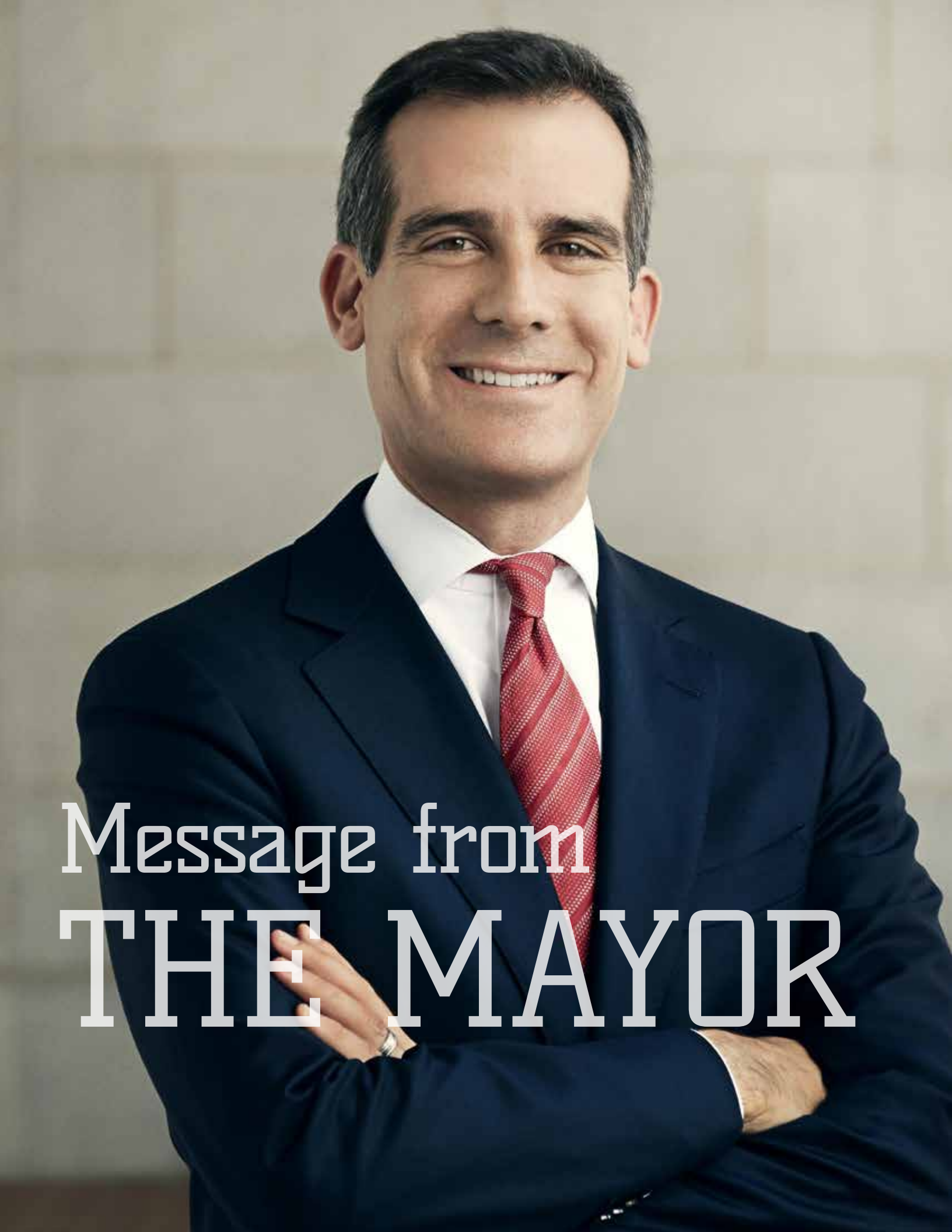
LAPD in 2020

Community Focused. Data Driven.



Message from THE MAYOR

Dear Friends,

I am committed to making Los Angeles the safest, most livable, and most prosperous city in the nation – by ensuring operational excellence in all of our Departments, and by delivering exceptional customer service to every member of our diverse communities.

The Los Angeles Police Department (LAPD) is critical to this work. Police Chief Beck and I are committed to building upon this Department's tradition of excellence and historical firsts, and this Strategic Plan continues that tradition by setting out an ambitious vision for making Los Angeles the safest Big City in America by 2020.

We are at a critical point of investment in the strength and capability of the LAPD as a police department for the next generation. This plan articulates a vision and framework to drive action and to improve safety, service, and confidence between the LAPD and the communities it serves.

The reduction of crime remains a top priority for the city and the LAPD. However, our vision for the LAPD in 2020 goes beyond traditional notions of policing to embark on a new chapter of renewed community engagement, enhanced Community Safety Partnerships, and cutting-edge data-driven crime prevention programs. We are redefining American policing to include an expanded focus on reducing response times and tough enforcement, and on other critical outcomes – including reducing victimization, ensuring procedural fairness, and improving the confidence of the people we serve.

The LAPD will continue its leadership as a national model for innovations in crime reduction and prevention programs, as well as data-driven performance management approaches. This includes a continuing commitment to the expansion of our City's Gang Reduction & Youth Development (GRYD), Domestic Abuse Response Team (DART), Smart Policing, and CompStat programs. These are just a few examples of the crucial role the LAPD plays in ensuring the safety of our communities and creating an environment of confidence, livability, and prosperity for our citizens.

We can continue to provide safety, security, and prosperity for our residents and generations to come through smart investment, strong management, and forward-thinking policies. I look forward to working with our communities, the LAPD, and Chief Beck to make Los Angeles a safer, more livable, and more prosperous place to live, work, play, and connect.

Eric Garcetti
Mayor, The City of Los Angeles

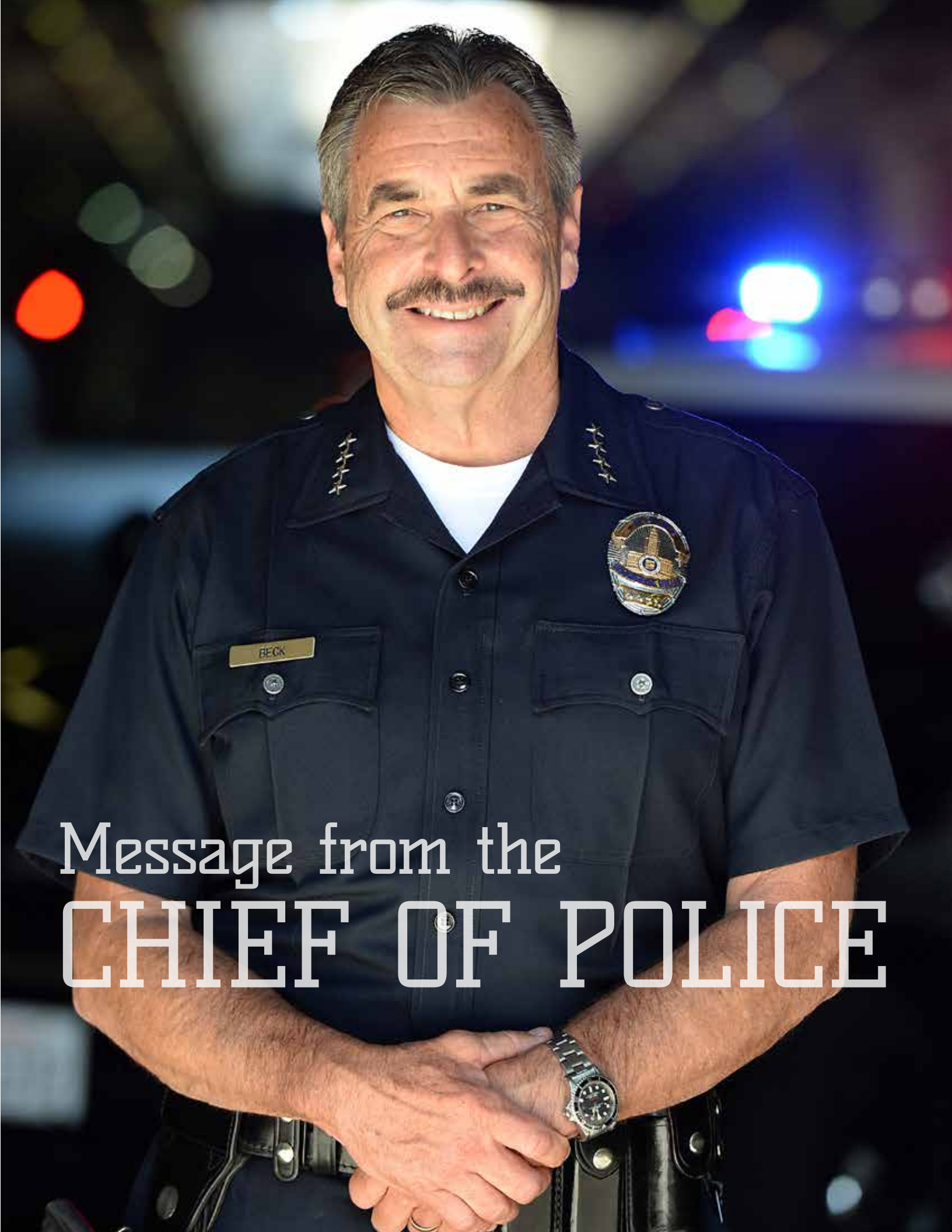
It is with great enthusiasm and pride that I present to our great city of Los Angeles the first volume of LAPD's Strategic Plan, "LAPD in 2020." This plan is more than a document—it sets out our vision for an even stronger, more effective, and more collaborative LAPD of the future. The development of our collective vision for the LAPD has been marked with an unprecedented degree of inclusion and collaboration, bringing in internal and external stakeholders and researching concepts, ideas, and best practices.

The profession of American law enforcement finds itself at a defining moment in its history—in no uncertain terms, we are facing a crisis of confidence between the protectors and the protected. As Angelenos, we face this moment with the strength and confidence of knowing that we have the will and the skill required to overcome our challenges and achieve success. We will work collaboratively to redefine the bottom line of policing—one that reflects local priorities and is rooted in trust and confidence of those we serve.

Our Strategic Plan reflects Mayor Garcetti's priority outcomes and details how the LAPD will contribute to making Los Angeles a safe, prosperous, livable sustainable, and well-run city. We at LAPD realize that our role is more than crime reduction—rather it is one of community leadership. As the largest department in the city family with a significant presence in all communities of Los Angeles, we recognize our position as a major partner in assisting our brother and sister agencies to improve safety, confidence, and quality of life for all Angelenos.

On behalf of my senior leadership team, you have our commitment that we will bring a rigorous and disciplined focus to implementing the actions and fulfilling the vision contained in this Strategic Plan. Reflecting this commitment, we have established a Strategy Execution Team that will report directly to my Chief of Staff. This dynamic team will immediately begin tracking progress against our strategic goals, will drive relentless focus on outcomes, and will provide me with real-time updates.
Our journey to an even safer, more livable, and more prosperous Los Angeles has already begun, and we are excited to be a part of it.

Charlie Beck
Chief of Police, Los Angeles Police Department



Message from the CHIEF OF POLICE

POLICE

LOS ANGELES
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LAPD
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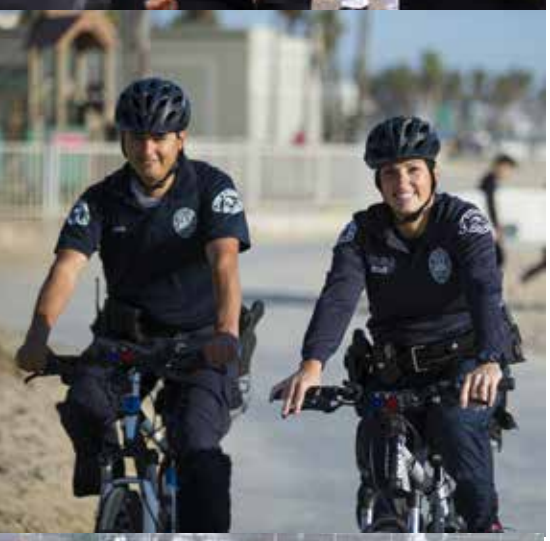

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LAPD In 2020

The Safest Big City In America

Five years from now, City of Los Angeles will be the safest big city in America. Given that total crime today in LA is two-thirds lower than it was twenty years ago and per capita violent crime in LA is one of the lowest among major U.S. cities, this seems an almost impossible goal to achieve. But, being the safest among the top five U.S. cities is possible and, for us, means more than low per capita crime rates. It means being connected to our communities, understanding their priorities, addressing their concerns, and improving their trust and confidence in the police.

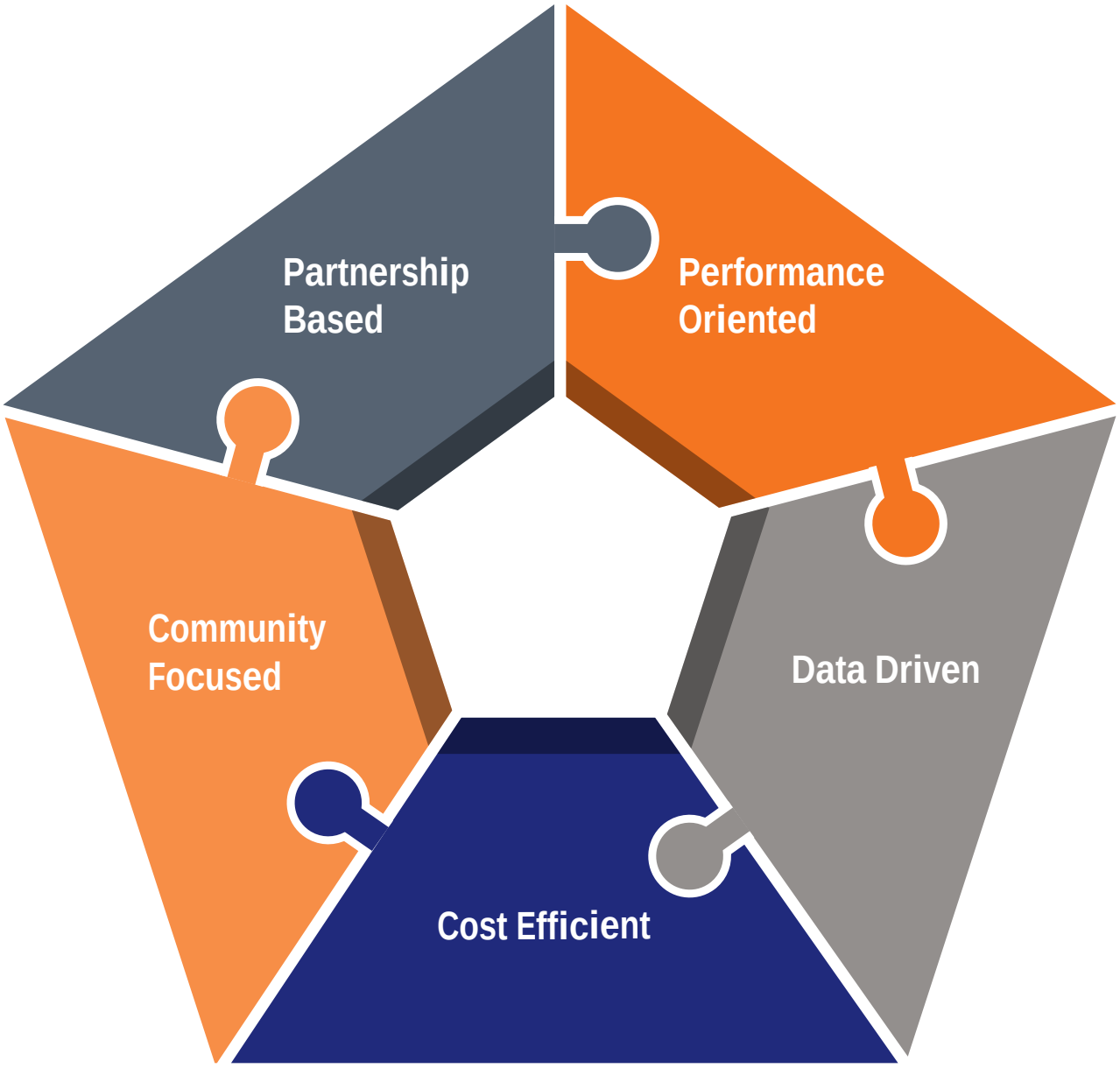
In keeping with the LAPD's data-driven approach to management, we are committed to achieving the following measurable outcomes by 2020 as compared to the top five U.S. cities who are able to similarly measure the five key performance indicators below:

1. Lowest overall reported **crime**
2. Lowest overall surveyed **victimization***
3. Highest overall **community confidence***
4. Highest overall **workforce satisfaction**
5. Lowest overall **use of force**

The LAPD of 2020 must be an ever more effective, efficient, and proactive organization to achieve its ambitious five-year strategic vision. This Strategic Plan represents the LAPD agenda for action and change in the first two years of this journey, fiscal years 2015–16 and 2016–17.

