

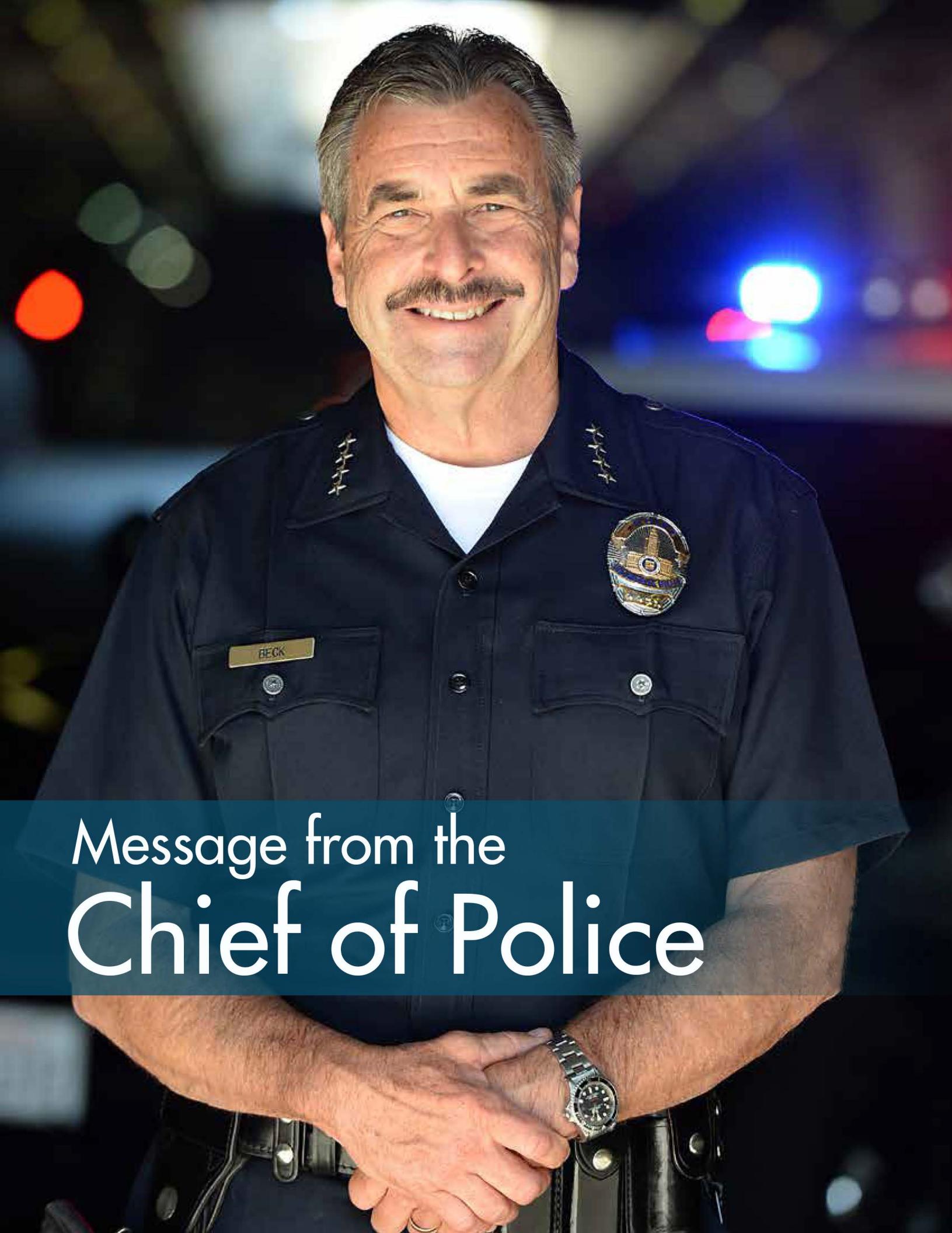


LAPD

in 2020

STRATEGIC PLAN 2017-19

Community Focused. Data Driven.



Message from the
Chief of Police

LAPD

STRATEGIC PLAN

2017-2019

Message from **CHIEF OF POLICE** Charlie Beck

As Chief of the Los Angeles Police Department (LAPD), it gives me great pleasure to share with you the next two years of our Strategic Plan, *LAPD in 2020*. We revealed the plan's first two fiscal years, 2015-2017, in July 2015, as a call for a stronger, more effective and more collaborative LAPD of the future.

The plan is a five-year guide for our Department, featuring ten goals to direct our organization as we strive to reduce crime, partner with the community and continue to maximize technology to our benefit. In these next two fiscal years, 2017-2019, we will continue to drive our ten goals, with an added emphasis on removing more guns from the streets and assisting crime victims.

Our plan continues to reflect Mayor Garcetti's priority outcomes and details how our organization will do our part to make Los Angeles a safe, prosperous, livable, sustainable and well-run city. Because our primary role is crime reduction, we remain committed to making Los Angeles the safest big city in America by 2020.



CHARLIE BECK
Chief of Police





LAPD

STRATEGIC PLAN

2017-2019

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LAPD

STRATEGIC PLAN

2017-2019

The Los Angeles Police Department (LAPD) remains committed to reducing crime and victimization as well as building community trust and partnerships. Through innovative prevention programs and community outreach, our Department will remain a national leader in our mission to become the safest big city in America by 2020.

As with any organization, it is imperative that management create a comprehensive plan to clearly communicate its vision for its employees and stakeholders. The LAPD created a five-year Strategic Plan, *LAPD in 2020*. This blueprint outlines a path to construct a more effective and progressive LAPD of the future. It is a proactive guide to help the Department improve its service to the diverse communities it serves. The plan also corresponds with priorities set forth by Mayor Garcetti, pledging to make Los Angeles a safe, prosperous, livable and sustainable, well-run city. When initially released in July 2015, the plan included details for fiscal years 2015-17. Ten goals ranging from crime reduction, building community trust, maximizing sustainability and leveraging technology shaped the strategic plan which included specific milestones delineating innovative programs and approaches to modern-day policing. After evaluating current trends, community needs and organizational input, the Department's Strategic Planning Section has compiled the next two years of *LAPD in 2020*, covering fiscal years 2017-19.

The newest years of the Strategic Plan will feature the original 10 goals communicated early on in *LAPD in 2020*. Stakeholders will find new milestones designed to move the organization forward. The Department implemented a record number of innovative programs and strategies in the plan's first two years, and in the next two years it will evaluate the effectiveness of these platforms to analyze their efficacy. Additionally, the Department will devote an increased focus to removing guns from the streets and assisting the victims of violent crime.

