INTRADEPARTMENTAL CORRESPONDENCE

July 20, 2023
1.14

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: LOS ANGELES POLICE DEPARTMENT'S 2023-2025 STRATEGIC PLAN

RECOMMENDED ACTION

It is recommended that the Board of Police Commissioners REVIEW and APPROVE the attached 2023-2025 Strategic Plan.

DISCUSSION

The attached 2023-2025 Strategic Plan represents a framework comprised of seven primary goals. In addition to historical goals, we have added Goal 7 to Increase Diversity, Equity, and Inclusion in the Workforce. This is a key component to build and strengthen community trust. We must strive to have a diverse workforce that matches our diverse community and this can only be achieved through equity and inclusion. We value our dialogue with the community and affinity groups that helps us achieve this goal. The initiatives within this goal are:

A. Continue Recruitment Efforts to Increase Diversity Among Ranks; and,
B. Continue to Commit to Department Fairness.

With the addition of this seventh goal, this Strategic Plan includes the goals of reducing crime through community safety partnerships, enhancing organizational accountability, integrating advanced technology for optimal patrol efficiency, and fostering a welcoming workplace through diversity, equity, and inclusion. This Strategic Plan will guide us through the next two years.

If additional information is required, please contact Director Lizabeth A. Rhodes, Office of Constitutional Policing and Policy, at (213) 486-8730.

Respectfully,

MICHEL R. MOORE
Chief of Police

I am pleased to present the Los Angeles Police Department's 2023-2025 Strategic Plan. This living document leads our efforts to elevate service standards in response to community needs and further develops an environment of excellence for the dedicated personnel of our Department.

Law enforcement agencies nationwide are facing a pivotal juncture that requires re-evaluation and meaningful change. As we transition out of the COVID-19 pandemic and strengthen our community partnerships, we continue to seek ways to reduce crime and serve all Angelenos.

The 2023-2025 Strategic Plan represents a dynamic framework comprised of seven primary goals. These goals include reducing crime through community safety partnerships, enhancing organizational accountability, integrating advanced technology for optimal patrol efficiency, and fostering a welcoming workplace through diversity, equity, and inclusion. Our Department is firmly committed to our core value of Quality Through Continuous Improvement and we achieve this through transparency, accountability, comprehensive training, state-of-the-art technology, and strong community-police relationships. By proactively investing in our neighborhoods through innovative initiatives, we hope to earn enduring partnerships for generational longevity.

I welcome you to review our Strategic Plan and share your thoughts as we work together on the forthcoming milestones for the Department. By harnessing our workforce capabilities and collaborating with our community and key stakeholders, we can further enhance the quality of life for all Angelenos.

MICHEL R. MOORE
Chief of Police

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7 - **Increase Diversity, Equity and Inclusion in the Workforce**

GOAL 1
PROTECT LOS ANGELES

The aim of the Los Angeles Police Department is to safeguard the rights of every individual in the City and to ensure their peaceful existence, free from the impact of criminal activity. The Department is responsible for the well-being and security of more than four million Angelenos. Our commitment to preserving law and order always guides us. This fundamental duty informs our preparation and response to natural calamities, vehicular accidents, community calls for help, and crime.

The Department's top priorities are to lower crime and reduce gun violence. We collaborate with the communities we serve to accomplish these goals. Our continuous efforts include removing firearms from the streets, facilitating measures to assist persons experiencing homelessness, connecting communities with available resources, and providing viable alternatives to imprisonment. In addition, we will continue to seek out and implement the most effective crime-fighting techniques, while maintaining our reputation as a national law enforcement leader.
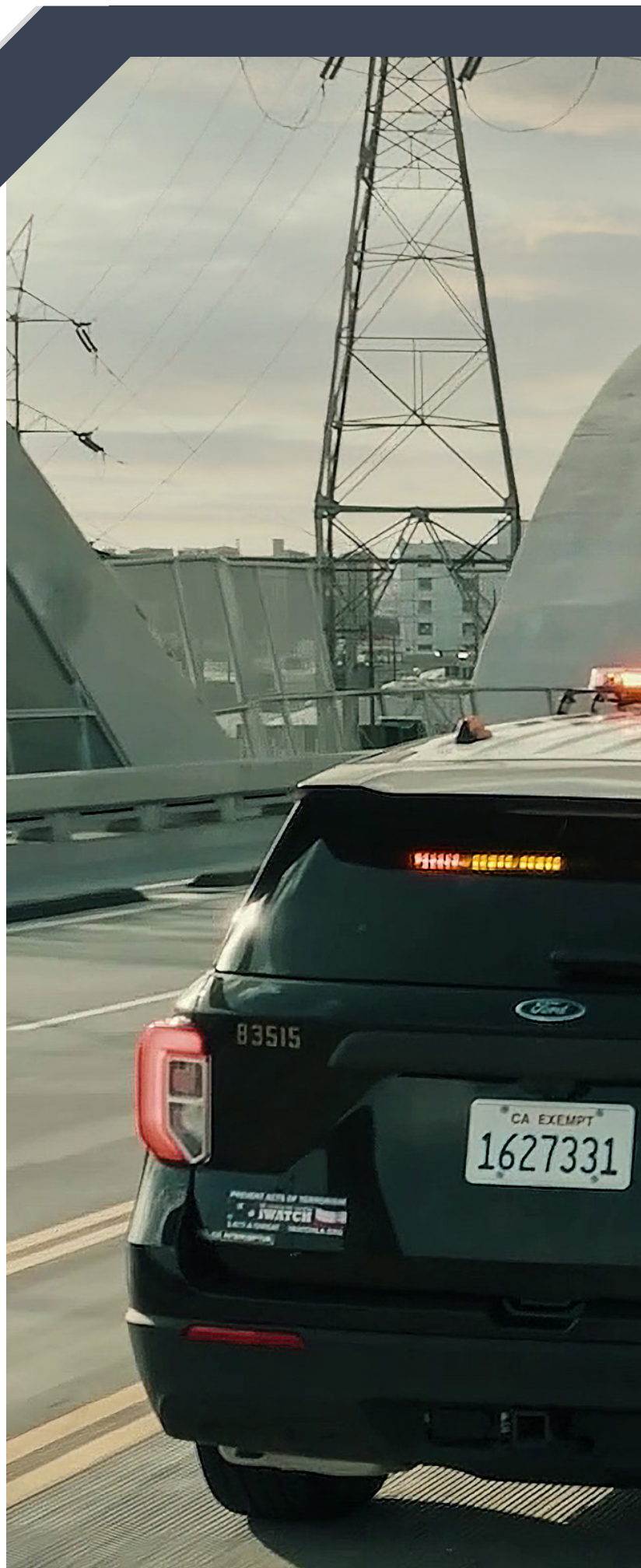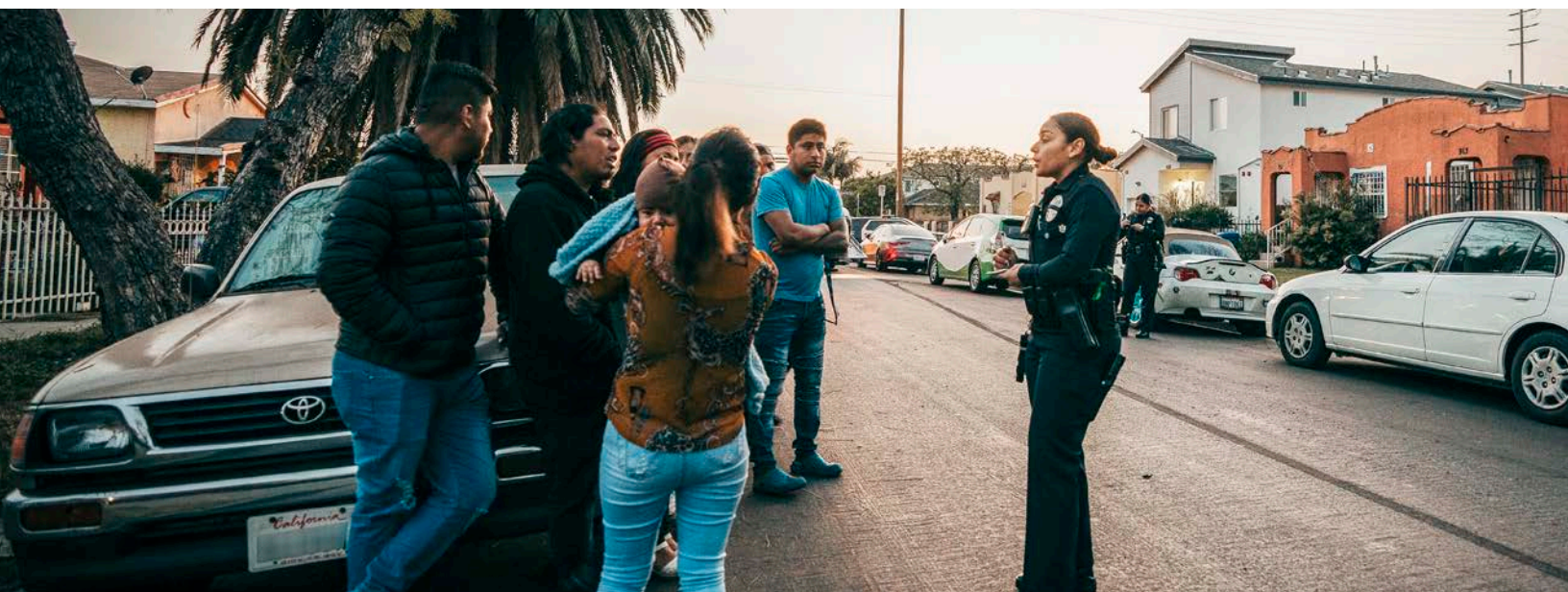
GOAL 1 PROTECT LOS ANGELES

Initiative A: Reduce Crime and Victimization

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Reduce crime and victimization using the Community Safety Partnership (CSP) relationship-based policing framework.	• Reduce Part-1 Crime across all CSP Neighborhood Engagement Areas (NEAs) by 10%.	• Select 4 Areas to implement CSP relationship-based policing in patrol operations to resolve public safety challenges. *	CSPB
2. Foster community interaction and improve public safety with foot beat patrols.	• Track the number of foot beats and outreach efforts conducted by existing divisional resources monthly by Area and identified high risk corridors / congregation areas.	• Evaluate location and schedule of foot beat patrol activity to ensure reduction in crime.	OO
3. Increase Area-led Neighborhood Watch Groups to promote safety and security.	• Maintain Neighborhood Watch groups in each Basic Car Area. Hold monthly meetings with the respective Area's Senior Lead Officer (SLO) and Night Watch Detective.	• Expand the Neighborhood Watch groups further by utilizing digital meeting platforms, to facilitate wider participation among interested parties.	OO
4. Train Department personnel on crime prevention strategies.	• Provide training on a range of crime prevention strategies and crime trends, including but not limited to identity theft, retail theft, cargo theft, cyber crimes, real estate fraud, counterfeit crimes, and auto theft prevention through roll call and Department Operations Center (DOC) emails.	• Evaluate the effectiveness of the training programs through pre- and post-training assessments and collect feedback from participants to improve future training efforts.	OO

Initiative A: Reduce Crime and Victimization (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
5. Raise public awareness of trending crime issues.	• Create at least two Public Service Announcements (PSAs) to provide education on internet safety and human trafficking.	• Continue to use PSAs and social media to promote internet safety and help address human trafficking.	COS
	• Use SLOs to initiate quarterly crime-specific town hall meetings, to educate the community on crime patterns and strategies to prevent victimization.	• Assess the effectiveness of town hall meetings and explore additional alternatives.	OO
6. Develop hit-and-run alert and cash award campaigns.	• Increase the frequency of hit-and-run alerts on social media platforms by 5%.	• Reduce fatal and suspected serious injury hit-and-run incidents by 5%.	OSO
	• Partner with the City Attorney to explore hit-and-run reporting incentives for community members, including cash rewards.	• Begin distribution of these incentives.	OSO
7. Improve criminal case filing rates across all crime categories.	• Establish bureau criminal case filing liaisons to meet quarterly with the City Attorney/District Attorney's Offices to focus on successful case filings. Increase filing rate by 3% overall.	• Assess the effectiveness and hold stakeholder meetings to explore mutual benefits and enhance the case filing process. Set a new percentage increase goal based on findings.	OO
8. Strengthen and expand the Reserve program to supplement sworn assignments.	• Recruit and hire the maximum allowable Reserve Police Officers.	• Continue recruitment efforts and encourage existing Reserve Police Officers to move from limited to full peace officer powers.	OO
	• Increase the number of Level II Reserve Police Officers transitioning to Level I.	• Increase Level I Reserve Police Officers by 10%.	OO
	• Provide semi-annual training conducted by the Reserve Coordination Unit to bureau and Area supervisor meetings regarding Reserve Police Officer roles, capabilities, and protocols.	• Facilitate collaboration and communication by including Reserve Police Officers in bureau management and supervisor meetings.	OO

Initiative A: Reduce Crime and Victimization (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
9. Partner with Los Angeles County District Attorney's Office to facilitate and promote victim services.	• Initiate bi-monthly meetings between Area Detectives and the District Attorney's Bureau of Victim Services Coordinator to enhance victim assistance and reduce victimization.	• Assess and analyze the efficacy of meetings and make suggestions to improve communication of objectives.	OSO
10. Distribute vehicle anti-theft devices to community.	• Continue distribution of anti-theft devices to drivers, focusing on the most stolen vehicle types, and track impact on vehicle thefts.	• Evaluate the impact of the distribution and target additional vehicle types for distribution.	OO
11. Reduce catalytic converter theft.	• Host three Vehicle Identification Number (VIN) etching events, use Task Force for Regional Auto Theft Prevention to focus on illegal purchasers, and monitor filing outcomes.	• Evaluate the effectiveness of the strategies and consider organizing additional events if deemed effective.	OSO

