

STRATEGIC PLAN

2021 - 2023

LAPD 2021 & BEYOND



LOS ANGELES POLICE DEPARTMENT



Message from the **CHIEF OF POLICE**

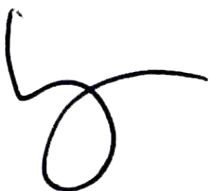
It is with a great sense of optimism and exceptional commitment that I present the Los Angeles Police Department's Strategic Plan 2021-2023. This past year was unlike any other experienced in our lifetime. The global pandemic severely impacted the people of Los Angeles, our communities and businesses. The men and women of the Los Angeles Police Department demonstrated courage and dedication by putting our communities first as the pandemic took its toll on police officers' physical, mental and emotional wellness.

Following the death of George Floyd in Minneapolis, our City experienced civil unrest resulting in a critical analysis of our Department's response. This prompted a vital self-evaluation in the form of three comprehensive After Action Reports, as well as Police Advisory Committee reform recommendations. This feedback inspired a renewed emphasis on diversity, equity and inclusion. We have taken these lessons learned and woven them into our latest iteration of the Strategic Plan as a pledge to do better.

The Strategic Plan 2021-2023 is a living document featuring six articulated primary goals which build upon: protecting and engaging the people of Los Angeles to reduce overall crime; improving organizational accountability; integrating advanced technology for effective patrol performance; developing Departmental readiness for critical incidents through enriched training; and maximizing workforce potential through career development and increased diversity recruitment. I look forward to our accelerated progress in each of these dedicated areas.

For law enforcement across the country, this is a critical moment for organizational reassessment and meaningful change. Our Department is dedicated to building community trust which we will accomplish through transparency, accountability, proper training and advanced equipment. Promoting a diverse workforce underscores our commitment to equity and inclusion, while bridging gaps within the community. By investing in our neighborhoods through leading initiatives and programs, we will gain legitimacy to foster lasting partnerships with our fellow Angelenos.

I invite you to review The Strategic Plan 2021-2023 and welcome your feedback as we explore and develop the next generation of Department goals. The men and women of the LAPD bring expertise across a wide range of assignments throughout our communities. The capabilities and continual input from our workforce, coupled with community partnerships, will drive our growth to create a better quality of life for the citizens of Los Angeles.



MICHEL R. MOORE
Chief of Police

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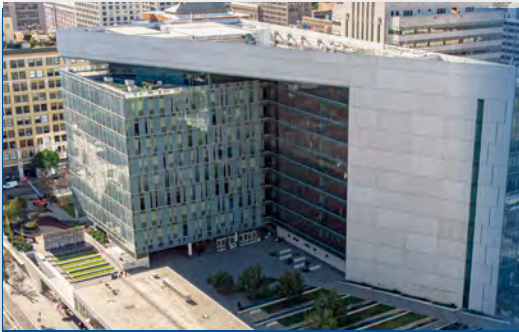
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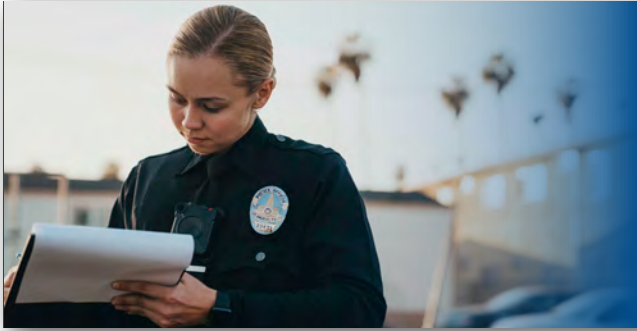


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MAXIMIZE
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LAPD

STRATEGIC PLAN

A PATH FORWARD

The mission of the Los Angeles Police Department is to safeguard the lives and property of the people of Los Angeles. Wildfires, a global pandemic and civil unrest tested that mission in 2020, bringing unprecedented challenges. Last year's death of George Floyd in Minneapolis prompted law enforcement across the country to examine its policies, systems and workforce. This historic event, which sparked a worldwide movement, encourages police agencies across the nation to create their own history through positive reform and restructuring. This has accelerated our change process with a renewed energy and focus as we commit to seeking more innovative and inclusive ways to serve our community. Moving forward, the Los Angeles Police Department has a new Strategic Plan to guide us through the next two years.

The Strategic Plan, *LAPD 2021 and Beyond*, features six overarching goals, 74 key activities and 106 milestones. As the police department in the second largest city in the nation, we will use this living document to expand upon previous progress and continue establishing advanced programs and leading initiatives that benefit the people of Los Angeles. This new plan emphasizes reenergized efforts of community collaboration and cultural competence. By reconnecting with our City's past and teaching a historical perspective, our workforce will gain a deeper understanding and appreciation for future community interactions. We will infuse the principles of diversity, equity and inclusion into the fabric of our organization, and deepen our commitment to the expansion of community safety partnerships.

