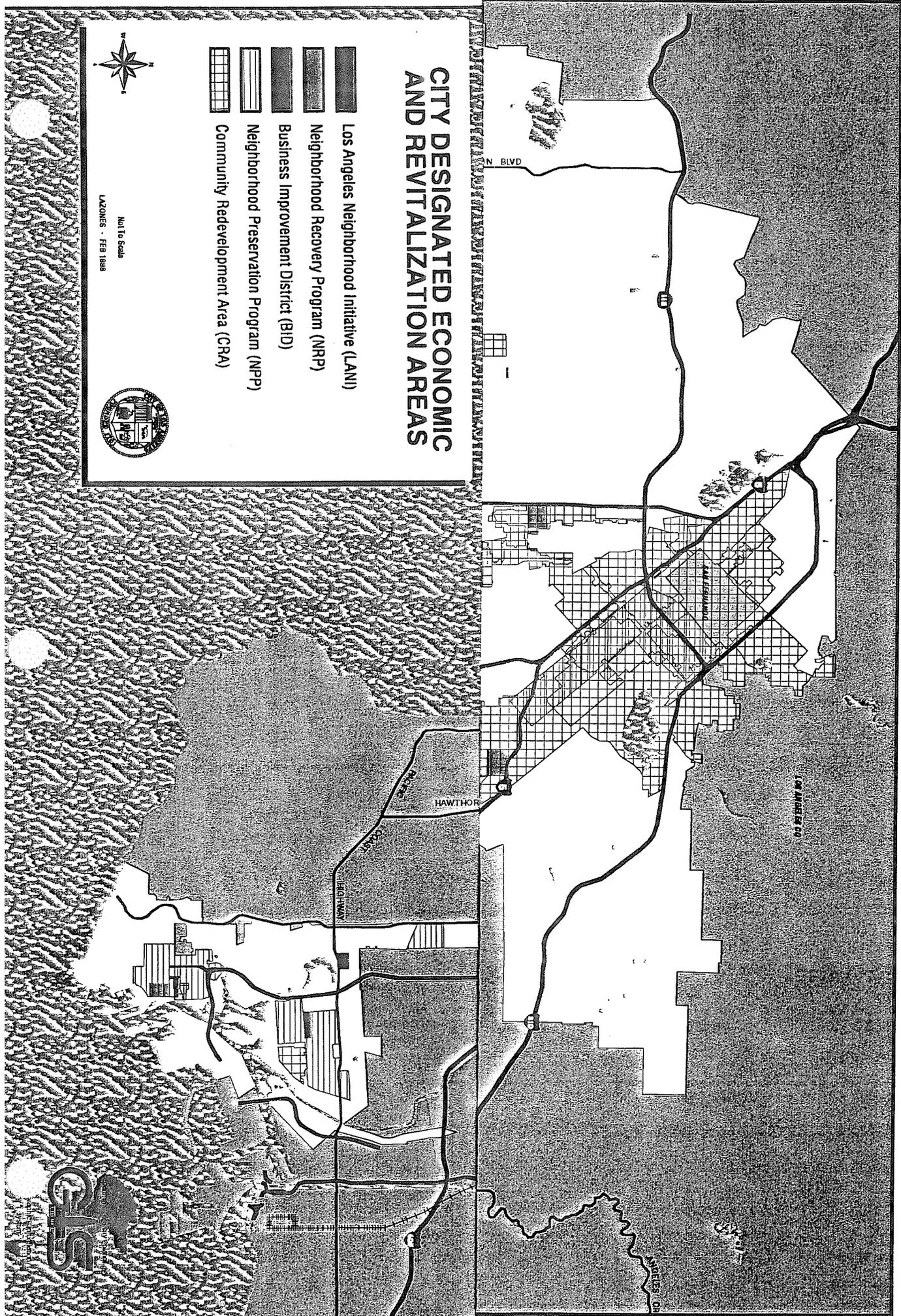


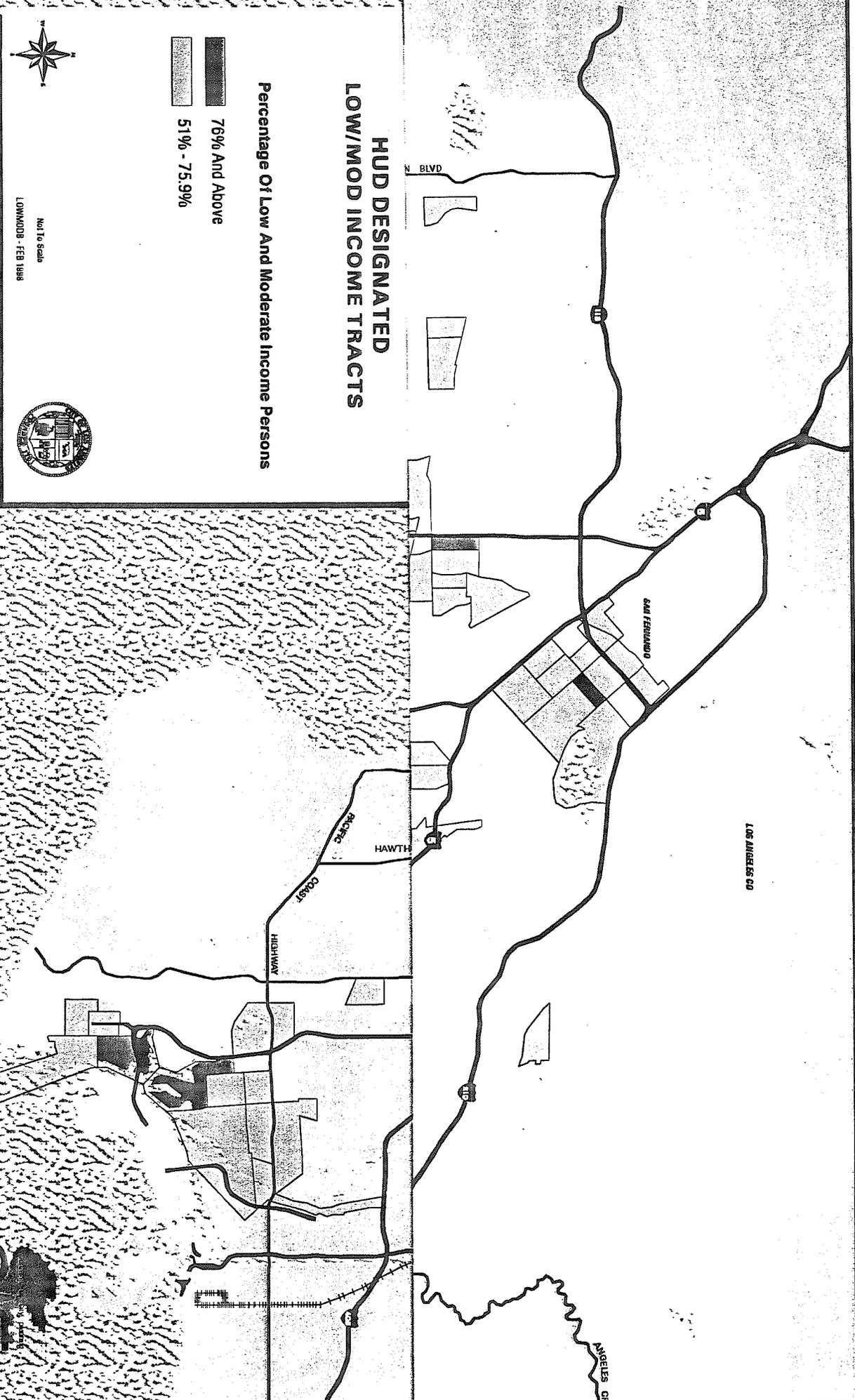
CITY DESIGNATED ECONOMIC AND REVITALIZATION AREAS

-  Los Angeles Neighborhood Initiative (LANI)
-  Neighborhood Recovery Program (NRP)
-  Business Improvement District (BID)
-  Neighborhood Preservation Program (NPP)
-  Community Redevelopment Area (CRA)



Not To Scale
LACOMERS - FEB 1988

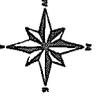




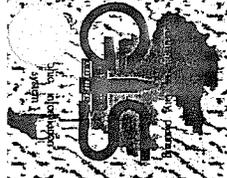
**HUD DESIGNATED
LOW/MOD INCOME TRACTS**

Percentage Of Low And Moderate Income Persons

- 76% And Above
- 51% - 75.9%



Not To Scale
LOWMADS - FEB 1988



MISSION STATEMENT

The Department's current mission statement is as follows:

"Our mission is to work in partnership with all of the diverse residential and business communities of the City, wherever people live, work or visit, to enhance public safety and to reduce the fear and incidence of crime. By working jointly with the people of Los Angeles, the members of the Los Angeles Police Department and other public agencies, we act as leaders to protect and serve our community. To accomplish these goals our commitment is to serve everyone in Los Angeles with respect and dignity. Our mandate is to do so with honor and integrity."

