

## **REENVISION**

### **July 2020**

As the Los Angeles Police Department (Department) faces budget cuts, personnel shortages, and “defunding” of traditional police roles, we turned to Department employees for recommendations to police more effectively and efficiently. We encouraged our personnel to examine possible ways to restructure our organization and work schedules, seek smarter policing methods, and propose more inclusive ways to engage the community.

In July 2020, Risk Management Legal Affairs Group reached out to all Department employees requesting email submissions on how to *Reenvision* a better organization and compiled these responses over the course of four weeks. Concurrently, all Department Captains and Civilian equivalents were asked to hold Single Purpose Innovation Group (SPIG) sessions within their commands to generate divisional recommendations for the organization. This report encompasses suggestions from individual employees as well as the responses from Captains and Civilian equivalents.<sup>1</sup>

### **BACKGROUND**

Over time, the Department has changed and evolved in organizational structure to meet the needs of the communities that comprise the City of Los Angeles. Additionally, the Department has strived to expand and adjust to accommodate the City’s increased population. We have made organizational expansions for improved delivery of police services. Some expansions, however, may have become redundant and bureaucratic or may no longer yield intended results. The mission of this latest SPIG was to make organizational recommendations for optimal effectiveness and efficiency while maintaining our focus on Operations and providing increased quality service to our community members.

The feedback received was assessed and processed and follows in summary. Similar or repetitive responses were grouped as single responses so as to avoid repetition. Notably, some of the ideas submitted have historically occurred and previously been put into practice. For example, ideas of centralizing or decentralizing a particular specialized operation may have been accomplished previously. However, as the feasibility and needs for such organizational changes evolve over time, these may again be viable solutions to meet the Department’s needs. Accordingly, each of these recommendations, although previously employed or considered, are listed for reconsideration. Additionally, most responses in some way stated that the Department needed to change its priorities in order to meet the current needs of the community and the City. Those changes of priority are also reflected in the responses submitted.

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<sup>1</sup> Based on the total number of responses received.

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**INDIVIDUAL EMPLOYEE RESPONSES**

Reenvision received approximately 200 emails from individual Department employees from July 2 through July 31, 2020. Some employee responses, while well-intentioned, conflicted with laws, City regulations, and Memorandum of Understanding (MOU) agreements and were excluded for those reasons. Below are specific recommendations from Department employees arranged into the following categories:

- Organizational Restructuring
- Work Schedules
- Patrol Operations
- Media and Community Outreach/Messaging
- Employee Wellness
- Cost-Savings/Efficiency

**Organizational Restructuring**

Several employees broadly spoke of *restructuring* the Department; many such comments involved consolidating, eliminating, or moving one division or entity to a different chain of command. These recommendations included:

- Eliminate both ‘HOPE’ and the Homeless Coordinator position and let the LA Housing Authority take the lead on homelessness.
- Move the Homeless Coordinator under the new Community Safety Partnership Bureau.
- Transition Vice operations (lowering priority level) away from the Area level and place it at the bureau or centralized citywide level, perhaps creating a citywide operational unit.
- Disband divisional Vice and Narcotics to create a combined bureau unit.
- Place the responsibility of Employee Wellness under Chief of Staff.
- Downsize Air Support Division for efficiencies based on a tangible needs survey.

*Traffic*

- Dissolve Traffic Group and move (realign) the Traffic Divisions to Office of Operations, thus providing Operations with needed personnel support.
- Eliminate take-home rides for motor officers, resulting in cost-savings and reduced liability via Injured on Duty (IOD) accidents.
- Improve community relations by issuing fewer moving vehicle violations unless egregious. Along these lines, decrease the number of motor officers to correspond with a reduction of citations and enforcement.
- Due to the time-consuming nature of traffic collision investigations, have motors primarily handle traffic calls, and traffic accidents only when collision investigators are unavailable.
- Have the Department of Transportation handle traffic accidents as these are not criminal.

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### *Metropolitan Division*

- Reduce Metropolitan Division in number, sending as many as 50 percent back to divisions. Metro currently has 381 sworn personnel.
- Bring back platoons; crime suppression expertise would be beneficial at a divisional level to mentor and inspire younger officers.
- Even those advocating a Metro reduction still fully supported maintaining SWAT and K-9.