Law enforcement plays an essential role in keeping communities safe only when working in partnership with our diverse communities. Including those with a shared vision of public safety is critical to rebuilding trust. We have worked extensively over the years to implement change through strong relationships and we will continue partnering with community stakeholders to heighten our accountability and transparency. Through continual transparency and genuine reform, our organization will remain accountable to ourselves and the communities we serve. We welcome this opportunity to examine our actions and engage in meaningful reform to meet the needs of all Angelenos.



GOAL 1
Protect Los Angeles



GOAL 2
Serve Los Angeles



GOAL 3
Improve Organizational
Accountability



GOAL 4
Modernize Technology



GOAL 5
Enrich Training



GOAL 6
Maximize Workforce Potential

GOAL 1

PROTECT LO

It is the goal of the Los Angeles Police Department to protect the rights of all persons within the City, allowing them to live in peace and free from criminal activity. The Department serves over four million City residents and is committed to the safety and welfare of all Angelenos. We are dedicated to maintaining law and order through natural disasters, terrorist attacks, traffic collisions and incidence of crime.

The Department will achieve the goal of protecting Los Angeles by reducing crime and victimization while partnering with the communities we serve. We will continue to remove guns from the streets, support efforts to address persons experiencing homelessness, connect communities with resources, and create alternatives to incarceration. Lastly, we will continue to seek best practices in crime-fighting strategies to remain a national law enforcement leader.



S ANGELES



Initiative A: Reduce Crime and Victimization

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Seek national best practices for crime reduction strategies.	<ul style="list-style-type: none"> Seek new technology to disseminate real-time crime data to patrol officers. 	<ul style="list-style-type: none"> Begin system implementation to share real-time mapping/information. 	OO
	<ul style="list-style-type: none"> Assess the Project Safe Neighborhood plans for Southeast and 77th Areas to address violence reduction strategies specific to each Area's individual circumstances, resources and crime drivers. 	<ul style="list-style-type: none"> Modify as needed and expand if applicable. 	OO
	<ul style="list-style-type: none"> Pursue grant opportunities related to reducing gun violence and hate crimes against Asian Pacific Islanders. 	<ul style="list-style-type: none"> Continue seeking grants to reduce violent crime. 	OCPP
2. Explore Part I crime reduction methods.	<ul style="list-style-type: none"> Establish Area level goals to reduce disparities in who is stopped, who is removed from a vehicle, who is searched and outcomes derived from a stop. 	<ul style="list-style-type: none"> Measure effectiveness of created goals and generate new goals as needed. 	OO
3. Reduce gang violence through crime intelligence.	<ul style="list-style-type: none"> Use Gang and Narcotics Division to facilitate gang awareness training for Metro and Gang Enforcement Details (GED). 	<ul style="list-style-type: none"> Evaluate training and adjust as necessary. 	OSO
4. Reduce gang violence by further training GED officers.	<ul style="list-style-type: none"> Partner with the Gang Reduction and Youth Development (GRYD) program to train GED officers on Gang Interventionist functions. 	<ul style="list-style-type: none"> Identify successful use of Gang Interventionist strategies and share amongst all divisions to establish standardized practices. 	OSO
5. Further youth diversion by promoting Department awareness and use of Juvenile Arrest Diversion Program (JADP).	<ul style="list-style-type: none"> Encourage JADP training in each geographic area and refine internal systems to track juvenile diversions and rationale for non-diversions. 	<ul style="list-style-type: none"> Evaluate JADP program based on number of referrals and non-diversions. 	OSO
	<ul style="list-style-type: none"> Encourage GRYD JADP as a supplement and alternative to the Centinela Youth Services Model. 	<ul style="list-style-type: none"> Assess the benefits of reduced recidivism of juveniles who completed the JADP program. 	OSO



Initiative B: Reduce Violent Crime Related to Los Angeles County Metropolitan Transportation Authority (LACMTA)

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Reduce Part I Crime within and around Metro Transit System.	<ul style="list-style-type: none"> Implement new strategies and adjust deployment to reduce robbery, aggravated assaults and sexual assaults by 10%. Implement new strategies and adjust deployment to reduce operator assaults by 25%. 	<ul style="list-style-type: none"> Reduce robbery, aggravated assaults and sexual assaults by an additional 5%. Reduce operator assaults by an additional 10%. 	<p>OSO</p> <p>OSO</p>
2. Improve public safety and ridership experience on MTA system.	<ul style="list-style-type: none"> Utilize Senior Lead Officers (SLO) to partner with City entities to prioritize encampment cleanups that present public safety risks or interfere with MTA operations. Use MTA SLOs to attend Citywide Community-Police Advisory Boards (C-PAB) meetings to engage community members and discuss ridership concerns. 	<ul style="list-style-type: none"> Work with MTA to identify and address additional areas where homeless congregate. Evaluate recommendations for possible implementation. 	<p>OSO</p> <p>OSO</p>