Successful planning allows for sudden transitions and unexpected turns. *LAPD in 2020* remains a dynamic, flexible document that can be altered to reflect current trends and issues, as well as an evolving community. While the organization made great strides in the first two years of its five-year plan, it is critical that the Department maintain its momentum to accomplish the goals and milestones within the plan. Implemented systems will measure results, improve efficiency and provide overall accountability. *LAPD in 2020* is the Department's pledge to remain at the forefront of best practices to ensure we are providing the highest level of service to the citizens of Los Angeles.



STRATEGIC GOALS

LAPD's Action Plan to 2020

Reduce Crime and Victimization

1

Build Community Trust

2

Improve Traffic Safety

3

Emphasize Preparedness and Counter-Terrorism

4

Strengthen the Workforce

5

Promote Employee Wellness

6

Mitigate Risk

7

Maximize Sustainability

8

Drive Accountability

9

Leverage Technology

10



STRATEGIC GOAL 1

Reduce Crime and Victimization

The reduction of crime and victimization remains a top priority for the City and the LAPD. We are committed to a rigorous and disciplined focus of fulfilling our ambitious strategic vision of making Los Angeles the safest big city in America by 2020. The Department will continue to strengthen its partnerships with external law enforcement agencies to develop a victim-centric approach and implement innovative programs aimed at removing guns from the streets. We will expand our data-driven strategies to create visual mapping missions to suppress crime while keeping the communities of Los Angeles safe.

Through our crime reduction strategies, the LAPD will continue its leadership as a national model for innovations in crime reduction and prevention programs. The Department is committed to fostering safe, vibrant, and healthy neighborhoods for all community members.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Prioritize Community-Focused Crime Prevention Programs

1. Utilize partnerships for gun safety and crime reduction.

- Develop the Crime Gun-Intelligence Center (CGIC) within Forensic Science Division to process gun-related crimes through the National Integrated Ballistics Information Network in an effort to identify perpetrators, repeat offenders, connect crimes, and increase prosecution/conviction of gun-related offenses.
- Develop a gun safety campaign in coordination with Public Communications Group (PCG).
- Enhance Community Relationship Division's (CRD) liaison program and develop forums for community safety and crime reduction program (LAPD Safe Place).

- Incorporate Shot Spotter in 77th Street to assist in collection of gun-related evidence that can be processed in the CGIC and increase the connection of cases and apprehension of suspects utilizing guns.

- Continue to develop safety campaigns focused on crime reduction.

- Expand community safety and crime reduction program to additional stakeholders.

OO
PCG
CRD

CPPG

Initiative A | Prioritize Community-Focused Crime Prevention Programs (cont)

2. Enhance community collaboration in gang intervention and crime prevention programs.	<ul style="list-style-type: none"> Track Gang Reduction Youth Development (GRYD) diversion programs in Operations-Central Bureau (OCB). Evaluate effectiveness and expand GRYD diversion program to an additional bureau. 	OO	CPPG
3. Enhance cocooning programs and introduce relentless victim follow-up.	<ul style="list-style-type: none"> Evaluate effectiveness of the cocooning program. Develop a Crime Victim Follow-up Program modeled after the Tandem (Wilshire Division) Program that allows for follow-up with Part-1 crime victims using existing resources (Senior Lead Officers, Reserve Officers, and volunteers). 	<ul style="list-style-type: none"> Refine and expand the cocooning program. Evaluate Crime Victim Follow-up Program and expand. 	<ul style="list-style-type: none"> OO CRD
4. Expand efforts for law-enforcement-assisted diversion program.	<ul style="list-style-type: none"> Expand juvenile-diversion program to every bureau and evaluate its efficacy. Create Department oversight of juvenile diversion program through Juvenile Division. 	<ul style="list-style-type: none"> Expand to additional divisions in each geographic bureau. Expand additional partnership with community-based organizations and LA County for juvenile diversion program growth. 	<ul style="list-style-type: none"> DB OO



JUVENILE ARREST DIVERSION PROGRAM

Seeking to divert vulnerable, high-needs youth from the juvenile justice system.

Initiative B | Enhance Crime Suppression Capability

1. Identify a chronic offender program.	<ul style="list-style-type: none"> Develop a matrix for chronic offenders and implement in 77th Street, Newton, Southeast, and Southwest. Incorporate into CompStat profile. Analyze the effectiveness in apprehending gun-related offenders. 	<ul style="list-style-type: none"> Expand matrix for chronic offenders to remaining bureaus and CompStat profiles. Measure and evaluate prosecution and release tracking and expand to all Areas. 	OO	ITB CompStat DB
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Initiative B | Enhance Crime Suppression Capability (cont)

<p>2. Utilize and leverage anchor points as a crime suppression strategy.</p>	<ul style="list-style-type: none"> Continue to utilize anchor points with an emphasis on areas of gun-related violence. Expand to the remainder of Operations-Central Bureau (OCB) and Operations- Valley Bureau (OVB). Evaluate and expand anchor points to Operations-West Bureau (OWB). 	OO	ITB DB
<p>3. Develop partnerships for gun-related prosecution.</p>	<ul style="list-style-type: none"> Partner with federal prosecutors to increase federal prosecution of gun-related offenses in Operations-South Bureau (OSB), Newton, Hollenbeck, Rampart, and Mission. Track success rate of prosecution. Evaluate the effectiveness of the partnership and expand to additional Areas. Continue to track success rate of prosecution. 	OO	ITB DB
<p>4. Develop CSOC 2.0.</p>	<ul style="list-style-type: none"> Develop strategies for Metropolitan Division to more effectively apprehend chronic offenders and remove guns from the streets. Measure the effectiveness of Metropolitan Division strategies on violent crime. 	OO	OSO METRO