### *Personnel*

- The Department is *top heavy*; too many Commanders and Captains
- Analyze the appropriateness of paygrades (i.e. Detective IIIs often do not supervise).

Many called for more civilianization of sworn positions, as well as enhancing Volunteer duties and bringing back Community Police Aides or a higher level (perhaps a new classification) civilian equivalent. To free up patrol officers, employees recommended using effectively trained civilians for the following:

- Kit rooms, the front desk, taking routine reports
- Neighbor and business mediation disputes
- Less serious traffic collision reports
- DUI checkpoints
- Training Coordinators
- Complaints
- Sick/IOD Coordinators
- Detective Support

### **Deployment and Work Schedules**

Many Department employees recommended modifications to work schedules, advocating changes to shifts, the days off process, and compressed work schedules. Considering the rising number of COVID-19 cases, employees expressed the need for expanded telecommuting to align with the Mayor's Office and other City entities. Other suggestions included:

- Put all sworn on 4/10 schedules.
- Allow all civilians to work a 4/10 schedule.
- Let detectives and specialized divisions work 3/12 schedules or allow telecommuting.
- Stagger the days off between Watch Commanders and Assistant Watch Commanders for coverage purposes.
- Stop random, unplanned change of watch schedules to minimize sleep deprivation resulting from shift changes.
- Establish a software-based system to generate days off to save time and ensure fairness.

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### **Patrol Operations**

The SPIG Reenvision project received several suggestions to maximize the amount of time an officer spends in the street handling calls for service. These ranged from administrative efficiencies, procedural changes, and shifting policing priorities. Such recommendations include:

- Eliminate/reduce homeless enforcement and divert these resources toward community engagement, Community Safety Partnerships, and restoring our image and relations.
- Partner with the Probation Department and the Department of Mental Health in order for mental health and social workers to respond to these calls instead of patrol officers.
- Increase the number of online reports for the public.
- Explore voice-to-text for patrol report writing.
- Eliminate death investigations for patrol when it's likely due to age or history of illness.
- Eliminate "Ambulance Overdose" calls; let the Los Angeles Fire Department take the lead.
- Put divisional Community Relations Officers (CRO) (often as many as eight) in patrol and have their duties assumed by community volunteers and IOD officers with field restrictions.
- Extend front desk closures beyond the pandemic to encourage online reporting, save on staffing, and reduce the negative front desk incidents.
- Redesign or eliminate Compstat to focus on qualitative policing instead of quantitative.

### *Custody Services Procedures*

- Implement a Drop and Go – Commit to and implement a *drop and go* process allowing patrol officers to return to the field quickly. A typical arrest can remove two officers from patrol for roughly three hours. However, if there are long wait times, or the arrestee needs medical attention, three hours can easily turn to six. Various forms of the drop and go process have been in place at some jails since 2015, but have not been fully implemented citywide.
- Ensure that jails remain open during watch changes to avoid extended wait times.
- Create a new classification similar to a Custody Service Officer responsible for all transportation and handling of prisoners. Consider having these transport employees pick up arrestees near the crime location so officers no longer have a need to go to a jail facility.

### **Media and Community Outreach/Messaging**

How to better promote the LAPD was a recurring topic among Department employees. Just as all Department employees are stakeholders in community policing, promoting the Department should also be a shared responsibility. Public Communications Group (PCG) is available to promote LAPD successes, however, Department employees and divisions need to do a better job of channeling positive patrol stories in a timely manner. Along these lines, the Department should be given more latitude to release information without the interference of external influences, such as local politicians.

Other employees suggested strengthening our ties with community members who want to partner with law enforcement. Although the Department is a national leader in reform and community policing programs, there is always room for improvement. One employee submitted a foot patrol training

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document from the Philadelphia Police Department, and other employees offered names of community leaders who could assist in the Department's rebuilding efforts; these will be forwarded to the Offices who oversee community programs.

Below are ideas submitted by Department employees that relate to Media and Community Outreach/Messaging:

- Hire an outside, independent entity to reconstruct the external website for easier and quicker access to reports and information. The current website is difficult to navigate and certain links within the site have been abandoned.
- Hire a marketing (branding) company to promote the LAPD.
- Create a reality-based COPS show to illustrate the life of a patrol officer.
- Seek external feedback to assess what platforms and messages are effective.
- Civilianize the video creator positions in the Media Relations Division or allow more creative content. Many of the videos on the YouTube channel are dry and seems as though the Department is merely posting to satisfy the transparency requirement.