This plan represents a point-in-time snapshot of an ongoing process of strategic planning at LAPD that will require constant attention, refinement, and execution. It embodies the LAPD's commitment to its long-standing strategic principles of being a community-focused, partnership-based, performance-oriented, data-driven, and cost-efficient public safety provider to the citizens of the great city of Los Angeles.

* Victimization (reported plus unreported crime), and Community Confidence (responsive and respectful service, and feelings of safety and trust) will be measured by a recurring survey instrument administered by LAPD


Partnership Based
Performance Oriented
Community Focused
Data Driven
Cost Efficient

From Strategy To Results

This Strategic Plan lays out an ambitious path forward for the LAPD. A path that will be guided by a strong and effective strategic management process that assesses where LAPD is today, where it plans to go, and how it delivers tangible action and results. This Plan is just one component of a multidimensional strategy management process that bridges from short-term annual budget requests to a long-term vision for LAPD in 2020 and beyond.

Defining LAPD's Vision

The Strategic Plan is the culmination of a collaborative endeavor starting in early 2015 among the 150 sworn and civilian command staff to elicit feedback on LAPD's current strengths, weaknesses, opportunities, and challenges to develop an agenda for sustained change and improvement. More than 500 points of feedback were logged and incorporated from over 200 hours of strategy and goal-setting work sessions.

We have conducted research into a variety of sources that highlight innovative practices, key trends, and global consideration for the future of not just law enforcement but government as well was critical to the development of LAPD's vision.

The following groups, projects, and sources were key in this process:

Presidential Task Force on 21st Century Policing

This task force was established by a Presidential Executive Order, seeking to identify the best means to provide an effective partnership between law enforcement and local communities, ultimately reducing crime and increasing trust.

The six pillars of the task force's findings are:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

My LA2050

LA2050 is an initiative to create a shared vision for the future of Los Angeles and to drive and track progress toward that vision. The goal of the initiative is to empower Angelenos to take full advantage of the potential the region holds, which ties into the Mayor's goals of creating a safe, prosperous, livable, and well-run city.

Key elements of the initiative are:

- Mental health services to break cycles of violence
- Use of public space as a public safety indicator
- Building social connections to improve safety
- Interventions to reduce trauma and improve family connectedness
- Strategies to deter gang involvement

KPMG Future State 2030

Future State 2030 identifies nine global megatrends that are most salient to the future of governments. While they are highly interrelated, the megatrends can broadly be grouped into trends reflecting changes in the status and expectations of individuals, changes in the global economy, and changes in the physical environment.

The megatrends identified by KPMG are:

- Demographic Shifts
- Rise of the Individual
- Enabling Technology
- Economic Interconnectedness
- Public Debt
- Economic Power Shift
- Climate Change
- Resource Stress
- Urbanization

Police Executive Research Forum (PERF)

PERF's *Future Trends in Policing* project was supported by the Office of Community Oriented Policing Services and surveyed leaders in the industry to summarize the issues most likely to change law enforcement practices in the near future. The project gathered input from leaders across the industry, including police, researchers, private sector partners, and other experts.

PERF's future trends of policing included:

- Tailoring partnerships to maximize public safety
- Implementing strategies to increase efficiency
- Future trends in technology
- The organizational structure of policing and the next generation of law enforcement

PlaNYC, The London Plan, DataLA

New York City, London, and Los Angeles are just three of many cities developing integrated plans for their future, focusing on a variety of factors given the unique environmental, demographic, and political contexts in which they operate.

Focus areas common across New York City, London, and Los Angeles were as follows:

- Basic services and infrastructure
- Public safety
- Economic development
- The environment
- Community efficacy and cohesion
- Arts and culture

SMART Policing Initiative (SPI)

SPI seeks to identify the tactics, practices, and strategies that are effective, efficient, and economical for law enforcement agencies. SPI uses offender-based and place-based policing, which focuses on evidenced-based practices to help build unique solutions.

SPI builds its solutions for geographies based on phased sites. The most recent fiscal year's site locations were:

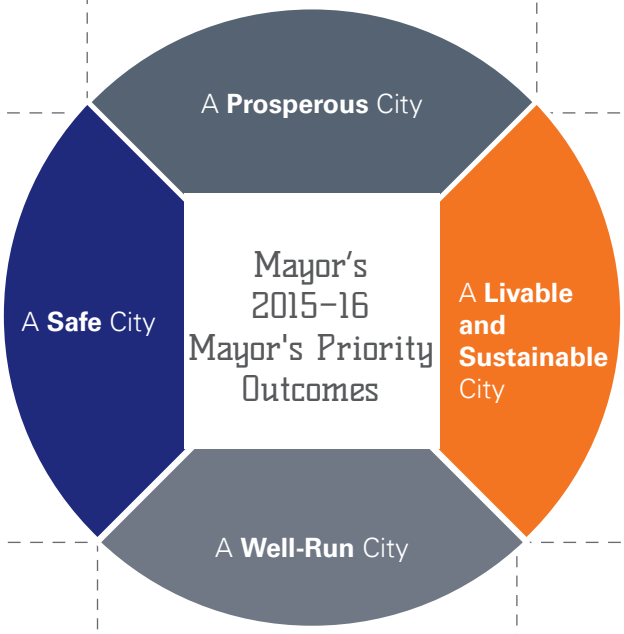
- Los Angeles, California
- Boston, Massachusetts
- Miami, Florida
- Portland, Oregon
- Henderson, Nevada
- Lowell, Massachusetts
- Philadelphia, Pennsylvania
- Toledo, Ohio

Articulating LAPD's Goals

For the first two years of the journey to 2020, fiscal years 2016 and 2017, LAPD has articulated an action plan of 10 strategic goals, 31 initiatives to meet those goals, and 94 key activities to be carried out in order for those initiatives to be successful. These goals, strategies, initiatives, and activities will lead to yearly milestones in line with Mayor Garcetti's Priority Outcomes for the City of Los Angeles: A Safe, Prosperous, Livable and Sustainable, and Well-Run City. Concrete milestones and ownership of each action of the Plan has been delineated to drive accountability throughout the strategic plan implementation and life cycle.

5. **Strengthen the Public Safety Workforce**
6. **Foster Employee Wellness and Satisfaction**

1. **Reduce Crime and Victimization**
2. **Build Community Trust and Collaboration**
3. **Improve Traffic Safety**
4. **Enhance Preparedness and Counter-terrorism**



7. **Mitigate Risk and Reduce Harm**
8. **Develop an Innovative Sustainability Program**

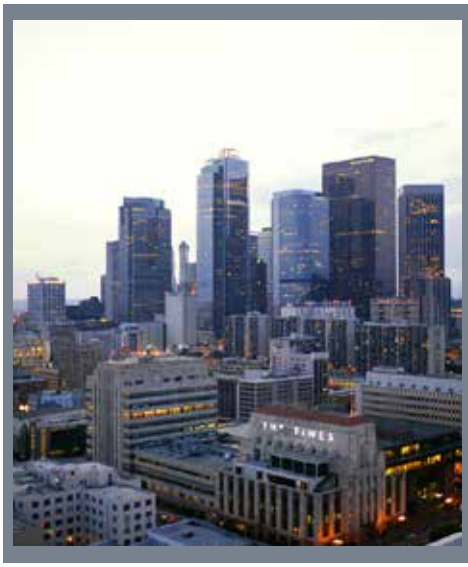
9. **Drive Accountability and Reward Creativity**
10. **Leverage Technology to Improve Performance**

Executing LAPD's Strategy

Reflecting its commitment to sustained action and change, the LAPD has established a Strategy Execution Team that will report directly to the Chief of Staff. This action-oriented team will track progress versus strategic goals and will drive our relentless focus on meeting our goals and measuring outcomes. This team will work closely with the Office Directors and with the Chief's Senior Management Team to ensure swift and targeted efforts to make progress versus our identified strategic initiatives and to deliver measureable results.

Shaping LAPD's Forward Momentum

As the LAPD continues its ongoing strategic journey to 2020, the Strategic Plan document will be assessed and renewed as appropriate on a 24-month basis to reflect the dynamic environment of law enforcement and emerging needs of the communities the LAPD serves. The task force will play a key role in identifying and escalating shifts in the strategic landscape to the attention of LAPD senior leadership and to the Chief of Police for decision and redirection.



Investing in Our Future

Finally, our ambitious vision for LAPD in 2020 will not be possible without a budgetary road map into the future that sets forth our requests for required resources, both personnel and non-personnel. First and foremost, this request must include funding for both sworn and civilian personnel to not only "right size" the LAPD and its component functions but also to ensure that we have the proper span of control in the field and mission support strength. Over the next several years, we will be requesting funding for civilian positions that not only address the support needs of the LAPD such as vehicle maintenance, emergency call taking and scientific analysis, but also address the critical civilian administrative responsibilities needed by a 21st century department that will support and enable police officers to focus more fully on their primary mission: protecting and serving the communities of Los Angeles. In addition, we will be requesting resources to fund innovative technology and strategy initiatives that enable us to best leverage our valued and talented personnel to further the LAPD's legacy as a world class law enforcement agency.

LAPD

The vision, mission, and core values of the Los Angeles Police Department are as follows:

Vision

It is the vision of the Los Angeles Police Department to, as closely as possible, achieve a city free from crime and public disorder.

Mission

It is the mission of the Los Angeles Police Department to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence.

Core Values

Service to our communities: We are dedicated to enhancing public safety and reducing the fear and the incidence of crime. People in our communities are our most important customers. Our motto, "To Protect and to Serve," is not just a slogan–it is our way of life. We will work in partnership with the people in our communities and do our best, within the law, to solve community problems that affect public safety. We value the great diversity of people in both our residential and business communities and serve all with equal dedication.

Reverence for the law: We have been given the honor and privilege of enforcing the law. We must always exercise integrity in the use of the power and authority that have been given to us by the people. Our personal and professional behavior should be a model for all to follow. We will obey and support the letter and the spirit of the law.

Commitment to leadership: We believe the Los Angeles Police Department should be a leader in law enforcement. We also believe that each individual needs to be a leader in his or her area of responsibility. Making sure that our values become part of our day-to-day work life is our mandate. We must each work to ensure that our coworkers, our professional colleagues, and our communities have the highest respect for the Los Angeles Police Department.

Integrity in all we say and do: Integrity is our standard. We are proud of our profession and will conduct ourselves in a manner that merits the respect of all people. We will demonstrate honest, ethical behavior in all our interactions. Our actions will match our words. We must have the courage to stand up for our beliefs and do what is right. Throughout the ranks, the Los Angeles Police Department has a long history of integrity and freedom from corruption. Upholding this proud tradition is a challenge we must all continue to meet.

Respect for the people: Working with the Los Angeles Police Department should be challenging and rewarding. Our people are our most important resource. We can best serve the many and varied needs of our communities by empowering our employees to fulfill their responsibilities with knowledge, authority, and appropriate discretion. We encourage our people to submit ideas, we listen to their suggestions, and we help them develop to their maximum potential. We believe in treating all people with respect and dignity. We show concern and empathy for the victims of crime and treat violators of the law with fairness and dignity. By demonstrating respect for others, we will earn respect for the Los Angeles Police Department.

Quality through continuous improvement: We will strive to achieve the highest level of quality in all aspects of our work. We can never be satisfied with the "status quo." We must aim for continuous improvement in serving the people in our communities. We value innovation and support creativity. We realize that constant change is a way of life in a dynamic city like Los Angeles, and we dedicate ourselves to proactively seeking new and better ways to serve.

To
PROTECT
and to
SERVE

LAPD History

It is from the humblest of beginnings that a world-renowned police agency would evolve. A pioneering spirit has always driven the LAPD; its true strength drawn from its people and their ingenuity. Those who have worn the patchless navy blue uniform represent the finest this professional pursuit has ever offered. Since this police force has been first in so many regards, LAPD practices are often adopted throughout the state, throughout the nation, and in some cases, the world over.

Frequently mentioned is a description of the LAPD as a world-class law enforcement agency. Accurate is the description due in grand measure to the innovations, trials, and accomplishments listed here, which are important to the LAPD's history and clearly illustrate the leadership that the LAPD has displayed over time.

Of course, the LAPD is just beginning an exciting new period of growth and continued focus on operational excellence and community confidence. There remain more innovations to be brought forth by the LAPD.

1869 — LAPD Established

Los Angeles is incorporated as a city in 1850, and in 1869, the first paid police force is established with six officers assigned to two shifts.

1910 — First Policewoman

Alice Stebbins Wells is appointed as the first Policewoman after initially being hired as a matron and is tasked with caring for the women and children in the custody of the LAPD.

1919 — First African-American Policewoman

Georgia Robinson begins volunteering with the police department in 1916 and shortly thereafter, in 1919, becomes the nation's first African-American Policewoman when she is hired as a jail matron.

1923 — Municipal Crime Lab Created

Chief of Police August Vollmer, while serving a single year in command of the LAPD, pulls together a department chemist and a photographer to form the nation's first municipal police crime lab.

1955 — LAPD Motto Originated

The motto "To Protect and To Serve" is the winning entry to the police academy's motto contest, submitted by Officer Joseph S. Dorobek.

1967 — First SWAT Team

In the aftermath of the 1965 unrest, a multidimensional law enforcement capability to solve complex police problems is born. What is now known as SWAT is rolled out during the 1967 visit of President Lyndon Johnson.

1984 — Olympic Games

The LAPD is mobilized for 33 days during the Summer Games and coordinates Olympic assignments with regular patrol and traffic assignments. This is the longest unusual occurrence for the Department in its history – and is a tremendous success.

1992 — Civil Unrest

A series of crises instigated by the Rodney King incident leads LAPD to reexamine and modernize policies, training, and personnel practices.