Initiative C: Reduce Gun Violence

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Expand Department's National Integrated Ballistic Information Network (NIBIN) services to additional bureaus.	<ul style="list-style-type: none"> Use Department courier system to automatically transfer evidence from Area property rooms to Forensic Science Division. 	<ul style="list-style-type: none"> Evaluate process and adjust as needed for Department-wide expansion. 	OSO
2. Keep Department employees updated on current firearm laws.	<ul style="list-style-type: none"> Use gun coordinators to train on evidence management, firearm violations, law updates and track via COMPSTAT. 	<ul style="list-style-type: none"> Continue training and tracking via COMPSTAT. 	OSO
3. Work with law enforcement and community to acquire illegal firearms.	<ul style="list-style-type: none"> Through a joint taskforce with Alcohol, Tobacco, Firearms and Explosives (ATF) and the U.S. Attorney's Office, leverage existing resources to prioritize targeted enforcement to disrupt illegal firearms trafficking including ghost guns. 	<ul style="list-style-type: none"> Continue coordinating with taskforce to seek best practices in reducing illegal firearms. 	OSO
	<ul style="list-style-type: none"> Conduct joint operations to arrest prohibited individuals on probation for firearm violations. 	<ul style="list-style-type: none"> Incorporate lessons learned for continued joint operations. 	OSO



Initiative D: Emphasize Preparedness and Response to Natural Disasters, Acts of Terrorism, Assemblies, Protests, Mass Violence, and Other Critical or Unusual Events

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Establish multi-agency training and exercises for catastrophic events.	<ul style="list-style-type: none"> Conduct quarterly training exercises with internal and external agencies for catastrophic event preparation. 	<ul style="list-style-type: none"> Expand partners and incorporate Command Staff into training. 	OSO
2. Conduct annual Incident Command System (ICS) training for Department supervisors and Command Staff.	<ul style="list-style-type: none"> Re-establish <i>ICS 300</i> and <i>ICS 400</i> classes to prepare Department supervisors for assemblies, protests, mass violence and other critical incidents. 	<ul style="list-style-type: none"> Expand ICS training at Command Development School/send Command Officers to Texas A&M Engineering Extension Service (TEEX) which teaches ICS. 	OSO
3. Enhance public awareness of natural disasters, and domestic and foreign terrorism.	<ul style="list-style-type: none"> Create a campaign using Terrorism Liaison Officers and Reserve Officers to educate community, schools and businesses on terrorism. 	<ul style="list-style-type: none"> Broaden campaign through social media platforms to increase terrorism awareness. 	OSO
	<ul style="list-style-type: none"> Revitalize divisional natural disaster preparedness events with LAFD Community Emergency Response Team (CERT) and neighborhood councilmembers. 	<ul style="list-style-type: none"> Continue to partner with LAFD on scenario-based natural disaster training. 	OSO
4. Enhance Department's capabilities and training for detection and interdiction of radioactive threat materials.	<ul style="list-style-type: none"> Present hazardous device and materials training to public and private stakeholders. 	<ul style="list-style-type: none"> Expand stakeholder pool and conduct four training sessions. 	OSO
	<ul style="list-style-type: none"> Seek grant funding for Chemical, Biological, Radiological and Nuclear material (CBRN) equipment and training. 	<ul style="list-style-type: none"> Continue to acquire necessary equipment and provide training. 	OSO

Initiative E: Improve Traffic Safety

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Reduce all traffic-related incidents investigated by the Department.	<ul style="list-style-type: none"> Reduce all traffic fatalities and severe injury collisions by 5%. 	<ul style="list-style-type: none"> Reduce all fatalities and severe injury collisions by 5%. 	OSO
2. Maintain a robust sobriety checkpoint and DUI saturation program.	<ul style="list-style-type: none"> Increase DUI checkpoints and saturation details in areas with high DUI-related traffic collisions. 	<ul style="list-style-type: none"> Evaluate success of checkpoints and expand as needed. 	OSO
3. Curb street racing Citywide.	<ul style="list-style-type: none"> Deploy a street racing task force in each traffic division and meet monthly to share enforcement strategies. Collaborate with state legislators to change vehicle code sections to allow for increased penalties and the destruction of vehicles engaged in street racing and sideshows. 	<ul style="list-style-type: none"> Seek best practices and new strategies to decrease street racing incidents. Continue to work with state legislators on laws to address street racing and sideshows. 	OSO OSO



Initiative F: Establish Incarceration Alternatives

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Create an Adult Diversion Program that provides options to deter recidivism.	<ul style="list-style-type: none"> Work with the City Attorney to establish guidelines and implement an Adult Diversion Program. 	<ul style="list-style-type: none"> Measure the effectiveness of Adult Diversion Program and modify as needed. 	○○



Initiative G: Support Coordinated City Efforts to Address Persons Experiencing Homelessness

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Incorporate training and shared responsibilities to support homeless engagement efforts.	<ul style="list-style-type: none"> Train Department personnel and Communications Division to properly route service calls without a law enforcement nexus. 	<ul style="list-style-type: none"> Measure effectiveness of diverted calls for service. 	○○
	<ul style="list-style-type: none"> Partner with City and non-government entities to expand technology to assist officers in resource distribution. 	<ul style="list-style-type: none"> Evaluate success and modify as needed. 	○○
2. Explore homeless diversion options and identify resources.	<ul style="list-style-type: none"> Work with legislators to identify alternatives to incarceration and fines. 	<ul style="list-style-type: none"> Identify additional social and outreach resources for persons experiencing homelessness. 	○○

GOAL 2

SERVE LOS

The Los Angeles Police Department recognizes that strengthening our service to communities is critical to achieving our mission to enhance public safety. Building safer neighborhoods requires us to not only be responsive to crime that occurs but to also address its root causes. As a Department, we will do so by expanding upon existing public-private partnerships and harnessing our shared resources to provide programs and services that meet the needs of residents.