Initiative C | Expand Data-Driven Crime Prevention Programs

<p>1. Utilize Operation Los Angeles Strategic Extraction and Restoration (LASER) program to reduce gun-related crime.</p>	<ul style="list-style-type: none"> Utilize gun-centric mission mapping in Operations-South Bureau and Operations-Central Bureau to reduce the number of gun-related crimes and measure results. Expand gun-centric mission mapping to Operations-Valley Bureau. Continue to measure and evaluate the reduction of gun-related crimes. 	OO	OO CompStat RACR ITB
<p>2. Expand predictive policing (PredPol) program to prevent property crimes.</p>	<ul style="list-style-type: none"> Implement PredPol to remaining Areas to reduce property crime, measuring dosage and crime reduction weekly. Implement PredPol in traffic divisions to reduce traffic-related accidents and injuries, measuring dosage and accident reduction weekly. 	OO	OO CompStat ITB
<p>3. Utilize the Palantir Dashboard for data-driven focus on crime.</p>	<ul style="list-style-type: none"> Enhance effectiveness and efficiency of Palantir programs and introduce new applications including Clue Management. Continue to enhance officer capabilities through mobile applications such as the chronic offender tool-kit, mobile applications for Metro Transit, and the officer safety and readiness dashboard. Introduce mission control, measure mission creation and usage at CompStat. Maximize utilization of mission control and development of crime suppression missions. 	OO	COS CompStat ITB

STRATEGIC GOAL 2

Build Community Trust

Policing strategies that focus solely on pro-active suppression may drive down crime, but often leave neighborhoods feeling overpoliced, singled out, and unnerved. The legitimacy of a police department is in part dependent on a community's trust in its police officers. Our ability to fight crime is enriched through the development of meaningful and sustained relationships formed with the communities we serve. To successfully drive public safety, we must reach beyond incident response times and crime reduction capabilities to form relationship-based policing. We will rigorously gauge public trust and satisfaction through surveys and enhance community outreach efforts to ensure we are providing the highest quality service. Valuable feedback gained can be used to make critical adjustments in bolstering community trust and confidence. Further, we remain committed to the development of programs for all community members young and old, as well as community-based organizations, to consistently improve understanding, communication, and relationships between the Department and community.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Expand Public Trust and Confidence Measures

1. Train Department sworn personnel in Implicit Bias and its impact on community policing.

- Provide Implicit Bias Training to 100 officers at each session for a total of 100 sessions to train all 10,000 sworn members of the Department.
- Train sworn personnel in Police Sciences and Leadership Training 1 (PSL1), an 84-hour course encompassing leadership and investigative/field operational skills necessary to solve long-term community problems while building public trust.
- Develop and adapt the curriculum for Police Sciences and Leadership Training 2 (PSL2) to include scenarios, perishable skills, procedural justice, and cardiopulmonary resuscitation, and start PSL2 training.
- Continue with training sessions for new hires and ensure curriculum is current.
- Continue to train sworn personnel in PSL1.
- Continue with PSL2, aiming to train officers two years after their completion of PSL1.

PSTB

OAS

Initiative A | Expand Public Trust and Confidence Measures (cont)

<p>2. Expand the Force Option Simulator Outreach Program by making it mobile and analyze the public's level of trust in the Department.</p>	<ul style="list-style-type: none"> • Identify a permanent transportation means for the Force Option Simulator. • Evaluate the "Community Interactive Experience" to gauge the public's perception of the Department via community questionnaires, surveys, etc. 	CRD	CPPG
<p>3. Continue to measure and improve community confidence and customer satisfaction to capture priorities, sentiment, and levels of service quality.</p>	<ul style="list-style-type: none"> • Expand measuring capabilities of public trust, satisfaction, and fear of crime among community members. • Explore conducting surveys through digital platforms. 	CPPG	CRD
<p>4. Work with the Mayor's Office to address long-range needs of repeat offenders.</p>	<ul style="list-style-type: none"> • Develop a working group with the Mayor's Office of Re-entry and other stakeholders to construct a framework for a "Second Chance Offender" program. • Leverage relationships with businesses to locate a job opportunity for "Second Chance Offender." 	CRD	OO

Initiative B | Develop Best Practices Based On Community Priorities

<p>1. Initiate Senior Lead Officer (SLO) Update Course.</p>	<ul style="list-style-type: none"> • Provide SLO Update Training to all SLOs city-wide. • Refine the curriculum for the next two-year cycle of SLO Update School. 	CRD	PSTB CPPG
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Initiative B | Develop Best Practices Based on Community Priorities (cont)

2. Integrate Digital Media Section into Media Relations Division to expand reach of messaging and communications.

- Develop a comprehensive Department-wide social media policy, increase and expand video content, and overhaul website to create a more user-friendly experience.
- Explore new digital platforms to message LAPD's commitment to Authenticity, Context, and Empathy.
- Create a communication protocol between Digital Media Section officers and the Public Information Officer during critical incidents.
- Analyze the success of Department-wide social media experience.
- Evaluate and expand new digital platforms to message LAPD's commitment to Authenticity, Context, and Empathy.
- Expand partnerships between Digital Media Section officers and the Public Information Officer for critical incidents.

PCG

MRD
CRD

3. Utilize various digital capabilities to enhance community awareness regarding crime trends surrounding CompStat.

- Develop education campaign, using video, social media, and public gatherings to highlight crime reduction and community engagement efforts.
- Invite traditional media outlets to observe CompStat and our process of evaluating crime.
- Evaluate the effectiveness of the digital media campaign.
- Expand media participation to observe CompStat quarterly.

PCG

MRD
CRD

Initiative C | Continue to Develop Innovative Youth Programs

1. Enhance the Cadet Leadership Program through additional cadet posts and contemporary lesson plans.

- Identify additional colleges/universities to host cadet posts.
- Continue partnering with the Los Angeles Fire Department (LAFD) Cadets and Los Angeles Sheriff's Department (LASD) Explorers.
- Identify external partners with expertise in such areas as nutrition, trauma, wellness, and sustainability to present lessons at the Cadet Leadership Academy.
- Expand the Cadet Leadership Program to at least one college or university.
- Continue expansion of the partnership with LAFD and LASD cadets.
- Deliver lessons at the Cadet Leadership Academy.

YPU

OO
CPPG

Initiative C | Continue to Develop Innovative Youth Programs (cont)



2. Create standardized guidelines for all Department-sponsored youth programs.

- Develop and distribute a Youth Programs Manual.
- Develop standardized Youth Services Officer training curriculum.
- Develop best practices in recruitment efforts to increase youth participation in Department-sponsored youth programs.
- Identify successful Area programs such as Hollenbeck PAL's "Get It Straight" model, and replicate this model in at least one Area within each bureau.
- Update Youth Programs Manual as necessary.
- Deliver updated Youth Services Officer training to all officers assigned to a Department-sponsored youth programs.
- Evaluate youth recruitment/participation efforts.
- Expand successful Area programs such as Hollenbeck PAL's "Get It Straight" model to additional Areas.