The Department's mission statement should be re-worked to include forward thinking ideals and values which take into account the relations of human beings to each other, the conceptions, interests and ideals from which human ways of treating one another spring, and the systems of value on which such ends of life are based. In order to understand the often violent world in which we live our attention cannot be confined to the impersonal forces, natural and man-made, which act upon us. The goals and motives that guide human action must be looked at in the light of all that we know and understand; their roots and growth, their essence, and above all their validity, must be critically examined with every intellectual resource that we have.⁸ This is why the focus on societal ethics is so important. The ways in which people live, think, feel, speak to one another, the clothes they wear, the songs they sing, the gods they worship, the food they eat, the assumptions, customs, habits which are intrinsic to them – it is these that create communities, each of which has its own lifestyle.⁹

⁸ Isaiah Berlin, *The Proper Study of Mankind; An Anthology of Essays* (New York: Farrar, Straus and Giroux, 1998), p. 2

⁹ Isaiah Berlin, *The Proper Study of Mankind; An Anthology of Essays* (New York: Farrar, Straus and Giroux, 1998), p. 8

Universal Values

There is no ultimate solution, however, intercommunication between cultures is possible because what makes people human is common to them and acts as a bridge between them. It is values, however, which can and often do clash. This is why in many instances, civilizations are not compatible. Utopias, while they may have their value, as nothing can expand the imaginative horizons of the human mind. However, as guides to conduct, they can be dangerous and fatal. To develop core values based on human principles which can be communicated to all the cultures and races, would probably not be attainable. However, to include the stakeholders in the discussions and problem solving efforts is consistent with being in pursuit of the ideal.

Imaging The Future

It is proposed that community organizations, Community Police Advisory Boards, and community based government entities participate in an imaging process designed to imagine the type of human life and culture which would be most desirable for a city as diverse as Los Angeles. Instead of focusing on what was responsible for injustice, oppression, falsity in human relations, imprisonment by stone walls, artificial barriers or conformism, the focus or imagery should be facilitated to include reign of truth, honesty, justice, security, personal relations which is based on human dignity, decency, independence, freedom and fulfillment. Looking back at the history of social imaging, some of the major works of antiquity such as Parthenon, the pyramids, the Great Wall of China, all of which never would have been constructed without a strong guiding image. So the image of a greater Los Angeles, where managing the diversity

turns to the celebration of unity through public and private partnerships with the police, community and governmental organizations. While grand visions have become relatively scarce in the 20th Century, the time to become visionary with common purpose has never been more important. Views of the future have traditionally been about areas of avoidance such as pollution, traffic jams, ghettos. While technology is advancing at mach speed, it is not technology which is going to save us, but resources of character to meet our destiny. The resources of character to create new grand visions. An example of a 21st Century Grand Vision may be the scene of the earth as seen from the moon, where there are no divisions of nations or states. Perhaps this is the new symbol for the new mythology to come, a global country to celebrate unity. This may be a lofty response but it represents imagery which creates the framework for people to think and act.

TRANSITIONAL MANAGEMENT PLAN

Post Industrial Leadership

The environment is changing faster than society can replace old mythology with mythology which provides the framework with which to live. While cultural and ethnic rituals and traditions should be kept alive in individual communities, it appears that these rituals that once conveyed an inner reality are now merely form. People respond to the environment, but our tradition which has, for so long, given meaning to life, does not respond to the environment anymore. The environment has outpaced tradition and society has confused tradition with traditionalism. Traditionalism has not assimilated the qualities of our modern culture and the new things that are possible and the new vision which is desperately needed. New metaphors will have to frame the lives of the future, however, this cannot be accomplished until the revolution of change slows somewhat and wisdom catches up with knowledge.

The people of Los Angeles are ready for a societal paradigm shift from the industrial era into a post industrial era. Joseph C. Rost observed that there have been paradigmatic shifts since the 1930's in sciences and technology that have ushered in the atomic age, the space age, and the computer age, however, none of these shifts have been massive enough or deeply antithetical enough to the values of the industrial era to cause a societal paradigm shift. The new millenium brings with it the opportunity for this shift, and the people who occupy this generation may be the first in history who can reflect upon a true societal paradigm shift, transcending from an industrial era to a

postindustrial era. The changes in Eastern Europe prove that what we thought was impossible using the old paradigm are very possible using a new paradigm. The fall of the Berlin Wall was symbolic of this new spirit and postindustrial era where the principle of inclusion shifted from the grave of an old an archaic, exclusive and isolated system of governing people.

With this change, comes the opportunity to provide a new leadership model based on postindustrial values, "Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes." Over the past century, the study of leadership has been dominated by great man theories, group leadership as facilitative, psychologists' trait theories, situational theories, and excellence theories. A new model of leadership is the process: it is how that process is done that determines its virtue, not the content of the changes nor is it the traits that may be demonstrated by leaders and collaborators. The process defines both the nature of leadership and its ethical integrity. This new emerging model will encompass the paradigm shift – an entire constellation of beliefs, values, techniques which are shared by a community.

Communication Policing

Perhaps in addition to the institutionalization of community policing and eventually the institutionalization of community based government, the next era of policing could be termed "Communication Policing." As it will be the communication process and getting the message out consistently and persistently to all the diverse

communities throughout the City. With over 105 different languages spoken in Los Angeles, communicating the message and building crime resistance communities becomes the real challenge. Additionally, the role of the police seems to be shifting from law enforcement to that of peace keeping. Perhaps this will be one of the new metaphors for the executive branch of government. Building strategic alliances with organizations such as The National Conference for Community Justice, a human relations organization dedicated to fighting bias, bigotry and racism in America. The National Conference promotes understanding and respect among all races, religions and cultures through advocacy, conflict resolution and education. The ability of the Los Angeles Police Department to facilitate other governmental entity and community based enterprises into the mix of providing services will be the key to future success and quality of life in Los Angeles.

Community Police Advisory Boards

The composition of Community Police Advisory Boards constantly need evaluation to ensure inclusion and diversity mirroring fair representation. The size of these advisory boards should be large enough to accommodate all the diversity represented by individual Areas. These boards should receive training in the area of societal ethics, imagery, problem solving and communication.

Conclusions

As stated earlier, there is no final solution, only a pursuit of the ideal. Whether it be the ideal basic car plan or the ideal community organization, law enforcement must have the necessary components in place to constantly assess the needs of the community. While there is room for Area specific planning and resource distribution, law enforcement leaders need to resist the temptation to further divide communities which could fuel the balkanization effect and create more tension and hostility between people of different cultures and ethnicity's. Mapping of communities must take on more importance and because communities are changing faster and faster demographically, the need to accelerate data collection is ever more important. Los Angeles cannot afford to wait ten years for census data. Fortunately, the new millenium brings with it a new census study, however, this data needs to be current at least every three years.