GOAL 1 PROTECT LOS ANGELES

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

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Reduce Part I Crime on and within the vicinity of the Los Angeles County Metropolitan Transportation Authority (LACMTA) system.	• Reduce robbery, aggravated assaults, and sexual assaults on the LACMTA system by 10%.	• Deter criminal activity and increase police visibility by using SLOs on foot beats on the rail lines, overtime officers, and field roll calls at satellite sites.	OSO
	• Utilize Metro stations as sub-stations for overtime details, fixed posts, and as secondary roll call locations.	• Monitor effectiveness and adjust as needed to impact crime trends.	OSO
	• Increase deployment of overtime officers from 6 to 12 per shift on the Red Line in collaboration with Los Angeles County Sheriff's Department (LASD).	• Monitor effectiveness and adjust as needed to impact crime trends.	OSO
	• Use the quarterly COMPSTAT inspections as a platform to review the effectiveness of Community Safety Operations Center information exchanges.	• Monitor effectiveness and adjust as needed to impact crime trends.	OSO
	• Collaborate with Gang and Narcotics Division to conduct 16 task forces with Operations - Central Bureau and overtime officers.	• Monitor effectiveness and adjust as needed to impact crime trends.	OSO

GOAL 1 PROTECT LOS ANGELES

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

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
2. Identify and pursue facility improvements to improve transit safety.	• Partner with LACMTA to identify and report on facility deficits that are detrimental to safety.	• Select two most critical deficits and seek funding to make improvements to increase safety.	OSO
	• Add safety signage to 50% of conveyances in the MTA fleet. Adopt a regulated vendor program at the Westlake / MacArthur Park and North Hollywood stations.	• Deploy an inclusive communications system connecting law enforcement, security, ambassadors, maintenance, and customer service professionals on one common platform.	OSO
3. Increase training cooperation between Transit Services Bureau and LACMTA.	• Host monthly training with LACMTA to identify potential violent activity.	• Assess training effectiveness and explore further opportunities as necessary.	OSO
4. Emphasize the specific Key Performance Indicators (KPI) outlined in the LACMTA contract for conducting enforcement at grade crossings.	• Deploy Motor Units to perform grade crossing enforcement in high-traffic collision zones.	• Evaluate most critical KPI for this time period and deploy resources to address.	OSO

Initiative C: Reduce Gun Violence

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Develop quarterly PSAs aimed at mitigating gun violence. Utilize celebrities to increase viewers.	• Collaborate with Crimestoppers to produce quarterly PSAs aimed at educating the community about gun violence.	• Evaluate PSA content efficacy and use data to create additional PSAs.	COS
2. Use gun buy back events to remove firearms from the community.	• Create Chief's messages promoting the gun buy back program, ghost gun reward program, and Gun Violence Restraining Orders (GVROs).	• Conduct two gun buy back events in each geographic bureau.	OO
	• Promote gun buy back events via social and mainstream news media (radio, television, and print).	• Assess the process and modify the frequency and content to improve convenience for community members.	OO
	• Streamline gun turn-in processes at police stations and emphasize anonymity for those surrendering firearms.	• Assess the process for surrendering firearms and improve and streamline turn-in for the public.	OSO
	• Establish partnerships with private individuals, corporations, federal, state, county or city agencies, etc. willing to donate funds to support the gun buy back program.	• Assess the program to determine and implement best practices.	OO

GOAL 1 PROTECT LOS ANGELES

Initiative C: Reduce Gun Violence (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
3. Enhance the recognition and utilization of GVROs at all divisions.	• Provide Areas with quarterly updates on GVROs through roll call and management training. Increase GVROs issued by 25%.	• Monitor the use of GVROs and success of 2024 goal of a 25% increase. Reassess and set new goal.	OSO
	• Implement the attachment of GVRO requests to all pertinent crimes.	• Assess and integrate the attachment of GVRO requests into the Department's standard operating procedures.	OSO
4. Collaborate with federal partners to disrupt flow of illegal firearms.	• Increase the number of cases presented to the Assistant United States Attorney (AUSA) for federal filing consideration in an effort to obtain/ secure an increase in our federal filings for suspects involved in the distribution/ sales of illegal firearms utilizing Los Angeles Interagency Metropolitan Apprehension Crime Task Force (LA IMPACT) Group 4.	• Continue to seek federal prosecution for suspects involved in the sales/ distribution of illegal firearms.	OSO
5. Target the manufacturers of illicit firearms for investigation and prosecution.	• Monitor and take action on all pertinent Crimestopper tips associated with ghost gun production/trafficking leads to increase ghost gun filings.	• Conduct semi-annual summit with other local law enforcement agencies and federal partners to strategize on illicit manufacturer investigations / prosecutions.	OSO
6. Maintain focus on prohibited possessors of firearms.	• Increase enforcement efforts against prohibited possessors. Increase case presentations to AUSAs by 5%.	• Evaluate and analyze results and adjust as needed.	OSO
7. Reduce and prevent gang-related activity.	• Provide geographic Areas with weekly information on gang-related incidents such as flare-ups, funerals, and large gatherings by communicating with Gang Reduction and Youth Development (GRYD) and other stakeholders.	• Continue the partnership with GRYD for community sentiment awareness and assess impact of weekly updates to Areas.	OO
	• Increase GRYD referrals by 3% as a means of preventing and intervening in gang-related violence.	• Analyze successes and refocus to increase referrals by an additional 3%.	OSO

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

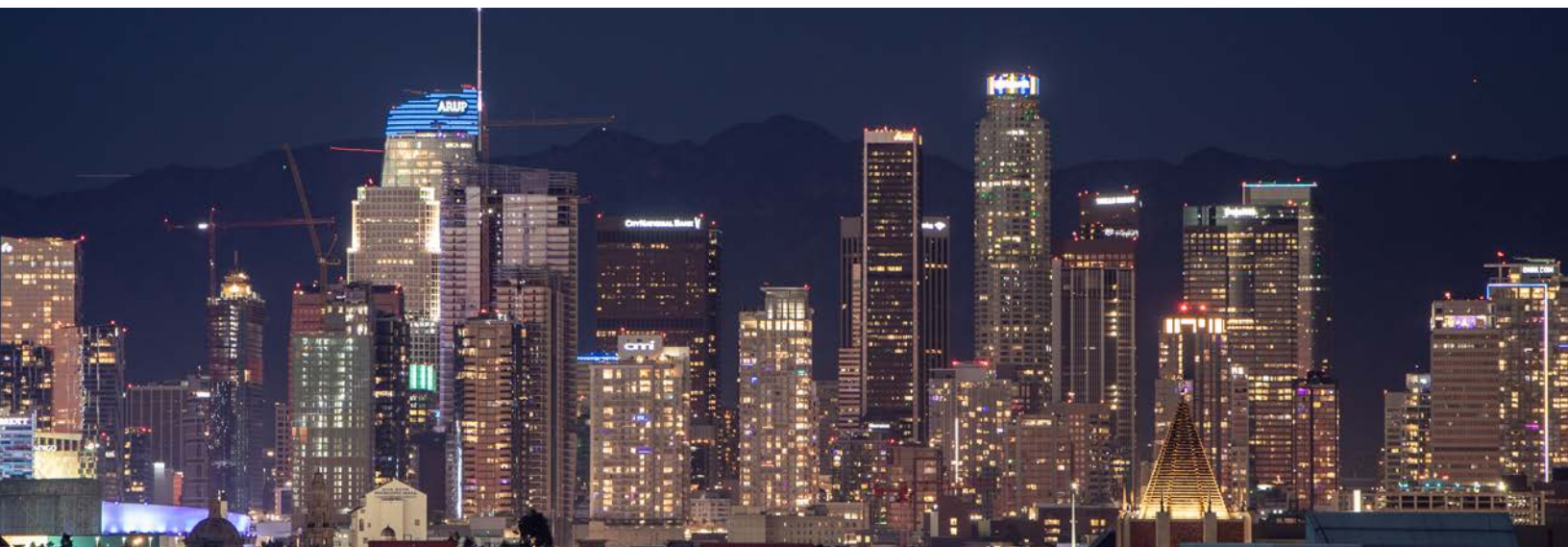| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Develop catered videos and social media content to encourage readiness and response to emergencies such as natural disasters, terrorism, protests, and other unexpected events. Utilize celebrities to increase viewers.	• Create and distribute two videos annually that will inform the public about preparation for large scale natural disasters.	• Solicit community feedback on initial videos, and modify annual videos to better suit the community's stated needs.	COS
2. Improve preparation for large-scale events at critical sites along the LACMTA train and bus systems.	• Facilitate quarterly training sessions involving LACMTA, Amtrak, Metrolink, other local law enforcement agencies, the Department of Transportation, the Emergency Management Department, and the University of Southern California Department of Safety to enhance preparedness.	• Broaden the network of partners and involve command staff in the training process for large-scale event preparation.	OSO

GOAL 1 PROTECT LOS ANGELES

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

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
3. Integration of Emergency Services Division (ESD) Explosive Detection K-9 unit into terrorism prevention.	• Increase ESD's K-9 unit's visual deployment to augment visible presence along MTA and rail system.	• Assess the use of the ESD K-9 and its efficacy as a terrorism prevention tool within the Transportation Operating System.	OSO
4. Integrate LACMTA technology upgrades into preparedness and response.	• Leverage technology enhancements from LACMTA to strengthen prevention and response efforts for both natural and man-made disasters.	• Evaluate and update technological enhancements to ensure maximum effectiveness for evolving threats.	OSO
5. Conduct training sessions for Department personnel on protocols related to Very High Fire Hazard Severity Zones.	• Conduct annual (start of fire season) training for the Bureaus with Very High Fire Hazard Severity Zones and ensure all contacts with the Los Angeles Fire Department are up to date.	• Assess training, implement enhancements, and replicate for additional geographic bureaus, as appropriate.	OSO
6. Introduce divisional training for handling catastrophic events.	• Review divisional procedures (Standing Plans) for catastrophic events specific to geographic Areas.	• Evaluate procedures and adjust as necessary.	OSO
	• Conduct semi-annual bureau training with personnel in order to prepare patrol officers for a catastrophic incident.	• Evaluate frequency of training and adjust if necessary.	OSO
7. Ensure preparedness for First Amendment assemblies.	• Conduct quarterly exercises to practice utilization of the Incident Command System (ICS) to manage large-scale incidents and events.	• Continue exercises yearly and integrate any lessons learned.	OSO

Initiative D: Emphasize Preparedness and Response to Natural Disasters, Acts of Terrorism, Assemblies, Protests, Mass Violence, and Other Critical or Unusual Events (continued)
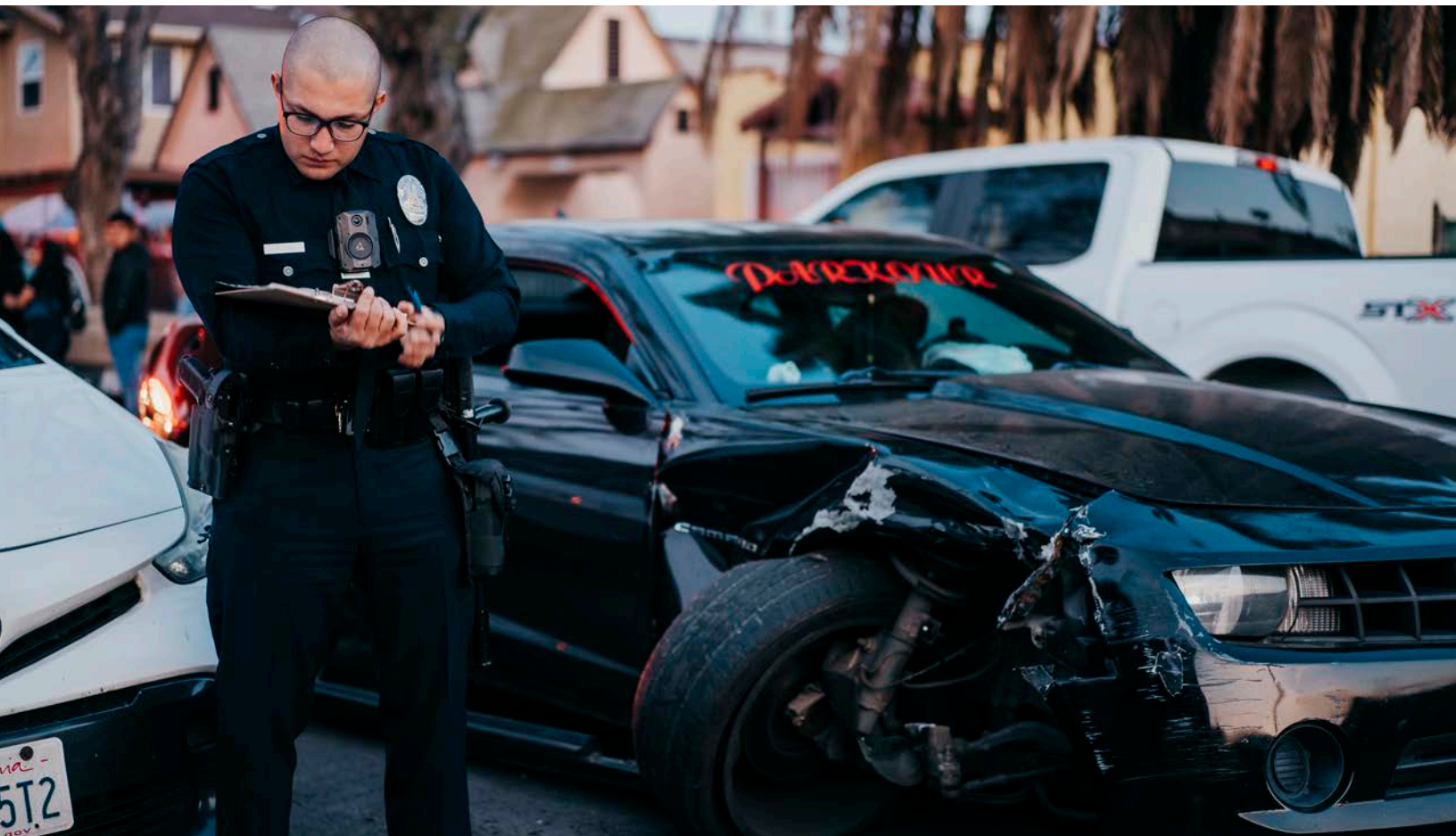
Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
8. Increase Department readiness for LA28 Olympic and Paralympic Games.	• Identify appropriate personnel to address Games planning initiatives as directed by the Mayor's Games Cabinet and the Games Cooperative.	• Coordinate with Training Bureau and ESD to revise Incident Management Teams (IMT) training to incorporate lessons learned from LA28's Paris 2024 delegation.	OSO
	• Coordinate with City partners to identify space for City Unified Command Post.	• Expand IMT to include civilian personnel and dedicated staging personnel.	OSO
9. Utilize a Strategic Planning Team (SPT) to support Department preparations for large scale, citywide events.	• Formally establish the SPT to manage the Department's IMT in preparation for large - scale events.	• Coordinate with ESD and Information Technology Bureau to implement technology for resource tracking and cost recovery.	OSO
	• Develop Department policy for the IMTs.	• Partner with regional partners to develop training that improves IMTs' spontaneous response capabilities.	OSO
	• Coordinate with Training Bureau and ESD to codify ongoing training standards and regular schedule for IMTs.	• Standardize best practices for community engagement related to large-scale events.	OSO

