

# **GENERAL MANAGER REVIEW**

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2015/2016



**LOS ANGELES POLICE DEPARTMENT**

The background of the slide features a close-up, slightly blurred view of the Los Angeles Police Department seal. The seal is circular and embossed on a textured surface. It contains the text 'CITY OF LOS ANGELES' at the top and 'FOUNDED 1781' at the bottom. The central part of the seal depicts a shield with various symbols, including a cross and a figure. The words 'LOS ANGELES POLICE' are visible in large, bold letters at the bottom of the frame, partially overlapping the seal.

#### **SUMMARY OF THE PAST YEAR**

The Los Angeles Police Department (LAPD) made significant progress toward achieving Mayor Garcetti's Fiscal Year (FY) 2015/16 priority outcomes. Each of the seven priorities correlates specifically with the LAPD's Strategic Plan, *LAPD 2020*, which I released in July 2015. Our achievements and progress for each of the seven priority outcomes in the last fiscal year are articulated below:

*1) Create a strategy, in partnership with the Mayor's Office, around collaborative strategic messaging on issues and programs, and begin implementation by the end of 2015.*

- "This Week" Update, released in the fall of 2015, is provided to the Mayor, Cabinet members, the Police Commission, and General Staff. The update highlights weekly crime trends and current topics such as domestic violence, use of force, risk management and community engagement;
- Strategic Planning Group (SPG) produces regular newsletters tracking the progress of the Strategic Plan while highlighting milestones met by the Department;
- The LAPD Public Information Officer meets regularly with communications specialists and the policy director from the Mayor's Press Office to discuss current and future messaging and ensure we are collaborating on key issues; and,
- A Public Information Director has been hired to oversee Media Relations and to provide overall strategic direction for Department messaging beginning in September 2016.

*2) Develop and implement a plan to conduct qualitative research on community perceptions of safety.*

I directed SPG to conduct a comprehensive community survey in February 2016. Over 2,000 Angelenos were asked questions regarding fear of crime, public trust in the police, and satisfaction with police services. Survey findings showed that Angelenos generally have a good impression of public safety in Los Angeles. A total of 70 percent of Angelenos said they feel safe walking alone in their neighborhoods at night, and 57 percent agree with the statement that "Los Angeles is safer compared to other large cities." Meanwhile, the LAPD had high approval ratings throughout the city: nearly three-fourths (73 percent) of respondents approved of the LAPD's performance (including 32 percent who strongly approved). In terms of the LAPD's core mission of protecting public safety, the survey data suggest a high degree of confidence among residents: two-thirds of them agree that the LAPD does a good job of preventing crime in their neighborhood and that we are effective in apprehending criminal offenders. Finally, an important objective of the survey was to measure public attitudes toward LAPD interactions with the citizenry. While some areas need improvement – neighborhoods where I've directed

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Community Relationship Division to focus its energy - the survey data suggest that the LAPD enjoys the confidence and trust of a large cross section of the community.

*3) Work with the Personnel Department to achieve the goal of hiring to 10,000 police officers.*

The Department did not meet its goal of hiring to 10,000 officers in large part because officers are retiring at a rate faster than we can hire new employees. I have put in motion several steps to ensure hiring rates improve including:

- The Office of Administrative Services (OAS) meets with the Mayor's staff and the Personnel Department on a monthly basis to evaluate methods to streamline the hiring process and hire more recruits. The OAS and Personnel Department have begun compiling new metrics to better identify demographic trends and to target recruitment resources;
- OAS is coordinating job fairs to seek out under-represented classes;
- The polygraph process has recently been refined to streamline instances when a candidate needs to retake the exam; and,
- OAS has redesigned the once cumbersome Personal History Form and made it available for LAPD applicants to complete online.

*4) Expand to 7,000 Body Worn Cameras deployed by the end of 2016.*

The Department began deploying Body Worn Video (BWV) in the fall of 2015, and cameras are now deployed in Newton, Mission, Central, Hollenbeck, and Central Traffic Division. The City Council delayed the Department's progress until the contract was approved on June 22, 2016. The Department will now be able to resume deployment of BWV in the remaining divisions.

*5) Improve traffic safety and collaborate with Los Angeles Department of Transportation (LADOT) on Vision Zero implementation.*

Traffic safety continues to be one of my top priorities, and in spite of concerted efforts that include street racer task forces and regular Driving Under the Influence task forces, multiple traffic safety campaigns in various communities, and a heightened scrutiny of individual command's strategies to reduce traffic collisions, fatal and serious motor vehicle collisions are on the rise in the first half of 2016. Although bicycle-related accidents have declined by 17 percent, all traffic collisions are up eight percent. Fatal collisions have risen by 33 percent while serious injury accidents haven increased by 27 percent in 2016.<sup>1</sup> The Department continues its commitment to improve traffic safety through the following efforts:

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<sup>1</sup> All crime and traffic statistics are as of the week ending June 4, 2016.