YPU

OO
CPPG

3. Generate opportunities for youth programs participants and their families.

- Develop an internship program that uses volunteers in the Department's administrative and detective sections.
- Identify additional Citywide social/recreational activities for youth participants and their families.
- Implement internship program in four geographic Areas.
- Host Citywide social/recreational activities for youth participants and their families to increase community networking, understanding, and peer-support.

YPU

OO
CPPG

Initiative C | Continue to Develop Innovative Youth Programs (cont)

4. Cultivate funding sources to increase Citywide youth participation in educational, vocational, and recreational opportunities.

- Provide a total of \$25,000 in academic scholarships at the Cadet Graduation to students accepted by an accredited college or university.
- Identify new external partners that provide cadet posts with a source of funding through cadet volunteerism.
- Increase scholarship amount to \$30,000.
- Expand cadet post volunteer opportunities to generate a source of funding for cadet related activities.

YPU

OO
CPPG

CADET CLASS
07-2016

5. Develop a marketing campaign for all youth programs.

- Develop a youth media campaign utilizing audio/visual media on screen and in print (bumper stickers).
- Prominently display youth programs-related information at all Area/divisional front lobbies.
- Produce media campaign components for internal and external promotion and awareness.
- Refine youth program lobby displays.

YPU

OO
CPPG

STRATEGIC GOAL 3

Improve Traffic Safety

Improving the safety of our roads and highways saves lives, leads to increased mobility, and facilitates greater connectivity and opportunities for social engagement for all Angelenos. By raising public awareness through educational campaigns, we aim to make Los Angeles streets safer for drivers, bicyclists, and pedestrians. Vision Zero will continue as the Department strives to reduce severe and fatal traffic collisions. Sobriety checkpoints and data-driven traffic collision prevention programs will help the Department achieve the objective of promoting traffic safety and awareness while decreasing traffic-related deaths.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Extend Public Awareness and Education Around Traffic Safety

1. Reduce all categories of traffic collisions.

- Reduction in Hit-and-Run traffic collisions by 5%, Hit and- Run fatal and severe traffic collisions by 5%, and increase cleared-by arrest Hit-and-Run investigations by 3%.

- Continue reduction in Hit-and-Run traffic collisions, Hit and- Run fatal and severe traffic collisions, and increase cleared-by arrest Hit-and-Run investigations.

OSO/TCS
EOD

OO
RACR
Traffic
Commands
CompStat

2. Partner with community-based organizations and Los Angeles Department of Transportation (LADOT) to raise traffic safety awareness and education.

- Conduct 60 community traffic education forums throughout the City to increase awareness of Hit-and-Run rewards program (through social media and billboard campaigns).

- Partner with LADOT to conduct additional community traffic education forums to increase awareness of Hit-and-Run rewards program (through social media, billboard campaigns).

OSO/TCS
EOD

RACR
Traffic
Commands
CompStat

3. Maintain robust DUI checkpoint program.

- Conduct 160 sobriety checkpoints with a goal of 320,000 vehicles checked.

- Expand sobriety checkpoints in areas plagued with a high concentration of DUI-related traffic collisions.

OSO/TCS
EOD

OO
Area and
Traffic
Commands

4. Develop and promote traffic safety programs for pedestrians.

- Educate 8,000 students with community organizations and schools via Children's Hospital Los Angeles Pedestrian Safety Program called "LA Street Smarts."

- Continue Pedestrian Safety Education with community organization partnerships such as Children's Hospital LA and local schools.

OSO/TCS
EOD

OO
Area and
Traffic
Commands

Initiative B | Experiment with Data-Driven Traffic Collision Prevention Programs

1. Utilize and cross-reference CompStat locations with the "High Injury Network" to expand traffic safety programs.

- Analyze traffic collision data to evaluate its effectiveness on traffic collisions with the goal of reducing all severe and fatal traffic collisions.

- Use five years of fatal collision data to highlight locations, times, ages, and primary collision factors to deploy bureau traffic resources and EOD-Directed Enforcement Task Forces.

OSO/TCS
EOD

OO
DOT

2. Develop bicycle safety program(s) based on traffic collision data occurring in bicycle lanes.

- Analyze traffic collision data to evaluate the enforcement program's effectiveness on traffic collisions with the goal of reducing bicycle severe and fatal traffic collisions.

- Use the Indiana State Police "Predictive Crash Tool" as a template to develop a Los Angeles "Preventative Collision Tool" available to bicyclists via the Vision Zero website.

OSO/TCS
EOD

OO
DOT

3. Develop pedestrian safety program(s) based on traffic collision data.

- Analyze traffic collision data to evaluate the enforcement and education program's effectiveness on traffic collisions with the goal of reducing pedestrian severe and fatal traffic collisions.

- Attempt to expand the "Predictive Crash Tool" as a template to develop a Los Angeles "Preventative Collision Tool" specific to pedestrian collisions, available to the public via the Vision Zero website.

OSO/TCS
EOD

OO
DOT



**TRAFFIC SAFETY
COLLISION PREVENTION
DATA-DRIVEN**



Initiative C | Support Vision Zero Implementation

<p>1. Continue LAPD's participation on the Executive Steering Committee and support the implementation of Vision Zero.</p>	<ul style="list-style-type: none"> Department Traffic Coordinator or designee attends Vision Zero meetings. Assign designees for each subcommittee. 	<ul style="list-style-type: none"> Department Traffic Coordinator or designee actively participates in all Vision Zero Meetings and coordinates with Department personnel to ensure maximum awareness among both field officers and command staff. 	OSO/TCS EOD	COT USC Traffic Case Studies
<p>2. Partner with LADOT in launching Vision Zero messaging.</p>	<ul style="list-style-type: none"> Launch six neighborhood safety campaigns with Vision Zero messaging. Conduct pre-and post-studies to evaluate the effectiveness of the campaigns. Assist LADOT with developing materials to be used in campaigns. 	<ul style="list-style-type: none"> Department Traffic Coordinator consults regularly with LADOT engineers and each Traffic Bureau's Community Traffic Services Unit (CTSU) to evaluate & implement each safety campaign. 	OSO/TCS EOD	CompStat DOT
<p>3. Partner with LADOT to implement and enhance traffic calming measures and improve traffic safety in 15-mph school slow zones.</p>	<ul style="list-style-type: none"> Conduct directed enforcement and education campaigns at areas identified by LADOT. Provide enforcement for annual Walk to School day at 15-mph school zones. 	<ul style="list-style-type: none"> Department Traffic Coordinator or designee consults regularly with LADOT engineers and each Traffic Bureau's Community Traffic Services Unit (CTSU) to ensure proper implementation of the campaigns. 	OSO/TCS EOD	CompStat DOT Traffic Area Commands