#### *Policing/Community policing*

- The Public Communications Group is trained to post social media and shape the narrative for the public's perception of the Department. With various LAPD accounts posting on different platforms, messages are inconsistent. Either submit all posts to PCG for approval or provide training to those who publicly associate themselves with the Department on how to post on behalf of the Department.
- Hire multimedia authoring/media engagement professionals to train employees in digital multimedia to collate, structure and presenting information incorporating text, audio, and still and moving images.
- Invite the media to train with the Department so they can promote a complete message.
- Post more content showing how police have provided resources within communities.
- Create a cultural diversity class where athletes/others share how they were treated by cops.
- Stagger shift times to allow time for roll calls to allow for briefing/engaging with officers.
- Use a mass marketing plan to share all the community events occurring within the City.

#### *Media-related messaging (social media)*

- Messaging needs to be repetitive. The posts need to remind everyone that LAPD does not look like it did 30 years ago, and the way to assure this message is getting through to the audience is through repetition.
- Some minds are made up, we must pick our battles as the ones we do not win reflect more on the Department than the anonymous sender. Every conversation online is public, and the Department's response to certain users has been unprofessional and authoritative. It is more effective to cater the message to those who are willing to listen, win the winnable.
- Get bad news out fast but be consistent in messaging style. This problem stems from the unorganized messaging strategy among officers. There should be protocol when a division posts an event on their profile. The Public Communication Group is trained on how to relay

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messages to the public, yet the division are the ones creating the content. Create protocol to contact PCG for approval of the post, assuring the Department is consistent in their message.

- Only commanding officers should have LAPD official social media pages to better oversee what messages are sent out. Command staff is not required to have a profile associated with the Department, but if they choose to they should go through some training to ensure consistent messaging. The account will be subject to monitoring by the Department and should be separate from personal accounts.
- Create crisis management communication training for command staff.
- Bureaus should not be responsible for open source monitoring of social media.
- Explore posting on TikTok or other platforms to reach younger audiences.
- Feature officers weekly on social media platforms, sharing their hobbies, where they grew up, went to school, etc. Show officers in civilian life, how they live and engagement with the community posing them more as humans than threats.
- Post less images of guns, more community engagement for the current political climate.
- Post 45-day critical incident video releases that highlight de-escalation techniques if possible.

#### *Internal messaging/communication with employees*

- Create a link on Department LAN when COP attends community meetings.
- Distribute videos on social media platforms highlighting each division. For example, show how a complaint is received and the processes it goes through. This can also be featured on the external website.
- Distribute videos for employees highlighting things the Department has done right and wrong, either currently or throughout history, in order to educate officers. Teach officers to be willing to apologize for the predecessors and correct history.

### **Employee Wellness**

Low morale was an underlying theme, as several said they no longer feel supported by the Department, the Mayor and City Council. Employees said they did not appreciate declarations to ‘defund the police’ and comments by local politicians and the Mayor that they perceived as demoralizing. Several employees expected more public appreciation from the Mayor and the COP for their efforts on the front lines during protests. To combat low morale, reduce stress, and promote health, one sergeant submitted an Employee Wellness guidebook that he authored, while others suggested changes to working conditions, including:

- Allow sworn personnel to regularly wear BDUs for comfort, officer safety, and enhanced hygiene since they are easily washable.
- Reduce the number of administrative projects, many of which are frivolous or redundant.
- Allow employees time to workout to encourage healthy habits and a healthy workforce.
- Give employees a voice via vertical staff meetings at all levels of the Department.
- Have captains do ride-alongs to stay in touch with their division’s neighborhoods.
- Open the range full time to allow officers to shoot more often.

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- Stop [re]hiring retired command staff; this sends a clear message that there is no one in the Department qualified to handle the job.