Our organization will continue to build trust across the City's neighborhoods by creating spaces where community voices can be amplified, and their perceptions, experiences, and expectations can inform our policies and future actions. These efforts will be carried out by a diverse workforce that reflects the dynamic city it serves. It is our belief that committing to these initiatives will lead to an improved quality of life for all Angelenos.



ANGELES



Initiative A: Build Community Trust

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Create a public campaign to promote Diversity, Equity and Inclusion (DEI).	<ul style="list-style-type: none"> Develop and publish DEI plan. 	<ul style="list-style-type: none"> Implement plan's goals and objectives. 	OCPP
	<ul style="list-style-type: none"> Introduce DEI team through social media and create email to solicit and address community-related DEI concerns. 	<ul style="list-style-type: none"> Expand DEI campaign and continue to address community concerns. 	OCPP
	<ul style="list-style-type: none"> Increase DEI resource commitment. 	<ul style="list-style-type: none"> Assess effectiveness and success of community concerns addressed by DEI Officer. 	OCPP
2. Strengthen trust through community-police interactions.	<ul style="list-style-type: none"> Partner with Human Relations Commission to facilitate dialogue sessions between officers and community members. 	<ul style="list-style-type: none"> Continue dialogue and identify training needs and recommendations. 	OCPP
	<ul style="list-style-type: none"> Conduct Days of Dialogue (DOD) with community stakeholders and academy classes. 	<ul style="list-style-type: none"> Expand community and Professional Advisory Committee (PAC) member participation in the DOD. 	OSS
	<ul style="list-style-type: none"> Develop pilot program to allow complainants to meet with employee's commanding officer to resolve bias complaints. 	<ul style="list-style-type: none"> Develop PSB social media platform to promote mediation program, success stories, lessons learned and information for the public. 	PSB
3. Strengthen media partnerships.	<ul style="list-style-type: none"> Create opportunities for local journalists to attend select LAPD training to enhance transparency. 	<ul style="list-style-type: none"> Expand training to include social media companies. 	COS
4. Create a Community Safety Advisory Council (CSAC) at each Neighborhood Enforcement Area Community Safety Partnership (CSP) site to address community concerns.	<ul style="list-style-type: none"> Socialize Site Safety Plans (SSP) with the community for broader community feedback and integration into the SSPs. 	<ul style="list-style-type: none"> Execute each site's unique SSP and seek best practices to create CSAC forums in all four bureaus. 	CSPB

Initiative A: Build Community Trust (continued)

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
5. Implement a standardized SSP model for all CSAC members and standardized guidelines for CSP programs.	<ul style="list-style-type: none"> Develop an SSP model and include specific achievable milestones to demonstrate success. 	<ul style="list-style-type: none"> Partner with academic institutions to assess efficacy of implementation of SSPs across multiple CSP sites. 	CSPB
	<ul style="list-style-type: none"> Collaborate with institutional partners to identify possible duplicate CSP programs and conduct outreach to all hard to reach populations. 	<ul style="list-style-type: none"> Develop criteria to assess existing CSP programs and determine their ability to serve CSP communities. 	CSPB
6. Enhance community confidence, trust and public sentiment toward the Department.	<ul style="list-style-type: none"> Work with CSAC partners to conduct public sentiment surveys and use data to address public concerns, increase safety and improve trust. 	<ul style="list-style-type: none"> Collaborate with academic advisors to develop a standardized multi-site assessment. 	CSPB
	<ul style="list-style-type: none"> Create Community-Based Evaluation (CBE) COMPSTAT using CSPs and community surveys. 	<ul style="list-style-type: none"> Implement CBE to measure community engagement success and public safety improvement. 	CSPB
7. Promote Department through education and transparency.	<ul style="list-style-type: none"> Create internal campaign encouraging employees to promote Department wins and success stories. 	<ul style="list-style-type: none"> Continue strengthening social media liaisons to share success stories with Public Communications Group. 	COS
	<ul style="list-style-type: none"> Develop a Racial and Identity Profiling Act (RIPA) community committee to share data and discuss relevant RIPA issues. 	<ul style="list-style-type: none"> Evaluate RIPA data with academic partners to determine how trends and patterns relate to DEI concerns. 	OCPD
8. Promote the Community Interactive Experience Initiative with Mobile Force Option Simulator (FOS).	<ul style="list-style-type: none"> Create deployment guidelines and begin use of mobile FOS system for City functions and community events. 	<ul style="list-style-type: none"> Modify as needed and identify external funding sources for sustainability. 	OO
9. Expand resources for at-risk youth.	<ul style="list-style-type: none"> Continue Building Blue Bridges and evaluate possible partnership with Los Angeles Unified School District. 	<ul style="list-style-type: none"> Incorporate Building Blue Bridges with JADP based on analysis. 	OO
10. Expand Gang Enforcement Detail (GED) community involvement.	<ul style="list-style-type: none"> Select one bureau to develop a pilot GED-PALS partnership to establish goals and objectives. 	<ul style="list-style-type: none"> Assess pilot for success and possible expansion. 	OO