STRATEGIC GOAL 4

Emphasize Preparedness and Counter-Terrorism

American cities are increasingly susceptible to all types of foreign and domestic threats including acts of terrorism and natural disasters. Los Angeles is no exception. Los Angeles spans across more than 500 square miles, and for a city as vast as ours, it is imperative that the police department maintain a level of preparedness and develop resiliency strategies to decrease vulnerabilities. In the event of crisis, our Department will be called upon to not only lead Angelenos to safety but also restore the City to normal. We will continue to expand our comprehensive counter-terrorism and cyber-threat capabilities, and strengthen our internal and external partnerships to enhance preparedness and resiliency. We will provide relevant updated training to ensure that our public safety workforce is prepared with the necessary resources to keep our City functioning and our communities safe in the face of increasing risks. We are committed to reducing risk and harm across the spectrum of public safety threats to protect the environmental, social, and economic prosperity of our City.



Key Activities	Milestones 2017-18	Milestones 2018-19	Entity Lead	Assisting
Initiative A Enhance Prevention, Response, and Recovery to Catastrophic Event Capability				
1. Establish coordinated multi-agency all-hazards training and exercises for catastrophic events.	<ul style="list-style-type: none">Conduct All-Hazards Evacuation Response and Recovery training/exercise.Participate in annual active shooter response training/exercise.Participate in annual Emergency Operations Center (EOC) and Department Operations Center (DOC) exercise.	<ul style="list-style-type: none">Enhance and modernize All-Hazards training/exercise with private sector (movie theater operators, mall personnel, etc.).Enhance annual active shooter response training/exercise.Enhance annual EOC/DOC exercise.	OSO/EOD MIRT	IAFD
2. Enhance the Major Incident Response Team (MIRT) training to provide on-scene incident management and coordination.	<ul style="list-style-type: none">Continue response to incidents and collect lessons learned/best practices information to integrate into incident command-related class curricula.Identify, seek funding for and obtain new technologies to enhance the capability of MIRT to provide situational awareness to command during incidents/events.	<ul style="list-style-type: none">Continue response to incidents and collect lessons learned/best practices information to integrate into incident command-related class curricula.Continue enhancement of MIRT capabilities to provide situational awareness to command during incidents/events.	OSO/EOD MIRT	TD

Initiative B | Develop Additional Community-Based Preparedness Programs

1. Promote public reporting platforms for suspected terrorism activity.	<ul style="list-style-type: none"> Work with CRD and Area Community Relations Offices (CRO) to increase community awareness regarding our public reporting platforms, iWATCH. 	<ul style="list-style-type: none"> Review iWATCH to determine possible improvements to public reporting platform. 	CTSOB	MCD CRD OO
2. Expand Regional Public Private Infrastructure Collaboration System.	<ul style="list-style-type: none"> Increase outreach throughout the seven-county region. 	<ul style="list-style-type: none"> Increase outreach throughout the seven-county region. 	OSO CTSOB	MCD
3. Partner with community members and private sector to prepare for a catastrophic emergency.	<ul style="list-style-type: none"> Conduct All-Hazards training/exercise with private sector (i.e., movie theater operators, mall personnel, etc.). 	<ul style="list-style-type: none"> Modernize and improve All-Hazards training. 	OSO EOD MIRT	JRIC DHS

Initiative C | Enhance Counter-Terrorism and Cyber Threat Intelligence and Response

1. Institutionalize Criminal Intelligence Enterprise (CIE) capabilities to improve collection.	<ul style="list-style-type: none"> Evaluate open communication platform for effectiveness. Establish collection procedures to improve the annual Domain Threat Assessment. 	<ul style="list-style-type: none"> Utilize open communication platform for increased collaboration. Evaluate existing collection procedures and modify the annual Domain Threat Assessment as necessary. 	OSO MCD GND	JRIC DHS
2. Maintain an active role with the Cyber Intrusion Command Center (CICC) as part of the Mayor's Directive No. 2.	<ul style="list-style-type: none"> Ensure progress of the CICC by active participation in the various sub-committees and support of ongoing and future initiatives. 	<ul style="list-style-type: none"> Continue to seek funding for the CI/KR mapping program through ITB and EMD. 	OSO CICC	MCD



Initiative C | Enhance Counter-terrorism and Cyber Threat Intelligence and Response (cont)

3. Develop and implement a fully trained Cyber Incident Response Team (CIRT).

- Partner with Information Technology Agency (ITA) to establish a permanent CIRT team and provide ongoing training.

- Evaluate improvements and updates to training and implement.

OSO
CIRT

CCD
MCD

4. Develop a Department-wide Cyber Security Awareness Program.

- Secure funding for this program and ensure through CICC that the program is implemented for long-term stability.

- Secure funding for this program and ensure through CICC that the program is implemented for long-term stability.

OSO
CICC

MCD

5. Leverage Federal, State and local partnerships to improve threat identification.

- Continue outreach to law enforcement partners through the annual Law Enforcement Intelligence Summit.

- Invite more law enforcement partners to the annual Law Enforcement Intelligence Summit.

OSO
MCD

CTSOB

6. Enhance emergent threat response and resource assignments to rapidly adjust and deploy against threats.

- Work with Joint Regional Information Center (JRIC), FBI & partners to evaluate current group threat estimates & provide a situational awareness snapshot to METRO-SWAT so training scenarios are based in realism.
- Increase outreach to LA Port authorities to enhance information sharing. Identify Port Liaison Officer to support Port Cyber Threat operations.

- Assess the effectiveness of communication channels and the ability to rapidly obtain and disseminate information pertaining to emergent threats.

OSO
MCD

CTSOB

STRATEGIC GOAL 5

Strengthen the Workforce

A strong, engaged, and diverse public safety workforce is crucial in achieving our goals to reduce crime, maintain a high degree of community trust, and fight terrorism. To ensure the Department is providing the highest quality service, we will enhance our recruiting efforts to attract the best and the brightest personnel to staff our organization. Besides recruiting new talent, we must continue to invest in our existing employees through training and establishing open lines of communication to address wellness and satisfaction.