GOAL 1 PROTECT LOS ANGELES

Initiative E: Improve Traffic Safety

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Sponsor a Traffic Education Campaign to promote awareness and educate community on safe and responsible driving practices.	• Collaborate with Transit Services Bureau, traffic divisions, and external traffic safety organizations to enhance social media messages on traffic safety, and to ensure at least one targeted social media posting per month.	• Evaluate social media messages and adjust accordingly.	OSO
2. Enhance community safety by reducing traffic fatalities through focused enforcement.	• Enforce traffic regulations by spending 50% of focused policing and community education hours on high-fatality corridors.	• Continue to adjust deployment locations for enforcement and education based on changes in high-fatality corridors.	OSO
	• Reduce pedestrian fatalities by 5%.	• Reduce pedestrian fatalities by an additional 5%.	OSO
	• Reduce bicycle fatalities by 5%.	• Reduce bicycle fatalities by an additional 5%.	OSO

Initiative E: Improve Traffic Safety (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
3. Implement strategies to mitigate street racing.	• Redesign the COMPSTAT profile page pertaining to street racing activity to clarify goals and results.	• Continue to assess profile page and make necessary updates.	OSO
	• Reduce street takeovers by 5%.	• Assess reduction in street takeovers and make necessary strategic changes.	OSO
	• Work to amend vehicle codes that streamline vehicle forfeitures following street racing takeovers.	• Continue networking with local community leaders and state legislators to maintain safety in our communities and on public roads.	OSO
	• Design training to reduce street takeovers with an emphasis on appropriate pretext stops.	• Evaluate focused training and modify as needed to impact street racing and takeovers.	OSO
4. Maintain a robust sobriety checkpoint and Driving Under the Influence (DUI) saturation program to reduce DUI-related incidents.	• Reduction in DUI-related fatal traffic crashes by 5% using input from Areas in order to better prepare recommendations for DUI checkpoints and enforcement details.	• Reduction in DUI-related fatal traffic crashes by an additional 5%.	OSO
	• Increase officer enrollment in Advanced Roadside Impaired Driving Enforcement (ARIDE) to promote DUI enforcement.	• Continue to increase percentage of officers trained in ARIDE.	OSO
5. Improve community participation in traffic safety through education.	• Utilize volunteers to assist with community education seminars discussing traffic safety.	• Assess and expand the education seminars through increased volunteer participation.	OSO
	• Utilize volunteers to participate in radar speed education operations.	• Assess traffic statistics following radar speed education operations and adjust deployment.	OSO
	• Utilize cadets to support traffic enforcement through the dissemination of safety flyers and public education conversations.	• Monitor and adjust educational flyer information based on traffic hazards and patterns.	OSO

GOAL 1 PROTECT LOS ANGELES

Initiative F: Continued Partnership on Incarceration Alternatives

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Enhance the utilization of the Restorative Enhanced Diversion for Youth (REDY) program for arrestees.	• Partner with District Attorney's office to establish a measurable goal for REDY enrollment, and create strategies for implementation.	• Implement program strategies to achieve desired enrollment and adjust as needed.	OSO
2. Enhance the utilization of the Juvenile Arrest Diversion Program (JADP).	• Finalize and implement the Memorandum of Agreement (MOA) between the Department and the Los Angeles County Department of Youth Development (DYD).	• Monitor and ensure MOA compliance; modify or amend MOA as needed.	OSO
	• Implement quarterly training for Area juvenile coordinators on the utilization of the youth diversion database.	• Evaluate training and modify as needed.	OSO
3. Enhance the utilization of the GRYD Referral Program.	• Increase online divisional GRYD referrals by 5%.	• Use the online referral system for all Department GRYD referrals by the end of Q2 2025.	OO
4. Increase training regarding divisional GRYD providers.	• Provide semi-annual GRYD referral training sessions to Area patrol and detectives.	• Assess training and make necessary adjustments.	OO
	• Develop awareness campaign for community GRYD referral program.	• Assess training and make necessary adjustments.	OO

ALTERNATIVES
TO INCARCERATION ——

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
5. Promote programs that provide alternatives to incarceration for people experiencing homelessness.	• Develop comprehensive Law Enforcement Assisted Diversion model training to increase officers' familiarity with resources for alternatives to incarceration.	• Track participation and incorporate lessons learned into training.	OO
6. Coordinate with juvenile diversion partners to stay informed of participant progress.	• Host Area quarterly meetings with local juvenile diversion partner to obtain updates and share enrollment data.	• Monitor the program's progress and adjust as needed.	OO

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

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Improve communication with the Los Angeles Homeless Services Authority (LAHSA). Currently, officers utilize public portals for communication.	• Partner with LAHSA to create and pilot law enforcement-specific smartphone application that connect Persons Experiencing Homelessness (PEH) to vital resources, outside of public portal.	• Assess the efficiency of the newly created referral systems and establish data-driven metrics; improve systems as needed.	○○
2. Implement use of Department Homeless Coordinator's mobile application.	• Provide training to field officers on the Department Homeless Coordinator's mobile application to enhance their ability to assist PEH.	• Assess the use of the application and modify if necessary.	○○
3. Conduct comprehensive Department-wide training on assisting PEH.	• Update and standardize the Department-approved approach to homelessness training and identify new learning modalities to convey the training material.	• Expand training to Virtual Reality (VR) scenarios and videos.	○○
4. Promote expansion of the Mayor's Crisis and Incident Response through Community-Led Engagement (CIRCLE) initiative.	• Participate in bi-weekly Urban Alchemy meetings to evaluate the efficacy of the CIRCLE initiative.	• Analyze Los Angeles Homeless Outreach Portal (LA-HOP) feedback to assess referral outcomes and impact on homelessness.	○○
	• Provide introductory Area roll call training on CIRCLE initiative partners followed by quarterly roll call updates to increase awareness and utilization of the program.	• Evaluate CIRCLE initiative usage in geographic Areas and provide targeted training to increase utilization.	○○

GOAL 2
SERVE LOS ANGELES

The achievement of our mission to enhance public safety is dependent on our ability to improve our service to the communities we serve. To create safer neighborhoods, we must not only be proactive in fighting crime, but also examine their underlying causes. Our Department intends to achieve this by strengthening our current partnerships between public and private entities and using our collective resources to provide programs and services that meet the needs of local residents.

Our aim is to foster trust across all neighborhoods in the City by providing spaces where community voices can be amplified. By expanding community policing, including increasing Community Safety Partnership sites, we can develop more relationships to build trust. We will consider the perceptions, experiences, and expectations of residents when forming our policies and future actions. Our efforts will be led by a diverse workforce that accurately reflects the City's dynamic population. We are confident that dedicating ourselves to these initiatives will lead to an improved quality of life for all those living, working, and traveling through Los Angeles.

GOAL 2 SERVE LOS ANGELES

Initiative A: Build Community Trust and Partnerships

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Enhance public confidence in personnel complaint adjudications.	• Create a process to identify, redact, and publicly release videos of incidents that lead to public complaints.	• Begin the proactive release of videos for all complaints that qualify under Senate Bill 16.	PSB
2. Strengthen Community Safety Advisory Councils (CSACs) at each CSP NEA to counter violence and build community capacity.	• Work with Housing Authority of the City of Los Angeles (HACLA), council district representatives, and other key stakeholders to establish quarterly CSP-led evening Public Safety Meetings (PSMs) at each CSP site to amplify residents' voices.	• Evaluate resident feedback to determine the effectiveness of the evening PSMs.	CSPB
	• Host two Crime Prevention Through Environmental Design (CPTED) exercises with CSP area residents and institutional partners at each CSP site. Solicit feedback.	• Assess the effectiveness of community-focused CPTED exercises and host two revised meetings in each CSP area.	CSPB

Initiative A: Build Community Trust and Partnerships (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
3. Collaborate with institutional partners and community members to expand the footprint of CSP programs.	• Explore grant funding and other program support opportunities to enhance CSP program delivery.	• Submit applications for two unique grant opportunities for CSPB.	CSPB
4. Assess and enhance public confidence and trust in the CSPB model.	• Work with institutional partners to conduct annual public sentiment surveys, and use data to address public concerns, increase safety, and improve trust.	• Evaluate results to inform decision-making and work with community partners to address areas of concern.	CSPB
5. Strengthen trust through community-policing interactions.	• Collaborate with Human Relations Commission to host bi-monthly officer-youth dialogue sessions.	• Continue dialogue and identify training needs and recommendations.	OCPP
6. Improve community engagement through data transparency.	• Publish community Racial and Identity Profiling Act (RIPA) Dashboard and gather input from City and community stakeholders on enhancing the data displayed.	• Amend Community RIPA Dashboard to reflect new mandatory RIPA data fields and community input.	OCPP
7. Improve Case Assessment Management Program (CAMP) outreach.	• Create a database to track high frequency CAMP clients and provide monthly information to geographic Areas.	• Implement and evaluate the effectiveness of the high frequency CAMP client database.	OSO
8. Enhance partnerships with Mental Health Intervention Training (MHIT) delivery partners to review and update goals and presentations.	• Conduct semi-annual meetings with National Alliance on Mental Illness (NAMI), Autism Society of Los Angeles (ASLA), Los Angeles County Department of Mental Health (LACDMH), Behavioral Science Services (BSS) and volunteer actors for MHIT.	• Implement an updated MHIT curriculum based on the bi-annual meetings and current trends identified.	OSO
9. Enhance Citywide awareness of the Mental Evaluation Unit (MEU).	• Develop a training program with our City partners on MEU's role when engaging individuals in mental crisis.	• Collect feedback from the City partners and incorporate any necessary improvements into the training program.	OSO
	• Create VR scenarios to provide training to City partners.	• Evaluate the effectiveness of the training program and make any necessary adjustments.	OSO

Initiative A: Build Community Trust and Partnerships (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
10. Define areas to enhance Business Improvement District (BID) cooperation with Department personnel.	• Invite representatives from neighborhood councils, BIDs, and block captains to the annual SLO summit. Solicit partner ideas for crime prevention strategies.	• Host bi-annual in-person townhall meetings to increase dialogue with stakeholders and involved community organizations, including BIDs.	○○
11. Engage on a Citywide scale with Clergy Council to collaborate on public safety initiatives and measures.	• Host one summit with all interested Clergy Council members to draft mission statement and goals for public safety initiatives and measures.	• Share mission statement and goals with all Clergy Councils, and have each geographic Area meet with their local Council to implement Area-appropriate programs to meet the goals.	○○
12. Use Days of Dialogue (DOD) events to facilitate conversations on sensitive social issues among diverse community groups.	• Organize four DOD sessions with community stakeholders. Conduct surveys prior to and after sessions to gauge impact.	• Evaluate the effectiveness of the four DOD sessions to continue constructive dialogue.	○○
13. Enhance recruitment strategies for Community Police Advisory Boards (CPAB).	• Release a targeted outreach campaign including social media to promote the benefits of joining CPAB. Place particular emphasis on youth members of CPAB and track the number of outreach efforts at local colleges and universities.	• Review and update the recruitment process for CPAB, identifying areas for improvement and implementing changes as needed.	○○

GOAL 2 SERVE LOS ANGELES

Initiative A: Build Community Trust and Partnerships (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
14. Increase use of social media to foster connections with the community.	• Educate the community about criminal activity, crime prevention methodologies, and community engagement initiatives through four weekly social media posts.	• Complete and disseminate three targeted social media campaigns aimed at relevant crime trends.	COS
	• Support and guide sworn social media content creators in geographic Areas with semi-annual in-person training seminars. Focus on delivering timely information about local crime and community events.	• Monitor and evaluate social media accounts within the geographic Areas, and provide additional guidance and assistance as needed.	COS
	• Educate retailers and the community on self-protection measures through quarterly LAPD-created literature, press releases, social media, podcasts, and community meetings.	• Evaluate effectiveness and adjust as necessary.	COS
15. Incorporate technology & social media into the Department's comprehensive strategy to enhance community engagement and communication.	• Post quarterly messages with educational material on all Department social media platforms to educate youth on protecting themselves on dating and social media smart phone applications.	• Determine which platforms were most impactful and further develop accordingly.	COS

GOAL 2 SERVE LOS ANGELES

Initiative B: Enhance and Support Community Engagement

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Improve recruitment for the newest Police Academy Magnet Schools (PAMS) at Banning High School and Clinton Middle School.	• Ensure that all PAMS vacancies at Banning High School are filled.	• Monitor the enrollment status of Banning High School's PAMS class and collaborate with the school administration to address any recruitment challenges.	◯◯
	• Establish a partnership with Los Angeles Unified School District (LAUSD) staff to develop the PAMS at Clinton Middle School, scheduled to open in the fall of 2024.	• Initiate recruitment campaign for prospective Clinton Middle School PAMS students.	◯◯
2. Enhance the reach and impact of youth programs through the expansion of the Police Orientation Preparation Program (POPP).	• Recruit and secure enrollment for the incoming junior class at Los Angeles Valley College POPP.	• Report on recruitment shortfalls in prior year and develop new strategies.	◯◯
3. Resume in-person community engagement meetings.	• Host at least four in-person community meetings per division while continuing to offer virtual or hybrid alternatives.	• Solicit and incorporate feedback from community members on the effectiveness and accessibility of the in-person and virtual/hybrid meeting formats.	◯◯