**Cost-savings Efficiencies**

Employees offered ideas to save money or re-structure entities for efficiency. Some of these ideas include the following:

- Stop using Metropolitan (Metro) Division officers for City protection details. Have the City hire private security and return the 13 Metro officers to the workforce.
- Consider digitizing detective case packages.
- Offer more detective training and investigative autonomy for patrol officers. Detectives spend hours classifying reports, conducting often minimally effective follow up and creating unnecessary 3.14s due to poor report writing and poor supervisory review. Additionally, when patrol officers are trained to conduct follow-up field investigations (decentralized process), many cases can be solved timely (within hours) and eliminate the need for detective follow-up and require only filing and processing. For example, officers may be aware of a suspects' location, however, are advised to return to patrol and let detectives handle it at a later date.
- Eliminate the BMW i3s; most of the fleet goes unused and is viewed as a political enterprise rather than a practical implementation for law enforcement.
- Charge outside entities for LAPD laboratory analysis. Other agencies occasionally bring their evidence to our labs for processing, diverting from Department resources and workload. Our Department analysts/criminalists can be called to court to testify for these outside cases, generating additional City costs. (This may require a City Charter change or City approval.)
- Consolidate Secretary positions to pool resources since their workload may not justify full time.
- Centralize all Records Units under Records and Identification Division, similar to Custody Services Division and Evidence and Property Management Division.
- Encourage Detective loans for officers to develop and aid in preliminary patrol investigations.
- Assign officers to work the jails to gain maturity and experience dealing with various people.
- Consider discontinuing annual Standard Based Assessments for tenured personnel as checkboxes offer little meaningful performance feedback.

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**COMMAND LEVEL RESPONSES AND INSIGHT**

All Department Captain and Civilian equivalent command officers were asked to respond to the Reenvision survey on behalf of their commands. They were given two weeks to hold SPIG meetings within their divisions gather employee input from all levels of the Department. Attached are summaries from these commanding officers, separated by the following six Direct Report Offices:<sup>2</sup>

- Office of Operations
- Office of Support Services
- Office of Special Operations
- Office of Constitutional Policing & Policy
- Professional Standards Bureau
- Information Technology Bureau

These Command Officers submitted several suggestions and recommendations for change and improvement in the following areas:<sup>3</sup>

- Organizational Structure (changes to the structure of our organizational chart, expanding or consolidating units, sections or divisions)
- Deployment/Work Schedules (changes to existing or adding tour limits, innovative platoon system or work schedule that maximizes productivity and officer safety)
- Policing (new or innovative ways of policing or focus)
- Community Outreach and Messaging (how to communicate better with our community and employees)

While most recommendations relate to a Direct Report's own chain of command, several suggestions emerged for other commands. While some responses may have been summarized for brevity, they are largely unaltered to retain the integrity of feedback provided. There are recommendations that may be repetitive or restated by various Offices.

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<sup>2</sup> Chief of Staff and Community Safety Partnership Bureau were not included.

<sup>3</sup> The *Reenvision* survey response rate was approximately 90 percent overall.



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**OFFICE OF OPERATIONS**

**Organizational Restructuring**

- Add a second Commander to each geographic bureau re-allocating Commanders from:
  - Community Engagement Group
  - Homeless Coordinator
  - Traffic Group
  - Vacant OSB Commander Position
- Vice and Narcotics Units
  - Combine vice and narcotics under the supervision of one lieutenant
  - Downsize and assign vice and narcotics units to the bureaus
  - Centralize at the geographic bureaus
  - Disband DSVD and assign to bureau vice units
- Downsize Metropolitan Division and return officers to geographic Areas
  - Additional personnel will allow Area Captains to form Special Problems Units, enhance Community Relations Offices, and increase personnel at detective tables
  - Assign the Metro platoons as Special Problems Units within the divisions
  - Reassign Metro platoons to Robbery Homicide Division surveillance squads for effectiveness
  - Limit Metro to two platoons for crime suppression (Keep K-9, SWAT, Mounted)
  - Return vehicles to geographic Areas upon downsizing
- Compstat Division
  - Disband Compstat
  - Limit inspections to two times per year
  - Make inspections quarterly
  - Combine Audit and Compstat Division
- Disband CSOC and return people to geographic Areas. CSOC focuses on metrics, but diminishes community trust
- Create a Volunteer unit to increase volunteerism.
- Dissolve bureau homicide divisions/units and return to geographic Areas
- Gang Enforcement Details
  - Make Special Problems Units instead of GED
  - Combine GIT and GED Units and increase investigative capacity due to reduced penalties for crimes. Intelligence received would be better suited to solve more serious crimes
  - GIT/GED Detective should work PM hours
- Reassign Traffic Divisions to OO
  - Decentralize motor units and redeploy to each Area
  - Move Traffic Group Commander to OO
  - Reassign divisions to the geographic bureaus
  - Disband the divisions and assign personnel to the geographic Areas as traffic squads
- Paygrade advancements
  - Remove paygrades within the sergeant, detective, and lieutenant ranks
  - Remove from officers who are not FTOs
  - Move all to OO