Initiative B: Enhance and Support Community Engagement

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
<p>1. Reinvalidate Community-Police Advisory Boards (C-PAB) and Citizen Academies.</p>	<ul style="list-style-type: none"> • Increase C-PAB membership by developing in-person/zoom meetings in all 21 Areas. • Increase the number of citizen academies and broaden participation to mirror demographics of division. 	<ul style="list-style-type: none"> • Create a youth/teens C-PAB model and design curriculum. • Assess and continue to encourage participation. 	<p>OO</p> <p>OO</p>
<p>2. Inform public on high-injury traffic collision locations.</p>	<ul style="list-style-type: none"> • Create a link on <i>lapdonline.org</i> for the community to access high-injury traffic areas published by LADOT. 	<ul style="list-style-type: none"> • Continue to provide high-injury network information to the public. 	<p>OSO</p>





Initiative C: Enhance the Quality of the Community Volunteer and Internship Programs

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
<p>1. Reinvigorate the Volunteer Program.</p>	<ul style="list-style-type: none"> • Increase interest by renewing the Volunteer Program page and improving visibility on <i>lapdonline.org</i>. • Update Volunteer Manual and emphasize guidelines to supplement sworn responsibilities. 	<ul style="list-style-type: none"> • Maximize webpage viewership and develop retention strategies. • Seek national best practices to update Volunteer Manual as needed. 	<p>○○</p> <p>○○</p>
<p>2. Bolster volunteer recruitment.</p>	<ul style="list-style-type: none"> • Transition youth program participants to Department volunteers. 	<ul style="list-style-type: none"> • Increase new volunteers from youth programs by 5%. 	<p>○○</p>

Initiative D: Refine Procedural Justice Principles

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Assess Department training to ensure Procedural Justice principles emphasize fairness, transparency, inclusion and impartiality.	• Enhance Procedural Justice training with external partners.	• Identify additional external partners to ensure best practices.	OSS





Initiative E: Enhance Relationships with Public and Private Entities in the Downtown Civic Center Area

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Collaborate with external partners for City and Department efficiency.	<ul style="list-style-type: none"> Use Security Services Division to host virtual Brown Bag meetings. Establish quarterly meetings with media outlets to strengthen police-media relations. 	<ul style="list-style-type: none"> Adjust as needed and expand to live meetings if applicable. Solicit media feedback for more productive meetings. 	<p>OSO</p> <p>COS</p>

GOAL 3

IMPROVE ORG ACCOUNT



1869 - 1890



1890 - 1909



1909 - 1913

With one of the Los Angeles Police Department's core values, *Quality Through Continuous Improvement*, we are dedicated to embracing creativity, innovation and continual change in order to advance and excel. Our Strategic Plan is a dynamic, living document reminding us to move forward.

To operate optimally, we must also have a discipline system and constitutional policies that are free from discrimination and bias. When allegations of misconduct arise, the Department is dedicated to conducting thorough and timely investigations to ensure that our employees consistently treat all community members fairly, with dignity and respect, in every law enforcement encounter. Innovative programs, such as complaint mediation, provide community members a voice to be heard in a safe and neutral environment.

ANIZATIONAL NTABILITY



1913 - 1923



1923 - 1940



1940 - Present

By identifying use-of-force trends and risk patterns we can limit liability and emphasize the standards of diversity, equity and inclusion in our practices within and outside the organization. Through transparent examination processes, we will enhance public trust and elevate the quality of service to the valued communities we serve.

Initiative A: Reduce Uses of Force

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
<p>1. Analyze Use of Force trends to establish proactive policies and training.</p>	<ul style="list-style-type: none"> Form working group with external partners to develop strategies to reduce use of force incidents including Officer Involved Shootings involving edged weapons. Assess Department training and policy to identify gap deficiencies. 	<ul style="list-style-type: none"> Incorporate working group recommendations into Department activities. Recommend modifications to Department policy, procedures and training as needed. 	<p>OSS</p> <p>OSS</p>
<p>2. Encourage de-escalation to reduce force and minimize risk.</p>	<ul style="list-style-type: none"> Bolster de-escalation training and techniques Department-wide. Emphasize de-escalation during reviews of Non-Categorical use of force adjudications. 	<ul style="list-style-type: none"> Seek national best practices and modify training as needed. Utilize findings and identify patterns to reduce incidents of Non-Categorical uses of force. 	<p>OSS</p> <p>OSS</p>





Initiative B: Promote Department Fairness and Efficiency

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Highlight the Department's commitment to Constitutional Policing.	<ul style="list-style-type: none"> Provide training on bias-free policing at specific intervals of an officer's tenure. 	<ul style="list-style-type: none"> Update Department's bias-free policing policy as needed to ensure national best practices. 	OSS
2. Enhance the complaint investigation intake process.	<ul style="list-style-type: none"> Develop and implement e-Learning training for captains and below for Alternative Complaint Resolution (ACR) process. 	<ul style="list-style-type: none"> Evaluate the effectiveness of training and adjust as needed. 	PSB
3. Ensure employee performance measures reflect DEI values.	<ul style="list-style-type: none"> Review employee rating and selection processes to incorporate DEI standards. 	<ul style="list-style-type: none"> Work with Personnel Department and a focus group to incorporate modifications. 	OCPP