Initiative C: Bolster the Quality of the Community Volunteer, Internship, and Youth Programs

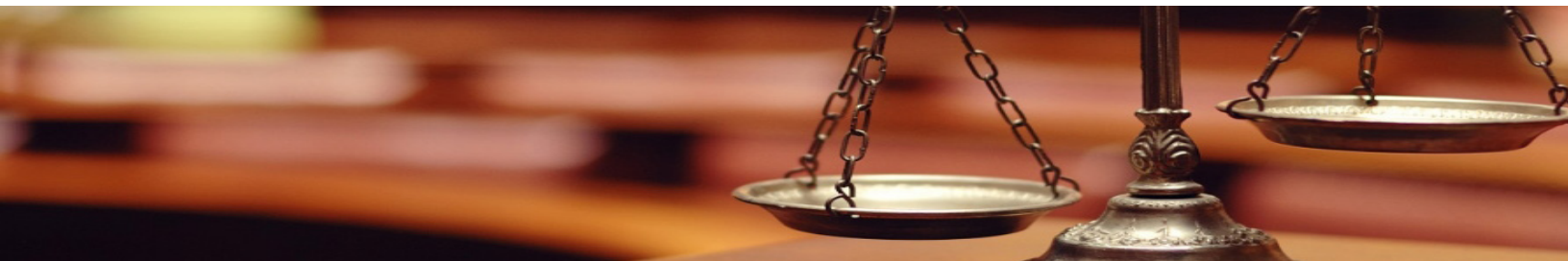| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Partner with LACDMH to create an LAPD internship for aspiring clinicians and technicians.	• Introduce the inaugural group of interns.	• Expand the number of interns.	⚪⚪
2. Increase participation in Department volunteer corps.	• Host two summits with all Area volunteer coordinators to develop best practices for recruitment.	• Using summit strategies, increase Department volunteer corps by 10%.	⚪⚪
	• Assign the Community Relations Office (CRO) to coordinate volunteer recruitment and deployment in each geographic Area.	• Each geographic bureau will assign a sworn supervisor to manage their subordinate Area programs.	⚪⚪
3. Make system-wide improvements to the Department's Cadet programs.	• Conduct a Citywide written evaluation of the Cadet Leadership Academy and its curriculum to identify areas of strength and those in need of improvement.	• Implement recommendations from the evaluation and report on success.	⚪⚪
	• Conduct a review of the existing Youth Programs Manual to identify opportunities for enhancements and updates.	• Revise the Youth Programs Manual based on the identified opportunities for improvements and updates.	⚪⚪
	• Expand the Cadet recruitment campaign, utilizing social media platforms as a key tool to attract a wider and more diverse pool of candidates.	• Analyze and adjust the expanded Cadet recruitment campaign based on its effectiveness.	⚪⚪

Initiative C: Bolster the Quality of the Community Volunteer, Internship, and Youth Programs (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
4. Improve volunteer programs to engage and retain volunteers.	• Increase recruitment for the Citizens On Patrol program.	• Use Citizens On Patrol members to conduct recruitment outreach events.	⚪⚪
	• Collaborate with East Los Angeles City College, California State University Los Angeles, and Criminal Justice magnet schools to recruit and engage community members for volunteer and internship opportunities.	• Establish an outreach plan and schedule quarterly meetings with stakeholders to explore new opportunities for the program.	⚪⚪
	• Identify appropriate Department entities that can support the engagement of volunteers in administrative duties. Develop position descriptions and deploy volunteers to these tasks.	• Expand the deployment of volunteers.	⚪⚪
	• Launch a targeted recruitment campaign for graduating cadets to transition to volunteer roles. Track success.	• Based on results, improve campaign. Track any increase in transitions to volunteer roles.	⚪⚪
5. Establish a college student internship program specific to each Area.	• Engage interns to support LAPD youth program goals by utilizing them as mentors and tutors for cadets and Police Activities League (PAL) participants.	• Solicit intern feedback to improve their level of satisfaction with the LAPD youth program internship.	⚪⚪

GOAL 2 SERVE LOS ANGELES

Initiative D: Continued Commitment to Procedural Justice Principles

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Promote procedural justice principles by establishing trust, neutrality, respect, and encouraging voice through open dialogue and feedback.	• Meet with key stakeholders to facilitate four collaborative Days of Dialogue (DOD) forums focused on principles of procedural justice. Conduct survey before and after to gauge impact.	• Follow up with participants to solicit feedback regarding impact on procedural justice principles.	OO

## Initiative E: Enhance Relationships with Public and Private Entities

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Extend invitations to public and private organizations to partake in the MHIT program.	• Host two MHIT courses that include members of the community.	• Using feedback from non-Department participants, make recommendations on further public involvement in MHIT.	OSO
2. Collaborate with City partners to enforce cannabis regulations.	• Partner with external agencies via the Mayor's Cannabis Task Force to decrease the number of illegal dispensaries and maintain a level below 100 illegal dispensaries.	• Monitor partnerships' effectiveness, adjust as needed to maintain number of illegal dispensaries below 100.	OSO
3. Organize events to promote child internet safety.	• Meet monthly with University of Southern California (USC) Safety Task Force and USC Kid Watch to enhance tools and training for online child sexual exploitation investigations.	• Explore other partners to continue combating online child sexual exploitation.	OSO

GOAL 3
Improve Organizational Accountability & Restructuring

To reach maximum efficacy, we must ensure that our disciplinary procedures and policies are free from bias and discrimination. In cases of alleged misconduct, we take it upon ourselves to conduct prompt and thorough investigations, ensuring that our employees treat all members of the community fairly, respectfully, and with dignity in every encounter. We have implemented innovative programs like complaint mediation, which provides a safe and neutral space for community members to voice their concerns.

By identifying patterns of risk associated with the use of force, we can minimize liability and prioritize diversity, equity, and inclusion in our practices, both inside and outside the organization. We must continue the commitment to reduce uses of force by emphasizing de-escalation techniques in training and praising effective use of de-escalation in the field. Through open and transparent processes, we hope to increase public trust and enhance the quality of our service to the valued communities we serve.
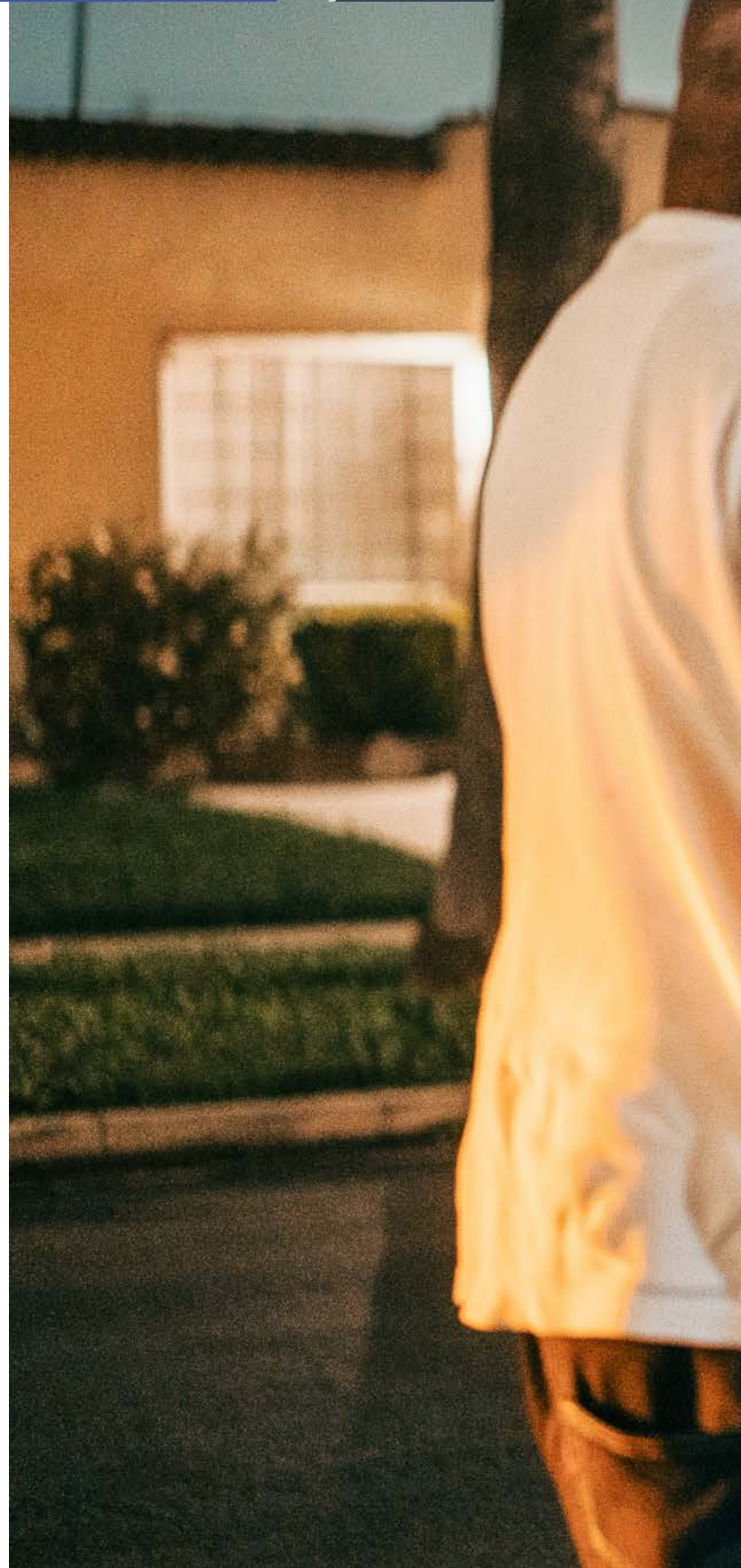
GOAL 3 IMPROVE ORGANIZATIONAL ACCOUNTABILITY & RESTRUCTURING

Initiative A: Reduce Uses of Force

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Review Department use of force incidents and pursuits with an intentional focus on risk reduction.	• Form a Department Risk Management Review Group (RMRG) with Captains from each geographic Area, to assess training and recommend improvements to current curricula on less lethal force and vehicle pursuits. By end of 2024, implement revised training based on findings.	• Continue revising training programs based on RMRG findings and recommendations.	OCPP
2. Using previous year's data to identify trends in the application of force and focus on reduction efforts at the Area and divisional levels.	• Collect data from use of force incidents to address Area-level concerns. Pilot with two divisions from each geographic bureau to test the concept and evaluate.	• Reassess the eight Areas chosen for improvement, and select eight new Areas for implementation.	OSS
	• Establish monthly roundtable session with Risk Management and Legal Affairs, Force Investigation, and Critical Incident Review Divisions to assess trends leading to adverse findings.	• Continue roundtable sessions as new trends are identified.	OSS
3. Partner with line officers in the Department's development of de-escalation protocols.	• Conduct four focus group meetings with field personnel to evaluate the effectiveness of current training on use of force and de-escalation, and to explore improvements.	• Publish a Department-wide document with the focus groups' findings.	OSS
4. Reduce uses of force at public demonstrations.	• Conduct nationwide study on current less lethal munitions and new technology for use in public demonstrations.	• Develop a pilot program to train law enforcement officers on the proper use of selected less lethal munitions and new technologies identified in the nationwide study.	OSS

Initiative B: Maintain a Sustainable Strategic Plan

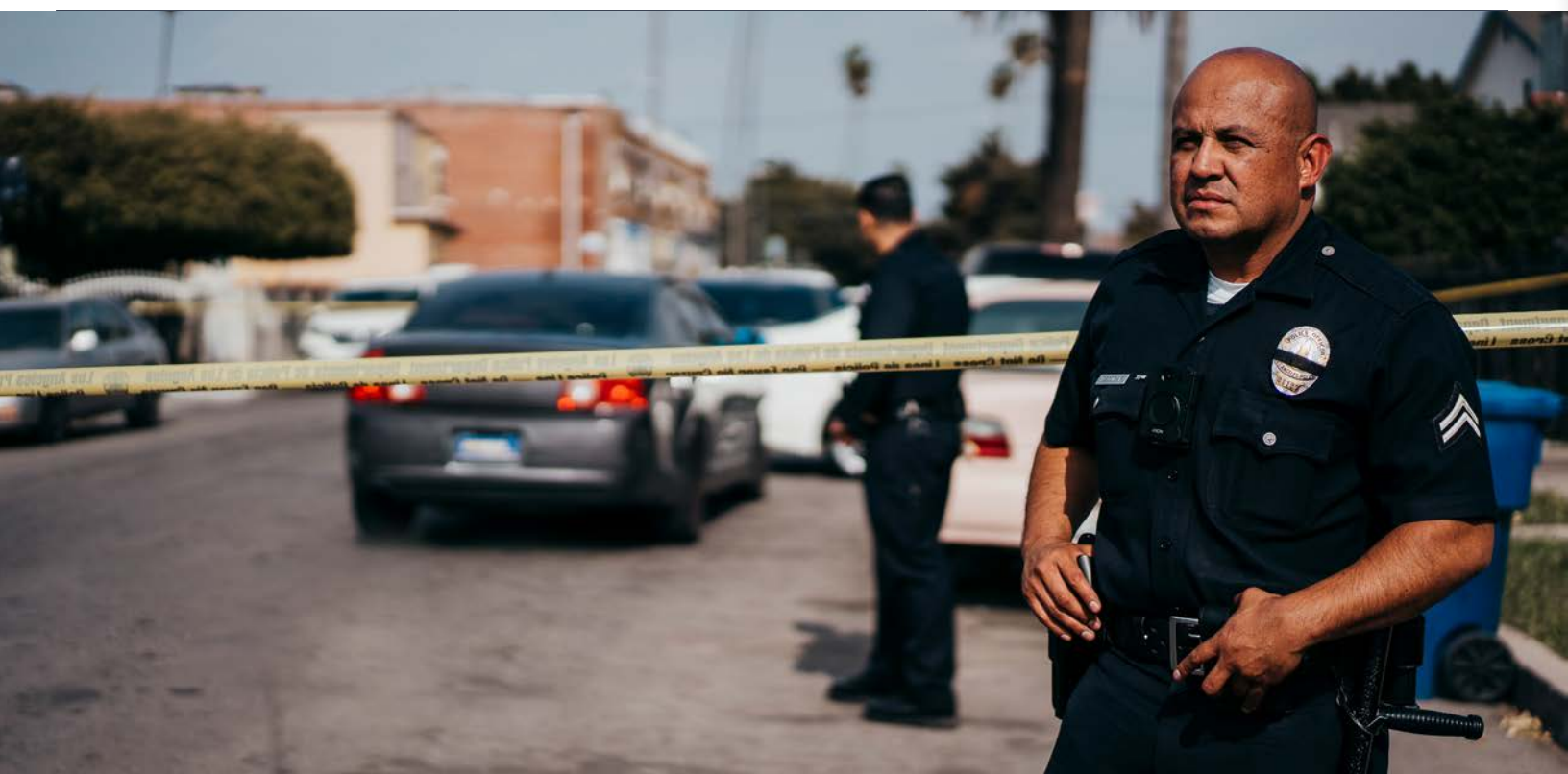| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Develop next generation of Department goals, key activities, and milestones.	• Research national best practices to integrate into future Strategic Plan.	• Draft and publish the Department's Strategic Plan for 2025-2027 to meet the evolving needs of the community and law enforcement landscape.	OCPP