1994 — Northridge Earthquake

A 6.8 magnitude earthquake nearly crushes Los Angeles on January 17th. The LAPD mans the Emergency Operations Center and deals with thousands of requests for help. The rapid deployment of all available officers and shows their commitment to their obligation to protect and to serve even in the most harrowing circumstances.

2000 — Democratic National Convention

Los Angeles hosts a successful DNC, due to enhanced planning and training of the LAPD. The public sees officers embodying the ideal of police professionalism.

2011 — PredPol Deployed

In the Foothill Area, LAPD deploys PredPol, the department's first predictive policing tool that acts as a force multiplier for officers on the street.

2015 — Special Olympics

The Special Olympics World Games will be the largest event hosted by Los Angeles since the 1984 Olympic Games. The LAPD looks forward to another successful event as its Planning Committee wraps up preparation and the Games begin.

LAPD BY THE NUMBERS

EVERY DAY IN LAPD

280 crimes are **reported**

15 guns are **seized**

-10.6% The current percentage of **gang crime** decrease compared to last year.

441 Officers **arrest** 441 people a day, of which only **1.3%** result in a use of force.

1,255,733 The number of **911** calls to Communications Division in 2014.

789,366 of those generated calls for service.

Los Angeles Police Officers write 1,227 **traffic citations,** leading to a **6%** decrease in **injury accidents** to date in FY15 compared to FY14.

1,227

-6%

56,000,000 The number of **road miles** driven by the LAPD fleet every year or 155,000 miles each day.

4,773 **Patrol officers** spend 4,773 total working hours investigating crimes daily.

The number of **Cadets**

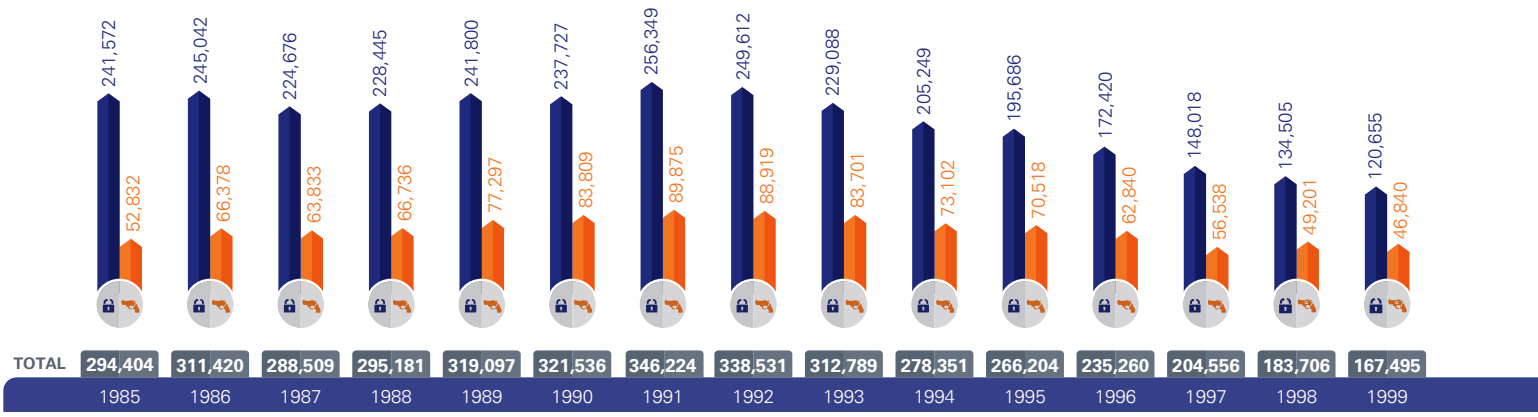
457 in October 2007.

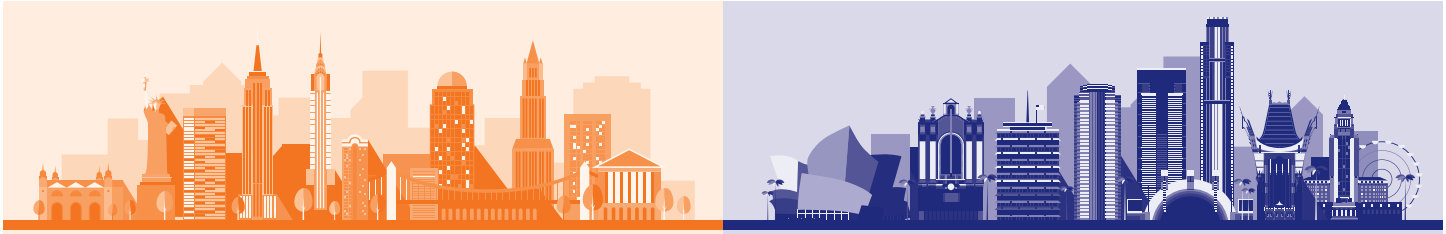
3,013 today.

9,763 The number of gallons of **gasoline** used by Department vehicles each day.

LOS ANGELES CITY – PART I CRIME 1985-2014

Historical data from the FBI's Uniform Crime Report based on Date of Reporting.

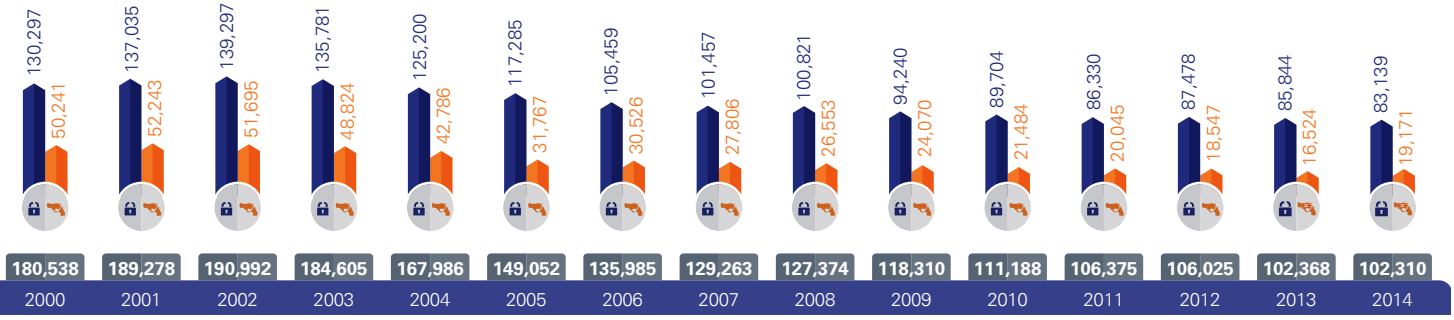




NEW YORK		LOS ANGELES
34,822	NUMBER OF SWORN OFFICERS	9,867
304.8	SQUARE MILES OF SERVICE AREA	472.9
8,396,126 (2013)	POPULATION	3,878,725 (2013)
114	OFFICERS PER SQUARE MILE	21
4.1	OFFICERS PER 1,000 POPULATION	2.5

PROPERTY CRIME VIOLENT CRIME

SINCE A **high** OF **338,531** SERIOUS CRIMES IN **1992**, CRIME HAS DROPPED TO ITS **lowest level** SINCE **1957** WITH JUST OVER 102,000 CRIMES RECORDED **in 2014**.



LAPD's Action Plan to 2020

Strategic Goals Developed to Achieve the LAPD's Vision

A Safe City

Strategic Goal 1 | Reduce Crime and Victimization

Our first and foremost goal remains reducing the incidence and fear of crime and vicitimization within Los Angeles. To achieve our LAPD 2020 targets for the lowest crime and victimization rates in the top 5 U.S. cities, we will employ a multifaceted set of strategic initiatives that prioritize community-focused crime prevention programs, enhance our crime suppression and response capabilities, and expand our proven data-driven crime prevention methods from their initial focus areas to benefit all of our communities.

Strategic Goal 2 | Build Community Trust and Collaboration

Our crime reduction goals are tightly coupled with our ability to collaborate with our communities to build a high degree of trust and confidence. To achieve our targets for the highest community confidence and satisfaction rates in the top 5 U.S. cities, we will devote more resources to a portfolio of expanded public trust and confidence programs, invite our partners into a CompStat accountability process that more closely reflects community priorities and success measures, and continue to develop youth programs that improve understanding, communication, and relationships with our communities.

Strategic Goal 3 | Improve Traffic Safety

We remain committed to improving the safety of our roads and highways for all Angelenos, as we understand the importance of connecting families, businesses, and communities in our great city. To achieve our LAPD 2020 vision of reduced harm on our roadways, we will proactively extend our public awareness and traffic safety education efforts; experiment with leading-edge, data-driven traffic collision prevention programs; and continue to actively support the implementation of Vision Zero to achieve safer mobility for all Angelenos whether driving, riding, biking, or walking.

Strategic Goal 4 | Emphasize Preparedness and Counter-terrorism

As a core aspect of our mission to protect Angelenos from harm originating from large-scale and newly emerging sources of threat, we remain committed to enhancing our capabilities to prevent, respond to, and recover from catastrophic events. We are developing additional community-based preparedness programs to leverage the capabilities of community partners to prevent and mobilize against threats while also enhancing our counter-terrorism and cyber threat intelligence and response capabilities, allowing us the agility to identify and interrupt threats in the modern world of multidimensional attack vectors.

A Prosperous City

Strategic Goal 5 | Strengthen the Public Safety Workforce

The strength of our public safety workforce is a key driver and enabler of our ability to achieve a safer and more prosperous Los Angeles. Our strength starts with reaffirming our patrol bureaus and areas as the backbone of our service delivery model and maximizing available resources to address our communities' highest priorities and problems. Strength is then furthered by a strategic and longer-term focus on the skills and abilities we need to better achieve the LAPD of 2020 and beyond, including capabilities, talent, empowerment, and leadership at every level of the organization.

Strategic Goal 6 | Foster Employee Wellness and Satisfaction

The commitment and effectiveness of our people, both officers and staff, is the engine that drives the daily performance of the LAPD. The safety and prosperity of LA depends in part on the wellness, satisfaction, and cohesion of our workforce. To achieve our vision of a safer city with a highly committed and satisfied public safety workforce, we will measure and improve satisfaction and cohesion through enhanced communication, issue resolution, and partnership with LAPD's collective bargaining units. We will also expand and formalize a program to gather innovative ideas from LAPD personnel across all levels and disciplines.

A Livable, Sustainable City

Strategic Goal 7 | Mitigate Risk and Reduce Harm

The reduction of harm and mitigation of risk is central to achieving all of our strategic goals and our vision for LAPD in 2020. We will expand upon our existing harm reduction programs that focus on keeping both our workforce and our communities safe in the performance of our daily operations. We will also enhance our risk management initiatives to become more preventive and data driven to increase effectiveness, with an additional focus on establishing and reinforcing our enabling information technology systems.

Strategic Goal 8 | Develop Innovative Sustainability Program

Recognizing our role as citizens within the communities we serve across Los Angeles, we remain committed to expanding our sustainability programs as we achieve our vision for LAPD in 2020. To achieve this, we will further develop a multifaceted environmental conservation approach to increase awareness and reduce our use of valuable water and power resources. We will also develop sustainability programs that emphasize supporting the local economy and building equity through reduced fear of crime and improved confidence in use of public spaces.

A Well-Run City

Strategic Goal 9 | Drive Accountability and Reward Creativity

Our success in fulfilling our vision is dependent on our organizational effectiveness and our ability to drive accountability while simultaneously encouraging and rewarding the creativity of our personnel. We will achieve this balance by enhancing the degree of collaboration and data accuracy in our CompStat accountability and data-driven management process, while establishing a sustained capability for strategic planning and implementation efforts. Together, these initiatives will help us walk the balance between operational excellence and strategic innovation for the long-term—making the strategic planning process a sustained capability.

Strategic Goal 10 | Leverage Technology to Improve Performance

The success of our vision is dependent on expanding our use of technology across all aspects of operations, from delivering more efficient operations to building trust and confidence through accountability and collaboration. To achieve this, we will fully implement our body-worn video and digital in-car video capabilities department-wide. We will also implement a broader program to modernize systems to improve our business processes and allow for increased mobility and access to critical systems and information by deploying mobile devices and apps to the field and developing an LAPD App World.

TEENAGE MUTANT NINJA
TURTLES
THE doors

A Safe City
The Safest Big City In America

The LAPD is committed to becoming the safest big city in America by 2020. We will achieve this by maintaining and enhancing the safety and security of Los Angeles as well as the level of trust and confidence between the LAPD and the public it serves. We will go beyond our exemplary incident response and crime reduction capabilities and will focus more broadly on improving the trust and confidence of communities across Los Angeles through a relationship-based policing approach. We will extend our community-focused crime prevention programs and will enhance our focus on defining and measuring our progress against community-specific priorities. We have already established a new Community Relationship Division whose sole mission will be to focus on enhancing community trust and partnerships.

We will build and expand upon our successes with our Domestic Abuse Response Teams, with the City's Gang Reduction and Youth Development program, and our Community Safety Partnerships approach. We will also focus on reducing risk and harm across the spectrum of public safety threats—from everyday traffic safety to large-scale preparedness and counter-terrorism capabilities. These efforts collectively underpin the cumulative outcome of a safer and more confident Los Angeles in 2020 and set the stage for increased prosperity, livability, and sustainability of our great city.

Why I wear the badge

I grew up in South Los Angeles. I wanted to help my community and be part of making it a better place.

– Rocael "Rocky" Rodriguez

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Strategic Goal 1 | Reduce Crime and Victimization				
Initiative A | Prioritize Community-Focused Crime Prevention Programs				
1. Expand Foot Beat patrol program from pilot Area to citywide scope.	• Evaluate Hollenbeck Areas pilot foot beat effectiveness, refine program design, and identify 3–4 additional pilot expansion Areas.	• Evaluate expanded pilot foot beat program effectiveness, refine program design, and introduce citywide to all patrol Areas.	OO	OO EAS RACR
2. Enhance community collaboration in gang intervention and crime prevention programs.	• Select 1–2 pilot Areas and initiate program to evaluate effectiveness, providing notice to Detective Bureau.	• Evaluate pilot Area data, refine program design, and expand to additional Areas as appropriate.	OO	OO EAS RACR
3. Introduce Cocooning and Traceable Liquids/DNA programs as a burglary reduction approach.	• Select 1–2 pilot Areas and initiate program to introduce concept and expectations and to evaluate effectiveness.	• Evaluate pilot Area data, refine program design, and expand to additional Areas as appropriate.	OO	OO EAS RACR
4. Expand efforts for law-enforcement-assisted diversion program.	• Identify diversion alternatives to arrest/citation in partnership with LAUSD, LASPD, and public council and pilot in 1–2 Areas.	• Evaluate pilot Area data, refine program design, and expand to additional Areas as appropriate.	OO	OO EAS RACR

Operation LASER Smart Policing Initiative

Los Angeles' Strategic Extraction and Restoration Program to Reduce Gun-Related Violence

Chief Charlie Beck announced on January 7, 2015, that Smart Policing would be the primary method for reducing violent crime in Los Angeles for 2015. At his annual press conference, Chief Beck said that the four areas with the highest numbers of violent crime in 2014 would be implementing/continuing Operation LASER—77th Street, Southeast, Southwest, and Newton Divisions. The Smart Policing Initiative is funded in part by the Bureau of Justice Assistance (BJA), U.S. Department of Justice.