As the Los Angeles Police Department institutionalizes community policing within its ranks, it must also take the lead in beginning to implement the philosophy of community based government. Any effort, agenda or re-organization of city government, city charter or community organizations which would result in further division of communities within the city, should be resisted in favor of a unified approach. To do so would exacerbate an already evident problem of divisiveness.

The Los Angeles Police Department mission is the security and safety of the people. This mission should be pursued through a strategy of building communities and

the result will be the reduction of the fear and incidence of crime. The goal of this strategy is the attainment of a peaceful society based on the concept of pluralism or co-existence which will be a much more effective strategy than that of policing designed specifically to reduce crime. In a free society, the police are appropriately limited in both resources and authority. A community which abandons its duty to police itself will find that the police can only provide the bare minimum of public order and security.

What should be considered by a police agency such as the Los Angeles Police Department is the dimensional approach to policing, just as Lebanonization is more of a dimensional definition when compared to the antiquated definition of balkanization. The slices of the problem are as follows: 1) Percent of population as it begins to equalize between cultures; 2) Entitlement slipping away and the fight for more than a fair share; 3) The picture is not reflective of the way things really are and it is failing to catch up with the perception; 4) One ethnic group may outshine the other with disproportionate achievements and as a result the standards are challenged; 5) The historical mystique – internment camps, land use issues, Mexican land grant, statement like, “in 1389 look what you Serbs did;” 6) How the children are assimilated into society, the values, education and opportunity afforded them.

It is certainly true that the change advocated in this document must come from somewhere other than what resides in someone’s noble ambition. The change must come from the building of neighborhoods where none exist, through common goals of crime reduction and a common vision of peace and quality of life. While the idea of

balkanization may be unavoidable, and some may believe it is already upon us, it is mitigatable. Just to hold crime down is not the answer, the creation of an energy to drive people to mobilize and organize themselves against the violent criminal element, the creation of common goals, the creation of an environment of opportunity with healthy competition, supporting athletics, the arts, parks, music, literature, and our nations most important resource and future, our children.

APPENDIXES

DELPHI PANEL MEMBERS

I.D.

01. Mark Kroeker – Retired Deputy Chief LAPD, raised in the Congo Republic and France. Contracts with the International Criminal Investigative Training Program with work in Haiti, Rowanda, and most recently completed a one year contract heading up the International Police Task Force in Bosnia.

003. Michael Berkow – Police Chief, South Pasadena also an independent contractor with Department of Justice with contracts for Haiti, Somalia and Jamaica.

004. James Rhodes – Business Executive, Manulife Financial, with International responsibility.

006. Matthew Hunt - Retired Deputy Chief LAPD, raised in Ireland

007. Francois Haucht - Educator - Professor at the University of Paris

NOTE: 002 and 005 were original panel members who were unable participate.

LOS ANGELES POLICE DEPARTMENT

BERNARD C. PARKS
Chief of Police
Calif. 90030



P.O. Box 30158
Los Angeles,

(213) 485-3221

Ref #: 1.3.4

RICHARD J. RIORDAN
Mayor

December 23, 1998

Dear Panel Member:

Thank you for agreeing to participate in what I believe will be a significant and important futures research study. You were asked to participate in this process because of your experience and expertise in your field, which is critical to a thorough examination of the issue at hand. Your input will provide critical insights to a social dynamic which is not only emerging in the Los Angeles region, but in countless cities across America – the balkanization of communities in our cities, specifically, Los Angeles.

Allow me to explain this project and your role in more depth. The Command College Executive Leadership Institute's program, under the auspices of the California Commission on Peace Officer Standards and Training, promotes future-oriented study for California law enforcement executives. By examining issues affecting law enforcement in this manner, managers and their agencies are better prepared to meet future challenges. This research project is the culmination of the Command College course of study and a graduation requirement of the institute.

My area of study is, "**The Balkanization of Los Angeles.**" With your help, I will specifically focus on *What the Los Angeles Police Department Can Do To Help Divert The Impending Balkanization of Los Angeles*. It is my hope this project will identify better ways to mobilize communities, establish universal value systems, reveal effective methods to police multitudes of cultures, language and intrinsic cultural values, and define law enforcement's role in community based government.

Your part in this process will involve the expenditure of a minimal amount of your time during the next few weeks, to complete a series of questionnaires that will form the basis of an important part of this futures-oriented research. This process has been designed to be as convenient as possible.

First, your participation will only be required once a week. Second, you will be able to complete each questionnaire via electronic mail (e-mail) at any time or location or via a self-addressed, stamped envelope during the period beginning Monday of each week and ending Friday of the same week.

This schedule will provide you with five days to complete each questionnaire. It is imperative that you complete each questionnaire during the five day period to allow for the analysis of data before the next round begins.

Should you have any questions or wish to discuss any issues relative to this project at any point during the process, please don't hesitate to either telephone me at (213) 485-3221, Monday through Friday, between the hours of 7:00 am and 6:00 pm, or contact me via e-mail at CMDR10H@aol.com.

The first round of questions is attached and a self-addressed stamped envelope is provided for your convenience.

Thank you again for your important help and assistance.

Very truly yours,

MICHAEL P. DOWNING, Captain
Commanding Officer
Communications Division

Diverting the Balkanization of Los Angeles

A futures-oriented study utilizing the Delphi process, facilitated by Captain Michael Downing.

Introduction

Please read the following text thoroughly, as it contains the background, procedural, and definitive data necessary to your understanding of the research topic and its processes. Thank you for your assistance in this most important endeavor.

Futures Forecasting

Forecasting is a subset of futures research that can be defined as, a probabilistic, reasonably definite statement about the future, based upon an evaluation of alternative possibilities. Forecasting is not a prediction of the future, nor does it claim to be a rigorous, scientific approach to determining the future.

It can, however, provide alternative scenarios, i.e., events that we imagine happening in the future, as a means of preparing for or influencing events that could lead to a variety of future possibilities.

A futures forecast is usually arrived at through utilization of some method of scenario creation.

In this instance, you will be asked to base your input on the following societal environmental factors: social, technological, environmental, economic, and political. These factors make up what is known as the S.T.E.E.P. method of forecasting, which maintains that events and trends occurring in these arenas impact and, in some instances, can help define the future.

During the research project, you will be asked to provide your input concerning events and trends that have or are presently occurring and those that could occur in the future.

The Delphi Process

One method for providing a structured format for futures forecasting activity is the Delphi Process. Created by a group of scientists at the Rand Corporation in the 1950's, it was named from the Greek oracle in the city of Delphi, and was physically located in the Temple of Apollo. Within the temple, citizens of Delphi sought answers to questions about their fates and concerns from a priest, whom they believed was Apollo's medium. Answers from the oracle were thought to represent wisdom and truth.

The Delphi technique was created as a tool to conduct research concerning topics where little or no known information is otherwise available, by soliciting the opinion of experts from a variety of disciplines, and applying their expertise to the issue being examined. The Delphi is also best-suited for conducting research when panel members, such as yourself, are widely scattered and cannot meet as a group.

There are generally three types of Delphi: the historic Delphi, used to examine historical issues; the policy Delphi, used to develop or modify policy; and the numeric Delphi, which is used, as it will be in this case, to forecast possible future scenarios.

Process Mechanics

The Delphi utilizes the questionnaire as its primary means of data collection through a series of "question & response" rounds, or iterations. Each round will consist of: (1) a questionnaire being presented to you, the panel experts; (2) your response to the questions presented; and (3) an analysis of those responses, which will then be re-introduced to you, the panel, in an effort to clarify extreme response ranges. One Delphi processes' features is the anonymity of panel members. This will allow you to provide input without censor, ridicule, or influence from other panel members.

Process Results

At the conclusion of the Delphi, this data you provide will be analyzed and extrapolated to specific points in time, i.e., 0, 5 and 10 years, in an effort to create possible future scenarios impacting the issue being examined. This will allow the identification of key events and/or trends that may lead themselves as tools to influence possible future scenarios and, hopefully, influence the realization of the most desirable among them. Hopefully, it will provide law enforcement leaders the opportunity to plan for these scenarios.