By empowering our workforce with the essential skills and leadership, the Department will cultivate a workforce capable of addressing contemporary community issues and trends facing the City of Los Angeles now and beyond 2020. An ongoing investment in our workforce can improve and ultimately translate to economic prosperity for the future.



Key Activities	Milestones 2017-18	Milestones 2018-19	Entity Lead	Assisting
Initiative A Maximize Department Resources				
1. Improve Department's worker's compensation program to achieve prevention and reduction in claims via a Records Management System.	<ul style="list-style-type: none">Measure and compare past worker's compensation statistics in an effort to reduce claims.Create a Divisional Safety Coordinator to monitor workplace safety issues.Return employees to duty and accommodate their work restrictions. Coordinate the deployment of personnel with equipment tracking and inventory.	<ul style="list-style-type: none">Reduction in the number of injured employees and number of days per on-duty injury.Evaluate Divisional Safety Coordinator program.Implement system, examine data obtained and refine system for greater efficiency.	OAS ASB	OO
2. Improve recruitment process for police officers to attract and retain most qualified candidates.	<ul style="list-style-type: none">Complete analysis of the recruitment workflow process.	<ul style="list-style-type: none">Review and evaluate process for greater efficiency.	OAS ASB	PTSB OO FOD

Initiative A | Maximize Department Resources (cont)

3. Conduct candidate focus surveys to measure diversity outreach efforts.

- Work with the Mayor's Office and the Board of Police Commissioners to develop and implement diversity recruitment strategies, i.e. social media portals.
- Utilize digital apps and relevant social media to recruit qualified candidates from all demographics.
- Create community outreach programs to increase further diversity recruitment.
- Measure social media users. Monitor postings and dialogue for effectiveness.

OAS

RED
ASB

4. Assess vacant positions for current critical needs and continue the expansion of social media portals to reach potential candidates.

- Monitor sworn and civilian attrition trends and coordinate measured hiring process. Work with City Administrative Officer (CAO) to meet budgetary goals.
- Strategize new hiring recruitment methods.

OAS

RED
ASB

Initiative B | Empower the Workforce

1. Implement Department-wide Use of Force/ De-Escalation training.

- Obtain POST approval of Train the Trainers syllabus and implement training schedule.
- Train Department personnel.

OAS
PSTB

UOFRD

2. Develop MTA training for bus and rail.

- Implement a sustainable four-hour block program. Train all officers who work on the bus and the rail.
- Make program adjustments as necessary.

OAS
PSTB

MTA

3. Continue to assess less-lethal force options for officers.

- Evaluate the 40mm pilot program for approval.
- Seek additional non-lethal force options for officers.

OAS
PSTB

OO



STRATEGIC GOAL 6

Promote Employee Wellness

Our organizational workforce is only as strong as our personnel. By investing in our people, we are investing in our Department and in the City of Los Angeles. Fostering employee wellness can drive job satisfaction and productivity, in addition to creating a more unified, cohesive work environment. We will partner with our employee unions to develop the best ways to care for our workforce, as well as reward our people for innovative ideas that enhance the Department's performance. Our relationship-based style of policing will extend to a relationship-based style of management. This will be achieved through the establishment of open lines of communication with employees across all levels of the Department to address wellness and satisfaction. The City's safety and prosperity depends on the commitment and effectiveness of our people.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Improve Sworn and Civilian Job Satisfaction and Cohesion

1. Promote employee wellness through Behavioral Science Services (BSS) center and education programming.	<ul style="list-style-type: none">Obtain funding and operationalize BSS/CIRT call-in telemedicine center for online counseling program.Determine ways to educate spouses and domestic partners of employees of Department/BSS services.	<ul style="list-style-type: none">Create an internal working group to brainstorm activities, design, outline, and pilot/ implement telemedicine services at BSS.Disseminate the information to sworn and civilian employees.	OAS BSS	ERG
2. Develop and implement a stigma-reduction campaign.	<ul style="list-style-type: none">Develop and pilot educational materials or programs to reduce mental health stigma.	<ul style="list-style-type: none">Expand the campaign via social media platforms.	OAS BSS	ERG
3. Explore a new management system with higher security features.	<ul style="list-style-type: none">Seek funding for a cloud-based patient management program with greater capabilities and more security.	<ul style="list-style-type: none">Research and obtain necessary software and/or hardware to facilitate service.	OAS BSS	ERG

Initiative B | Partner with Unions on Wellness Issues

1. Use joint Department and Los Angeles Police Protective League (LAPPL) Electronic Bulletin Board project to disseminate quarterly information related to physical and mental well-being.

- Reduce number of work-related injuries related to repetitive motion in patrol divisions.
- Reduce number of stress-related Injured on Duty (IOD) claims.

- Analyze best practices in reduction of work-related injuries.
- Analyze best practices in reduction of stress-related IOD claims.

ERG

OAS

Initiative C | Solicit and Reward Employee Innovations

1. Promote The Virtual Suggestion Box to gain employee input on Department issues.

- Advertise the Virtual Suggestion Box to solicit anonymous employee ideas for Department improvements.
- Promote and implement beneficial suggestions and reward employees whose ideas are implemented.
- Evaluate the 2016 implemented suggestion of uploading videos and bulletins to the Crime Stoppers website.

- Evaluate/improve Virtual Suggestion Box as needed.
- Evaluate all implemented suggestions for effectiveness.
- Refine videos and bulletins to the Crime Stoppers Website.

OAS

RACR



STRATEGIC GOAL 7

Mitigate Risk

Reducing harm and risk is critical to achieving our strategic goals for the Department and the City. Department employees will continue to receive training on current issues that challenge law enforcement throughout the country. Providing our officers with the skills to deal with the community will help mitigate Department risk. We will also work to stay proactive in our efforts to minimize workplace injuries, as well as those related to the performance of our daily operations in the field. We will expand upon our existing harm reduction programs, updating these programs regularly to remain on the cutting-edge of emerging risks and harms that can affect our people. Preventative maintenance and training can help ensure the health and wellness of our people and contribute to the overall betterment of the organization.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Expand Existing Harm Reduction Programs

1. Reduce harms from worker injury.

- Partner with Pepperdine University and the University of Southern California (USC) to develop a safety, health, and wellness program.