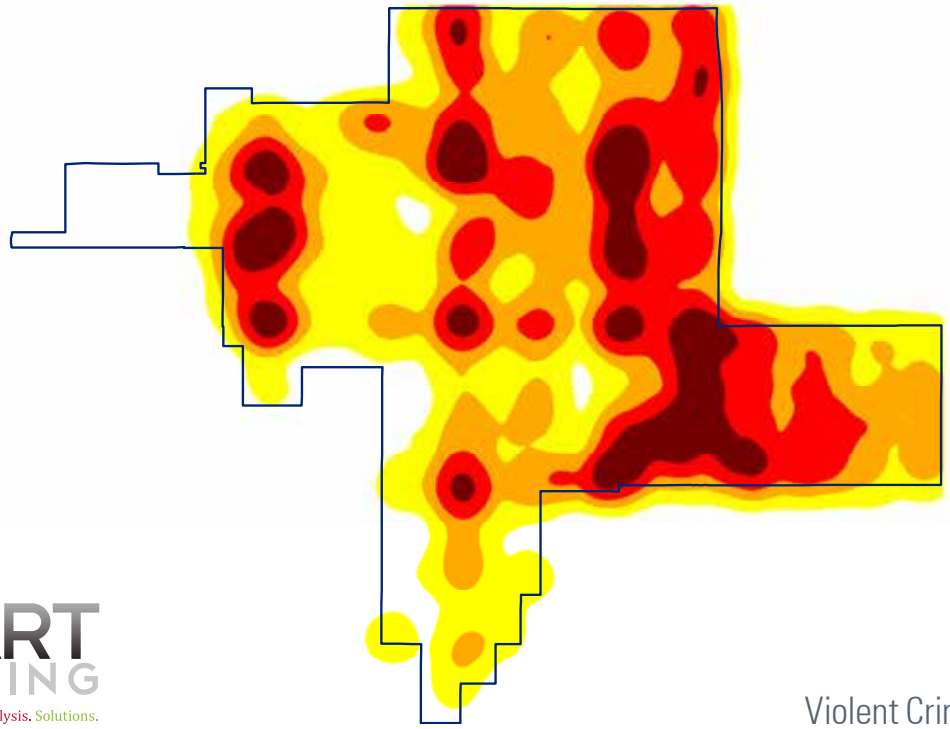
Each division:

1. Created a Crime Intelligence Detail (CID)
2. Focused on LASER Zones (hot spot corridors)
3. Identified chronic offenders (117 as of May 10, 2015)
4. Measures the amount of time in the zones weekly (dosage)
5. Reports on its progress to a Commander and at CompStat

Air Support, Metro, and the Real-time Analysis and Critical Response (RACR) Divisions are assisting the four divisions. Justice and Security Strategies, Inc. (JSS) is assisting with the evaluation.

Implementation of this phase of LASER officially began on March 22, 2015, and will continue for at least seven months. Effects on violent and gun-related crime will be monitored as the program continues.

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative B | Enhance Crime Suppression Capability				
1. Restore and expand Metro Division staffing levels to bolster crime suppression capabilities.	• Expand staffing of Metro Division by 150 additional personnel by October–November 2015.	• Re-activate MACTAC approach to further crime suppression capabilities.	OO	
2. Identify and leverage anchor points as a crime suppression strategy.	• Select 1–2 pilot Areas and initiate program to introduce concept and expectations and to evaluate effectiveness.	• Evaluate pilot Area data, refine program design, and expand to additional Areas as appropriate.	OO	ITB Detective Bureau
3. Launch program to enhance patrol deployment to aid in crime suppression efforts.	• Implement program and evaluation impact of deployment efficiency and effectiveness.	• Develop designs for a Web-based and real-time version of program.	OO	ITB Detective Bureau
4. Expand DART car program to enhance domestic violence suppression efforts.	• Rollout DART car program from current 10 Areas to all 21 Areas citywide.	• Sustain presence of DART car program in all 21 Areas and evaluate ongoing impact.	OO	Detective Bureau



SMART POLICING
Data. Analysis. Solutions.

Violent Crime (2012–2014) Hot Spot

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Expand Data Driven Crime Prevention Programs				
1. Expand PredPol predictive policing program to prevent property and violent crimes.	• Implement PredPol in 8 Divisions to reduce property and violent crimes, measuring dosage and crime reduction weekly.	• Implement PredPol in 12 Divisions to reduce property and violent crimes, measuring dosage and crime reduction weekly.	OO	OO EAS RACR ITB
2. Expand Smart Policing program Operation LASER to increase visibility and reduce violence.	• Identify LASER Zones in 8 Divisions, measure crime reduction and dosage weekly, identify 30–40 chronic offenders to prevent criminal behavior.	• Identify LASER Zones in 12 Divisions, measure crime reduction and dosage weekly, identify 30–40 chronic offenders to prevent criminal behavior.	OO	OO EAS RACR ITB
3. Utilize Dashboard for data-driven focus in Crime Control and CompStat meetings.	• Pilot Dashboard for weekly Crime Control meetings and in CompStat for 2 Bureaus.	• Pilot Dashboard for weekly Crime Control meetings and in CompStat for all Bureaus.	OO	OO EAS RACR ITB

Strategic Goal 2 | Build Community Trust and Collaboration

Initiative A | Expand Public Trust and Confidence Measures				
1. Establish a Community Relationship Division (CRD) to improve the customer experience and strength of community partnerships.	• Define CRD goals, structure, roles, and method of interaction with and outreach to other Offices, Bureaus, and Divisions. • Initiate meetings with clergy, community forums, CPABs, and Neighborhood Watch in 3–4 pilot Areas to define CRD role.	• Define CRD scorecard around engagement, confidence, trust, and impact on crime reduction strategies and efforts. • Expand community stakeholder meetings in remaining Areas to strengthen relationships, provide resources, and educate public.	CRD	OO
2. Expand channels of community outreach and partnership to build awareness and relationships via Community Police Advisory Board (CPAB), Community Safety Partnerships (CSP), and other methods.	• Assess and restructure the framework and role of CPAB groups in 1–2 pilot Areas. • Identify 3–4 patrol Areas in which the CSP model can be expanded into our communities. • Utilize AVR in 1–2 pilot Areas to give community members the opportunity to experience what it is like to be a police officer.	• Evaluate enhanced CPAB impact, refine framework, and expand to additional Areas as appropriate. • Evaluate expanded CSP Areas, refine CSP model, and expand to additional Areas as appropriate. • Evaluate AVR pilot Areas, refine approach, and expand to enhance Alternate Complaint Resolution process in additional Areas.	CRD	PSTB OAS

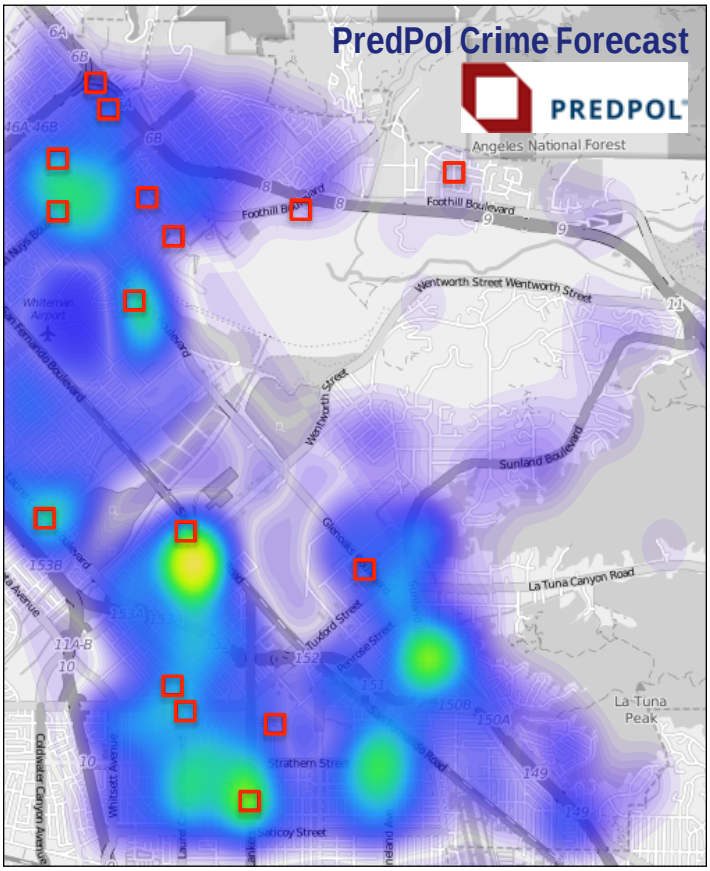
PREDPOL

PredPol's Technology Helps Law Enforcement Agencies Prevent Crime

PredPol's software technology enables law enforcement agencies to better prevent crime in their communities by generating daily predictions on the places and times that are most likely to occur during any patrol shift. PredPol was initially deployed in 2011 by LAPD's Foothill Division and is now used by dozens of U.S. and international law enforcement agencies across the U.S. and abroad.

PredPol helps law enforcement agencies to dramatically reduce crime in jurisdictions of all types and sizes, but Atlanta and Los Angeles have reduced specific crimes in targeted areas at rates ranging from nearly 20% to over 40%. Only three pieces of data are used to make predictions: type of crime, place of crime, and time of crime.

Crime analysts and command staff using PredPol are 100% more effective than they are with traditional hotspot mapping at predicting where and when crimes are likely to occur. That means police have twice as many opportunities to deter and reduce crime; it is a force multiplier for law enforcement agencies. Reductions in crime from predictive policing save law enforcement, courts, jails, and communities hundreds of thousands to millions of dollars per year.



Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative A | Expand Public Trust and Confidence Measures (Cont.)				
3. Measure and improve community confidence and customer satisfaction to capture priorities, sentiment, and levels of service quality.	• Establish a baseline set of community confidence and customer satisfaction measures in 3–4 pilot Areas.	• Evaluate pilot Areas to expand community confidence and customer satisfaction measures in additional Areas.	CRD	OO PSTB OAS
4. Implement the Digital Media Unit (DMU) to expand digital and social media capabilities to increase transparency and improve communications.	• Utilize digital/social media to foster awareness and educate on crime prevention through real time information from Nextdoor, Twitter, Instagram, Facebook, Tumblr and other platforms.	• Develop a cohesive social media, public service, and crime prevention campaign, leveraging analytics to assess community response to relationship-based policing efforts.	PSTB OAS	CRD
5. Reduce crime and vulnerability of the homeless and mentally ill populations enhancing partnerships, proactive interventions, and environmental improvements.	• Develop overall LAPD Homelessness policy and identify 1–2 pilot Areas to initiate proactive, reactive, and environmental service interventions. • Expand SMART team deployments to additional areas and increase officer training and use of force de-escalation simulation programs.	• Evaluate homelessness program impacts and identify resources/partnerships to further expand program scope to all LAPD areas. • Evaluate mental illness program impacts and identify resources/partnerships to further expand program scope to all LAPD areas.	OO	MEU PSTB LACDMH LAHSA

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative B | Develop a Community CompStat Approach based on Community Priorities				
1. Expand participation at CompStat sessions with community groups and governmental agencies.[1,2]	• Develop pilot program in 1–2 Divisions for expanded participation by community groups and other government agencies.	• Assess pilot Area program success, refine approach, and expand to additional Areas as appropriate.	Areas and Bureau(s)	CRD PSTB
2. Sustain and improve the Senior Lead Officer (SLO) Update training program across all patrol Areas.	• Provide 100% of regularly scheduled training to all Area SLO's to identify levels of success and enhance community engagement.	• Reassess and improve the SLO Update training based on Area and community concerns or needs.	CRD	OAS
3. Develop a social media campaign that helps generate community awareness regarding issues surrounding CompStat.	• Enhance and augment public information efforts to help keep community members and stakeholders informed through the use of digital media in pilot Areas.	• Continue to refine digital media campaigns to increase social media awareness regarding CompStat in additional Areas.	CRD	OAS
4. Utilize DMU strategies to measure community participation and response at regular intervals.	• Demonstrate analytics through various points in time for comparison and review of community participation and response in pilot Areas.	• Demonstrate analytics through various points in time for comparison and review of community participation and response in additional Areas.	CRD	OO

[1] Community: Clergy, Chambers of Commerce, Neighborhood Councils and Watch Groups, Youth CPABs.
[2] Government: Parole, Probation, District Attorney, City Attorney, Sheriff, Health, Housing, Code.

SMART RECEIVED **14,238** PHONE CALLS FROM PATROL OFFICERS SEEKING GUIDANCE ON HANDLING PEOPLE IN THE MIDST OF A MENTAL HEALTH CRISIS AND PROVIDED CRISIS INTERVENTION IN RESPONSE TO **4,724** CALLS LAST YEAR, SAVING THE LAPD MORE THAN **6,600 HOURS** OF PATROL TIME IN **2014.**

Mental Evaluation Unit

The LAPD's Mental Evaluation Unit (MEU) is nationally renowned and credited with defusing potentially explosive encounters with people in the midst of a mental health crisis. This unit is the largest and one of the oldest mental health policing programs in the nation and is highly regarded by law enforcement and by mental health and civil rights advocates. The MEU boasts specialized teams known as "System-wide Mental Assessment Response Teams" – SMART – comprised of a police officer and a psychologist, psychiatric nurse, or other clinician.

SMART allows teams to better manage cases, as the police officer has access to police records that the clinician does not, and the clinician can review medical records, including health insurance information, that privacy laws prevent an officer from accessing.