Issue Background

This research project focuses around the issue of Balkanization, specifically the impending, if not already occurring, Balkanization of Los Angeles. This is a unique region in the nation, an area which covers 450 square miles, speaks 105 different

languages and represents cultures from around the world. It is my desire to develop a project aimed at a concept of international policing addressing the following issues:

- 1) Mobilization of communities
- 2) Universal value systems
- 3) How to police multitudes of culture, language and intrinsic values
- 4) Define law enforcement's role in community based government

For the past two hundred years America has had a common theme, and after the Civil War, this theme took even more meaning, a theme of vision for the future. What is the new vision as we approach the next century; what is the new mythology which will bring structure to Americans during the next 100 years; how will society embrace policing in 2010.

The status of American society, given the many radical technological advances and demographic shifts, has blurred the vision. With the cultural and ethnic tapestries, political power structures and diverse value systems inherent in our mix of human beings, the vision is not as clear as it was before. Some believe if not properly managed, as America's history develops, the tendency to follow the path of the more violent European countries is a very real possibility.

A renewed culture and worldview is struggling to emerge from the grave of an old industrial system. While powerful technologies have arrived and will continue to amaze the human mind, when linked up with inadequate worldviews or primitive human impulses, they become treacherous to human existence. With new democracies emerging all around us, the only lasting solution will be the development of new universal values which should be expressions of the highest human motives and capacities.

Countries such as Northern Ireland, Bosnia, and Croatia have had internal conflict for hundreds and in some cases thousands of years. In fact what they have had in common is a lack of vision for the future and a propensity for celebrating the senseless wars, battles and violence of the past.

This, then, is the purpose and focus of this research project; to identify the possible scenarios that may tell us, "How The Los Angeles Police Department Will Help Divert The Impending Balkanization of Los Angeles by 2009?"

Thank you for your valuable participation. You are now ready to begin Round 1.

Please see the next page for Round 1

Delphi Process – Round Two

Research Issue: “How will the Los Angeles Police Department help to divert the impending Balkanization of Los Angeles by 2009?”

FEEDBACK REPORT

Background

Thank you for your insight during the first round of this study. Your responses to the questions were enlightening and I believe will be extremely beneficial in achieving the valid outcomes as a result of this project.

The next round of the Delphi process, which you are about to begin, will provide you with feedback on your responses to the first round questionnaire. Please review all of the responses listed below as this will allow you to view the responses of all participants and to assist in designating the most relevant input provided thus far.

Based on the results of this round, we will be able to more accurately identify those items (trends and events) that will impact the issue being studied. If you think of that last session as a form of “brainstorming”, this then would represent the prioritization of those issues.

INSTRUCTIONS: This round of the process will require each of you to complete three tasks: 1) review your own responses for accuracy; 2) review all participant responses; and 3) select from all responses, those you believe will have the greatest impact on the study issue, “How will the Los Angeles Police Department help to divert the impending Balkanization of Los Angeles by 2009?”

Please carefully review each S.T.E.E.P. category for the trends and events you provided during round one to ensure it communicates what you intended (some items were re-worded for clarity). You can easily identify your responses by locating your participant identification number at the end of each response.

If you encounter a response you wish to modify, please type in the modified response text in its entirety (including its alphabetical designation) in the data entry field located immediately below its category.

Next, review the trends and events of all respondents (including your own) in each category, identifying those you believe are "extremely likely" to impact the study issue. It is important to keep in mind that events or trends may have already occurred, may be presently occurring, or may occur in the future. The only selection criteria you consider must be that it is extremely likely each one you select will impact the research issue.

After you have made your selections, enter their alphabetical designations in the data entry below each category. Before submitting your responses, make sure you have entered your participant identification number in the designated field.

ENTER IDENTIFICATION NUMBER HERE:

I. TRENDS

Social Trends:

(1)

A. Families will become less traditional ,people will continue to move into LA and they will be brought, encouraged by their families and friends who are already living in sequestered areas .This will create more enclaves such as the tiny Belizian community in South Bureau with its 30,000 people yet in contrast to the Country population, it is the largest community of Belizians outside of Belize. These enclaves will have their own identity and their own cultural, religious and social identities which will Balkanize them. Moreover as the governmental adaptations for them continue, their enclaves will become or remain entrenched notwithstanding some of the absorption's of the young people. The older ones with their deeper dogmas and entrenched attitudes will create the divide among Angelenos. Some of the younger ones will form gangs related to their unique identity i.e. varieties of the Maria Salvatrucha .What then is ;likely to occur is that while all the predictions of the social forecasters will no doubt become reality i.e. the growing, enormous Hispanic and Asian populations, what demographic forecasters may not have expected is the ethnic, religious "pockets"inside the larger communities. More middle eastern individualized communities for example could bring into L.A., their difference and hostilities and extremists could very well visit the violence onto the streets of the city. These intense communities will pose the biggest challenge to the LAPD in its effort to avert Balkanizing .Moreover, the competing for "fair share" and representation among the more stabilized ethnicities will form major political battles and the spill-over will be pronounced. For example I think the day is coming and quite sooner than some think that a resolution will be introduced into the LA City Council to rename Martin Luther King Boulevard to Santa Barbara.

This move will be undertaken by the first Latino council member to replace Riddley Thomas in the 8th district. The symbolism of this move will create the stir in Black Hispanic relationships .I heard much of this kind of debate in Bosnia e.g.. "our history goes farther back and you can't deny it"

The graying if Los Angeles continues and the generation x people with their attitude, however it is described ,participate in the dialog and some volunteer and some run away and if the LAPD can capture some ,they can be quite a force

Travel increases and the population coming and going increases thereby bringing a greater diversity of social cultural religious difference to LA and at the same time a greater understanding of it

(4)

B. Three million more people will come to LA over the next 10 to 15 years. That is a city the size of Chicago (equivalent). In order to assimilate them, we must set up an orientation process to include them and integrate the people and their cultures if we have any chance at breaking down the balkanization process. Many of the 3 million will come to us through the hospitals rather than through our borders. As such, schools and churches (places where children congregate) are excellent places to set up Communication channels.

(6)

C. You are in the process with Community Based Policing, in its purest form it will bring varied community groups together with diverse elements of government. Emphasis on tolerance education will better prepare the Dept. to fully participate

(7)

D. Growing gap between legal and outlaw society (i.e. "Criminal society" becoming smaller and tougher).

Technological Trends:

(1)

E. All the great technological trends in Toffler's Third Wave will serve to exacerbate Balkanization. Anything that keeps people from communicating with each other will hurt not help. High tech low touch will move people away from each other in the growing paperless, wireless and especially voiceless world ...ATM's, industrial seizure of the home offices for their profit, endless human less menus on a growing number of telephones all serve to keep people from forming pluralistic societies, communities and neighborhoods. These technologies will all be largely driven by profit motive i.e. reduce the teller payroll by more electronic transactions. There are few people looking for tech adaptations to the need to develop communities and neighborhoods and without inducements and grant money this will likely not occur. For example we need more simultaneous translation technological adaptations and the equipment is not forthcoming to say nothing of R. and D. the domain.

(4)

F. We are entering an era of "smart" things rather than computers that sit on desks and compute things. As a result, we will have computers imbedded in the fabric of our lives. Machines will be "smart." Cars, desks, and machines will have microprocessors that work on voice commands. This will enhance our ability to "program our world." Technical devices will translate for us and allow cultures to integrate more effectively.

(6)

G. Enhanced communication to better get the Police Dept's. message to the public, and theirs to us.

(7)

H. Communications explosion.

Economic Trends:

(1)

I. LA economy over the next immediate years will improve, the new communities coming with their little pockets will create unique small businesses .More specialized and technologically related jobs will be there and fewer of the ordinary blue collar ones e.g bank teller positions will be fewer and the high tech high skill positions will be inaccessible to the new arrivals and the untrained youth. This will create ethnic -specific unemployment .