GOAL 3 IMPROVE ORGANIZATIONAL ACCOUNTABILITY & RESTRUCTURING

Initiative C: Reduce Risk and Harm

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Identify deficiencies and gaps in current training programs, policies, and procedures in the areas of risk management and harm reduction.	• Create bi-monthly working group to review recent litigation with City Attorney's Office and Department entities to identify gaps in training and policies.	• Implement any necessary changes and provide additional training to relevant personnel.	OCPP
	• Create a working group with Training and Personnel Divisions to identify litigation-prone environmental issues and develop a training course.	• Obtain POST-certified certification and implement workplace environment training course that surpasses the state's minimum requirements.	OCPP
2. Identify patterns and trends in employee-involved traffic collisions to reduce frequency and severity.	• Create quarterly meetings with OCPP and Traffic Group (TG) to analyze collision data and identify common contributing factors and develop training to address them. Publish a document with the focus group's findings and recommendations.	• Assess effectiveness of the new training to reduce collisions, and update or reinforce based on the analysis.	OCPP

Initiative C: Reduce Risk and Harm (continued)

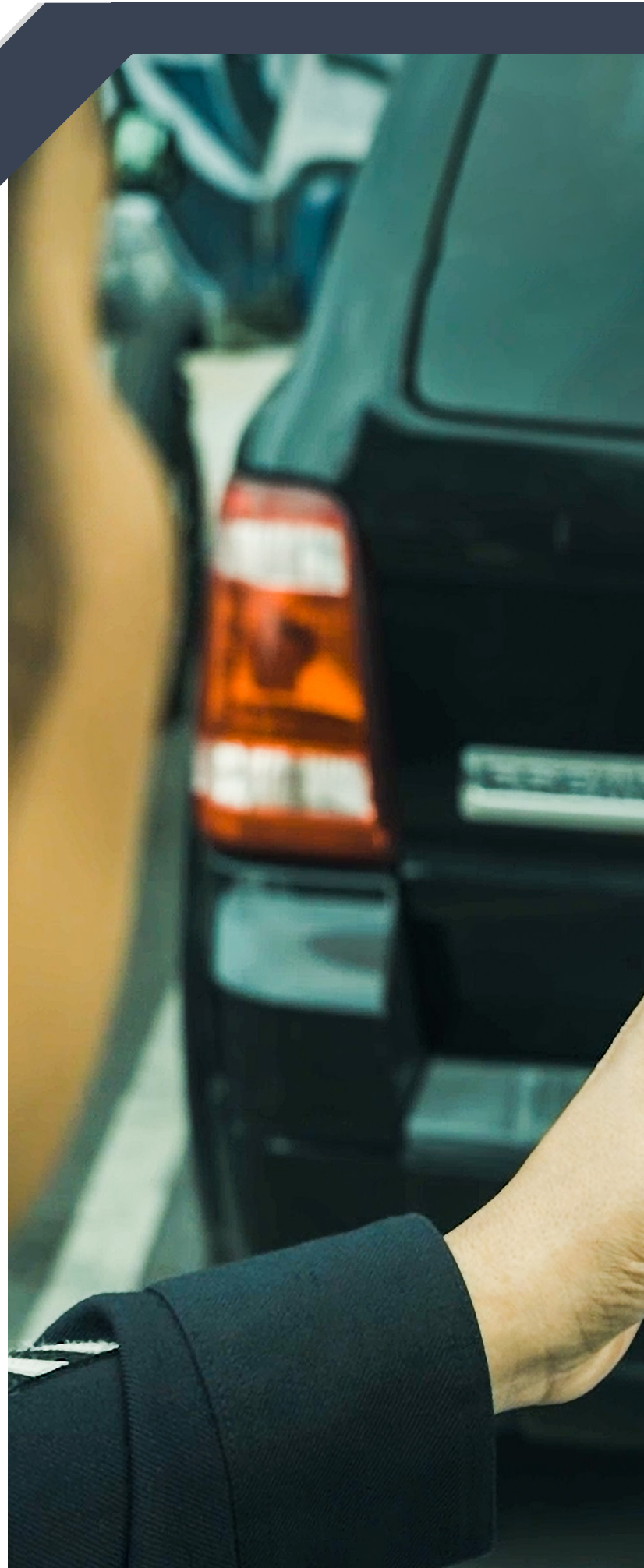| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
3. Increase documentation of minor incidents and decisions that frequently appear in litigation claims.	• Develop and implement a "Command Officer's Log" for tracking of minor incidents within Area Commands, which can be used as a reference by Command Officers in future litigation.	• Assess use of "Command Officer's Log" for effectiveness in helping users recall minor incidents appearing in litigation claims and make changes as needed.	OCPP
4. Develop innovative conflict resolution strategies outside of the formal discipline process.	• Increase use of the Ombuds Section program by 10%. Meet with volunteers among prior year's participants and discuss positives and challenges with directed Ombuds intervention.	• Make recommendations on changes to the directed Ombuds program and implement.	OCPP
5. Identify alternative means to address public complaints of biased policing.	• Research national best practices concerning the intake, evaluation and disposition of biased policing complaints. Report on two possible additions or improvements to current policy.	• Implement additions or improvements as directed, and evaluate effectiveness using public surveys.	PSB

GOAL 4
Modernize Technology

Technology has emerged as a crucial element in the advancement of the Los Angeles Police Department. It promotes efficiency, amplifies the exchange of information, and augments the organization's ability to process and analyze data. Exploring and incorporating cutting-edge technologies will lead to a surge in Department productivity and a safer Los Angeles.

We are committed to allocating resources towards more streamlined and cost-effective processes to minimize crime and successfully address our neighborhoods' needs. Officers now have greater versatility than ever before in carrying out their daily responsibilities and meeting the demands of the communities we serve.

To achieve our goals, we must prioritize the modernization of technology to improve efficiencies. Advancing our systems will streamline our business processes and elevate outcomes by facilitating access to crucial systems and information. Technology will foster improvements in our policing practices, thereby establishing a relationship of trust and legitimacy with the residents of Los Angeles.

GOAL 4 MODERNIZE TECHNOLOGY

Initiative A: Expand New Technologies to Improve Efficiencies

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Move media comment and story requests online.	• Collaborate with LASD and ITB to design and implement a system for media organizations to submit online requests to both organizations. During Q3 2024, launch online system.	• Seek feedback from media end users and improve system as needed.	COS
2. Improve Forensic Science Division's ability to efficiently analyze blood samples for DUI drug cases and drug-facilitated sexual assaults.	• Obtain grant funding to upgrade blood analyzing system, allowing for precise detection of drugs in blood and urine samples.	• Validate a comprehensive test method and train staff on new instrument.	OSO
3. Expand Department's National Integrated Ballistic Information Network (NIBIN) service utilization.	• Using recently purchased NIBIN equipment, implement Citywide testing of all discharged casings.	• Continue evaluation of the Citywide expansion of NIBIN utilization and make any changes to increase efficiency.	OSO
4. Develop a public communication platform to reduce traffic collisions in high-risk areas.	• Deploy speed feedback and message trailers at high injury network and greatest risk intersections to reduce collisions.	• Evaluate effectiveness of speed feedback message trailers at reducing collisions and adjust strategy if needed.	OSO
5. Implement the Department Homeless Coordinator's (DHC) online guide as a tool for officers when interacting with homeless individuals.	• Complete beta testing of the DHC Mobile Application and proceed with its deployment for Department-wide utilization.	• Seek user feedback for improvements or modification if needed.	OO
	• Incorporate the Narcan Deployment Report (NDR) into the DHC mobile application to simplify access and enhance usability for officers.	• Track and assess use of NDR reports through DHC application and update or modify as needed.	OO

HIGH INJURY
N E T W O R K

Initiative A: Expand New Technologies to Improve Efficiencies (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
6. Enhance the current Closed-Circuit Television (CCTV) security camera systems at police stations and custody facilities.	• Conduct site surveys at geographic Areas and custody facilities to evaluate existing systems and propose improvements. Oversee security upgrades as provided in the most recent City budget.	• Explore and apply for grant funding to support future CCTV upgrade efforts.	OSS
7. Complete implementation of the Motorola Records Management System (RMS).	• Transfer files from the Automated Property Information Management System (APIMS) into the new RMS upon its implementation.	• Migrate legacy data from APIMS into the RMS.	ITB
	• Implement the National Incident Based Reporting System (NIBRS)/California Incident Based Reporting System (CIBRS) by the end of 2023. Apply to California Department of Justice for certification during 2024.	• Evaluate implementation and data transfer and resolve remaining conflicts.	ITB
8. Increase capability to track resources at large scale events.	• Post a request for proposals (RFP) for personnel and equipment tracking technology for use in large scale events.	• Evaluate proposals and select the most suitable solution to implement at large-scale events.	ITB

Initiative B: Utilize Technology to Improve Administrative and Investigative Workload

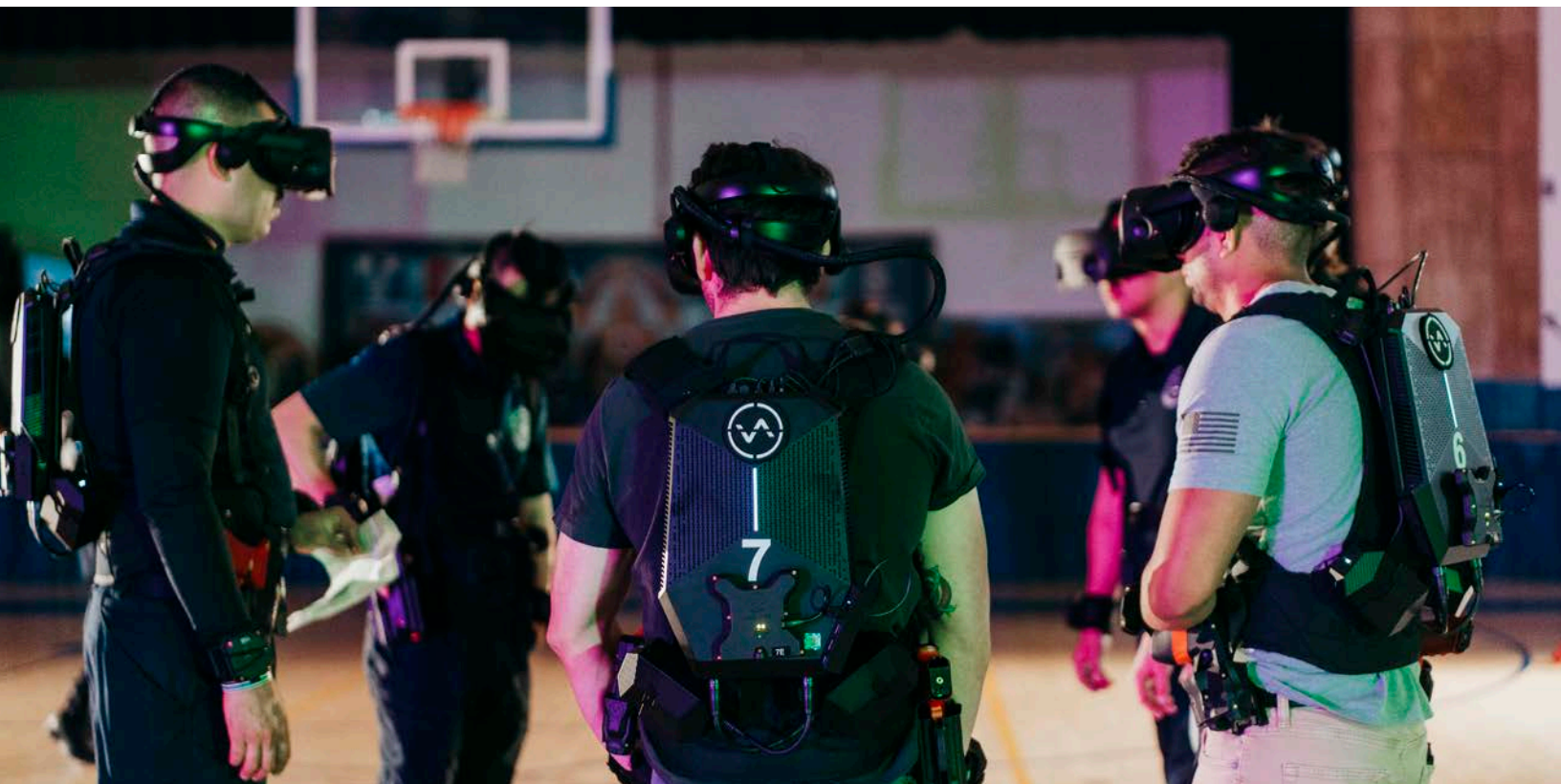| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Improve accessibility of Department applications via MDM deployment.	• Enable MDM deployment and mobile responsiveness for all Department employees.	• Continue to update and activate mobile responsive applications and MDM capabilities to improve productivity and workflow efficiency.	ITB
2. Establish Information Technology (IT) preparedness for disaster recovery and cybersecurity.	• Investigate technology that can create disaster recovery strategies for data in the event of a system failure.	• Begin implementation of technology disaster recovery plans.	ITB
	• Obtain a grant to procure emergency power sources for the Department's IT equipment to ensure uninterrupted operations during emergencies.	• Procure and deploy this emergency power for Department IT equipment.	ITB
3. Improve the speed, accuracy, and completeness of digital forensics investigations.	• Create a centralized digital forensics lab for efficient examination of computers, cell phones, and digital devices.	• Assess the centralized system to optimize its functionality and effectiveness in facilitating digital evidence analysis.	OSO
4. Implement Clue Manager Software.	• Complete beta testing of Clue Manager software and integrate into Incident Reporting Control System (IRCS) for official use.	• Evaluate software and modify as needed.	OSO