Initiative C: Maintain a Sustainable Strategic Plan

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Explore and develop next generation of Department goals.	• Draft, publish and provide bi-annual updates for fiscal years 2021-2022 and 2022-2023 of the Strategic Plan.	• Seek national best practices to incorporate into future Strategic Plan.	OCPP





Initiative D: Refine Risk and Harm Reduction Strategies

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
<p>1. Create risk management focus group.</p>	<ul style="list-style-type: none"> Establish working group to identify trends and patterns regarding employee traffic collisions, workplace conflict, work-related injuries and uses of force. 	<ul style="list-style-type: none"> Develop and design training/policy changes to mitigate/eliminate the behavior or pattern. 	<p>OCPP</p>
<p>2. Identify best practices and analyze Racial and Identity Profiling Act (RIPA) data to reduce disparities.</p>	<ul style="list-style-type: none"> Design dashboard to incorporate RIPA accountability into COMPSTAT profiles for quarterly inspections at Area, bureau and City levels. 	<ul style="list-style-type: none"> Post RIPA reports on Department and City websites. 	<p>OCPP</p>
<p>3. Create various resolution opportunities.</p>	<ul style="list-style-type: none"> Provide training to help supervisors perform alternative complaint resolutions, foster understanding and improve community relationships. Identify conflict resolution training opportunities to improve the ACR process. 	<ul style="list-style-type: none"> Expand training to officers teaching constructive conversations as an additional de-escalation tool. Implement pilot program and modify as needed. 	<p>OCPP PSB</p>
<p>4. Update Commanding Officers' Use of Force Guide.</p>	<ul style="list-style-type: none"> Review, identify and revise Commanding Officers' Use of Force Guide. 	<ul style="list-style-type: none"> Approve and distribute guide to Command Staff. 	<p>OSS</p>

GOAL 4

MODERNIZE T



The modernization of technology has become a pivotal component to the success of the Los Angeles Police Department. Technology is increasing efficiency, enhancing information-sharing practices, and improving informational and analytical capacities. By continuing to implement innovative technologies, we will increase Department efficiency and improve overall outcomes.

The Department will continue to leverage technology and invest in more effective and efficient systems for reducing crime and serving our communities. With smartphones and new mobile applications, officers will gain more flexibility to fulfill their daily functions and better meet the needs of the communities we serve.

ECHNOLOGY



Our vision is dependent on expanding the use of technology to improve operational efficiencies. Continuing to modernize systems will enhance our business processes and improve outcomes by increasing access to critical systems and information by leveraging mobile devices and applications in the field. Technology will produce positive results relative to improvements in policing practices and establishing trust and legitimacy with the people of Los Angeles.

Initiative A: Expand New Technologies to Improve Field Efficiencies

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Develop additional Connected Cop applications.	<ul style="list-style-type: none"> Increase number of reports electronically available and improve mobile reporting. 	<ul style="list-style-type: none"> Measure effectiveness of electronic reporting and mobile applications. 	ITB
2. Update and replace the Crime Analytics Intelligence System (CAIS) allowing personnel to access and review data via a mobile device.	<ul style="list-style-type: none"> Complete evaluation of solution, secure contract and begin implementation of CAIS. 	<ul style="list-style-type: none"> Complete full integration of Records Management System into CAIS. 	ITB
3. Expand technological capabilities of patrol fleet modems.	<ul style="list-style-type: none"> Complete deployment of new Solid-State computers (MDC) and dual carrier modems in patrol fleet. 	<ul style="list-style-type: none"> Refine the configuration and network to fully utilize capabilities of enhanced equipment. 	ITB
4. Expand Community Online Reporting System (CORS) to better serve the community.	<ul style="list-style-type: none"> Increase CORS online reports and educate public of capabilities. 	<ul style="list-style-type: none"> Seek community feedback and tailor CORS reporting to meet user needs. 	ITB
5. Digitize Department forms and utilize digital signatures.	<ul style="list-style-type: none"> Identify system and secure contract for digital electronic crime reporting and subsequent Department workflow. 	<ul style="list-style-type: none"> Begin development of system. 	ITB
6. Modernize rating system for probationary officers.	<ul style="list-style-type: none"> Develop an online pilot system to streamline the rating process for probationary officers. 	<ul style="list-style-type: none"> Assess and modify as needed. 	OO





Initiative B: Utilize Technology to Enhance Administrative and Investigative Workload