Private Security enterprise continues to expand in Los Angeles and take greater and greater roles in the security debate and thus in the Balkanizing debate as private homeowners who can afford private sec hire them creating Balkanized economic neighborhoods and those who cant afford them are crime ridden and create their own vigilantes for example

(4)

J. The trend will be an expanding economy with real estate re-emerging as a source of wealth in Los Angeles. Most small business owners were hit hard in the early '90's because most of their debt was tied in some way to a real estate note. When the market declined, they lost their ability to borrow and thereby expand. TRA '86 was the engine that created this environment. The money shifted to equity and fixed income markets. Today, the region has readjusted to this change, and also adjusted to a smaller National defense structure. Now, it is politically time (cycle of defense spending) to re-invigorate national defense spending again). Traditionally, California receives 20% to 22% of national defense spending even though we only have 12% of the national population. Consequently, this will add to our advantaged economic outcome. This should improve LAPD's ability to integrate the 3 million new persons and create opportunities to break down inter-regional barriers that might otherwise be exaggerated in a poor economy.

(6)

K. Better economy translates to better budgets to P.D. enabling the hiring of professionals to assist in developing positive programs.

(7)

L. Employment growth

Environmental Trends:

(1)

M. The environmental battles will diminish as California will be forced to take a more balance view to compete with other states. Reasonableness will return and the strides made in clean air and water will be folded into the new moderated approach. The great platform issues of politicians in 1998 did not include save our water and our air and protect the planet etc. These will be even less in the years ahead.

(4)

N. Water supply provides the region with the ability to grow or not to grow. Management of the transportation system, storage, and use of water is key. Currently, water is relatively cheap. But over the next 10 years, we will likely go through another drought cycle and as such, intra-regional differences will become more noticeable. While the area is not dependent upon agriculture, it does have a wide variety

and use of water for domestic use and industrial use. Managing this resource will be key over the next 10 years as the population increases 35%.

(6)

O. The building of safer, more secure, and more easily patrolled housing and office units will enhance and develop better neighborhoods.

(7)

P. More care.

Political Trends

(1)

Q. The changing demographic will include more minority membership in the body politic. These will be fighting for symbolic issues many of them of serious concern to their constituents like the renaming of MLK Blvd. and like the struggle for neighborhood dollars and like the comparison of crime statistics which show that their constituent neighborhoods are more crime or gang loaded.

Europe continues to integrate into a unified world power throwing its influence into the global mix and power shift and releases all stakes in the prior colonized third world, principally Africa creating the continued descent of Africa into the abyss and the increased arrival of impoverished Africans here.

(4)

R. Political trends that will come during the next 10 years include the attempt of labor to re-emerge as a political force. For the past 20 years, labor unions and political unions (e.g.: teachers) have been in a state of decline. Currently, there is some evidence of resurgence. However, this will peak and begin to decline (probably). This is because most job formation will be in small business which are generally less labor oriented (exceptions include construction). LAPD should be aware of this trend and focus on its outcome only if the changes continue rather than expand and then compress. Obviously, a significant increase in labor and labor's issues could have an effect on economic groups (labor) in LA.

(6)

S. New Governor in Calif. may build more friendly ties to communities, thereby assisting police.

(7)

T. Power closer to the people (i.e. more importance for Local Government).

II. EVENTS

Social Events

(1)

U. The arrival of the year 2000 brings on great opportunity for a harmonious bringing together of people if only for a short while but if the LAPD had the vision to seize this hour the results could be profound in the effort to control the Balkanizing

The health care problem gets so bad that there is a rather sudden revolution in the HMO and indigent health needy creating an immediate and wracking problem and a continued cleavage between the have health and have not health people.

A cure for Aids is found bringing a sweeping revolution to the problem world wide...have to think about the impact but its there

Los Angeles gets the nod on its bid for the return of the Olympic games sometime bet now and 2009

Business Improvement Districts and other prototypes become increasingly powerful in their efforts to keep neighborhoods safe and clean

(4)

V. A high profile trial or major legal event could have dramatic implications. The legal system "judges" individuals for behavior however, demographic groups (particularly those that are emerging minorities), arranged by ethnicity, religious affiliation, race, and national origin tend to evaluate the cumulative social effects of their respective group. Occasionally, a high profile legal event can become the catalyst that triggers broad social developments. Recently, the Rodney King and OJ Simpson trials provided an example of this type of catalyst. In one example, there was significant unrest and in the other, much discussion with potential unrest. The point is that this type of catalyst provides a "channel" to direct emotion charged individuals to direct groups for their own ends. LAPD can use this scenario to divert the balkanization of LA over the next 10 years by understanding the social building blocks that lead to this type of aggregate behavior. Further, they can develop links within the ethnic, religious, and immigrant populations to try and prevent these types of problems, heading them off before they occur.

(6)

X. The rewriting of the City Charter, will hopefully address the divisiveness currently rampant in the City.

(7)

Y. Reappearance of extremist groups.

Technological Events

(1)

Z. The Y2k problem..... is felt most heavily in the dependent communities, contributes to a breakdown in INS controlscontributes overall poor governmental response to needs

The LAPD, again with vision could see this problem coming and prepare to be the first with an operational plan to avoid any service and mobilizing gaps produced.

(4)

AA. Coordination of previously independent laboratories and points of analysis could be a key event in prevention and monitoring during the next 10 years. By combining the technical analysis and computer capabilities of LAPD with other law enforcement labs could/would be a powerful tool in assessing risk throughout the LA community. A large part of prevention is early warning signs. Other areas where this would work are tracking mechanisms for certain individuals, using chips that are fixed on a permanent bracelet. In this way, it would be possible to monitor their activity and predict outcomes using computer modeling. Caution should be used in not allowing "big brother" to overstep individual rights/freedoms, as technology advances beyond our ability to control the social and ethical outcomes. However, if it saves lives and/or the benefits to society outweigh the individual

shortcomings, then they should be evaluated.

(6)

BB. Experiments are underway to cut off power to cars being pursued, major help to the image of police.

(7)

CC. Communications privacy (computer & telephone) and mobility (popular Satellites/Iridium type).

Economic Events

(1)

DD. A world wide recession occurs with individualized impacts among all communities and the response is to depend on the familiar ethnic specific solutions rather than government.

Private Security succeeds in its bid to take on major private functions of the LAPD such as some investigations ,traffic accident reporting .This is led off by the beginning of the trend in background investigation for example .

The Euro becomes a currency ...this is on track and the result should stimulate the concept of a return to the bipolar super powers but now on an economic rather than on a political power front

(4)

EE. LA City Tax policy and the redevelopment of the downtown corridor will reshape the city in the next 10 years. Business in Los Angeles is diverse, but compartmentalized. Mid-Wilshire was the financial district 10 years ago with insurance and financial services companies lining Wilshire Blvd. Today, the Korean community lines the corridor. Local politicians use tax policy for 2 reasons: first as a source of revenue, and second, as a tool to expand/develop interests. The downtown and mid-Wilshire corridor will evolve in a positive way IF the gross receipts tax is repealed and a net-revenue tax is implemented. Once this is in place suburbs like Glendale will be less economically attractive and as money and business flow back into LA, the downtown structure and surrounding communities will be lifted economically. As an example, look at the new Staples arena. Tax policy helped the developers pay for the arena. The result will be an economic zone that drives jobs and a positive influence on the area. Whether one agrees that the developers should have benefited from the tax policy directly or not is debatable, but the issue here is that a change in tax policy will have positive implications on the local areas it touches and can be used in a positive way to "round the edges" in Los Angeles. LAPD's role is positively changed if the economy is lifted in areas that were previously disadvantaged.

(6)

FF. A stronger economy creates more work for all, lessens tensions between police and community.

(7)

GG. Growing gap between employed and unemployed.