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- COMPSTAT has expanded its Traffic Profile to report pedestrian and bicycle collisions;
- The LADOT and LAPD have prioritized speed zone surveys to increase speed enforcement for streets within the High Injury Network;
- The LADOT and LAPD continue developing and implementing plans to enhance traffic calming and improve safety around schools. Ten Los Angeles schools were designated as Safety Route Zones, reducing the throughways to 15 mph for those schools. Additional safety plans are currently on hold pending LADOT grant approval; and,
- The LADOT and LAPD are developing safety campaigns for high-collision areas. Discussions with MTA are underway to put printed signage on bus benches and buses.

*6) Complete development of a public safety strategy to address homelessness issues, including System-wide Mental Assessment Response Team (SMART) expansion.*

Recognizing that persons experiencing homelessness are some of the City's most vulnerable and in need of special service, I am very proud of the work the Department has done in the past year with various City, County, and regional stakeholders to create meaningful policy, worthwhile initiatives, and unique partnerships that will positively impact police contacts with the homeless. In the last 12 months, the Department achieved the following:

- Appointed a Commander to be the Department Homeless Coordinator;<sup>2</sup>
- Adopted a new policy on police contacts with persons experiencing homelessness;
- Published a Department Training Bulletin and Operations Order regarding the enforcement of 56.11 LAMC;
- Convened two Homelessness COMPSTAT sessions with participation from the offices of the Mayor, Council and City Attorney, Los Angeles Homeless Service Authority, Bureau of Sanitation, and the Department of Mental Health (DMH) to improve communication and lateral accountability in providing safety and service to the homeless;
- Piloted Homeless Outreach and Proactive Engagement (HOPE) Team in Operations-Valley Bureau in partnership with the Department of Sanitation to provide sustainable and progressive solutions to assist our homeless population get off the streets and into permanent shelter;
- Created the Resources Enhancement Services and Enforcement Team (RESET) to mirror the City, County, and Community partnership designed to systematically engage people living on the streets of Skid Row and aid them in regaining health and housing stability; and,

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<sup>2</sup> The Strategic Plan details the expansion of the Department's efforts to assist the homeless. A request in the FY 2016/17 Budget to fund a Homeless Coordinator position was denied. Please refer to *Requests for FY 2017/18 Budget*, page 8.

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- Expanded the Mental Evaluation Unit's (MEU) staffing levels by four sergeants and 30 officers and is in the process of hiring an additional six Police Officers III. The DMH has hired 16 new clinicians and four supervisors who are deployed with LAPD officers in the field. In June 2016, SMART initiated an AM Watch, which provides 24-hour SMART response, bringing the total SMART teams deployed per day to 17, effectively doubling response capacity.

*7) Complete re-training of all patrol officers by fall 2015, and roll-out of LAPD University by early 2016.*

- During the summer of 2015, the entire patrol force received a five-hour training entitled Building Public Trust and Preservation of Life; and,
- Police Science Leadership Courses started in November of 2015 and courses are being presented every 28 days. Curriculum design for the next courses is underway.

### **LONG-TERM PRIORITIES**

- 1) Crime Reduction and Community Engagement
- 2) Strategic Planning Implementation
- 3) Develop Innovative Sustainability Program
- 4) Advancements in Technology

### **Crime Reduction and Community Engagement**

#### *Current Status*

The Los Angeles Police Department faced several challenges in Fiscal Year (FY) 2015/16 which serve as constant and poignant reminders that innovation, a sense of urgency, and the dual commitments of crime reduction and community engagement have never been so critical. 2015 ended with a 12.6 percent increase in overall Part I Crime and a 20.2 percent increase in violent crime. The crime increase marks a disturbing trend that nine of California's ten largest cities shared. In 2015, Los Angeles also joined eight of the nation's ten largest cities with an increase in homicides. All told, 23 more Angelenos were murdered in 2015 than in the year prior (an increase of eight percent), and the majority of those murdered were victims of gang violence.