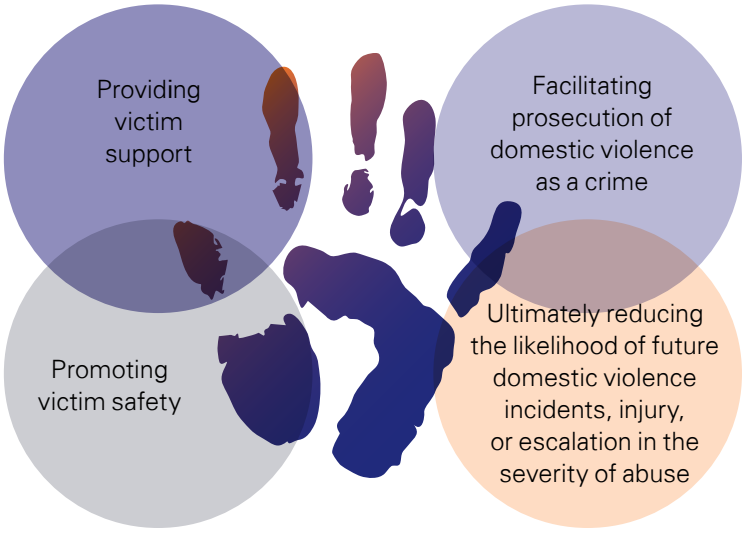
Photo credits | Maya Sugarman/KPCC

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Continue to Develop Innovative Youth Programs				
1. Expand the Cadet Leadership Program by establishing additional posts to reach more community youth.	• Inaugurate the new LAPD Cadet "Headquarters" Post at the LAPD Headquarters facility. First-year goal: 75 active participants. • Create LAPD Junior Cadet Programs designed to reach 9–12 year olds at all 21 Area commands.	• Create a new Port Police Department Cadet Post, bringing all three of the major City of Los Angeles law enforcement agencies under a single program umbrella/philosophy. • Develop a partnership with the LAFD Cadets by allowing them to train in our eighteen-week Cadet Leadership Academy.	YPU	OO
2. Institute the "Cadet Ambassador" initiative to be modeled after the Department's SLO program.	• Launch "Cadet Ambassador" initiative, in which specially selected and trained Cadets will be responsible for helping to further institutionalize the values of community outreach by playing an active outreach role in community meeting and events, by late Summer or early Fall 2015.	• Expand "Cadet Ambassador" initiative, in which specially selected and trained Cadets will be responsible for helping to further institutionalize the values of community outreach by playing an active outreach role in community meeting and events into 2016.	YPU	OO

Photo credits show | Maya Sugarman/KPCC

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Continue to Develop Innovative Youth Programs (Cont.)				
3. Enhance, leverage, and orchestrate opportunities/ partnerships for the parents of youth program participants to become more lasting and active community problem-solvers.	• Offer qualifying parents of Department youth program participants the opportunity to become qualified LAPD volunteers to assist with various responsibilities intrinsic to that specialized function.	• Form an alliance with the LASD to create a regional law enforcement Cadet campaign with emphasis on youth leadership, scholastic excellence, and community service.	YPU	OO
4. Cultivate funding sources to involve more youth in educational tutoring to help eliminate barriers.	• Provide a total of $10,000 in academic scholarships at the Cadet Graduation to qualifying students who are accepted into an accredited college or university.	• Provide a total of $15,000 in academic scholarships at the Cadet Graduation to qualifying students who are accepted into an accredited college or university. • Through a partnership with local colleges/universities in the City, develop a program that offers basic tutoring sessions by college students at a select location in each of the four geographic bureaus.	YPU	OO
5. Launch a YouTube-based, "LAPD Cadet News Network" (CNN!) hosted by Department Cadets.	• Launch and heavily market the "LAPD Cadet News Network" on YouTube and companion social media streams by late Fall 2015.	• Expand and continue to heavily market the "LAPD Cadet News Network" on YouTube and companion social media streams into 2016.	YPU	OO

Crisis response for early intervention is intended to meet several objectives, including:



Domestic Abuse Response Team

The Domestic Abuse Response Team (DART) is a law-enforcement-based crisis response team that pairs civilian advocates with LAPD police officers to respond to reported incidents of domestic violence as an effective means of early intervention.

The DART program consists of victim advocacy agencies that provide services that include but are not limited to case management, crisis intervention, parenting classes, and legal services. It also provides police officers training and support in areas that are relevant to domestic abuse responses and situations.

Currently, the DART program operates in 10 geographic areas but will be expanded to all 21 geographic areas as a part of the City and LAPD's measures to combat the rise in violent crime.

Gang Reduction and Youth Development

The GRYD Foundation, which stands for Gang Reduction and Youth Development, is a 501c3 public charity that collaborates with the City of Los Angeles and other community partners to reduce gang violence and to promote positive youth development. Its mission is to create safer, healthier, and stronger communities that all can enjoy and be proud to call home, starting in Los Angeles.

The current focus is Summer Night Lights (SNL), a program that reduces violent crime while promoting peace, positive activities, and healthy outcomes for the residents of 32 communities across the City of Los Angeles. SNL is a public/private partnership that brings together the GRYD Foundation, the City of Los Angeles Mayor's GRYD Office, and the Department of Recreation and Parks to create safe, healthy, and strong neighborhoods. Through this program, recreation centers and parks are kept open between the hours of 7:00 p.m. and 11:00 p.m. throughout the summer months. SNL expands the menu of activities at each site beyond what is traditionally offered.

Key program highlights include:

- **901,253** visits across 32 SNL sites
- **563,283** meals served
- **11,402** participants in Zumba clinics
- **228** participants in HIV/STD testing and information
- **19,177** participants in an SNL art workshop
- **10,611** youth participants in sports leagues
- **1,068** jobs created, with **325** at-risk youth hired and provided training

15.4% REDUCTION IN GANG-RELATED CRIME FOR THE PROGRAM DURATION Of **2014** COMPARED TO THE SAME PERIOD IN **2013**

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting

Strategic Goal 3 | Improve Traffic Safety

Initiative A | Extend Public Awareness and Education around Traffic Safety

1. Hit-and-Run education through reward and alert programs.	• Reduction in Hit-and-Run traffic collisions by 5% (476 TCs[1]), Hit-and-Run fatal and severe traffic collisions by 5%, and increase cleared by arrest Hit-and-Run investigations by 3%.	• Reduction in Hit-and-Run traffic collisions by 5% (452 TCs), Hit-and-Run fatal and severe traffic collisions by 5%, and increase cleared by arrest Hit-and-Run investigations by 3%.	TCS EOD	OO RACR Area and Traffic Commands CompStat
2. Raise traffic safety awareness and education through participation with community-based organizations.	• Conduct 50 community traffic education forums throughout the City of Los Angeles, through social media, billboard campaigns, and Hit-and-Run reward program.	• Conduct an additional 60 community traffic education forums throughout the City of Los Angeles, document additional outreach in social media, billboard campaigns and the Hit-and-Run Reward program.	TCS EOD	OO Area and Traffic Commands CompStat
3. Raise public awareness of the dangers of driving under the influence (DUI) via DUI checkpoints.	• Conduct 160 sobriety checkpoints with a goal of 320,000 checked.	• Conduct an additional 160 sobriety checkpoints with a goal of 320,000 checked.	TCS EOD	OO Area and Traffic Commands
4. Develop and promote traffic safety programs for pedestrians such as "Slap on the Wrist."	• Obtain funding for promotional items and conduct in-service training for officers participating in "Slap on the Wrist."	• Educate over 1,000 pedestrians via the "Slap on the Wrist" pedestrian traffic safety program.	TCS EOD	OO Area and Traffic Commands

[1] All target numbers are based on CompStat profile ending 5/30/15, YTD figures.

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

1. Adopt and disseminate Vision Zero "High Injury Network" prevention programs.	• Provide all four traffic divisions and 21 geographic areas with traffic collision data to redirect enforcement efforts.	• Analyze traffic collision data to evaluate its effectiveness on traffic collisions with the goal of reducing all severe and fatal traffic collisions by 5%.	TCS EOD	OO DOT
2. Utilize and cross-reference CompStat locations with the "High Injury Network" to expand traffic safety programs.	• Direct all four traffic divisions to establish traffic enforcement programs and deploy appropriate resources with the goal of reducing all severe and fatal traffic collisions by 3%.	• Analyze traffic collision data to evaluate its effectiveness on traffic collisions with the goal of reducing all severe and fatal traffic collisions by 5%.	TCS EOD	OO DOT
3. Develop bicycle safety program(s) based on traffic collision data occurring in bicycle lanes.	• Direct all four traffic divisions to establish bicycle safety enforcement programs and deploy appropriate resources with the goal of reducing bicycle severe and fatal collisions by 3%.	• 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 by 5%.	TCS EOD	OO DOT
4. Develop pedestrian safety program(s) based on traffic collision data.	• Direct all four traffic divisions to establish pedestrian safety enforcement and education at locations with highest pedestrian traffic collisions with the goal of reducing pedestrian severe and fatal collisions by 3%.	• 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 by 5%.	TCS EOD	OO DOT RACR CompStat ITB

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Support Vision Zero Implementation				
1. Continue LAPD's participation on the Executive Steering Committee of Vision Zero.	• Department Traffic Coordinator or designee attends and participates in 100% of Vision Zero meetings and fully defines the Department's commitment(s) to Vision Zero operations.	• Department Traffic Coordinator or designee attends and participates in 100% of Vision Zero meetings.	TCS EOD	DOT USC Traffic Case Studies
2. Improve analysis of pedestrian and bicycle collisions data.	• CompStat profile sheets for traffic divisions incorporate pedestrian and bicycle collision data. • Traffic Division CompStat inspections cover pedestrian and bicycle enforcement and education programs.	• Expand geographic divisions CompStat profiles to include pedestrian and bicycle collision data. • Geographic Division CompStat inspections cover pedestrian and bicycle enforcement and education programs.	TCS EOD	CompStat DOT

THE **WATTS** PUBLIC HOUSING DEVELOPMENTS EXPERIENCED A **40%** VIOLENT CRIME REDUCTION WITHIN THE **FIRST** YEAR OF THE PROGRAM.

LAPD's Community Safety Partnerships

The Community Safety Partnership (CSP) began as a partnership between the LAPD and the Housing Authority of the City of Los Angeles (HACLA) in October of 2011. This relationship-based policing model, which focuses on education and problem solving before enforcement efforts, allows for full-time, dedicated police officers to be assigned to public housing developments. Officers walk foot beats daily, building relationships with residents within housing developments, reducing crime, and decreasing community fear.

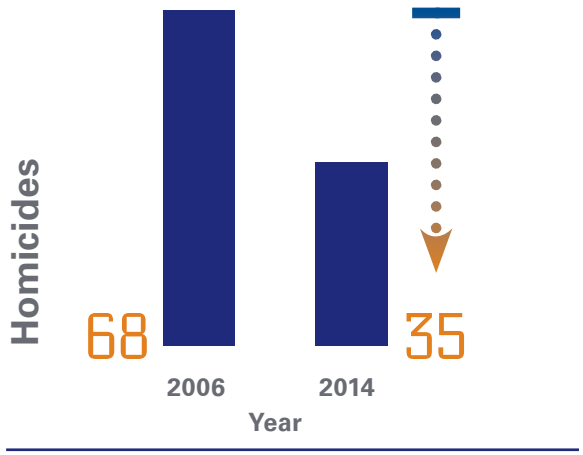
Officers have implemented over twenty CSP youth programs that are funded by the Housing Authority and supported by various private organizations and agencies. The results of these programs are mental health services to address untreated trauma, participation in self-respect building programs for children, alternatives to booking and entrance into the judicial system for children, and community building through sports and productive competition.

One of the most significant accomplishments of this effort has been the reduction in violent crime.

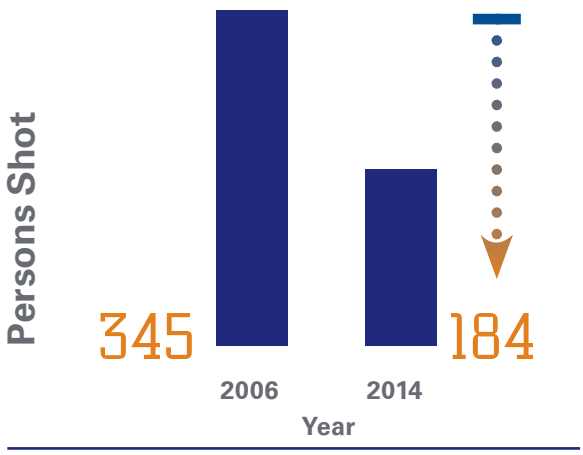
Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Support Vision Zero Implementation (Cont.)				
3. LAPD will assist Los Angeles Department of Transportation (LADOT) in launching six neighborhood safety campaigns with Vision Zero messaging.	• Safety campaigns are launched at the High Injury Network locations as identified by LADOT.	• Conduct pre- and post-studies to evaluate the effectiveness of the campaigns.	TCS EOD	CompStat DOT
4. Work with LADOT to implement traffic calming measures and improve traffic safety in 15-mph school slow zones.	• Provide education and enforcement support at the traffic safety school zones established by LADOT.	• Conduct pre- and post-studies to evaluate the effectiveness of the campaigns.	TCS EOD	CompStat DOT Traffic Divisions Area Commands

Using Relationship-Based Policing to Drive Public Safety

Southeast Area



CSP led to a **49%** reduction in homicides in the Southeast Area over an eight year period.



The Southeast Area experienced **47%** fewer persons shot between 2006 and 2014 due to improved community and police relations.

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting

Strategic Goal 4 | Emphasize Preparedness and Counter-terrorism

Initiative A | Enhance Prevention, Response, and Recovery to Catastrophic Event Capability

1. Establish coordinated multiagency all-hazards training and exercises for catastrophic events.	• Conduct brushfire evacuation, response, recovery training for LAFD and LAPD.	• Implement lessons learned and continue evacuation training for all-hazards events.	EOD MIRT	LAFD
	• Conduct annual active shooter response exercise with LAXPD, LAWA, LAFD, Airlines, TSA, and LAPD.	• Continue annual LAX/LAWA/ FBI active shooter training utilizing latest best-practice scenarios.	EOD MIRT	FBI METRO LAWA LAXPD
	• Conduct annual EOC/DOC exercise with LAFD and LACDPH partner agencies.	• Continue annual EOC/DOC exercise with LAFD and LACDPH partner agencies.	EMD	METRO LAPD LACDPH LAFD
2. Train LAPD supervisors to command staff in the Incident Command System (ICS) and major incident response approach.	• Continue the ICS 300-400 training to applicable LAPD personnel. • Train applicable LAPD personnel in ADA updates and responsibilities. • Continue to conduct quarterly RACR/DOC drills and to train Command Post Cadre and Staging classes.	• Continue ICS 300-400 and TEEX training to applicable LAPD personnel. • Continue to train applicable LAPD personnel in ADA updates and responsibilities. • Sustain conduct of quarterly RACR/ DOC drills and to train Command Post Cadre and Staging classes.	EOD MIRT	LAFD DOT
3. Enhance the Major Incident Response Team (MIRT) capability to provide on-scene incident management, coordination, and training.	• Continue response to incidents and collect lessons learned and best practices information to integrate into incident command class curriculums. • Create and disseminate 3–5 minute video for roll call training describing the function and capabilities of MIRT.	• Implement and evaluate best practices and lessons learned from prior responses, continuing to increase MIRT responses to incidents.	EOD MIRT	TD

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative B | Develop Additional Community-Based Preparedness Programs				
1. Expand Countering Violent Extremism (CVE) outreach efforts.	• Increase outreach to strengthen local communities with education and training throughout all geographical areas.	• Expand outreach through geographical Area CRO.	MCD	MCD
2. Improve awareness through the Community Police Academy (CPA).	• Increase awareness and open new lines of communication; explain the role of MCD to the community as it applies to preventing acts of terrorism.	• Expand outreach through the geographical Area CRO; provide outreach to non-English speaking communities.	Geographic Areas	MCD
3. Expand Regional Public Private Infrastructure Collaboration System (RPPICS).	• Increase outreach and institutionalize the sharing of all hazards information (e.g., crime, terrorism, natural hazards). • Increase by 20% in RPPICS membership (current membership is 73).	• Expand outreach throughout the seven-county Los Angeles region.	CTSOB	MCD
4. Develop partnerships with community members and private sector to prepare for a catastrophic emergency.	• Conduct Westfield Mall active shooter full-scale response exercise, LAPD, LAFD, Westfield Mall Security and management. • Conduct active shooter table top exercise with movie theater managers in greater Los Angeles, covering characteristics of an active shooter.	• Review and implement lessons learned for improved responses to malls across the Los Angeles region. • Establish a process to incorporate updates and/or lessons learned when developing and coordinating additional movie theater exercises.	EOD MIRT	LAFD

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Enhance Counter-terrorism and Cyber Threat Intelligence and Response				
1. Institutionalize Criminal Intelligence Enterprise (CIE) capabilities to improve collection.	• Complete Domain Assessment for terrorism, organized crime, gangs, and narcotics intelligence capability areas. • Develop an intelligence collection plan to address threats identified in Domain Assessments.	• Integrate LAPD's CIE data with National HSIN database. • Identify additional collection mechanisms to improve the annual Domain Assessments.	MCD GND	JRIC DHS
2. Enhance cyber capabilities to improve threat mitigation	• Take a leading role in iSOC completion, integrate CI/KR data into iSOC for enhanced situational awareness, and develop an LAPD-wide cyber security awareness campaign.	• Implement a Department-wide Cyber Security Skills and Training Program, and conduct an iSOC cyber security exercise.	CICC	MCD
3. Leverage federal, state and local partnerships to improve threat identification.	• Increase outreach to LE partners for participation in MCD's annual Law Enforcement Intelligence Summit.	• Develop partnerships to identify multidimensional threats facing the City and its transportation systems and military installations.	MCD	CTSOB
4. Enhance emergent threat response and resource assignments to adjust and deploy against threats rapidly.	• Analyze response protocols to ensure current threats are addressed (disruption planning and investigative methods). • Evaluate task force assignments to ensure efficient deployment to address emerging threats and implement changes if necessary.	• Update ATIS Intelligence Guidelines as necessary to ensure they meet existing legal requirements, emerging terrorist trends, and investigative needs. • Study existing counter-terrorism programs and ensure implementation of best practices.	MCD	CTSOB

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A Prosperous City
A Stronger Public Safety Workforce

The LAPD is committed to enhancing the strength and wellness of the public safety workforce, both officers and civilians, to enable a more effective LAPD of 2020 and a more prosperous Los Angeles. We will commence this journey by first engaging in strategic workforce planning to better balance the skills and abilities required for the LAPD of the future. We will also bring a keen focus to maximizing civilian position and patrol resources to further support LAPD's community-oriented and service delivery structure.