Environmental Events

(1)

HH. Earthquake of major proportion occurs and other disasters possible flood fires Haz mat,

Terrorist incident of major proportion nuclear threat, water contamination hostage incident etc anything that exacerbates the misunderstanding or apprehension among people. And by the way LA is such a great terrorist target that I put this at a very high level of possibility in my thinking

(4)

II. The environment in Southern California is ideal. It attracts many to the region based upon the climate. Over the last 40 years, smog levels have changed, first increasing, and then decreasing. By 2009, zero emission cars will become a significant part of our transportation. By providing environmental solutions for all types of people including an outstanding above ground rail transportation system, many people from all over the region will participate in this process. Clearly, the result will be positive and broad IF So Cal Reg. transportation Authority will develop mass transit alternatives that work as well as the zero emission individual alternative(s).

(6)

JJ. To build Community friendly police station.

(7)

KK. Blue sky over L.A.

Political Events

(1)

LL. LA gets its first Hispanic or Asian Mayor
White males are all but excluded in the make up of political officeholders in the LA area

(4)

MM. The next 10 years will see the election of the first Latino Mayor. In addition, the San Fernando Valley election will become a city wide election and will be defeated. Both of these political events will produce positive outcomes for LAPD as they try to create links with the changing face of Los Angeles. Loosing the valley is would be unhelpful to both LA and the valley. In fact, it would be a move out of frustration. Creating local control/implementation in those communities is a step to not allowing this to happen. After all, secession is the ultimate/final step in Balkanization (not counting warfare). As for the mayoral change, I believe this will be a natural consequence to the changing demographics and the awakening of the Latino leadership. Further, much of that community is currently unable to vote, and as they register (citizen and voting registration), they will learn to use their power. LAPD should continue to diversity their ranks and understand that this political movement is coming and can be a positive outcome in minimizing the Balkanization of that community.

(6)

NN. Stricter Gun Control will lessen crime and develop better relationships between elements of the communities and police.

(7)

OO. Disfavor with the Federal Government

Delphi Process – Round Three

Research Issue: “How will the Los Angeles Police Department help to divert the impending Balkanization of Los Angeles by 2009?”

FEEDBACK REPORT #2

Background

Well, we’ve reached the halfway mark – the beginning of Round Three. Thank you for your continued effort.

In this round, you will take part in two activities. They are 1) a review of the groups’ “greatest likelihood” selections of trends and events; and 2) the “forecasting” of a pared down selection of trends and events.

In the review section, you will be presented with the trends and events selected by the group on the basis of the “greatest likelihood” selection made during Round Two. In order to effectively conduct events and trends forecasting, however, only a select number of events and trends were taken from each S.T.E.E.P. category, based on highest frequency of selection standard.

The forecasting activity will require you to engage in a form of “virtual dialogue”, an interaction that is the essence of the Delphi process. This will enable each of you to submit and, later, justify your opinions to the group concerning the forecast of certain issues. These activities will take place during this, the Third Round, and during the Fourth and final round.

The objective of forecasting is to identify the probability of when you think an event or trend will take place. You are not expected to know exactly when any event or trend will actually occur. By forecasting the probability, however, potential users of this research will be able to project or forecast how each trend and event may impact the study issue at given intervals of time. Perhaps more importantly, it will enable users to envision desirable future scenarios and then attempt to influence their realization.

Of all the tasks you have been asked to complete thus far, the “forecasting” activity noted above is perhaps the most crucial to the Delphi process and this project. Absent this activity, not only will our results be taken less seriously, but also potential users of

this research will be unable to plan for the implementation of any policy or strategy recommendation that will occur later in the process.

You will be provided with instructions to complete each activity, when you reach its respective section. Please proceed to Section I, the review of the group's Round Two selections.

Delphi Process – Round Three

Section I.

Review of Group Selection of Trends and Events: Listed below is the results of the selection of trends and events you completed during Round Two. The responses in each category were selected by the majority of the group (median range) on the basis of their likelihood of impacting the study issue. The number following each trend or event is its group selection rate (number of times it was chosen).

Please take a moment to familiarize yourself with all of the issues presented in this section before proceeding to Sections II & III.

III. TRENDS

Social Trends:

Families will become less traditional, people will continue to move into LA and they will be brought, encouraged by their families and friends who are already living in sequestered areas. This will create more enclaves such as the tiny Belizian community in South Bureau with its 30,000 people yet in contrast to the Country population, it is the largest community of Belizians outside of Belize. These enclaves will have their own identity and their own cultural, religious and social identities which will Balkanize them. Moreover as the governmental adaptations for them continue, their enclaves will become or remain entrenched notwithstanding some of the absorption's of the young people. The older ones with their deeper dogmas and entrenched attitudes will create the divide among Angelenos. Some of the younger ones will form gangs related to their unique identity i.e. varieties of the Maria Salvatrucha. What then is likely to occur is that while all the predictions of the social forecasters will no doubt become reality i.e. the growing, enormous Hispanic and Asian populations, what demographic forecasters may not have expected is the ethnic, religious "pockets" inside the larger communities. More middle eastern individualized communities for example could bring into L.A., their difference and hostilities and extremists could very well visit the violence onto the streets of the city. These intense communities will pose the biggest challenge to the LAPD in its effort to avert Balkanizing. Moreover, the competing for "fair share" and representation among the more stabilized ethnicities will form major political battles and the spill-over will be pronounced. The day is coming and quite sooner than some think that a resolution will be introduced into the LA City Council to rename Martin Luther King Boulevard to Santa Barbara. This move will be undertaken by the first Latino council member to replace Riddley Thomas in the 8th district. The symbolism of this move will create the stir in Black Hispanic relationships. "Our history goes farther back and you can't deny it" (3)

Travel increases and the population coming and going increases thereby bringing a greater diversity of social cultural religious difference to LA and at the same time a greater understanding of it. (4)

Growing gap between legal and outlaw society (i.e. "Criminal society" becoming smaller and tougher).
(4)

The social trends are going to be driven in large part by the projected increase in population, most of which is going to be coming from either Latin America or other countries in crisis such as Africa. As this migration occurs, individuals will seek others of similar backgrounds resulting in specific ethnic enclaves.
(4)

Technological Trends:

All the great technological trends in Toffler's Third Wave will serve to exacerbate Balkanization. Anything that keeps people from communicating with each other will hurt not help. High tech low touch will move people away from each other in the growing paperless, wireless and especially voiceless world. ATM's, industrial seizure of the home offices for their profit, endless human less menus on a growing number of telephones all serve to keep people from forming pluralistic societies, communities and neighborhoods. These technologies will all be largely driven by profit motive i.e. reduce the teller payroll by more electronic transactions. There are few people looking for tech adaptations to the need to develop communities and neighborhoods and without inducements and grant money this will likely not occur. For example we need more simultaneous translation technological adaptations and the equipment is not forthcoming to say nothing of R.and D. the domain. (4)

The convergence of technology and information should make information available to more people and as LAPD uses this technology they will be better able to communicate events, policies, and practices to the communities they serve. (3).

As less lethal technology improves and becomes more widespread, there should be a decrease in use of deadly force and even force that gives raise to injuries and complaints. (3)

Many of the technology trends tend to isolate people and communities and perpetuate "cocooning". This is likely to increase and cause people to become more separated. A well delivered community oriented policing strategy by LAPD focusing on communities could draw people out to act together for their common good. (3)

Economic Trends:

LA economy over the next immediate years will improve, the new communities coming with their little pockets will create unique small businesses. More specialized and technologically related jobs will be there and fewer of the ordinary blue collar ones e.g bank teller positions will be fewer and the high tech high skill positions will be inaccessible to the new arrivals and the untrained youth. This will create ethnic -specific unemployment.