Violent crime continued to climb in the first quarter of 2016, with a 22 percent increase in homicides and an 8.4 percent increase in shooting victims by the end of March, 2016. An analysis of violent crime in the prior year revealed that just nine percent of the city's land mass (Southeast, Southwest, 77<sup>th</sup> Street, and Newton Divisions) accounted for 34 percent of the city's

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violent crime and 50 percent of the homicides. In March 2016, I implemented the Community Safety Operations Center (CSOC). In the CSOC model, dedicated command officers are assigned seven days a week, 20 hours a day, to oversee extra patrol, investigative, and community-relationship resources in the four affected divisions. Each day, officers and detectives employ a multitude of enforcement strategies to remove guns from the streets, arrest violent criminals, and disrupt criminal enterprises in order to reduce the number of homicides and victims shot. An expanded Metropolitan Division has enabled an intensive focus on the CSOC divisions, conducting targeted parole compliance checks and high-visibility policing. As of May 30, 2016, Metropolitan Division had recovered 266 guns city-wide, and 160 guns from the four CSOC divisions. The focused efforts in South Los Angeles and Newton have paid off: as of June 4, citywide homicide numbers were even with 2015 numbers, and the number of victims shot has decreased to 0.2 percent below last year's numbers.

As I've focused and prioritized uniformed deployment and suppression strategies in our neighborhoods experiencing the largest increases in gun and gang violence, I have also bolstered the Department's community engagement efforts, with particular attention to our poorest and most crime-stricken neighborhoods. In the past year, I have expanded Community Relationship Division (CRD) to 48 sworn and three civilian employees. These dedicated officers have been deployed daily in our most gang-ridden parks in the CSOC areas and have spearheaded dozens of community outreach programs in churches, schools, and public spaces. Likewise, our Cadet Program and Junior Cadet Programs continue to grow at record rates. Our Community Safety Partnership (CSP) Safe Passage Program expanded in Watts this year, so officers now provide high-visibility foot beats and campus programs at every elementary, middle, and high school in the community. Watts continues to be home to a variety of unique programs focused on youth development including the Annual Father/Daughter Dance where police officers escort sixth grade girls without fathers to a local dance. The Watts Bears have entered into their fifth season of youth football expanding from one to three teams. Finally, in the last year the CSP model expanded into Avalon Gardens and Gonzaque Village and is now serving 7,400 residents within five South Los Angeles housing developments.

#### *Goals for this Year*

***The reduction of violent crime with a particular focus on homicides and victims of shootings is my top priority.*** While I have emphasized to my operational and investigative commands the necessity to impact *all* violent crime through targeted suppression and an intense focus on our most chronic offenders, reverence for life is and must be the greatest priority of policing. Because the large majority of our homicides are the result of gun and gang violence, I have implemented the following strategies:

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- Continued growth of the CSOC model to include all specialized detective entities and a dedicated squad of motor officers;
- Heightened focus on removing guns from the streets through targeted enforcement of people with prior weapons charges, task forces with Federal partners, and rigorous tracking of weapons recovered to link individual guns to multiple crimes;
- Continued expansion of LASER Zones to target most violent corridors and most persistent suspects of gun crimes;
- Strengthened bonds with the Gang Reduction Youth Development (GRYD) Program including expansion of officer involvement in Summer Night Lights, the development of a GRYD Referral Card, and the creation of a GRYD Coordinator in Central Bureau;
- The dissemination of a Palantir-designed Crime Dashboard for data-driven, focused crime analysis in geographic Areas and bureaus;
- The expansion of CSP to a seventh site in the Pueblo Del Rio housing development in Newton Division; and,
- Utilization of CRD in communities where our survey identified higher levels of distrust of police, fear of crime, and dissatisfaction with police service.

### *Vision for the Future*

Our Department's continued crime reduction efforts are fundamental to the Mayor's priority of A Safe City. I am committed to making Los Angeles the safest big city in America by the year 2020, and I am confident that the dedicated, professional, and capable women and men of the LAPD share my commitment. Just as a crime spike doesn't occur over night, reversing a two-year trend of rising crime will require the focus of our entire police force, the support of the City family, and some time. While a sense of urgency and rapid deployment to daily crime spikes are critical, our steadfast commitment to long-term community engagement strategies is equally important. Consistent efforts to forge meaningful alliances with our most vulnerable neighborhoods; steady, earnest endeavors by police officers to build trust; and an inclination to walk in neighborhoods rather than run through them, will be the police department's most meaningful strategies for long-term crime reduction.

### *Requests for FY 17/18 Budget*

In a City with a growing population, I will request police officers in annual and interim budgets for foot beats and homeless details, as well as more civilians who can replace officers currently working outside the scope of crime reduction duties.