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Update Department websites for easier use.	<ul style="list-style-type: none"> Develop new internal website and transition data. 	<ul style="list-style-type: none"> Solicit employee feedback and refine website as needed. 	COS
	<ul style="list-style-type: none"> Launch external website and maintain updated data and content. 	<ul style="list-style-type: none"> Keep data updated and review analytics to prominently arrange most popular content on homepage. 	COS
2. Modernize civilian management system.	<ul style="list-style-type: none"> Incorporate civilian human resources and payroll systems into a common platform, <i>LAPD365</i>. 	<ul style="list-style-type: none"> Expand modules within <i>LAPD365</i>. 	OSS
3. Strengthen detective case filing system for efficiency through electronic processing.	<ul style="list-style-type: none"> Identify system for digital electronic capture of National Incident-Based Reporting System (NIBRS) data for crime reporting as required. 	<ul style="list-style-type: none"> Deploy system and obtain NIBRS reporting certification. 	OSO

GOAL 5 ENRICH T

To remain a policing model for training in the 21st century, the Los Angeles Police Department continually seeks innovative ways to train personnel to meet the City's needs and societal shifts. We are making long-term investments in our organization by implementing current, relevant training practices. Moving forward, a major component in our training will include a cultural and historical perspective of the communities we serve, and the role the Department has played in the community's perspective on law enforcement. The Department will also institutionalize the Community Safety Partnership values into various training modules to enhance every employees' ability to work with the community to build trust, legitimacy, and reduce the fear and incidence of crime.

The Department is committed to providing employees with the most effective, realistic and relevant training through researching new technology, best practices and the most significant needs of the community. While a fully immersive training experience can be time intensive and logistically challenging, the implementation of a Virtual Reality system will provide employees with realistic, customizable scenarios to build critical decision-making and problem-solving skills. The Department is dedicated to offering the most beneficial training and equipment in order to provide its citizens the highest quality service.



RAINING



Initiative A: Improve Quality and Consistency of In-Service Training

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Develop Department Diversity, Equity and Inclusion (DEI) training.	<ul style="list-style-type: none"> Incorporate DEI principles into Department curriculum/policies. 	<ul style="list-style-type: none"> Ensure DEI best practices and update curriculum and policies as needed. 	OCPP
2. Identify ways to improve Department responses and interactions.	<ul style="list-style-type: none"> Evaluate lessons learned on community-police interactions, implicit bias, and building and maintaining trust especially during first amendment assemblies and protests. 	<ul style="list-style-type: none"> Incorporate lessons learned into training. 	OSS
3. Research updated Mobile Field Force (MFF) concepts to include best practices.	<ul style="list-style-type: none"> Conduct thorough review of MFF training, identify tactics used during civil disturbance incidents, and recommend changes to current training if applicable. 	<ul style="list-style-type: none"> Incorporate lessons learned to update MFF training and crowd control tactics. 	OSS
4. Develop Virtual Reality (VR) training by establishing a VR infrastructure.	<ul style="list-style-type: none"> Secure funding and identify vendor and Department locations for VR program. 	<ul style="list-style-type: none"> Complete build-out of identified locations for VR implementation. 	OSS
	<ul style="list-style-type: none"> Design VR curriculum to include tactics training, mental health intervention and use of force scenarios. 	<ul style="list-style-type: none"> Expand tactics training to Multi-Assault Counter Terrorism Action Capability (MACTAC) and multi-agency incidents. 	OSS





NO FOOD
OR UNCAPPED
BEVERAGES
ALLOWED

PILOTT



Initiative B: Integrate Cultural & Historical Perspective Training

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
<p>1. Emphasize historical perspective in Department training.</p>	<ul style="list-style-type: none"> Incorporate community historical content into in-service curriculum. Develop significant historical highlights for all 21 geographic Areas. 	<ul style="list-style-type: none"> Compile community historical video content for implementation into roll call and in-service training. Use Area Training Coordinators to train newly assigned personnel on division's history. 	<p>OSS</p> <p>OO</p>



Initiative C: Expand & Incorporate Community Safety Partnership (CSP) Values and Components Into Department Training

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Integrate CSP values Department-wide.	<ul style="list-style-type: none"> Create manual emphasizing CSP components and values and provide quarterly in-service training to CSP officers. 	<ul style="list-style-type: none"> Begin implementation of CSP in-service training including incorporation into the Learning Management System. 	CSPB
	<ul style="list-style-type: none"> Continue progress toward POST certification. 	<ul style="list-style-type: none"> Continue collaborating with community and academic partners to augment CSP training course for patrol officers and Command Staff. 	CSPB
	<ul style="list-style-type: none"> Design CSP training to incorporate into Police Academy, Field Training Officer, Supervisor, Watch Commander and Command Development schools. 	<ul style="list-style-type: none"> Solicit feedback and make adjustments as necessary. 	CSPB



GOAL 6

MAXIMIZE WORK

To better mirror the communities we serve, the Los Angeles Police Department will continue to prioritize diversity recruitment to appropriately staff our workforce at all levels. We will also closely examine the reasons employees leave the organization and establish incentivized strategies to retain qualified personnel. Providing clear promotional paths and career advancement opportunities will improve employee wellness, job satisfaction and support the Department's retention efforts. By investing in our people, our organization will gain long-term benefits.

Analysis of workload demands at various Department functions will provide measures of effectiveness and identify resource allocation needs. In return, this analysis will increase operational efficiency, specifically in patrol response times and detective clearance rates which will ultimately enhance our service to the community.