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- All YSOs should be PIIs
- Return all Sergeant IIs within IAG to OO
- Implement Bureau IROs to return people back from TRD
- Disband Recruitment Officers and return to patrol. Use social media to recruit or limit the number of officers assigned especially since we cannot recruit as many officers this year
- Create community desk officers of either sworn or civilian officers who are TRD
- Disband or decentralize VIPU
- Homeless Details:
  - Eliminate HOPE Teams and return to Areas
  - Eliminate Homeless Coordinator Position
  - Move all homeless-related details to other City entities
- Decentralize specialized detective divisions and return to geographic detective squads
- Move Ombuds Section to Personnel and Training Bureau
- Disband Commercial Crimes Division and returned personnel to OO
- Reassign bureau audit teams to Audit Division
- Combine SLO and CRO units
- Disband Animal Cruelty Task Force
- Return PM watch juvenile car to patrol
- Move Fugitive Warrants Section into the Areas making warrant service more efficient
- Move FBI/US Marshal Task Forces to Robbery Homicide Division
- Make MEU a division and increase personnel assigned
- Disband MEU and make another City/County entity responsible
- Disband Emergency Services Division and transfer to Metropolitan Division
- Disband Gang and Narcotics Division and Major Crimes Division and transfer to Robbery Homicide Division
- Disband CTSOB and transfer to Detective Bureau
- Discontinue OO, OSO, OSS and consolidate under one Assistant Chief. Make Bureau Chiefs a direct report to the COP
- Make Personnel and Training Bureau a group and direct report to COP
- Transfer Critical Incident Review Division to Force Investigation Group
- Make Information Technology Bureau a Group with a civilian CO and all civilian staff
- Community Engagement Group
  - Disband CEG and consolidate into CODD. Rename CODD to Community Engagement Division (CED) and include the following units:
    - Multicultural Community Coalition
    - Days of Dialogue Series
    - LGBTQ Engagement
    - Read-along program
    - LAPD Historic Project
    - Youth Programming
  - Absorb School Police and assign to Community Engagement Group
  - Add a Community Engagement Supervisor in each bureau
  - Consolidate CRS and CODD personnel under the new CED
  - Add Lieutenant II of Youth Programming
- Move PAMS and POPP Program to PTE

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- Downsize Records and Identification Division and return back to the Area Records Sections.
  - R&I should support Records Unit during unusual occurrences
- Disband security details
- Disband Juvenile Division and return personnel and responsibilities to Area detectives
- Reassign Reserve and Volunteer Programs to OSS since both programs are closely intertwined with Recruitment and Hiring.
- Disband Custody Services Division and hire the Sheriff's Department for all custody operations
- Reorganize Communications Division
  - Add Captain II
  - Reorganize for the dispatch of nonviolent calls (include LAFD, DOT, other City Entities)
  - Direct people to Community Online Reporting System

### **Deployment and Work Schedules**

- Tour Limits
  - Enforce limited tour assignments
  - Expand Narcotics tour limits to 5 years with two one-year extensions
  - Limit Senior Lead Officers to 5 years
  - Expand GED tour limits to 5 years
  - Tour limits should be 5 years maximum
  - Limit all administrative/training assignments to 3 years
  - Vice should be 5-year tour limit
  - Watch Commander Positions should be a mandatory 2 years
  - Limit administrative assignments/assignments within PAB to 5 years
- Front Desk
  - Add bullet resistant glass at front desks
  - Close all front desk for Watch 3
  - Keep front desks closed (due to COVID) or heavily reduce hours and use online reporting instead
  - Create a “digital desk” where citizens can speak with an “officer of the day” to chat, answer questions, take simple reports online and email required documents (Marsy's Law, etc.)
- Loans
  - Discontinue loans to other Areas and the bureau
  - Allow for internal loans to NED, Vice, Detectives
  - Loan instructors from TD to patrol when not instructing a class
- Reinstate Detective Trainee Program
- Complete a work force study for better resource management
  - Detective Work load
  - Patrol Plan
  - Work Schedules
- Work schedules
  - Remove all 3/12 work schedules