### **Strategic Planning Implementation**

#### ***Current Status***

In July 2015, the LAPD published its Strategic Plan, *LAPD in 2020*. The plan represents a point-in-time snapshot of an ongoing process of strategic planning implementation that will require constant attention, refinement, and execution. The plan articulates an action plan of 10 strategic goals, 31 initiatives to meet those goals, and 94 key activities to be carried out in order for those initiatives to be successful. The plan incorporates yearly milestones in line with the Mayor's priorities for the City of Los Angeles: A Safe, Prosperous, Livable and Sustainable, and Well-Run City. For the past 12 months, through regular updates and assessment of quarterly reports, I have ensured that ownership of each action of the plan has been delineated to drive accountability. To date, 76 percent of our milestones for the fiscal year have been completed; the majority of incomplete milestones are tied to budget requests that were not realized.

#### ***Goals for this Year***

As the LAPD continues its ongoing strategic journey to 2020, The Strategic Plan document will be assessed and renewed as appropriate on a 24-month basis to reflect the dynamic environment of law enforcement and emerging needs of the communities the LAPD serves. In FY 2016/17, our goals remain as follows:

- Reduce Crime and Victimization;
- Build Community Trust and Collaboration;
- Improve Traffic Safety;
- Emphasize Preparedness and Counter-terrorism;
- Strengthen the Public Safety Workforce;
- Foster Employee Wellness and Satisfaction;
- Mitigate Risk and Reduce Harm;
- Develop Innovative Sustainability Program;
- Drive Accountability and Reward Creativity; and,
- Leverage Technology to Improve Performance.

#### ***Vision for the Future***

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

- Lowest overall reported crime;

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- Lowest overall surveyed victimization;
- Highest overall community confidence;
- Highest overall workforce satisfaction; and,
- Lowest overall use of force.

In FY 2016/17, we will forge ahead with proven crime-fighting strategies. Likewise, we will embrace the technology that spurs our collective ability to think, try, and test new and better ways to protect our neighborhoods. We will continue to ask our diverse communities the tough, unambiguous questions through surveys and Days of Dialogue in order to improve our service. Through an inclusionary approach to addressing community conflict, defined by honest discourse and profound introspection, we will do everything we can to mend frayed relationships, and develop stronger ties with our most vulnerable. Internally, LAPD managers will continue to promote the wellness of our city's guardians, ensuring that sworn and civilian employee satisfaction is addressed to enable our professionals to be at their best when interacting with and serving our communities.

#### *Requests for FY 17/18 Budget*

- 1) Strategic planning is absolutely critical to the long-term success of the Department's mission, and, as such, the Department needs to maintain an entity led by a staff officer to oversee the implementation of the LAPD in 2020 Strategic Plan. The request for funding authorities for a fully staffed Strategic Planning Group was denied in the FY 2016/17 Budget, but the need for such an entity is as evident now as when we initially made the request. I will request funding for a fully staffed Strategic Planning Group.
- 2) In the past year, the Department made phenomenal strides in developing programs, partnerships, and policy aimed at assisting persons experiencing homelessness. The request for funding an authority for a Homeless Coordinator was denied in the FY 2015/2016 Budget in spite of the City and Department's prioritization of assisting the homeless. The myriad complex issues that collide at the crossroads of policing and homelessness require constant attention, unswerving oversight, and a commitment from police management. Compassionate, consistent police service to the homeless remains one of the most urgent and critical tasks facing the Department. Therefore, I will request funding for a police commander to serve as the Homeless Coordinator.

#### **Develop Innovative Sustainability Program**

##### ***Current Status***

The LAPD has embraced a leadership role in its commitment to a meaningful and cohesive sustainability program. As the City's largest department, we have an obligation to lead by example in paper, water, and power conservation as well as forge a path toward building the nation's largest electric vehicle fleet. In this last fiscal year, I set high benchmarks for my Sustainability Team, and they delivered in the following areas:

- Water and power consumption is tracked at all 21 geographic Areas;
- The Department entered into a 3-year lease agreement with BMW for 100 Electric Vehicles (EVs), with deployment beginning June 1, 2016;
- Electrical upgrades have been completed at the Main Street Parking Facility to fully support the Electric Vehicle (EV) charging stations that have been installed;
- With the conjoined goals of improving officer safety, management awareness, and efficient deployment, LAPD has installed 100 telematics units in patrol vehicles across four divisions. The pilot program is testing the capabilities of these wireless devices to transmit data in real time back to Area watch commanders;
- A Department-wide notice has been published emphasizing sustainability by introducing the LAPD Green Team, encouraging a "Paper-Less" philosophy and paper-saving suggestions, and creating divisional sustainability liaisons to foster conservation awareness at all levels;
- Paper benchmarks were created for the last two fiscal years to show past purchases and guide future reduction efforts; and,
- Our new Metropolitan Division has a solar canopy that the Department is in the process of making operational.