FORCE POTENTIAL



Initiative A: Strengthen Recruitment Efforts to Increase Diversity Among Ranks

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Identify organizational recruitment needs to attract high-caliber candidates.	<ul style="list-style-type: none"> Initiate study and use internal and external resources to develop recruitment strategies. 	<ul style="list-style-type: none"> Implement strategies to ensure diversity recruitment. 	OSS
2. Engage candidates already in the hiring process.	<ul style="list-style-type: none"> Maintain communication between recruiters and candidates to preserve interest during the hiring process. 	<ul style="list-style-type: none"> Continue constant communication with candidates on their hiring process/status. 	OSS
3. Expand hiring of female police officers.	<ul style="list-style-type: none"> Hiring efforts for female police officers to attain 45% representation of all new recruits. 	<ul style="list-style-type: none"> Increase female police officer hiring to 50% of all new recruits. 	OSS
4. Expand hiring of African-American police officers.	<ul style="list-style-type: none"> Hiring efforts for African-American police officers to maintain a 22% representation of all new recruits. 	<ul style="list-style-type: none"> Increase African-American police officer hiring to 24% of all new recruits. 	OSS
5. Expand hiring of Asian-American Pacific Islander (AAPI) police officers.	<ul style="list-style-type: none"> Hiring efforts for AAPI police officers to attain 10% representation of all new recruits. 	<ul style="list-style-type: none"> Increase AAPI police officer hiring to 12% of all new recruits. 	OSS





Initiative B: Strengthen Employee Career Development and Retention Efforts

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Establish exit interviews for employees separating from the Department.	<ul style="list-style-type: none"> Form sworn and civilian exit interview committees and begin implementation. 	<ul style="list-style-type: none"> Modify process as needed and use exit interview data to develop retention strategies. 	OSS
2. Emphasize career counseling and retention.	<ul style="list-style-type: none"> Establish a Career Counseling and Retention program to reduce the departure of experienced personnel. Identify a Department Education Liaison to promote employee career development through guidelines, mentorship programs and career advancement sessions. 	<ul style="list-style-type: none"> Evaluate program and modify as needed. Develop partnerships with multiple accredited academic institutions to encourage employee advancement. 	OSS OSS

Initiative C: Promote Employee Wellness to Improve Job Satisfaction

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Design a healthy employee campaign.	<ul style="list-style-type: none"> Promote employee wellness through Chief’s messages, DOC notifications, and wellness days to encourage work-life balance. 	<ul style="list-style-type: none"> Customize messages to address current Department health concerns. 	COS
	<ul style="list-style-type: none"> Support employee education regarding suicide prevention, alcohol and substance abuse. 	<ul style="list-style-type: none"> Incorporate current trends to promote and update employee education. 	COS



Initiative D: Enhance Career Success Pathways for Civilians

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Foster civilian employee success through program opportunities and training efforts.	<ul style="list-style-type: none"> Create a civilian development plan to enhance career opportunities through training, workshops and mentorship. 	<ul style="list-style-type: none"> Gather recommendations from civilian employees for areas of improvement. 	OSS



Initiative E: Ensure Operational Efficiency Through Budget and Personnel Cuts

Key Activity	Milestone 2021 - 2022	Milestone 2022 - 2023	Entity Lead
1. Evaluate personnel shortages to identify deployment needs.	<ul style="list-style-type: none"> Gauge qualitative returns gained by returning officers to field duties. 	<ul style="list-style-type: none"> Continue to assess and make adjustments as needed. 	○○
2. Evaluate personnel and operational assets to improve workload demands and resource development.	<ul style="list-style-type: none"> Form committee to create a Patrol workload study plan and identify necessary funding. 	<ul style="list-style-type: none"> Conduct workload study plan based on committee's recommendations and report findings. 	○○
	<ul style="list-style-type: none"> Form committee to create a Detective workload study plan and identify necessary funding. 	<ul style="list-style-type: none"> Conduct workload study plan based on committee's recommendations and report findings. 	○○
3. Complete workload analysis/traffic patrol plan.	<ul style="list-style-type: none"> Assess workload study to redeploy personnel to traffic divisions. 	<ul style="list-style-type: none"> Implement deployment strategies to allow traffic officers to handle all traffic-related calls for service. 	OSO
4. Enhance the Reserve Officer program to augment sworn positions and assignments.	<ul style="list-style-type: none"> Advertise Reserve Officer job opportunities through various social media platforms. 	<ul style="list-style-type: none"> Identify new strategies to increase Reserve numbers. 	○○
	<ul style="list-style-type: none"> Increase the number of field-certified Reserve Officers. 	<ul style="list-style-type: none"> Develop web-based system for Reserve Officer deployment. 	○○

ACKNOWLEDGMENT

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 reimagine policing in a manner that reflects local priorities and rebuilds community trust and confidence. We gratefully acknowledge the contributions of the LAPD's Senior Leadership Team, staff and stakeholders that contributed to this strategic planning process. We are grateful for the innovative thinking of our leadership team that formed key ideas in the development of our Strategic Plan.

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