GOAL 4 MODERNIZE TECHNOLOGY

Initiative B: Utilize Technology to Improve Administrative and Investigative Workload (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
5. Integrate the Detective Case Tracking System (DCTS), Police Arrest Management Information system, and Police Crime Management Information system.	• Partner with select detectives to design a system to standardize notation updates across these three systems.	• Begin implementation of developed system and assess for improvements.	ITB
6. Enhance the Automated Case Closure and Information Center (ACCIC) system to enable field access.	• Design a program that enables field officers to access and review real-time crime statistics in conjunction with the ACCIC system.	• Begin the program's implementation process in four geographic Areas and solicit feedback for enhancements.	ITB
7. Improve the Department's use of Automated License Plate Reader (ALPR) data.	• Install 100% of the ALPR hardware.	• Monitor and solicit feedback on performance of the new ALPR hardware. Report on necessary upgrades / changes.	ITB
	• Begin implementation of the ALPR mobile companion application.	• Evaluate the mobile application and modify if as needed.	ITB

GOAL 4 MODERNIZE TECHNOLOGY

Initiative B: Utilize Technology to Improve Administrative and Investigative Workload (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
8. Enhance the Department's use of cloud infrastructure.	• Install Los Angeles Police Foundation - funded upgrades to interview room recording systems.	• Monitor and evaluate upgraded systems. Identify additional needs and upgrades and apply for necessary funding.	ITB
9. Expand ALPR capabilities through a public/private partnership for solving crime.	• Increase the amount of fixed ALPR cameras by 50% through earmarked private donations to the Police Foundation.	• Continue to increase the amount of fixed ALPR cameras by another 50% through earmarked private donations to the Police Foundation.	ITB
10. Create a public/private network of CCTV cameras to obtain video evidence and live feeds for geographic Real Time Crime Centers (RTCC).	• Identify vendors that can leverage public and privately owned camera infrastructure into a single platform. Then, procure a vendor through a Request for Proposal (RFP) or Police Foundation grant.	• Deploy the RTCC platform and increase the ingestion of camera feeds each quarter in 2024-2025.	ITB

Initiative C: Leverage Technology to Enhance In-Service Training

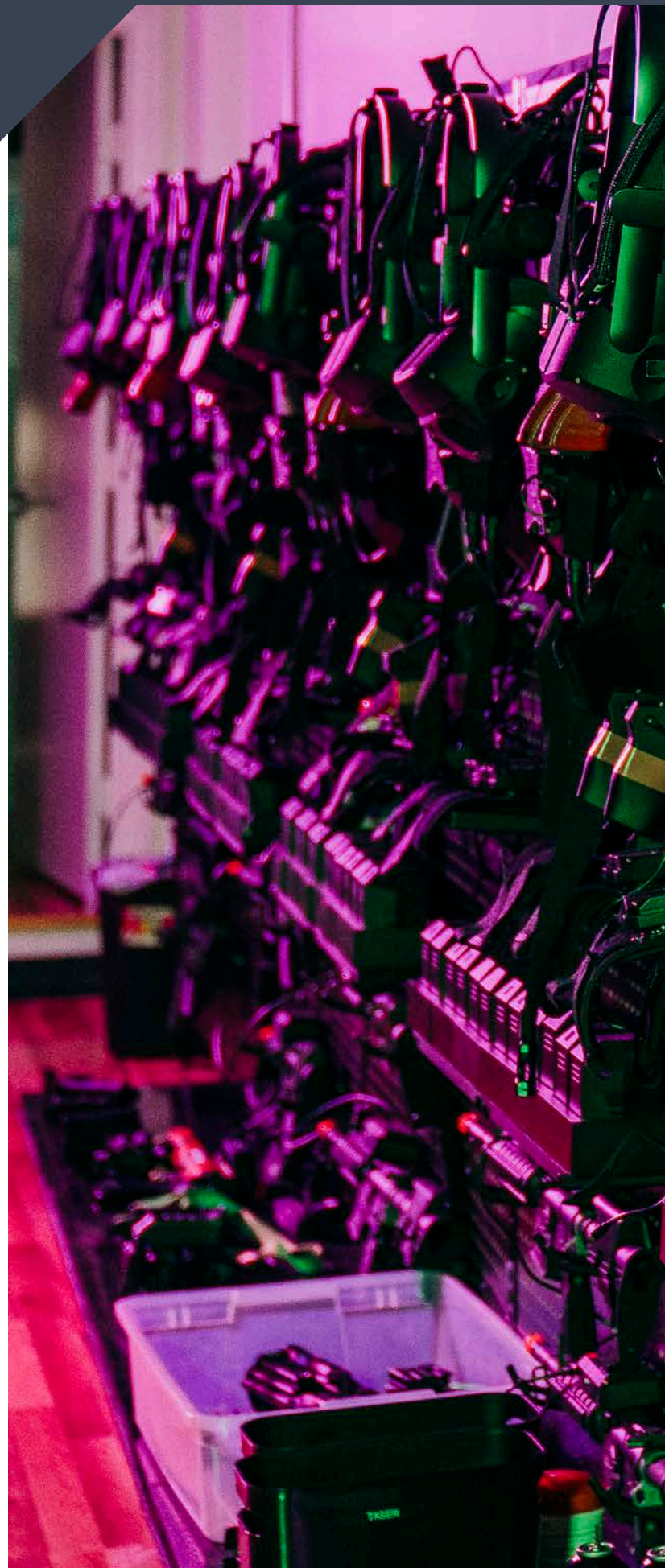| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Move all probationary police officer and field training officer documentation online.	• Evaluate current available products and compare to the internal development of a Department platform.	• Select external or internal system model, and implement by Q3 2024.	ITB

Initiative D: Modernize Delivery System for Online Websites

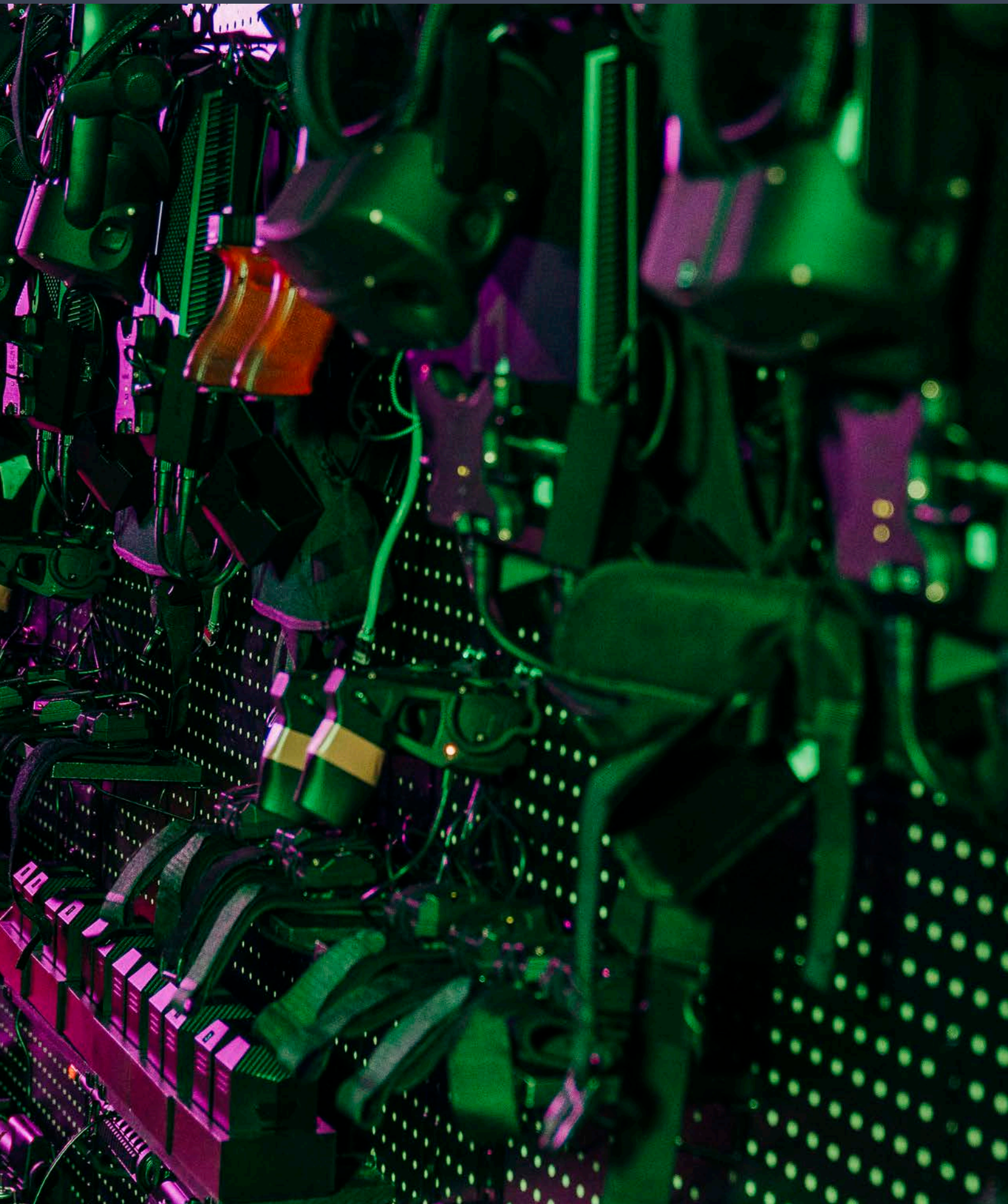| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Establish current and relevant social media presence to enhance Department outreach efforts.	• Form an employee working group to redesign and modernize social media pages for Area/divisions and partner with influencers and celebrities to appear and/or endorse pages.	• Assess and optimize the use of social media pages to further increase followers and engagement.	◯◯

GOAL 5
Enrich Training

As a policing model for training in the 21st century, the Los Angeles Police Department constantly develops innovative methods to train its personnel to meet the evolving needs of the City. The Department is making significant investments in our organization by implementing up-to-date and pertinent training practices, including a continued emphasis on de-escalation training. Recently, the Department integrated into its training a cultural and historical perspective of our neighborhoods, as well as Community Safety Partnership values to establish trust, increase credibility, and reduce crime and fear within the City.

The Department is deeply committed to providing employees with the most effective, realistic, and applicable training possible through new technology and best practices. The integration of a virtual reality system into training will provide officers with customized scenarios that can help them develop critical decision-making and problem-solving skills. Ultimately, the Department's training goals are centered on preparing employees to provide the highest quality service possible.