##### ***Goals for this Year***

With regard to our sustainability efforts, much of this last year was dedicated to relationship building, defining a vision, putting tracking systems in place, and kick-starting initial conservation and green efforts. In the coming fiscal year, my efforts will focus on ensuring every employee understands his or her leadership role in conservation and enhancing valuable partnerships with other City and private entities who share our interest in a cleaner, greener Los Angeles. Our goals are delineated below:

- Partner with the Department of Recreation and Parks to measure public park usage as an indicator for public safety;
- Reduce fleet emissions and fuel consumption by expanding the use of electric vehicles;
- Evaluate the Department's telematics pilot program deployed as of June 2016;

- Reduce municipal water and power usage through the provision of meaningful reduction benchmarks for each station;
- Reduce paper purchased by 10 percent through the exploration of “Cloud Print” which would enable users to print their jobs from common copiers and eliminate individual work station printers, ink and toner; and,
- Track paper benchmarks for future reduction and promote paper-saving strategies generated by employees.

### *Vision for the Future*

The LAPD’s long-term sustainability goals incorporate the Mayor’s vision of a more sustainable and livable City. Our progress achieved this fiscal year represents our on-going commitment to sustainability as we achieve our vision of the LAPD in 2020 and beyond. By transforming our current organizational culture, we will further develop our multifaceted sustainability programs through constant attention, refinement, execution, and accountability. We will continue to seek the City’s support of electric vehicle purchases, expansion of our telematics program, and the installation of clean fuel infrastructure at Department facilities. Additionally, our sustainability programs will continue to emphasize support of the local economy through the continued development and refinement of programs such as Community Safety Partnerships and Casa Tienda. Through concerted effort and managerial focus, we will infuse conservation awareness into our organizational culture, and in turn will reduce our carbon footprint, save money, and set an example for the City and the people we serve.

### **Advancements in Technology**

#### *Current Status*

The Department recognizes that the success of our vision rests in part on expanding our use of technology across all aspects of operations, from delivering greater efficiencies in patrol functions to building trust and confidence through accountability and collaboration. To date, we have implemented body-worn video (BWV) in five operational commands and Digital In-Car Video (DICV) is working in three operations bureaus. Over the past eight months, the LAPD has partnered with Palantir to create an innovative and flexible performance management dashboard in order to modernize how the Department views and understands crime occurring in the region. The dashboard integrates crime, resourcing, and automated vehicle locator data, enabling users to:

- View city-wide crime rates and allows comparisons with historic numbers weekly, monthly and yearly;
- Drill down deeper to specific Areas and Reporting Districts to understand the types of crimes driving the crime rate;
- Understand how resources are complementing crime reduction goals (police presence

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- vs. crime); and,
- Alert leadership on crime trends in high priority areas for investigation.

The dashboard is being tested in multiple commands for use Department wide.

#### ***Goals for this Year***

- 1) Body Worn Video's planned expansion will begin in Olympic Division in August 2016 then continue to Harbor Area. Following this initial expansion, the Department plans to expand BWV to one Area per month, with complete deployment to all 21 Areas by December of 2017.
- 2) Operations-Valley Bureau and Security Services Division's deployment of DICV is set for September 2016 with a completion date of January 2017.
- 3) The Department will deploy the mobile application, Connected Officer, to all officers who are BWV-equipped. Officers will begin using a "stops" data collection app this summer, to be followed by an electronic Field Interview Card app.

#### ***Vision for the Future***

Technological advances are critical for the LAPD's continued leadership in crime reduction and community engagement. Cameras in police cars, on police officers, and inside of police facilities are paramount to improving public trust and police accountability. Beyond camera projects, the most significant and overarching technological modernization project relates to the updating of our information/technology infrastructure, specifically, the LAPD Records Management System (RMS). The updated RMS will link all law enforcement information activities into one modern system, connecting multiple silos of data stored in various mainframes that currently do not "speak" to each other.

#### ***Requests for FY 17/18 Budget***

- 1) The request for full funding of a modern RMS was denied in the FY 2016/17 Budget. I will request funding to complete the replacement of the current mainframe with a modern Records Management System.
- 2) Closed Circuit Television (CCT) systems in stations, police facilities, and detention centers are in need of replacement and repair. I will request funding for replacement of outdated CCT systems with modern systems.
- 3) The BWV project will continue into the FY 2017/2018. As such, I will request funding for the completion of this critical endeavor.