As a people-driven business, we will actively seek to address the wellness and satisfaction of our workforce to enable our professionals to be at their best when interacting and serving their communities. We will establish a recurring process to measure and improve job satisfaction and cohesion in our officer and civilian ranks and partner closely with our unions and labor groups to enhance employee wellness efforts. We will enhance workforce training and empowerment initiatives, strategically, to align with the changing demands for the expanding skills and abilities our employees will require to enable the level of performance needed for the LAPD of 2020.

Our strategy reflects the notion that investing in our LAPD workforce in these ways will improve the quality of our services and the perceptions of a safe and secure environment across Los Angeles. This perception enables the citizens and businesses of Los Angeles to economically reinvest and grow, fostering a cycle of continued reinvestment that balances the resources invested in the LAPD to deliver public safety. Public safety translates into economic viability and prosperity in line with the Mayor's vision for Los Angeles.

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting

Strategic Goal 5 | Strengthen the Public Safety Workforce

Initiative A | Maximize Patrol Resources

1. Expand Medical Liaison Staffing (MLS) to improve LAPD worker's compensation prevention program.	• Hire Officer-in-charge; submit interim budget for consideration and hire approved positions. • Develop Interim Budget Request to fund added positions – Sgt II; 8 Personnel Analyst II • Fill existing Senior Personnel Analyst position and reassign to MLS.	• Achieve completion of all relevant recommendations within the Controller's Audit of LAPD Worker's Compensation Prevention Program.	ASB	OO
2. Improve recruitment process for police officers to attract and retain most qualified candidates.	• Utilize multiple media channels in Los Angeles region to deliver public service announcements for police recruiting.	• Applicant processing time and recruit attrition decrease due to a detailed review of the application process. • Social media channels are key tools in the recruiting and application process.	ASB	PTSB OO FOD

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative A | Maximize Personel Resources (Cont.)				
3. Coordinate with City Administrative Officer in development of "Ideal Workforce" for the Department.	• Hire Management Analyst II. • Develop report for elected officials with recommendations to increase and balance civilian staffing. • Quantify need for overtime funding for existing operations while identifying value of adding staffing in sworn and civilian positions.	• Monitor and report progress against recommendations to increase and balance critical civilian staffing. • Monitor and report progress against added staffing in sworn and civilian positions. • Monitor and report use of overtime funds to evaluate need for additional resources.	OAS	ASB OO

HAPPY OR NOT®
OFFICIAL PARTNER

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Customer Satisfaction

Beginning in May 2014, the LAPD implemented a new tool to facilitate customer satisfaction evaluation. First implemented in the Foothill Division, the "Happy or Not" tool allows customers to evaluate their experience on a four-point scale and ultimately allows the Department to collect feedback, monitor results, and improve service.

Using a smiley terminal, the LAPD asks that customers rate the service they received that day at the point of experience and collects feedback in real time. "Happy or Not" creates an approachable, anonymous, and easy-to-use environment for customers to provide feedback and facilitates achieving the LAPD's goal of Quality Through Continuous Improvement and Service to Our Communities.

To date, "Happy or Not" has led to more positive interactions between customers and employees and fewer citizen complaints. Based on the positive results thus far, it is being evaluated by commanding officers for use at other divisions across the Los Angeles community.

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative B | Engage in Strategic Workforce Planning				
1. Identify human capital requirements to achieve LAPD goals.	• Conduct a role and skill gap analysis based on finalized LAPD goals. • Develop plan to achieve human capital requirements as identified by gap analysis.	• Execute hiring plan to fill human capital requirements and monitor and report on improvements in workforce performance.	OAS	
2. Analyze vacant positions for current critical needs and anticipated future needs.	• Identify vacant positions and develop plan for filling the highest priority openings before YE 2016. • Forecast future workforce needs and identify a proactive plan to recruit talented members of the workforce in advance of gaps.	• Monitor fulfillment of priority openings and reevaluate open positions before YE 2017. • Monitor recruiting progress against workforce planning and gaps.	OAS	
3. Forecast future workforce and labor market outlook.	• Identify internal and external drivers of current workforce composition and engagement. • Evaluate population and demographic trends in the greater Los Angeles area to help ensure LAPD recruiting maintains diversity of the force.	• Formulate and execute workforce plans to achieve target workforce composition. • Identify funding source and hire consulting firm to complete analysis.	OAS	

Community Cavalry

The Community Cavalry Rough Riders (CCRR) is a volunteer horse and rider unit of approximately 30 members who work under the supervision of LAPD personnel. The CCRR focuses on safety, training, equine skills, and professionalism with a mission to observe and report criminal and nuisance activities.

Some of the CCRR responsibilities include search and rescue, park and dam trail patrol, evacuation, emergency preparedness, high visibility "observe and report" theft prevention in major parking lots, and Color Guard presentation and parades. The CCRR strives for public outreach into the community to enhance the public image and trust with local law enforcement and reach a true partnership with the community.

The CCRR personnel have proven to be invaluable representatives of good will and public outreach; several CCRR members have established both an effective partnership and a close relationship with local residents, especially children, who have embraced this community program. The local community members look forward to interacting with both the riders and their horses.

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Enhance Workforce Training and Empowerment				
1. Develop improved training curriculum to meet the needs of 21st century policing.	• Develop expanded training to critical field positions, focusing on areas experiencing chronic homeless population with mental illness.	• Design integration and begin POST accreditation process of revised curriculum and deliver expanded training to critical field.	PSTB	UOFRD
	• Revise Academy and In-Service training curriculum to incorporate Procedural Justice principles and begin POST accreditation process.	• Deliver revised training focusing on Procedural Justice.		DB DSVD
2. Create leadership-based police training focused on communication and relationships.	• Create Police Science Leadership I, II, and III training.	• Deliver first pilot program by July 2016.	PSTB	
	• Identify implementation strategy to accommodate tenured personnel who have not participated in PSL I or PSL II.	• All field personnel have completed human relations capability by July 2016.		
	• Design Use of Force Update for ALL field personnel (10 hours).			
	• Build Virtual Reality Training on human relations capability.			

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Enhance Workforce Training and Empowerment (Cont.)				
3. Refine and evaluate tactical training curriculum for field personnel.	• Create updated Field Training Officer School (8 hours). • Create Officer-Involved-Shooting Lessons Learned before Officer, close Video Briefs. • Create new Perishable Skills Program (24 hours). • Evaluate alternatives to improve recurring training strategies for field personnel.	• Deliver new and updated training to all field personnel by June 2016. • Pilot first series of video briefs and evaluate impact. • Identify and pilot strategy to improve recurring training strategies for field personnel.	PSTB	

Strategic Goal 6 | Foster Employee Wellness and Satisfaction

Initiative A | Measure Sworn and Civilian Job Satisfaction and Cohesion				
1. Evaluate employee satisfaction, trust, and confidence.	• Track internal complaints and identify results in internal Semiannual Report. • Collect anonymous employee recommendations for improvements in satisfaction, trust, and confidence.	• Utilize internal Semiannual Report results to track trends in employee satisfaction, trust, and confidence. • Implement employee recommendations for improvement in satisfaction, trust, and confidence, and measure results.	BSS	ERG
2. Track employee grievances and help ensure claims are resolved within reasonable periods of time.	• Develop and disseminate e-mail and newsletter blast to all supervisors and command staff with recommendations of best practices for properly preventing or resolving grievances. • Analyze employee grievances for trends and make recommendations for reduction of common grievances.	• Achieve reduction in employee grievances filed and resolved.	PSB	ERG
3. Utilize Vertical Staff Meetings with staff officers to improve satisfaction and cohesion enhanced by 10,000 Volts technology.	• Utilize semiannual meetings led by OAS and ERG to provide feedback on job satisfaction.	• Identify and implement recommendations gathered from semiannual Vertical Staff Meetings to help improve employee job satisfaction.	ERG	OAS

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative B | Partner with Unions on Wellness Issues				
1. Conduct regular meetings with sworn and civilian union representatives focused on collaborative efforts and wellness issues.	• Conduct quarterly meetings with employee labor organizations. • Utilize ERG "helpdesk" type e-mail for employees to submit topics for discussion at meetings.	• Reduce employee wellness complaints. • Evaluate policies and procedures related to employee wellness and redefine as necessary.	ERG	OAS
Initiative C | Solicit and Reward Employee Innovations				
1. Implement a "Crime Strategies Incubator" to allow leadership to gather innovative ideas from Department personnel.	• Provide multiple access points for Department employees to submit suggestions and feedback (e.g., virtual suggestion box, questionnaires). • Evaluate suggestions and select top three initiatives to implement department-wide.	• Evaluate efficiency and effectiveness of three initiatives implemented and recognize employees contributing and implementing such ideas.	OAS	RACR

A Livable and Sustainable City

A Focus on Environment, Equity, and Economy

The LAPD is committed to enhancing its capabilities to support a more livable and sustainable Los Angeles in 2020. We will achieve this by expanding our established risk management and harm reduction programs to help mitigate hazards to our workforce and the public we serve. We will continue to embed a risk-based approach to operational excellence in our day-to-day operations and workforce mind-set, helping to support the overall experience of those interacting with the LAPD and improving the overall quality of life in our communities.

We are also committed to a multifaceted approach to sustainability that encompasses environment, economy, and equity in the way the LAPD operates. This notion of a sustainable Los Angeles goes beyond energy conservation and environmental impact to address building the perception of equity and fairness in the way LAPD operates as well as sustainability of the required investment in resources expended by the LAPD in its delivery of a valuable service to the public: an environment of safety in which to live, work, play, and connect. The LAPD of 2020 will demonstrate a clear and measurable impact to this environment of safety as well as a return on investment for resources allocated to the police department.

Why I wear the badge

I have always felt in my heart that I wanted to help people.

– Gabriel Flores

LAPD's Strategies for Harm Reduction and Risk Management

LAPD is embarking on a new approach to risk management and harm reduction with the goal of reducing the recurring and measurable physical, organizational, and financial harms caused by certain police-related activities such as uses of force and employee-involved traffic collisions.

These reductions will be achieved by focusing on operational and tactical problem solving, applying specific interventions, enabling robust data analysis, and implementing structural change.

The Department will execute a strategy tailored to its unique challenges, complexities, and strengths, focusing on "harms" rather than risks; the LAPD's core mission is to protect the community from harm by reducing crime and preventing other dangers that affect the public.

A new Risk Management Division will have dedicated personnel for each of the key elements required to implement this strategy. These actions are necessary first steps to implement the strategy, and as more focused and specific interventions are developed, the LAPD will continue its important stride toward reducing harms to the public, the Department, its employees, and the City.

Strategic Goal 7 | Mitigate Risk and Reduce Harm

Initiative A | Expand Existing Harm Reduction Programs

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
1. Reduce harms from worker injury.	• Reduce IOD rates in hours and dollar amounts compared to prior FY.	• Reduce IOD rates in hours and dollar amounts compared to prior FY.	RMD	
2. Reduce harms from employee-involved traffic collisions (EITC).	• Reduce EITC rates and claim payouts compared to prior FY.	• Reduce EITC rates and claim payouts compared to prior FY.	RMD	
3. Reduce harms from workplace conduct.	• Reduce workplace claims (lawsuits, DFEH, etc.), utilization rates of OMBUDs, and peer support compared to prior FY.	• Reduce workplace claims (lawsuits, DFEH, etc.), utilization rates of OMBUDs, and peer support compared to prior FY.	RMD	
4. Reduce harms from out-of-policy use of force.	• Reduce payouts for UOF claims and lawsuits compared to prior FY. • Reduce per capita use of force compared to prior FY.	• Reduce payouts for UOF claims and lawsuits compared to prior FY. • Reduce per capita use of force compared to prior FY.	RMD	

[1] As lawsuit payouts can occur several years after an incident occurs, the impact from lawsuit-related harm reductions may not be realized for several years

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting

Initiative B | Enhance Risk Management Initiatives

1. Operationalize the Injury and Illness Prevention Plan.	• Base plan updated and distributed Department-wide.	• Plan developed to address site specific concerns at each Area/Division and specialized entity.	OAS	RMD Areas/ Divisions
2. Establish Risk Management Coordinators in each Area/Division.	• Pilot program implemented at North Hollywood, Hollenbeck, and Rampart.	• Program refined and implemented Department-wide.	OAS	RMD
3. Perform continuous monitoring of Harm Areas through Data Analysis.	• Obtain data through relevant entities. Work with OAS to develop Risk Management System for workers' compensation claims.	• Obtain data through relevant entities.	RMD	OAS UOFRD EOD PSB ITB

Initiative C | Establish and Reinforce IT Systems

1. Develop Injured on Duty (IOD) Claim Tracking System with risk management capabilities.	• IOD Claim Tracking System planned and developed.	• IOD Claim Tracking System fully implemented.	OAS	RMD ITB

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting

Strategic Goal 8 | Develop Innovative Sustainability Program

Initiative A | Develop Environmental Conservation Efforts

1. Raise sustainability and conservation awareness among Commanding Officers and rank and file.	• Work sustainability into weekly Department internal and external messaging. • Incentivize paper usage reduction; print two-sided, use digital when possible.	• Create employee awards for innovative energy conservation initiatives. • Measure and report upon paper reduction efforts.	COS	
2. Establish LAPD Green Team initiatives to reduce water and power consumption.	• Conduct assessment of each Area station for potential water conservation in landscaping. • Establish systems to monitor monthly use of water and power at 21 Areas and PAB. • Identify funding to implement existing FMD plans for solar installations/retrofit.	• Implement landscaping renovations in Area stations with highest potential for water conservation. • Establish consistent monitoring and reporting upon monthly use of water and power. • Install or retrofit solar panels on 25% of identified opportunity.	COS	FMD

Electric Vehicles

The LAPD continues to actively research and pursue green technologies to add to its fleet of over 5,000 vehicles. Over the last several years, the LAPD has worked with several industry leaders in the field of electric vehicles to better understand the needs of not only the LAPD, but law enforcement in general.