GOAL 5 ENRICH TRAINING

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

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Seek additional national recognition in laboratory technical accreditation.	• Initiate Technical Investigation Division's (TID's) submission process for American Society of Crime Laboratory Directors (ASCLD) accreditation application under the ANSI-ASQ National Accreditation Board (ANAB).	• Technical Investigation Division will attain accreditation in the Friction Ridge and Digital Evidence disciplines via adherence to the International Organization for Standardization/ International Electrotechnical Commission (ISO/IEC) and ANAB standards for quality management.	OSO
	• Train Latent Print and Electronics Unit personnel on ANAB and ISO/IEC requirements for Forensic Science Testing Labs.	• Assess proficiency of Latent Print and Electronics Unit personnel on ANAB and ISO/IEC standards.	OSO
2. Evaluate employees' experience with in-service training.	• Conduct a Department survey to identify areas for improvement and establish modification plans based on the feedback received.	• Implement two training programs directly resulting from personnel feedback obtained in the survey.	OSS
3. Assess Department training needs in preparation for 2028 Olympic and Paralympic Games in Los Angeles.	• Create an Olympic Training Taskforce to coordinate with federal partners and past host cities to identify best practices.	• Implement comprehensive training program to prepare for 2028 Summer Olympics.	OSS
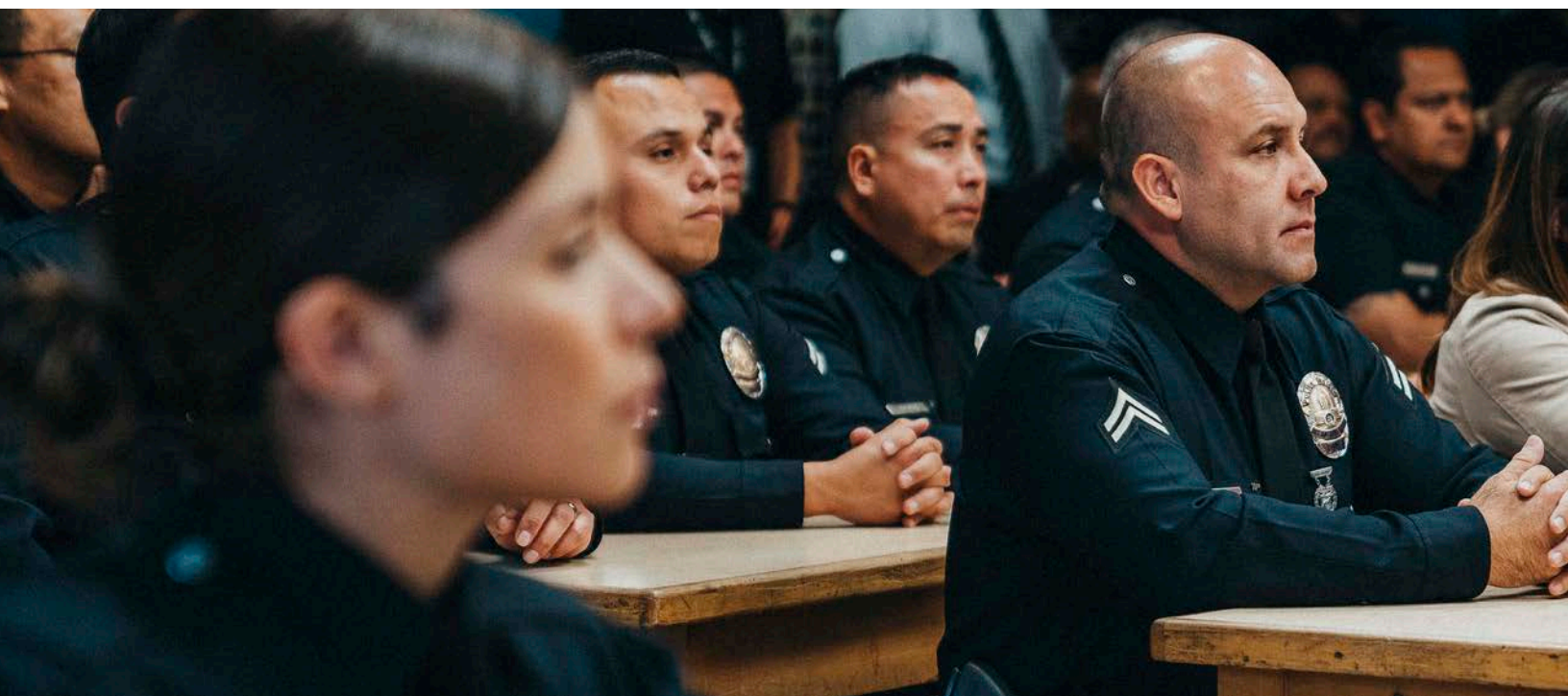
Initiative B: Integrate Cultural and Historical Perspective Training

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Develop a Department historical perspective video, incorporating history of each Area.	• Incorporate input from long time community members and groups into historical divisional videos. Develop videos for each Area.	• Post the final video internally and externally, and solicit and evaluate feedback.	⭘⭘

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

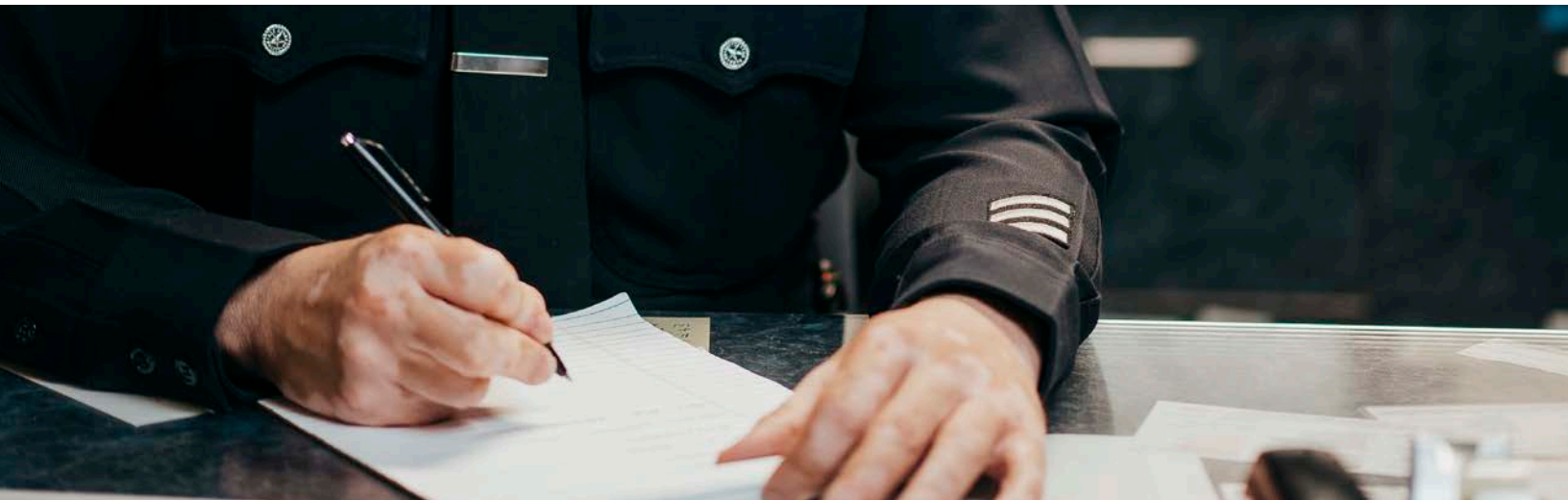| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Integrate the CSP relationship-based policing model Department-wide.	• Expand current CSP in-service training, through development of the, "Introduction to CSP" course on the Learning Management System.	• Gather participant feedback and modify training, as needed. Utilize Community Trust Assessments (CST) to determine if training is improving community trust.	CSPB
	• Deliver the one day training course titled "CSP for Patrol" designed for non-CSP sworn personnel.	• Evaluate the effectiveness of the training course with institutional partners and craft updates, as needed.	CSPB

Initiative D: Implement Training Recommendations from Safe LA After Action Reports

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Formalize training for engagement with 1st Amendment demonstration organizers.	• Design training program for watch commanders, Area commanding officers, and event organizers, to discuss expectations at large-scale gatherings. Implement training in preparation for the 2024 election cycle.	• Evaluate First Amendment events that occurred following this training, identify strengths and challenges, and make necessary adjustments to the training program.	OSS
2. Expand Implicit Bias training.	• Implement implicit bias training designed for Police Service Representatives (PSRs) to emphasize potential implicit bias related to callers as well as PSRs.	• Obtain POST certification of the PSR implicit bias training.	OSS
3. Expand the Active Bystandership for Law Enforcement (ABLE) program.	• Implement Department-wide ABLE training sessions intended for line officers with a completion timeframe of 24 months.	• Evaluate training and modify as necessary.	OSS
4. Establish an Emergency Medical Technician (EMT) program.	• Obtain grant funding for training of patrol officers as EMTs.	• Develop a comprehensive training program for patrol officers to become EMTs.	OSS

GOAL 5 ENRICH TRAINING

Initiative D: Implement Training Recommendations from Safe LA After Action Reports (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
5. Conduct Incident Command System (ICS) training for all ranks within the Department.	• Expand in-service ICS training for Command and Staff officers. Achieve the following: 100% Completion of ICS 300/400 100% Completion of CIM-RSM (POST) 85% Completion of MGT 314 (TEEX)	• Continue to expand Incident Command System training by developing scenario-based exercises to include training for all ranks in the Department.	OSO
	• Expand ICS training to include all rank-specific, in-service training. Integrate into the following: Field Training Officer (FTO) Update Detective School (Pre-Booking & Screening Center, Arrestee Transportation)	• Continue to expand Incident Command System training by developing scenario-based exercises to include training for all ranks in the Department.	OSO
	• Collaborate with other City entities to complete joint all hazards Incident Management/Unified Command training in Los Angeles.	• Conduct Table-Top, Functional, and Full-Scale Exercises to expand and reinforce training received.	OSO
6. Conduct Incident Command System (ICS) training for all ranks within the Department.	• Obtain internal and external feedback from stakeholders of the RIPA dashboard.	• Continue training for Area crime analysis teams and Area commanding officers to cover existing and other emerging RIPA issues, as the public brings concerns to our attention.	OCPP

GOAL 5 ENRICH TRAINING

Initiative E: Develop and Enhance Access to Training

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Continue to expand the use of videographers.	• Implement a periodic online update and training portal for videographer cadre, including input from the Los Angeles City Attorney's Office on preferred footage from unusual occurrences.	• Solicit feedback from videographers and City Attorney on field deployments and update training as necessary.	OSS

Initiative E: Develop and Enhance Access to Training (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
2. Provide increased awareness of in-service training opportunities.	• Push alerts to Department mobile devices regarding available in-service training opportunities.	• Assess the conversion rate of push notifications versus training courses completed and modify as needed.	OSS
3. Incorporate VR training into additional areas of instruction.	• Identify two new areas for VR curriculum development and prepare training delivery plan. Deliver initial courses.	• Expand the disciplines and number of courses utilizing VR.	OSS

GOAL 6
Maximize Workforce Potential

The Los Angeles Police Department is committed to continuing to diversify our workforce to better represent the communities we serve, while rebuilding Department staffing. Our efforts will focus on recruiting and promoting a variety of candidates at all levels of the organization. Additionally, we will implement innovative retention strategies to address employee turnover by analyzing why staff members leave and offer incentives to retain skilled personnel. We recognize that providing clear career advancement opportunities and improving employee health and wellness will bolster our recruitment and retention initiatives, leading to long-term benefits for the organization.

Moreover, to improve our operational efficiency, we will conduct a comprehensive assessment of the workload demands across all Department functions. This analysis will identify areas of improvement and help to allocate resources accordingly. Our ultimate goal is to decrease patrol response times and expedite the rate at which detectives clear cases, resulting in a higher level of service to the community, which is our top priority.
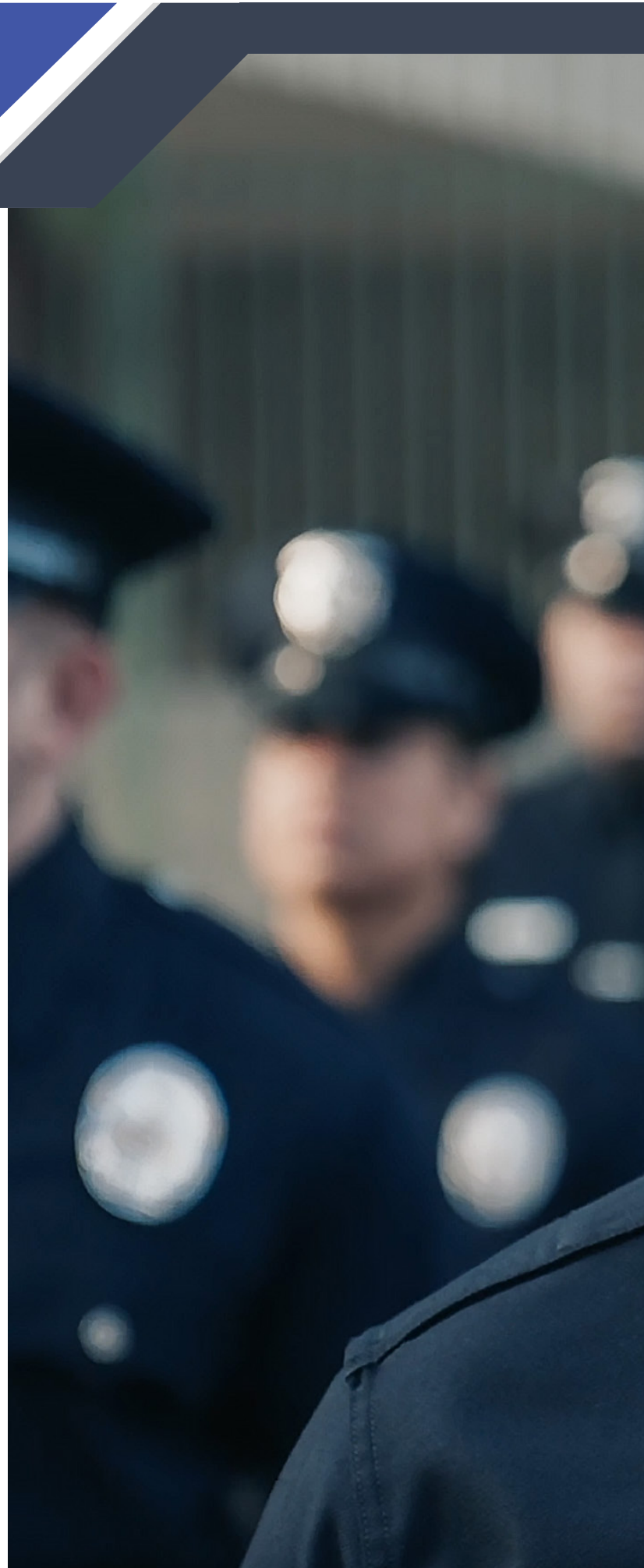
GOAL 6 MAXIMIZE WORKFORCE POTENTIAL

## Initiative A: Strengthen Employee Career Development and Retention Efforts

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Improve recruitment of civilian employees.	• Continue civilian recruitment campaign for social media, highlighting the Department's diverse work and opportunities for advancement.	• Analyze the campaign's effectiveness and make necessary adjustments to improve its impact and reach.	OSS
2. Improve retention efforts for current employees.	• Designate training coordinator personnel to serve as divisional career counselors as a single point of contact for employees seeking career development mentorship.	• Evaluate the success of the program by analyzing metrics such as employee retention rates and satisfaction survey results.	OSS