- Implement the Fit for Duty/ POLICE WELL science-based wellness program.

OCPP
RMD

PSTB

2. Reduce harms from employee-involved traffic collisions.

- Implement telematics Department-wide, and train all sworn employees in "Below 100." Continue messaging and seatbelt campaign.

- Obtain Office of Traffic Safety grant to equip LAPD fleet with Stop Drop (seat gap filler) to reduce driver distraction, and expand training for officers.

OCPP
RMD

PSTD
EOD

3. Reduce harms from workplace conflict.

- Continue presenting "Conflict Resolution for Law Enforcement Personnel" course for supervisors and command staff in partnership with Pepperdine University; and develop a web-based resource for alumni of the aforementioned course.

- Extend training course to all police officers and civilian personnel.

OCPP
RMD

PSTB

Initiative A | Expand Existing Harm Reduction Programs (cont)

4. Reduce harms from out-of-policy use of force.

- Implement the LA Police and Community Experience program to build trust and legitimacy.

- Work to secure funding to expand upon the LA Police and Community Experience citywide.

OCPP
RMD

CPPG

Initiative B | Enhance Risk Management Initiatives

1. Coordinate with the Personnel Department's Occupational Safety and Health Division to mitigate the risk of repetitive motion injuries.

- Work with the Personnel Department to fulfill employee requests for ergonomic evaluations of employee workstations.
- Develop a review process to address the ergonomic evaluation recommendations.

- Seek funding for necessary ergonomic equipment or workstation modifications.
- Utilize data to identify trends which highlight recurring or frequent problems and find solutions.
- Identify quantifiable metrics to measure the success of the program.

OAS

RMD
Areas
Divisions

2. Implement and provide training to Risk Management Coordinators in each Area/division.

- Train Area/division Risk Management Coordinators in four critical areas of responsibility: workplace conflict and environment, use of force, workplace injury, and employee-involved traffic collisions.

- Areas exhibiting high levels of harms, as identified by analysis of data, will have site assessment conducted with the information provided to the commanding officer of the affected Area.

RMD

OO

3. Continuous monitoring of Harm Areas through data analysis.

- Obtain data through relevant entities.

- Obtain data through relevant entities and seek to enhance quality of data.

OCPP
RMD

OAS
UOFRD
EOD/PSB
ITB

Initiative C | Establish and Reinforce IT Systems

1. Secure employee identities and Department-issued electronic devices.

- Purchase and implement the use of multi-factor authentication to meet Criminal Justice Information Services (CJIS) requirements.

- Evaluate effectiveness of the new system.

OAS

RMD
ITB

2. Use of cloud solutions to provide effective disaster recovery.

- Migrate an increasing number of applications to the Cloud to ensure >99.99% of system uptime for critical applications.

- Evaluate the system speed with added applications.

OAS

RMD
ITB

STRATEGIC GOAL 8

Maximize Sustainability

The City and the Department remain committed to expanding current sustainability programs while holding employees accountable for more sustainable practices in daily operations. Employees will also be recognized for innovative strategies to reduce overall consumption of natural resources as these ideas create a positive impact on the environment, the economy, and overall workplace efficiency. We recognize our role as leaders within the communities we serve and set the example in reducing our carbon footprint, while emphasizing support for the local economy and expansion of social equity. It is critical that we take individual and collective action in preserving valuable natural resources for future generations while taking the necessary steps to ensure that all Angelenos live in healthy, vibrant, and well-connected neighborhoods with access to safe parks and other public spaces.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Develop Environmental Conservation Efforts

1. Encourage sustainability efforts Department-wide.

- Continue Department-wide rollout of ITB's Konica-Minolta Secure Print Program to all copy machines in fleet and measure paper usage.
- Utilize bi-annual Divisional Sustainability Officer Forum to raise sustainability program awareness and encourage employees to reduce consumption of natural resources.
- Incorporate sustainability awareness lessons into Cadet Leadership Program.
- Introduce paper usage data as a measure of effectiveness at respective commands during the CompStat evaluation process.
- Expand responsibilities and duties of Divisional Sustainability Officers to meet contemporary sustainability needs.
- Expand lessons to additional youth programs.

COS
ITB

FMD
CompStat
YPU

Initiative A | Develop Environmental Conservation Efforts (cont)

2. Establish LAPD Green Team initiatives to reduce water usage, power consumption, and introduce drought tolerant landscaping.

- Implement landscaping renovations in Area stations with highest potential for water conservation.
- Install smart meters at eight Department facilities to provide real-time water usage data in an effort to curtail water waste.
- Evaluate water efficiency of station car washes.
- Seek funding for remaining Area stations and other facilities to plant drought-resistant landscaping.
- Expand smart meter program to additional Department facilities and measure program's effectiveness.
- Partner with GSD and DWP to implement water sub-meters for garage car washes.

OAS
FMD

ASB
ITB
TTS

3. Evaluate capacity for solar panel usage.

- Design and implement a plan to install or retrofit solar panels on 25% of identified properties.
- Install solar panels on the Motor Transport Division parking structure.

OAS
FMD

MTD

4. Expand deployment of hybrid and EV fleet.

- Expand the hybrid vehicles to 200 vehicles and electric vehicles to 300.
- Lease/purchase 200 more hybrid vehicles and 100 battery/electric vehicles.

OAS
ASB

MTD

5. Expand deployment of telematics across fleet operations.

- Expand telematics in more than 50 vehicles.
- Expand telematics to all non-black and white vehicles. Integrate telematics systems with CAD system and Palantir in every black and white vehicle.

OAS
ASB

MTD
ITB
TTS



Initiative B | Develop Sustainability Programs to Build Equity

1. Enhance private/public partnerships to generate employment opportunities for community members.	<ul style="list-style-type: none"> Evaluate Hollenbeck's model in offering job training and job fairs through a partnership forged between City entities and area residents. 	<ul style="list-style-type: none"> Expand Hollenbeck's model to at least one Area in remaining bureaus. 	CRD	OO
2. Introduce "Casa Tienda" concept to City Council.	<ul style="list-style-type: none"> Work with the City family and stakeholders to identify and secure an appropriate property. 	<ul style="list-style-type: none"> Develop "Casa Tienda" external partnerships and infrastructure. 	COS CPPG	OO
3. Develop sustainable social equity programs throughout the City.	<ul style="list-style-type: none"> Expand safe routes and safe passages to generate safe spaces for all community members. 	<ul style="list-style-type: none"> Evaluate the effectiveness of this program. 	CRD	OO

LOS ANGELES

a Sustainable City



STRATEGIC GOAL 9

Drive Accountability

Regardless of the size of an organization, its vision and mission are critical factors to its success. Leaders must effectively communicate this key information to all levels, empowering employees to share common goals that help move the organization forward. The Department has developed new goals and milestones for its Strategic Plan, which includes collaboration with outside partners and stakeholders. By partnering with the community and other law enforcement agencies, we can remain transparent, gain insight, share ideas, and promote strategic innovation in our quest for operational excellence. We remain committed to driving accountability at all levels while simultaneously cultivating and rewarding the innovative ideas of our personnel.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Strengthen CompStat Collaboration

1. Maintain a CompStat User Group to identify improvements in the existing process.

- Conduct quarterly CompStat User Group meetings and review recommendations for CompStat improvement.