As a result, the LAPD has been at the forefront of implementing 100% electric motorcycles as a way of augmenting the Department's current allocation of motorcycles. The Off-Road Detail is deploying units in 2015, which use only pennies of electrical power per day. As green technology continues to advance, electric motorcycles and other alternative powered vehicles show great promise.

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative A | Develop Environmental Conservation Efforts (Cont)				
3. Expand deployment of hybrid and EV vehicles.	• Purchase 80 new hybrid vehicles and install EV charging station at each Area and at MTD facility. • Experiment with and utilize electric vehicles for public awareness campaign. • Participate in City's Drive Electric Event to increase awareness of Department efforts.	• Achieve target of 200 hybrid and EV vehicles in use by department. • Analyze results from electric vehicle testing and identify opportunities to incorporate into LAPD fleet.	COS	ASB ITB TTS
4. Expand deployment of Telematics across fleet operations.	• Install and deploy Telematics in a 100 vehicle pilot project.	• Analyze results from Telematics pilot project and identify opportunities to expand into LAPD fleet.	COS	

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting

Initiative B | Develop Sustainability Programs to Support the Local Economy

1. Initiate private-public partnerships concept as a pilot project in Hollenbeck.	• Initiate private-public partnerships for apprentice opportunities in green jobs.	• Work with GRYD on using solar and other projects for youth job training.	COS	
2. Expand foot beats throughout the City.	• Implement footbeat deployment and pilot testing.	• Evaluate and assess for further expansion.	COS	
3. Expand bike patrols throughout the City.	• Implement bike detail deployment and pilot testing.	• Evaluate effectiveness of bike detail deployment in pilot areas and identify opportunities for further expansion.	COS	
4. Expand use of Telematics to drive conservation and efficiency.	• Purchase and test 50 to 100 Telematics units.	• Evaluate results of Telematics unit and expand Telematics program.	COS	

Initiative C | Develop Sustainability Programs to Build Equity Throughout the City

1. Develop "Casa Tienda" concept as a pilot project in Hollenbeck.	• Use LAPD's leadership position to forge new partnerships and alliances.	• Measure community attitudes, including fear of crime, through longitudinal surveys research.	COS	
2. Expand Community Safety Partnerships safe routes and safe passage.	• Measure public park usage as an indicator for public safety.	• Refine and improve programs based on measures for public park usage.	COS	

POLICE
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POLICE

A Well-Run City
An Accountable, Innovative, and Efficient Service Provider

The LAPD is committed to enhancing its capabilities to manage an even more effective and efficient agency in 2020. Leveraging our established and renowned CompStat management accountability structure, we will seek to further drive accountability while recognizing and rewarding creativity in our management processes. This will require us to expand the scope of our CompStat approach to include measurable, community-oriented indicators of success while increasing the involvement and visibility of our mission support capabilities, allowing us to improve the quality and efficiency of our service delivery.

We have also assembled a Strategy Execution Team that will be accountable for sustaining the day-to-day actions that will enable our fulfillment of the vision and goals contained within this Strategic Plan, continually refining and enhancing our strategic progress and operational excellence. We will establish an innovation management process to identify, escalate, and implement process improvements from anywhere in the LAPD organization, rewarding and cultivating the creativity of our workforce.

We will sustain our considerable successes in leveraging technology throughout the LAPD, from fully implementing body-worn cameras and digital in-car video capabilities, to modernizing our applications and data platforms. We will continue to expand and develop LAPD mobile applications to better meet the mobility demands of our workforce and the communities we serve. Together, these enhancements will enable the levels of efficiency and effectiveness that the LAPD of 2020 will require.

Why I wear the badge

I wear the badge to be a role model to my community and my two daughters.

– Yolanda Grutter

Strategic Goal 9 | Drive Accountability and Reward Creativity

Initiative A | Pilot and Evaluate More Collaborative CompStat Process

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
1. Establish a CompStat User Group composed of command-level staff to identify improvements in the existing process.	• Conduct research, solicit recommendations, and present and refine proposed changes. • Evaluate recommendations of User Group and implement initial agreed-upon changes.	• Implement recommended changes and continue to reassess for improvements. • Perform ongoing audits and inspections to ensure accurate UCR reporting practices. • Train new command-level staff on succeeding in CompStat to improve the performance of their commands.	OAS	COS
2. Establish a Data Integrity Unit to improve accuracy and clarity of information driving CompStat process.	• Select and deploy employees to staff Data Integrity Unit and establish initial operating protocols. • Design and pilot training programs to provide guidance to applicable roles entering and interpreting data.	• Implement administrative changes to CompStat to clarify aspects of the CompStat source documents for ease of use or for improved accuracy of reporting. • Identify and correct perceived inaccuracy of systems that feed CompStat statistics.	OAS	COS
3. Implement a next-generation CompStat model process to drive cross-agency accountability for the most meaningful results for LA residents.	• Expand CompStat inspections to include other City departments that have a conjoined interest in and impact to public safety. • Use the CompStat process to develop interdepartmental relationships and accountability rooted in data-driven management. • Pilot initial cross-agency result metrics in gang crime reduction.	• Evaluate and refine process to drive an inclusionary, collaborative model of interagency CompStat—a Citystat. • Create a culture in which creative and cooperative problem solving are the highest priority and expected components to CompStat meetings. • Utilize social media surveys and SLO-run community meetings to find out what matters most to a community.	OAS	COS

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative B | Establish a Sustained Strategic Planning and Implementation Capability				
1. Establish a Strategic Planning process to define LAPD goals and identify resources to sustain strategy development process.	• Procure external consulting support to assist in structuring goals and launching the Strategic initiative portfolio. • Identify officers and staff to compose the Strategy Execution Team and train team members on strategic project delivery. • Establish Strategic initiative progress and return on investment measures to drive accountability and results.	• Provide quarterly strategy progress updates and conduct regular audits and inspections with assigned resources. • Incorporate strategic goals into CompStat and other accountability measures to drive accountability for progress and results. • Refresh Strategic Plan contents to reflect shifts in priorities to cover the 2017–2019 time frame.	COS	OAS
2. Communicate and launch LAPD goals, initiatives, key activities, and milestones.	• Draft and publish initial LAPD Strategic Plan document. • Communicate Strategic Plan contents to LAPD command ranks and employees. • Communicate Strategic Plan contents to LAPD partner organizations and stakeholders.	• Draft and publish Annual Strategic Action Plans to identify the scope and timing of annual progress. • Utilize Strategic Plan contents to drive budget cycle preparation and presentations. • Solicit ongoing feedback on Strategic Plan from LAPD command ranks, employees, and external partner organizations.	COS	OAS

Digital Media Unit

The Digital Media Unit was formed as a part of the LAPD Media and Community Affairs Group to meet Chief Charlie Beck's goal of making the LAPD a leader in the use of technology in law enforcement. Social media is one of the most visible and effective ways to demonstrate the LAPD's ability to engage and inform the public, using emerging technologies and digital platforms.

To achieve the DMU mission, the unit focuses on strengthening the LAPD brand; informing the public, stakeholders, and employees; engaging LA's communities; and marketing LAPD's successes. The DMU manages all LAPD Headquarters social media accounts and provides real-time and up-to-date Department news via multiple platforms. This unit encourages transparency and community engagement by providing a window into what the LAPD does and publicizing LAPD activity through social media campaigns.

Connect with the LAPD!

@LAPDHQ

LAPD Headquarters

LAPDHQ

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting

Strategic Goal 10 | Leverage Technology to Improve Performance

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

1. Deploy BWV to Mission, Newton, Central (Specialized), and Metro SWAT.	• Finalize and distribute BWV Use Policy. • Power, network, and video storage requirements verified and tested.	• Implement lessons learned from initial rollout.	ITB	ITA GSD
2. Study impact of BWV on officer and community behavior.	• NIJ grant received/researcher identified to study impact of BWV.	• Publish results of NIJ funded study. • Deploy video analytics to further the review of video.	ITB	JSS UCLA George Mason University
3. Roll out BWV to remaining operational commands.	• Training provided to impacted commands prior to go-live. • Protocol implemented for sharing of BWV videos for criminal prosecutions.	• Deploy BWV to all affected commands.	ITB	TTS

Body-Worn Video

The Los Angeles Body-worn Technology and Accountability Program (LABTAP) will result in Body-Worn Video Cameras (BWV) deployed to every patrol officer Citywide. BWV will provide recorded video and audio of enforcement and investigative activities involving members of the public. The cameras will provide an accurate picture of how our officers conduct themselves during the hundreds of thousands of public encounters they have each year. LABTAP has two goals: 1) implement a careful and thoughtful process to appropriately adopt and use BWV across the criminal justice system 2) integrate research and evaluation findings into policies and practices for BWV.

Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative B | Fully Implement Digital In Car Video (DICV) Department-Wide				
1. Deploy DICV to all Operations West Bureau (OWB) and Operations Valley Bureau (OVB) commands.	• Complete OWB DICV deployment.	• Complete OVB deployment.	ITB	OO
2. Roll out DICV to remaining operational commands.	• Plan for DICV deployment to METRO and SSD.	• Complete rollout of DICV to all operational commands with enforcement responsibilities.	ITB	OO
Initiative C | Implement the Application and Data Modernization Program				
1. Establish formal governance and organizational change management teams to increase efficiencies in business processes as new tech is deployed.	• Steering Committee formed.	• Model adopted and used across other large initiatives/ programs.	ITB	PMO

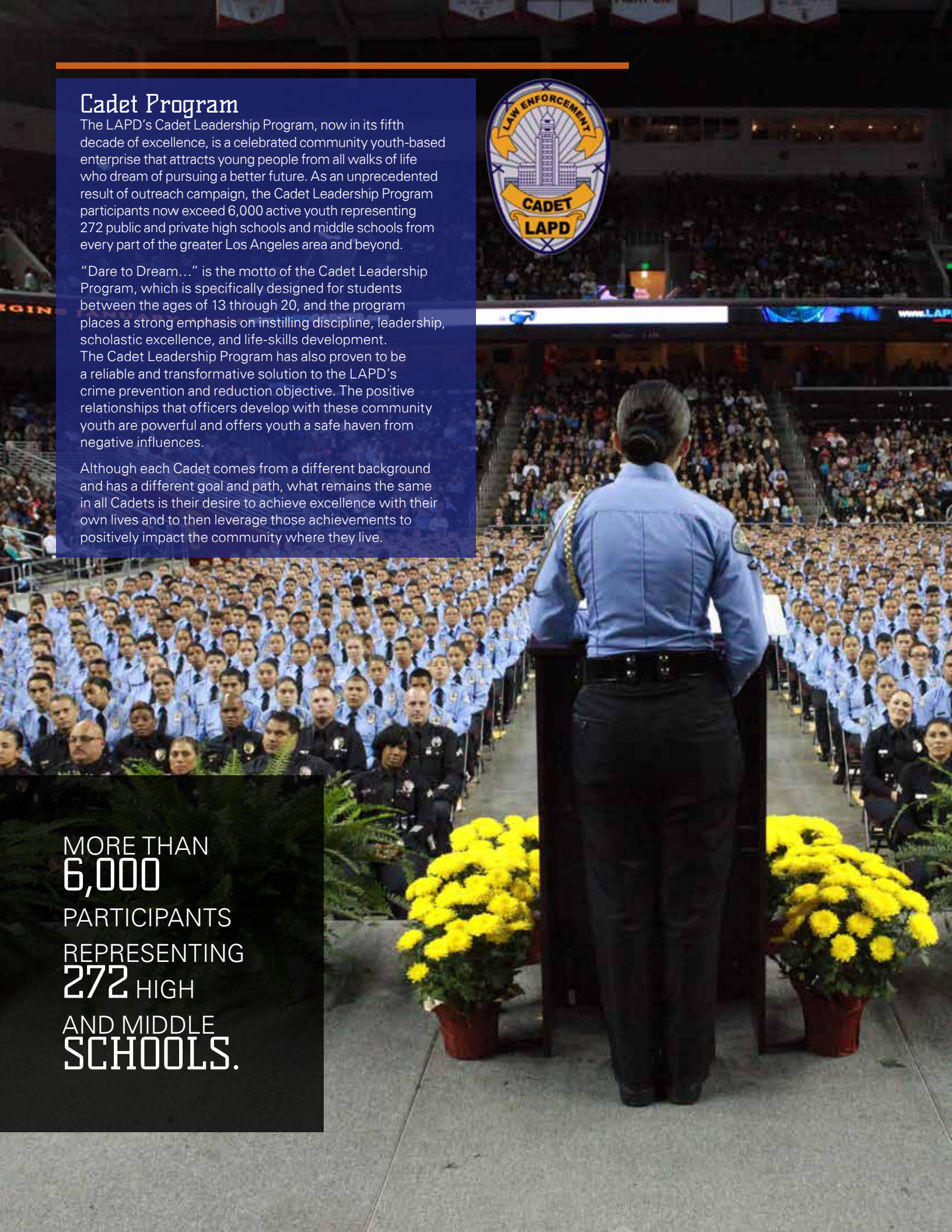
Key Activities	Milestones 2015–16	Milestones 2016–17	Entity Lead	Assisting
Initiative C | Implement the Application and Data Modernization Program (Cont.)				
2. Procure and implement a modern Records Management System.	• Release RFP and identify tech solution.	• Phase I of implementation to modernize mainframe applications complete. • Additional funding secured for next phases.	ITB	OO OAS OSO
3. Identify and implement initiatives to automate paper processes.	• Develop plan and conduct proof-of-concept testing for electronic Field Interview cards.	• eFI deployment to divisions. • eCitation implementation in progress.	ITB	OO
Initiative D | Develop LAPD Mobile Applications				
1. Develop mobile applications to enhance efficiency and access for field personnel.	• Deploy 800 mobile devices to officers in the field.	• Provide an activated mobile device with LAPD mobile applications to every officer assigned a BWV device. • Develop an LAPD App World to deliver mobile apps to the field.	ITB	

Cadet Program

The LAPD's Cadet Leadership Program, now in its fifth decade of excellence, is a celebrated community youth-based enterprise that attracts young people from all walks of life who dream of pursuing a better future. As an unprecedented result of outreach campaign, the Cadet Leadership Program participants now exceed 6,000 active youth representing 272 public and private high schools and middle schools from every part of the greater Los Angeles area and beyond.

"Dare to Dream…" is the motto of the Cadet Leadership Program, which is specifically designed for students between the ages of 13 through 20, and the program places a strong emphasis on instilling discipline, leadership, scholastic excellence, and life-skills development. The Cadet Leadership Program has also proven to be a reliable and transformative solution to the LAPD's crime prevention and reduction objective. The positive relationships that officers develop with these community youth are powerful and offers youth a safe haven from negative influences.