Initiative B: Promote Employee Wellness and Improve Job Satisfaction

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Expand employee wellness programs.	• Develop and implement an annual calendar of monthly health and well-being campaigns for all employees.	• Assess impact and adjust for improvement.	OSS
	• Develop a Peer Health Improvement Team (PHIT) in each division.	• Assess impact and adjust for improvement.	OSS
	• Develop and implement an incentive-based mental and physical health behavior program for sworn personnel.	• Analyze the effectiveness and make necessary modifications for enhancement.	OSS
	• Increase registered divisional mentors to 100.	• Ensure every division has at least one registered mentor, and at least half of the mentors are assigned to the Office of Operations.	OSS
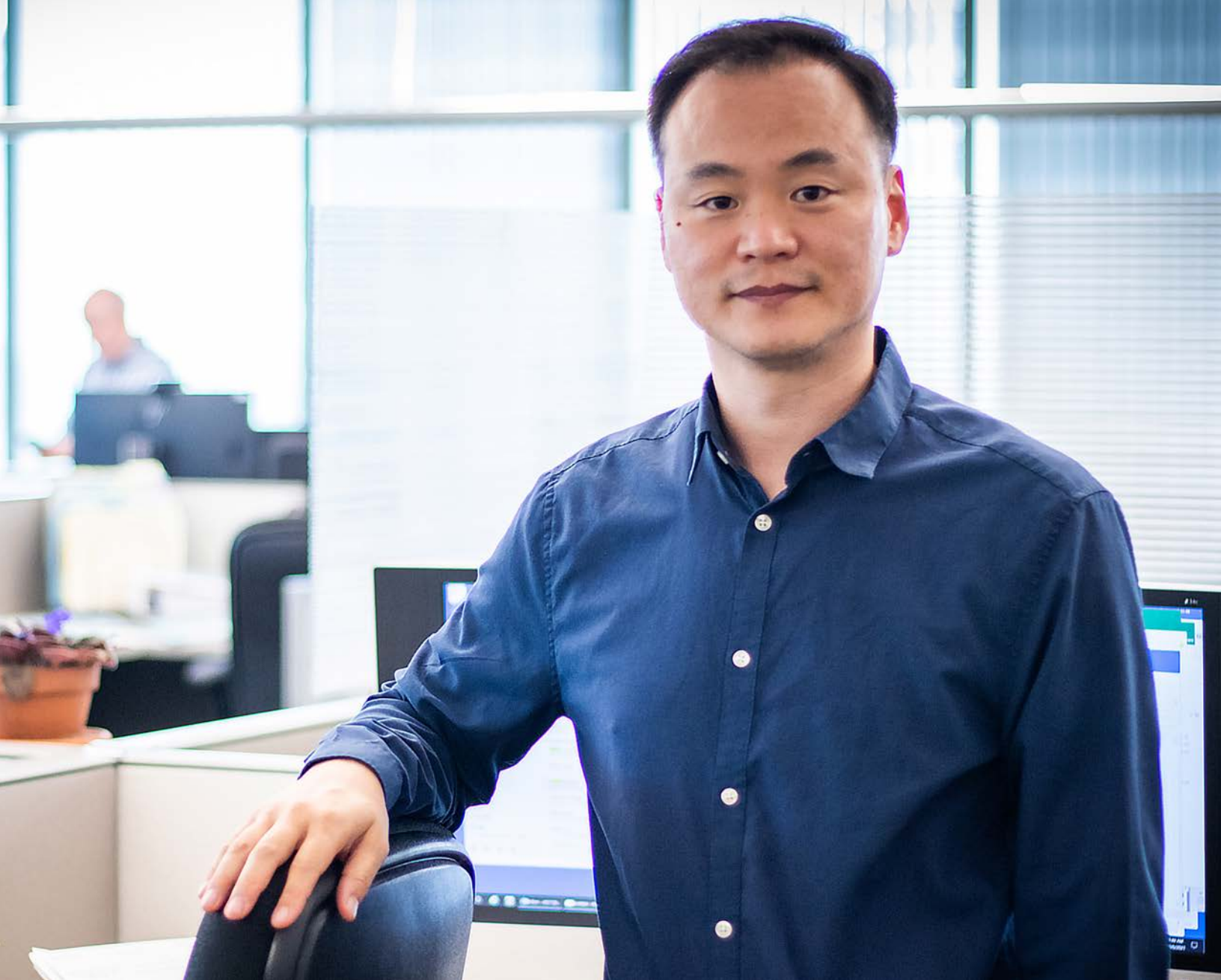
Initiative C: Enhance Career Success Pathways for Civilians

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Create mentoring system for civilian promotions.	• Establish a working group with labor organizations to create comprehensive civilian mentoring program. Launch by Q3 2024.	• Solicit feedback from participants and make changes as indicated.	OSS
	• Develop training to equip mentors with the necessary skills to support mentees.	• Provide training to mentors.	OSS
2. Improve professional development opportunities and career support for civilian employees.	• Host two annual leadership speaking sessions for civilian employees.	• Obtain feedback and make necessary adjustments.	OSS

GOAL 6 MAXIMIZE WORKFORCE POTENTIAL

Initiative D: Ensure Operational Efficiency

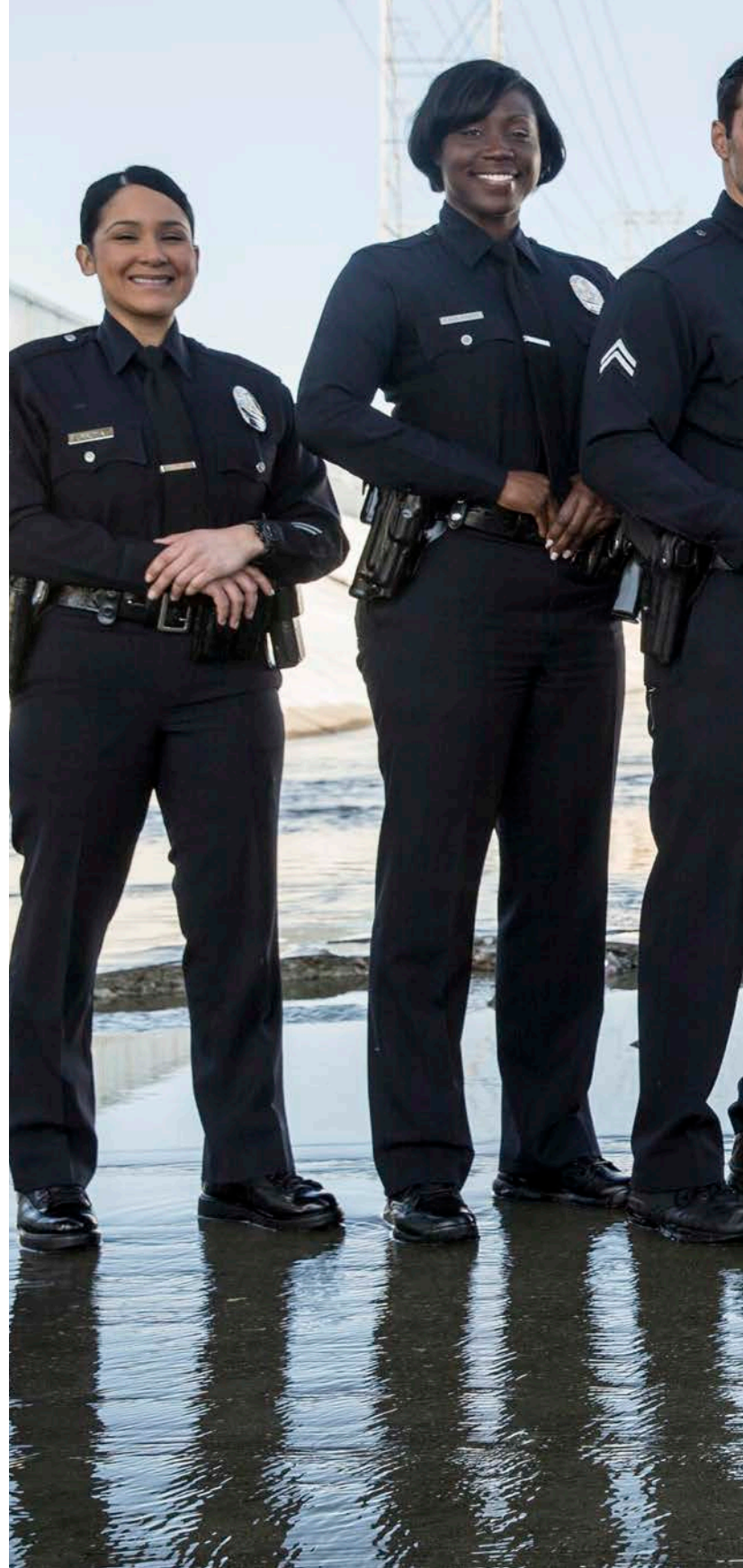| Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Improve Jail Division booking efficiency and effectiveness.	• Create a combined sworn and civilian working group to identify inefficiencies in the booking, screening, housing, release timelines.	• Implement initial recommendations and evaluate for effectiveness.	OSS
2. Improve candidate hiring process.	• Establish a committee to determine how to expedite the candidate hiring cycle to 90 days and process 50% of viable candidates in 90 days from application.	• Process 100% of viable candidates in 90 days or less.	OO
3. Enhance the Associate Community Officer Program (ACOP) to augment sworn positions and assignments.	• Partner with Recruitment and Employment Division (RED) ACOP Coordinators to increase the number of ACOP personnel.	• Evaluate successes and challenges in the recruitment of ACOP personnel and improve as indicated.	OO
	• Develop a web-based platform to facilitate ACOP deployment.	• Implement platform and train stakeholders to access and use the platform.	OO

GOAL 7
Increase Diversity, Equity, and Inclusion in the Workforce

Increasing Diversity, Equity, and Inclusion (DEI) in law enforcement is a key component in building trust and improving relationships between the Department and the communities we serve. By representing our City's diverse population, we are better equipped to understand and respond to its unique needs and concerns. A diverse workforce can also help reduce the potential for bias and discrimination in policing, leading to fair and impartial treatment for all individuals.

The Department is committed to recruitment efforts within historically marginalized communities and to creating new partnerships with community-based organizations. A dialogue with community members and affinity groups can provide valuable feedback and insight on how to improve DEI efforts. Commitment to Department fairness and efficiency is also crucial, as it helps ensure that all members of the community are included in the Department's goals and treated equitably.

GOAL 7 INCREASE DIVERSITY, EQUITY, AND INCLUSION IN THE WORKFORCE

Initiative A: Continue Recruitment Efforts to Increase Diversity Among Ranks

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Organize events to raise awareness of Department career opportunities in CSP areas.	• Partner with RED to host two recruitment events per year at CSP sites.	• Measure the impact and assess the value of recruitment events at CSP sites.	CSPB
2. Promote Diversity, Equity, and Inclusion (DEI) in the recruitment and advancement of personnel.	• Incorporate DEI principles into all candidate selection and employee advancement processes to increase diversity.	• Evaluate selection and advancement processes and amend as needed to meet diversity goals.	OCPP
3. Explore alternative methods for recruiting candidates from diverse gender, ethnic, and racial backgrounds.	• Establish new partnerships with women's organizations to recruit female candidates.	• Evaluate the success of these partnerships and identify areas for improvement or expansion.	OSS
	• Establish new partnerships with community organizations to recruit African American candidates.	• Evaluate the success of these partnerships and identify areas for improvement or expansion.	OSS
	• Establish new partnerships with community organizations to recruit Asian American Pacific Islander (AAPI) candidates.	• Evaluate the success of these partnerships and identify areas for improvement or expansion.	OSS
4. Maintain communication with current candidates to increase their likelihood of completing the hiring process.	• Increase employee participation in the Meet a Mentor Program. Provide all police candidates with an employee mentor.	• Solicit feedback from mentors and candidates to improve the mentor experience.	OSS
5. Fulfill the objectives of the national 30X30 Initiative.	• Hire 30% females for each recruit class.	• Maintain female police officer hiring at 30% of all new recruit officers.	OSS
6. Increase hiring of African American police officers.	• Research and deploy specific recruitment campaigns to expand African American representation among recruit officers.	• Maintain recruitment campaigns to expand African American representation among recruit officers.	OSS

Initiative A: Continue Recruitment Efforts to Increase Diversity Among Ranks (continued)

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
7. Increase hiring of Asian American Pacific Islander (AAPI) police officers.	• Research and deploy specific recruitment campaigns to expand AAPI representation among recruit officers.	• Maintain recruitment campaigns to expand AAPI representation among recruit officers.	OSS

Initiative B: Continue to Commit to Department Fairness

Key Activity	Milestone 2023 - 2024	Milestone 2024 - 2025	Entity Lead
1. Incorporate DEI principles into promotional interview scoring.	• Develop DEI promotional rating criteria to include DEI proficiency as part of candidates numerical score.	• Train raters and evaluate promotional scoring.	OCPP
	• Design a DEI criteria for supervisors to ensure employee evaluations align with Department goals and DEI principles.	• Train Department supervisors and evaluate performance evaluations following training implementation. Improve training as needed.	OCPP
2. Enhance decentralized commitment to DEI principles.	• Create a local DEI Coordinator at each Area and division.**	• Evaluate and refine the role and responsibilities of the DEI Coordinator.	OCPP

ACKNOWLEDGMENT

We express our utmost gratitude to the Los Angeles Police Department's personnel for their valuable contribution to our collaborative and inclusive Strategic Plan. This plan will enable us to continue shaping policing in a way that aligns with the priorities of our community and strengthens their faith in and reliance on the Los Angeles Police Department. We recognize and appreciate the efforts made by the Department's Senior Leadership Team, staff, and stakeholders in the strategic planning process. Our leadership team deserves recognition for their original and inventive ideas that have played a vital role in shaping our Strategic Plan.

NOTES

*Note: The CSP policing model consists of five Core Components—Public Safety, Community Engagement, Wrap-Around Programming, Safe Passages, and Enhanced Public Safety—and is based on a "whole of community" approach to countering the root causes of violence in high crime area. The effective integration of the model into Area operations requires a commitment to the joint planning, development, and delivery of a "wrap-around" public safety plan, with community members, as well as internal and external partners, to take control of a public space, and build community health, resilience, and capacity.

**Note: The Department's commitment to DEI must move from a headquarters priority to a pivotal element of our police station's daily rhythm. To accomplish this, each division will appoint a DEI coordinator. Among other duties, the DEI coordinator will be trained in the integration of DEI principles to the workplace, serve as a support person and mentor to sworn and professional staff, provide DEI training and updates to the division, connect with community groups with an interest in DEI issues, and make recommendations to the commanding officers. By placing DEI at the local level, its principles will more rapidly permeate all of the Department's missions and goals.