- Survey User Groups to refine and implement changes.

OO
CompStat

COS

- Compile effective CompStat analysis products and post on the CompStat website to assist new command officers in CompStat.

- Update and replace CompStat analysis products on the CompStat website.

2. Maintain a Data Integrity Unit to improve accuracy and clarity of information driving CompStat process.

- Data Integrity Unit (DIU) to continue ongoing inspections of crime reports to ensure accurate UCR reporting guidelines to reduce error rate.

- Data Integrity Unit (DIU) to continue training of new command officers, detectives, and others on proper coding of crime reports to ensure accuracy.

- Revise training plans and update decision tree diagrams to address continuing error rate issues.

OO
CompStat

COS

- Evaluate and refine training relative to UCR guidelines.

Initiative A | Strengthen CompStat Collaboration (cont)

<p>3. Implement a next-generation CompStat model process to drive cross-agency accountability for the most meaningful results for LA residents.</p>	<ul style="list-style-type: none"> • Continue the Homelessness CompStat meetings to include stakeholders. 	<ul style="list-style-type: none"> • Expand Traffic CompStat meetings to include other City departments such as the Los Angeles Department of Transportation (LADOT), and other stakeholders. 	OO CompStat	COS
<p>4. Coordinate with Palantir to improve and expand capability of Chief's Palantir Dashboard.</p>	<ul style="list-style-type: none"> • Create and implement new analytical capabilities and refinements to existing Palantir Dashboard. 	<ul style="list-style-type: none"> • Refine and upgrade Palantir Dashboard based on user comments and recommendations. 	OO CompStat	COS

Initiative B | Maintain a Sustained Strategic Planning and Implementation Capability

<p>1. Utilize a strategic planning process to define LAPD goals and identify resources to sustain strategy development process.</p>	<ul style="list-style-type: none"> • Hold command staff accountable for regular status updates from entities within their command. 	<ul style="list-style-type: none"> • Solicit feedback from Department personnel, draft and publish the final fiscal year of the Strategic Plan, 2019-2020, via an e-book. 	SPS	CPPG
<p>2. Communicate and launch LAPD goals, initiatives, key activities, and milestones.</p>	<ul style="list-style-type: none"> • Distribute new fiscal year milestones to Department command staff and employees. 	<ul style="list-style-type: none"> • Distribute the final fiscal year of the Strategic Plan to Department command staff and employees. 	SPS	CPPG

Initiative C | Establish a Multi-City Consortium

1. Launch partnership between Los Angeles, Chicago, New York and London.

- Develop a consortium modeled after executive sessions to share best practices and compare data.

- Continue development of consortium and identify a foundation to manage overall effort.

COS

CPPG



LOS ANGELES



LONDON

CHICAGO



NEW YORK

STRATEGIC GOAL 10

Leverage Technology

Just as technology is transforming globally, it is also revolutionizing the world of law enforcement. Technological advancements are changing the way police do business when it comes to safety, accountability and crime reduction. Computer software applications and data-driven programs are providing our Department strategies and real-time tools in our quest to proactively tackle crime. Body-worn cameras, mobile devices, and digital in-car video cameras have become prominent tools that have enhanced officers' performance while generating increased connectivity to the communities they serve. We will expand the use of new technologies that will enhance the Department's levels of efficiency and effectiveness while maintaining its position as a global leader in law enforcement best practices.



Key Activities

Milestones 2017-18

Milestones 2018-19

Entity Lead

Assisting

Initiative A | Fully Implement Body-Worn Video (BWV) Department-wide

1. Deploy BWV to remaining commands.	<ul style="list-style-type: none">Deploy BWV to remaining divisions.	<ul style="list-style-type: none">Deploy BWV to remaining divisions.	ITB	ITA GSD
2. Study impact of BWV on officer and community behavior.	<ul style="list-style-type: none">Evaluate the impact of BWV on officer and community behavior in order to extract lessons learned.	<ul style="list-style-type: none">Implement strategies to address lessons learned. Determine if further video analytics are required.	ITB	JSS UCLA George Mason University

Initiative B | Fully Implement Digital In-Car Video (DICV) Department-wide

1. Deploy DICV to all remaining geographic Areas.	<ul style="list-style-type: none">Deploy DICV to remaining geographic Areas.	<ul style="list-style-type: none">Deploy DICV to remaining geographic Areas.	ITB	OO
2. Roll out DICV to remaining commands.	<ul style="list-style-type: none">Request and secure DICV funding for Metro and General Services Division vehicles.	<ul style="list-style-type: none">Deploy DICV to Metro and General Services Division vehicles.	ITB	OO

Initiative C | Develop LAPD Mobile Applications and Data Modernization Program

1. Procure and implement a modern Records Management System (RMS).	<ul style="list-style-type: none"> Implement Phase I of RMS. Secure funding for Phase II of RMS. 	ITB	PMO
2. Develop mobile applications and technology to enhance efficiency and access for field personnel and automate paper processes.	<ul style="list-style-type: none"> Begin implementing e-collision forms. Launch Palantir Mobile to support officers' situational awareness and provide access to field interview data while on patrol. Create and implement new analytical capabilities and refinements to existing Palantir Dashboard. Continue implementation of e-collision forms. Expand mobile applications for field personnel. Launch Palantir Mobile to support the Department's Metro Transit Authority personnel. Refine and upgrade Palantir Dashboard based on user recommendations. 	ITB ITB ITB	OO OAS MTA OO

EFFICIENCY

TECHNOLOGY

MOBILITY





Community Focused. Data Driven.