Private Security enterprise continues to expand in Los Angeles and take greater and greater roles in the security debate and thus in the Balkanizing debate as private homeowners who can afford private sec hire them creating Balkanized economic neighborhoods and those who cant afford them are crime ridden and create their own vigilantes for example. (3)

The trend will be an expanding economy with real estate re-emerging as a source of wealth in Los Angeles. Most small business owners were hit hard in the early '90's because most of their debt was tied in some way to a real estate note. When the market declined, they lost their ability to borrow and thereby expand. TRA '86 was the engine that created this environment. The money shifted to equity and fixed income markets. Today, the region has readjusted to this change, and also adjusted to a smaller National defense structure. Now, it is politically time (cycle of defense spending) to re-invigorate national defense spending again). Traditionally, California receives 20% to 22% of national defense spending even though we only have 12% of the national population. Consequently, this will add to our advantaged economic outcome. This should improve LAPD's ability to integrate the 3 million new persons and

create opportunities to break down inter-regional barriers that might otherwise be exaggerated in a poor economy. (4)

The competition between public policing private policing will increase. The growth of private policing for public spaces will push the LAPD out of some areas of the City. This could be negative in terms of supporting the "separate societies." (3)

Environmental Trends:

The environmental battles will diminish as California will be forced to take a more balance view to compete with other states. Reasonableness will return and the strides made in clean air and water will be folded into the new moderated approach. The great platform issues of politicians in 1998 did not include save our water and our air and protect the planet etc. These will be even less in the years ahead. (3)

Political Trends

Europe continues to integrate into a unified world power throwing its influence into the global mix and power shift and releases all stakes in the prior colonialized third world ,principally Africa creating the continued descent of Africa into the abyss and the increased arrival of impoverished Africans here. (4)

The Latino majority in the City will ultimately control the key institutions of government (Council, State Legislature, Police Commission). This will dictate that the LAPD remains more responsive to the various ethnic groups within the city.(3)

IV. EVENTS

Social Events

A high profile trial or major legal event could have dramatic implications. The legal system "judges" individuals for behavior however, demographic groups (particularly those that are emerging minorities), arranged by ethnicity, religious affiliation, race, and national origin tend to evaluate the cumulative social effects of their respective group. Occasionally, a high profile legal event can become the catalyst that triggers broad social developments. Recently, the Rodney King and OJ Simpson trials provided an example of this type of catalyst. In one example, there was significant unrest and in the other, much discussion with potential unrest. The point is that this type of catalyst provides a "channel" to direct emotion charged individuals to direct groups for their own ends. LAPD can use this scenario to divert the balkanization of LA over the next 10 years by understanding the social building blocks that lead to this type of aggregate behavior. Further, they can develop links within the ethnic, religious, and immigrant populations to try and prevent these types of problems, heading them off before they occur. (4)

Technological Events

The Y2K issue is a major technological event and while it is currently breeding panic and confusion, it could serve as a mobilizing force to confront a problem as a unified city. The LAPD, again with vision could see this problem coming and prepare to be the first with an operational plan to avoid any service and mobilizing gaps produced. (4)

Economic Events

A world wide recession occurs with individualized impacts among all communities and the response is to depend on the familiar ethnic specific solutions rather than government. (3)

Private Security succeeds in its bid to take on major private functions of the LAPD such as some investigations ,traffic accident reporting . This is led off by the beginning of the trend in background investigation for example . (3)

LA City Tax policy and the redevelopment of the downtown corridor will reshape the city in the next 10 years. Business in Los Angeles is diverse, but compartmentalized. Mid-Wilshire was the financial district 10 years ago with insurance and financial services companies lining Wilshire Blvd. Today, the Korean community lines the corridor. Local politicians use tax policy for 2 reasons: first as a source of revenue, and second, as a tool to expand/develop interests. The downtown and mid-Wilshire corridor will evolve in a positive way IF the gross receipts tax is repealed and a net-revenue tax is implemented. Once this is in place suburbs like Glendale will be less economically attractive and as money and business flow back into LA, the downtown structure and surrounding communities will be lifted economically. As an example, look at the new Staples arena. Tax policy helped the developers pay for the arena. The result will be an economic zone that drives jobs and a positive influence on the area. Whether one agrees that the developers should have benefited from the tax policy directly or not is debatable, but the issue here is that a change in tax policy will have positive implications on the local areas it touches and can be used in a positive way to "round the edges" in Los Angeles. LAPD's role is positively changed if the economy is lifted in areas that were previously disadvantaged. (3)

Environmental Events

Earthquake of major proportion occurs and other disasters possible flood fires Haz mat, Terrorist incident of major proportion nuclear threat, water contamination hostage incident etc anything that exacerbates the misunderstanding or apprehension among people. (4)

Political Events

The next 10 years will see the election of the first Latino Mayor. In addition, the San Fernando Valley election will become a city wide election and will be defeated. Both of these political events will produce positive outcomes for LAPD as they try to create links with the changing face of Los Angeles. Loosing the valley is would be unhelpful to both LA and the valley. In fact, it would be a move out of frustration. Creating local control/implementation in those communities is a step to not allowing this to happen. After all, secession is the ultimate/final step in Balkanization (not counting warfare). As for the mayoral change, I believe this will be a natural consequence to the changing demographics and the awakening of the Latino leadership. Further, much of that community is currently unable to vote, and as they register (citizen and voting registration), they will learn to use their power. LAPD should continue to diversity their ranks and understand that this political movement is coming and can be a positive outcome in minimizing the Balkanization of that community. (4)

A major terrorist event occurs. Tensions inherent in such diverse population and with our cross-border issues, this is increasingly likely. Ethnic groups in conflict elsewhere in the world migrate to the United States and many relocate in Los Angeles and bring their conflicts with them. (3)

There is a convergence on certain issues between the external left wing and the extreme right wing (one commentator called it the marriage of the Rose Bird liberals and the David Koresh republicans). This group wants less government and comes together in strange alliances like opposing asset forfeiture or laws that allow for police electronic surveillance. (3)

Delphi Process – Round Three

Section II.

Trend Forecasting: In this section, you will be asked to provide a numeric value for the level of each trend at three points in time. 5 years ago, 4 years into the future, and 10 years into the future. For the purpose of this activity, each trend has been arbitrarily assigned a present day, i.e., today, value level of 100.

For example, when assigning a value for the interval of 5 years ago, if you believe that the level of the trend is less than it is today, i.e., 100, you would then assign some value of less than 100. If, when assigning a value for the interval of 4 years into the future, and you believe the level of the trend is higher than it is today, i.e., 100, you would assign it a value of greater than 100.

For example: If the level of ethnic diversity in the population of California today equals a value of 100, what value do you believe it was 5 years ago? If you believe it was half of what it is today, you would indicate a value of 50. If you believe that 5 years into the future, the level will be 20% higher than it is today, then you will assign it a value of 120.

Social Trends:

Families will become less traditional, people will continue to move into LA and they will be brought, encouraged by their families and friends who are already living in sequestered areas. This will create more enclaves such as the tiny Belizian community in South Bureau with its 30,000 people yet in contrast to the Country population, it is the largest community of Belizians outside of Belize. These enclaves will have their own identity and their own cultural, religious and social identities which will Balkanize them. Moreover as the governmental adaptations for them continue, their enclaves will become or remain entrenched notwithstanding some of the absorption's of the young people. The older ones with their deeper dogmas and entrenched attitudes will create the divide among Angelenos. Some of the younger ones will form gangs related to their unique identity i.e. varieties of the Maria Salvatrucha. What then is likely to occur is that while all the predictions of the social forecasters will no doubt become reality i.e. the growing, enormous Hispanic and Asian populations, what demographic forecasters may not have expected is the ethnic, religious "pockets" inside the larger communities. More middle eastern individualized communities for example could bring into L.A., their difference and hostilities and extremists could very well visit the violence onto the streets of the city. These intense communities will pose the biggest challenge to the LAPD in its effort to avert Balkanizing. Moreover, the competing for "fair share" and representation among the more stabilized ethnicities will form major political battles and the spill-over will be pronounced. The day is coming and quite sooner than some think that a resolution will be introduced into the LA City Council to rename Martin Luther King Boulevard to Santa Barbara. This move will be undertaken by the first Latino council member to replace Riddley Thomas in the 8th district. The symbolism of this move will create the stir in Black Hispanic relationships. "Our history goes farther back and you can't deny it"

Minus 5 years	Plus 5 years	Plus 10 years

Growing gap between legal and outlaw society (i.e. "Criminal society" becoming smaller and tougher).