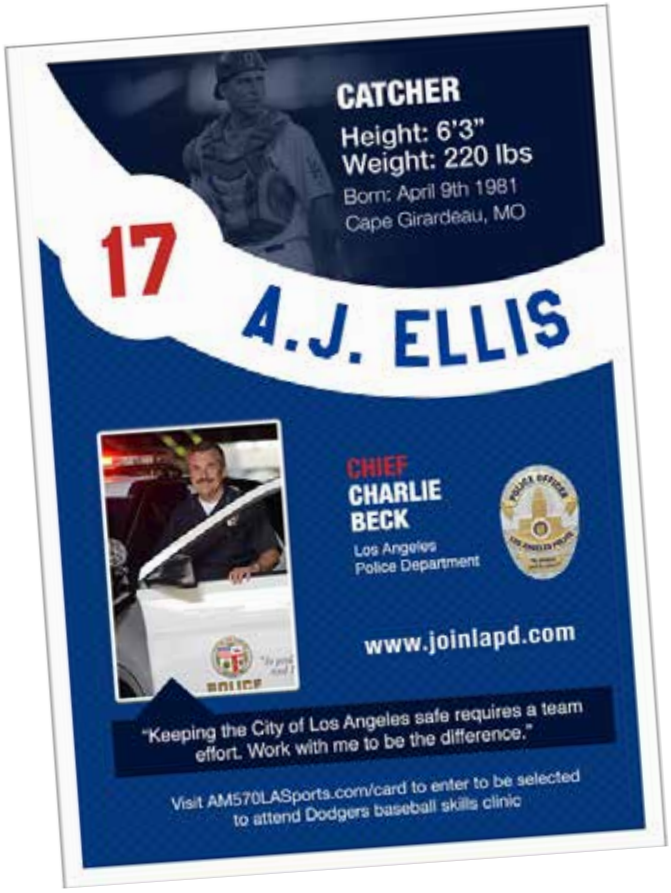
Although each Cadet comes from a different background and has a different goal and path, what remains the same in all Cadets is their desire to achieve excellence with their own lives and to then leverage those achievements to positively impact the community where they live.



MORE THAN **6,000** PARTICIPANTS REPRESENTING **272** HIGH AND MIDDLE **SCHOOLS.**

Acronyms

ACR	Alternative Complaint Resolution
ASB	Administrative Service Bureau
AVR	Agumented and Virtual Reality
BSS	Behavioral Sciences Services
BWV	Body-Worn Video
CAP	Candidate Assistance Program
CID	Crime Intelligence Detail
CIE	Criminal Intelligence Enterprise
CIRT	Cyber Incident Response Team
Code 6	Out on investigation
CompStat	Complaint Statistics
COP	Chief of Police
COS	Chief of Staff
CPA	Community Police Academy
CPAB	Community Police Advisory Board
CRD	Community Relationship Division
CRO	Community Relations Office
CSP	Community Safety Partnerships
CTSOB	Counter-terrorism and Special Operations Bureau
CVE	Countering Violent Extremism
DART	Domestic Violence Response Team
DB	Detective Bureau
DFEH	Department of Fair Employment and Housing
DHS	Department of Homeland Security
DMS	Deployment Management System
DMU	Digital Media Unit
DOC	Department Operations Center
DSVD	Detective Support and Vice Division
DUI	Driving Under the Influence
EAS	Evaluation and Administrative Section
EITC	Employee Involved Traffic Collision
EMD	Emergency Management Division
EOD	Emergency Operations Division
EPC	Emergency Preparedness Coordinator
EPU	Emergency Preparedness Unit
ERG	Employee Relations Group
EV	Electric Vehicle
FBI	Federal Bureau of Investigation
FTO	Field Training Officer
GND	Gang and Narcotics Division
GRYD	Gang Reduction and Youth Development
HACLA	Housing Authority City of Los Angeles
IAG	Internal Affairs Group
IG	Inspector General
IMT	Incident Management Team
IOD	Injured On Duty
iSOC	Information Security Operation Center
ITB	Information Technology Bureau
JRIC	Joint Regional Intelligence Center
JSS	Justice and Security Strategies
LABTAP	Los Angeles Body-Worn Technology and Accountability Program
LACDPH	Los Angeles Department of Public Health
LACFD	Los Angeles County Fire Department
LAD	Legal Affairs Division
LADMH	Los Angeles Department of Mental Health
LADOT	Los Angeles Department of Transportation
LAFD	Los Angeles Fire Department
LACDPH	Los Angeles County Department of Public Health
LAPPL	Los Angeles Police Protective League
LASD	Los Angeles Sheriff Department
LASPD	Los Angeles School Police Department
LASER	Los Angeles Strategic Extraction and Restoration program
LAUSD	Los Angeles Unified School District
LAWA	Los Angeles World Airport Police
LAX	Los Angeles International Airport
LAXPD	Los Angeles International Airport Police Department
LPR	License Plate Reader
MACTAC	Multi-Assault Counter-terrorism Action Capabilities
MCD	Major Crimes Division
MEU	Mental Evaluation Unit
MIRT	Major Incident Response Team
MLS	Medical Liaison Section
NCCIC	National Cyber Security and Communication Integration Center
OAS	Office of Administrative Services
OCB	Operations Central Bureau
OCPP	Office of Constitutional Policing and Policy
OO	Office of Operations
OSB	Operations South Bureau
OSO	Office of Special Operations
OVB	Operations Valley Bureau
OWB	Operations West Bureau
PAB	Police Administrative Building
PC	Police Commission
POST	Police Officer Standards and Training (State of California Agency)
PredPol	Predictive Policing



Dodger and LAPD Baseball Cards

A principal hallmark of the Los Angeles Police Department has been our steadfast commitment to community outreach and youth development throughout the City. An example of one of many successful campaigns occurred during the 1980s and 1990s when Los Angeles police officers distributed free Dodger baseball cards to community youth. This simple act of giving allowed the LAPD to connect with young people in a unique and lasting way, thereby deepening our relationship with them and their families. Local youth looked forward with great anticipation to receiving the baseball cards and it was through these personal contacts that neighborhood youth developed positive attitudes towards our Department.

In partnership with the Los Angeles Dodgers and through a generous grant from the Los Angeles Police Foundation, our Department is now reintroducing this enormously successful Dodgers baseball trading card initiative for the 2015 baseball season. A total of one million baseball cards will be distributed to active sworn personnel during the season. They will feature Dodger players on the front and photographs of Department personnel on the reverse, offering important prevention, recruitment, and other contemporary messages.

PSB	Professional Standards Bureau
PSL	Police Science Leadership
PSTB	Police Sciences and Training Bureau
PTE	Police Training and Education
RACR	Real-Time Analysis and Critical Response Division
RMD	Risk Management Division
RPPIS	Regional Public/Private Infrastructure Collaboration System
SAR	Suspicious Activity Report
SLO	Senior Lead Officer
SMART	System-Wide Mental Assessment Response Team
SNL	Summer Night Lights
SWAT	Special Weapon and Tactics
TCS	Traffic Coordination Section
TD	Training Division
TEEX	Texas A&M Engineering Extension Service (Homeland Security Training)
TSA	Transportation Safety Authority
UOF	Use of Force
UOFRD	Use of Force Review Division
USC	University of Southern California
USSS	United States Secret Service
YPU	Youth Programs Unit

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It is with sincere thanks to the men and women of the Los Angeles Police Department that we put forth this collaborative, inclusive Strategic Plan that will allow us to redefine policing in a manner that reflects local priorities and rebuilds community trust and confidence. Without the focus of the LAPD's Senior Leadership Team, the implementation of action items and fulfillment of the Plan's vision would not be possible.

Considering the current state of law enforcement in America, it is no surprise that a number of LAPD units have developed leading practices and suggested focus areas for change in the profession. In addition to soliciting feedback from LAPD leadership, our team also consulted nationally recognized sources to help develop goals, strategic objectives, initiatives, and milestones. We are grateful for the innovative thinking of the sources listed on pages 5-6, representing key ideas in the development of our Strategic Plan.

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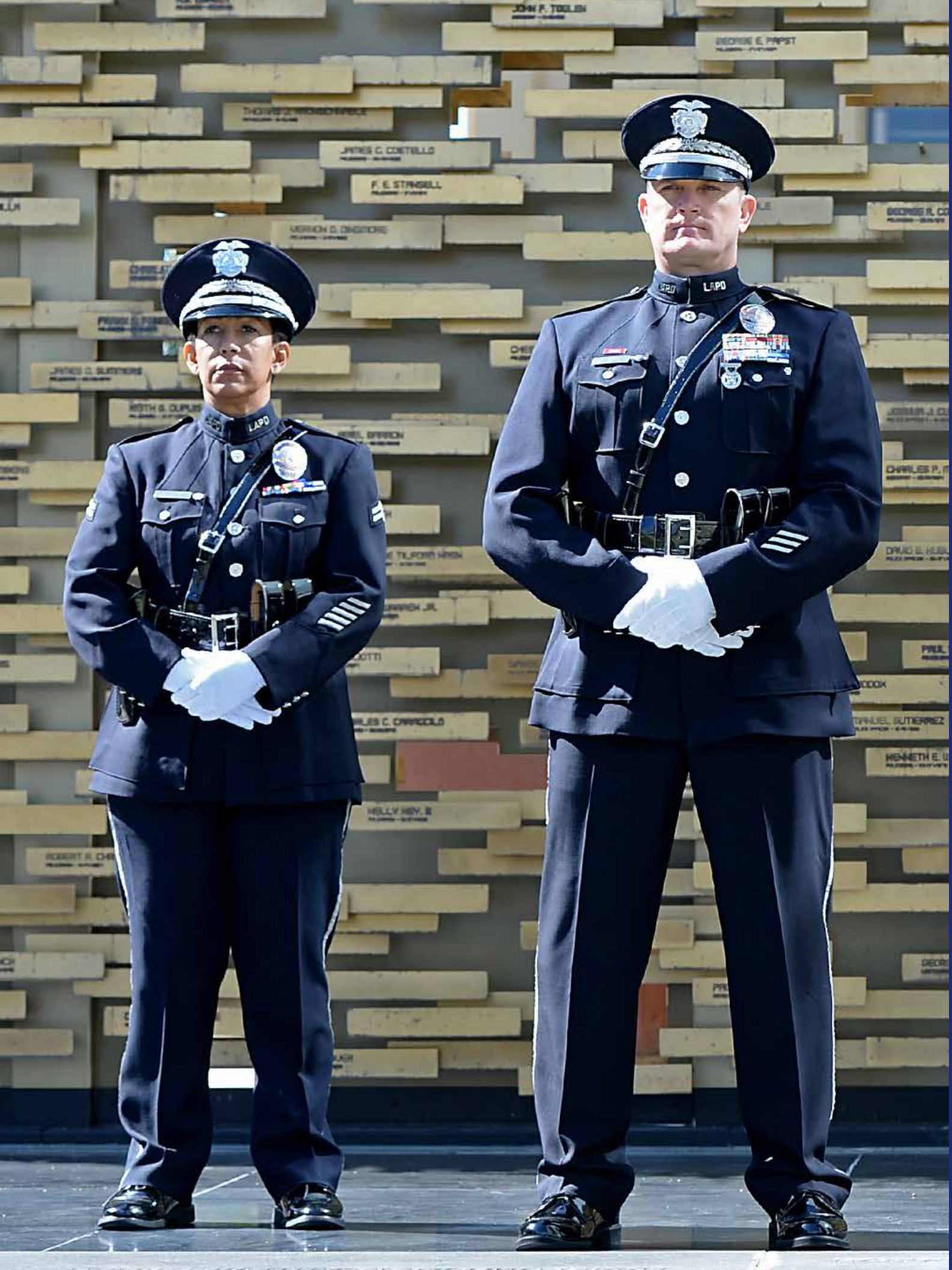
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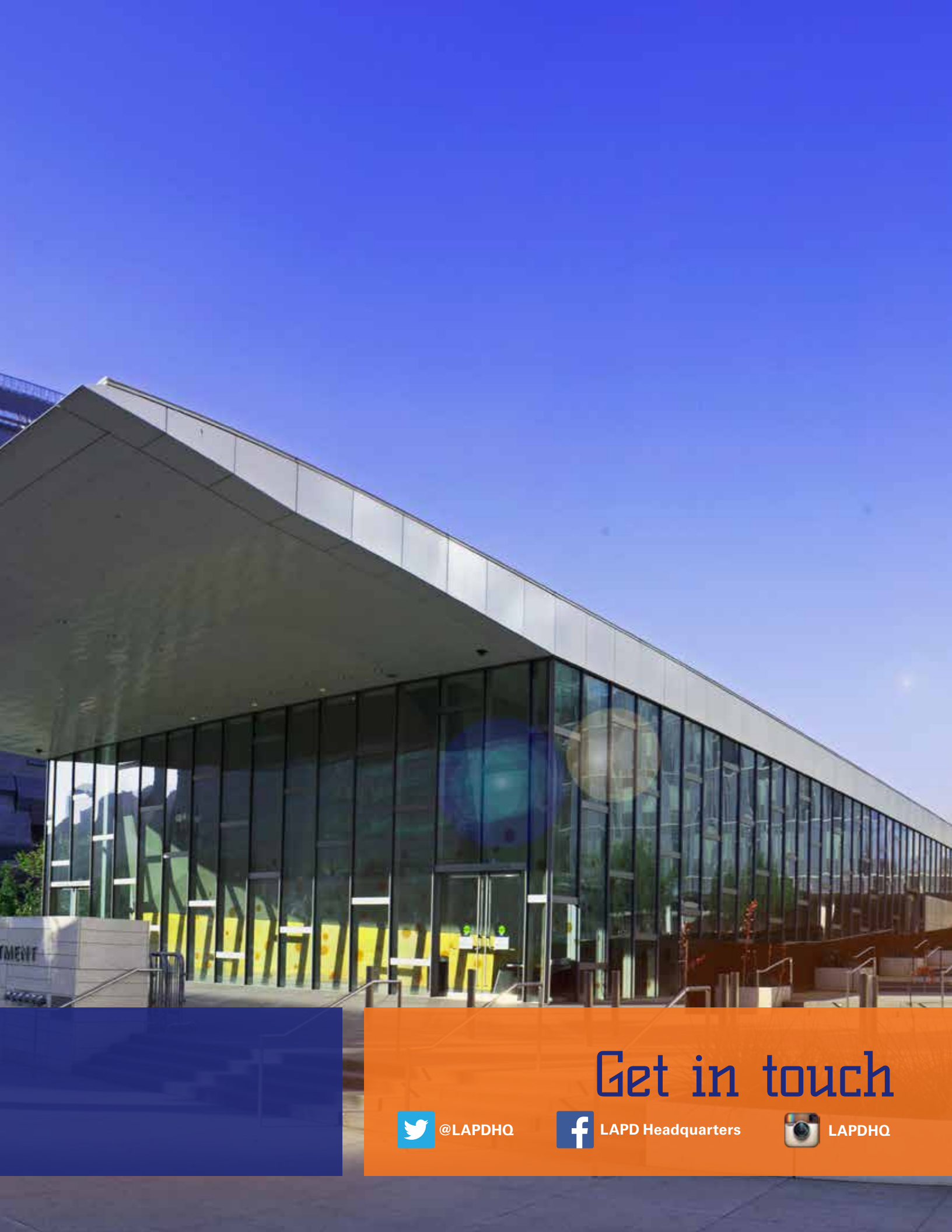

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