Minus 5 years	Plus 5 years	Plus 10 years

The social trends are going to be driven in large part by the projected increase in population, most of which is going to be coming from either Latin America or other countries in crisis such as Africa. As this migration occurs, individuals will seek others of similar backgrounds resulting in specific ethnic enclaves.

Minus 5 years	Plus 5 years	Plus 10 years

Technological Trends:

All the great technological trends in Toffler's Third Wave will serve to exacerbate Balkanization. Anything that keeps people from communicating with each other will hurt not help. High tech low touch will move people away from each other in the growing paperless, wireless and especially voiceless world...ATM's, industrial seizure of the home offices for their profit, endless human less menus on a growing number of telephones all serve to keep people from forming pluralistic societies, communities and neighborhoods. These technologies will all be largely driven by profit motive i.e. reduce the teller payroll by more electronic transactions. There are few people looking for tech adaptations to the need to develop communities and neighborhoods and without inducements and grant money this will likely not occur. For example we need more simultaneous translation technological adaptations and the equipment is not forthcoming to say nothing of R and D. the domain.

Minus 5 years	Plus 5 years	Plus 10 years

Many of the technology trends tend to isolate people and communities and perpetuate "cocooning". This is likely to increase and cause people to become more separated. A well delivered community oriented policing strategy by LAPD focusing on communities could draw people out to act together for their common good

Minus 5 years	Plus 5 years	Plus 10 years

Economic Trends:

LA economy over the next immediate years will improve, the new communities coming with their little pockets will create unique small businesses. More specialized and technologically related jobs will be there and fewer of the ordinary blue collar ones e.g bank teller positions will be fewer and the high tech high skill positions will be inaccessible to the new arrivals and the untrained youth. This will create ethnic -specific unemployment.

Minus 5 years	Plus 5 years	Plus 10 years

Private Security enterprise continues to expand in Los Angeles and take greater and greater roles in the security debate and thus in the Balkanizing debate as private homeowners who can afford private sec hire them creating Balkanized economic neighborhoods and those who cant afford them are crime ridden and create their own vigilantes for example

Minus 5 years	Plus 5 years	Plus 10 years

Environmental Trends:

The environmental battles will diminish as California will be forced to take a more balance view to compete with other states. Reasonableness will return and the strides made in clean air and water will be folded into the new moderated approach. The great platform issues of politicians in 1998 did not include save our water and our air and protect the planet etc. These will be even less in the years ahead.

Minus 5 years	Plus 5 years	Plus 10 years

Political Trends:

Europe continues to integrate into a unified world power throwing its influence into the global mix and power shift and releases all stakes in the prior colonialized third world ,principally Africa creating the continued descent of Africa into the abyss and the increased arrival of impoverished Africans here.

Minus 5 years	Plus 5 years	Plus 10 years

The Latino majority in the City will ultimately control the key institutions of government (Council, State Legislature, Police Commission). This will dictate that the LAPD remains more responsive to the various ethnic groups within the city.

Minus 5 years	Plus 5 years	Plus 10 years

Delphi Process – Round Three

Section III.

Event Forecasting: In this section you will be asked to forecast the probability (%) fo the occurrence of each event within two time frames. The first time frame is within the next 5 years, i.e., 1999 through 2003. The second time frame is within the next 10 years, i.e., 1999 through 2008.

Example: If you believe there is a 15% probability of was occurring in the Far East within the next 5 years, you will indicate a 15% probability for that event. If you believe the probability of it occurring within the next 10 years increased to 27%, you will indicate a 27% probability. The second time frame is inclusive of the first time frame, therefore, the probability of the occurrence you assigne to the 10 year forecast cannot be less than the probability you assign to the 5 year forecast of the same event.

Additionally, for each event you will be asked to indicate what is the first year you believe the event may occur, beginning from the year 1999.

Example: If you believe that war in the Far East would not occur for at least three years from today, you would indicate the year 2002 in your response.

Social Events:

A high profile trail or major legal event could have dramatic implications. The legal system "judges" individuals for behavior however, demographic groups (particularly those that are emerging minorities), arranged by ethnicity, religious affiliation, race, and national origin tend to evaluate the cumulative social effects of their respective group. Occasionally, a high profile legal event can become the catalyst that triggers broad social developments. Recently, the Rodney King and OJ Simpson trials provided an example of this type of catalyst. In one example, there was significant unrest and in the other, much discussion with potential unrest. The point is that this type of catalyst provides a "channel" to direct emotion charged individuals to direct groups for their own ends. LAPD can use this scenario to divert the balkanization of LA over the next 10 years by understanding the social building blocks that lead to this type of aggregate behavior. Further, they can develop links within the ethnic, religious, and immigrant populations to try and prevent these types of problems, heading them off before they occur.

Within 5 years	Within 10 years	Beginning year

Technological Events:

The Y2K issue is a major technological event and while it is currently breeding panic and confusion, it could serve as a mobilizing force to confront a problem as a unified city. The LAPD, again with vision could see this problem coming and prepare to be the first with an operational plan to avoid any service and mobilizing gaps produced.

Within 5 years	Within 10 years	Beginning year

Economic Events:

A world wide recession occurs with individualized impacts among all communities and the response is to depend on the familiar ethnic specific solutions rather than government.

Within 5 years	Within 10 years	Beginning year

LA City Tax policy and the redevelopment of the downtown corridor will reshape the city in the next 10 years. Business in Los Angeles is diverse, but compartmentalized. Mid-Wilshire was the financial district 10 years ago with insurance and financial services companies lining Wilshire Blvd. Today, the Korean community lines the corridor. Local politicians use tax policy for 2 reasons: first as a source of revenue, and second, as a tool to expand/develop interests. The downtown and mid-Wilshire corridor will evolve in a positive way IF the gross receipts tax is repealed and a net-revenue tax is implemented. Once this is in place suburbs like Glendale will be less economically attractive and as money and business flow back into LA, the downtown structure and surrounding communities will be lifted economically. As an example, look at the new Staples arena. Tax policy helped the developers pay for the arena. The result will be an economic zone that drives jobs and a positive influence on the area. Whether one agrees that the developers should have benefited from the tax policy directly or not is debatable, but the issue here is that a change in tax policy will have positive implications on the local areas it touches and can be used in a positive way to "round the edges" in Los Angeles. LAPD's role is positively changed if the economy is lifted in areas that were previously disadvantaged

Within 5 years	Within 10 years	Beginning year

Environmental Events:

Earthquake of major proportion occurs and other disasters possible flood fires Haz mat, Terrorist incident of major proportion nuclear threat, water contamination hostage incident etc anything that exacerbates the misunderstanding or apprehension among people.

Within 5 years	Within 10 years	Beginning year

Political Events:

The next 10 years will see the election of the first Latino Mayor. In addition, the San Fernando Valley election will become a city wide election and will be defeated. Both of these political events will produce positive outcomes for LAPD as they try to create links with the changing face of Los Angeles. Loosing the valley is would be unhelpful to both LA and the valley. In fact, it would be a move out of frustration. Creating local control/implementation in those communities is a step to not allowing this to happen. After all, secession is the ultimate/final step in Balkanization (not counting warfare). As for the mayoral change, I believe this will be a natural consequence to the changing demographics and the awakening of the Latino leadership. Further, much of that community is currently unable to vote, and as they register (citizen and voting registration), they will learn to use their power. LAPD should continue to diversity their ranks and understand that this political movement is coming and can be a positive outcome in minimizing the Balkanization of that community.

Within 5 years	Within 10 years	Beginning year

A major terrorist event occurs. Tensions inherent in such diverse population and with our cross-border issues, this is increasingly likely. Ethnic groups in conflict elsewhere in the world migrate to the United States and many relocate in Los Angeles and bring their conflicts with them.

Within 5 years	Within 10 years	Beginning year

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