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- Include a 3/12 mid-watch
- All patrol work hours should be 4/10
- Utilize a platoon system with all employees on a 4/10 schedule.
- Reassess start of watches for a greater comprehensive overlap within the divisions and adjacent geographic Areas.
- Reinstitute Multiple Uniformed Deployment (MUD) days for increased uniformed presence
- Eliminate the Rotation of the Wheel for detectives and sergeants
- Centralize all REACT units at the bureau level
- Staffing/Expansion of Assignments
  - Deploy two detectives for night watch at the bureau level
  - Expand available PM Detectives from specialized divisions
  - Increase the number of Senior Lead Officers
  - Reinstate Property Crime Detail, Bike Unit, Special Problems Unit, Filing Teams, and foot beats
  - Expand the number of records clerks at each division
  - Assign four officers to Youth Programming and split the program between age groups (13-16 and 17-20). The older group will focus on becoming police officers and assist in the recruitment process.
  - Watch 2 & 3 should have a Lieutenant II position and mid-watches should have a Lieutenant I position as WCs
  - Combine Sick/IOD and Wellness Coordinators
  - All officers should work a tour in Community Relations
  - Probationary officers should be assigned a DP with SLOs
  - Area and Patrol COs should work one field day each quarter
  - Create an administrative sergeant position to relieve administrative work for field sergeant handling UOF, Pursuits, etc.
  - Reassess staffing for geographic Area detectives who are overworked and cannot meet deadlines.
  - Expand civilian instructors at the Academy to return people to patrol
  - Reinstate the G-CAD units with GIT.
- Elimination of Assignment
  - Venice Beach Detail
  - Civilianize kitroom position
  - Return officers to patrol who are working timekeeping, special events, subpoena control, ACC
  - Security Patrols at City Buildings. Use security guards instead.
  - Limit Complaint Units at the divisions to one sergeant
- Adjust algorithm for action items to make more relevant
- Authorize BDUs for patrol officers who are required to carry additional equipment (NARCAN, PPE, cell phone, sanitizer, etc.)
- Ratings
  - Discontinue all ratings; they do not capture an employee's performance
  - Reassess ratings to evaluate an employee's performance
  - Standardize ratings for civilian personnel and identify underperforming employees

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- Consolidate administrative projects before sending them to the Areas. Many overlap and different due dates
- Promotional Process/Paygrade Advancement Interviews
  - Use outside proctors for promotional exams
  - Incorporate complete work experience, skills, and abilities into the promotional consideration. The 15-minute interview is not adequate.
  - Incorporate work attendance, work ethic, knowledge, and attitude into PIII selection criteria
- Limit the review of BWV for Use of Force, Pursuits, Complaints and Audits to allow sergeants and lieutenants to resume patrol duties
- Eliminate home garaging for motor officers for cost savings in fuel, wear/tear, traffic collisions, and IOD injuries. Motor officers would retain hazard pay.
- Patrol officer position should be incentivized through training, varied work positions, overall support.
- Track positive recap – positive interaction with community members

### **Policing**

- Investigative
  - Provide volunteers and other civilians with greater database access to assist detectives, BWV evidence, storm calls, burglary investigations, traffic, etc.
  - Use civilians, volunteers, and reserves to assist in peripheral aspects of detective case work (issuing subpoenas, contacting victims, collecting surveillance footage)
  - Utilize email to send warrants to the judges. This process was used during COVID-19, but has since been rescinded. Advocate re-instating emails to judges.
  - Presenting/filing cases through e-filing, drop off process, or implement a bureau filing team to work at the courts.
  - Detectives should stop handling child custody violations. It is not criminal in nature and DA/CAs do not file. Refer this to another City/County agency.
  - E-filing with the District Attorney Office
  - Shift focus from suppression to apprehension to align with community expectations when they are victims
  - Stop taking reports for crimes that DA and CA deem best handled in civil court
  - Add an Administrative Support Unit to Detectives
  - Add follow-up questions to the Investigative Report to minimize the amount of administrative follow-up a detective has to do.
  - Create an Investigator Enrichment Program to enhance patrol officer skills and increase the likelihood for filings.
  - Automate all Search Warrants and track in DCTS and eliminate the Search Warrant Packet for non-physical locations like an email address
- Prioritize Training
  - Include MFF/civil unrest training
  - Supervisor specific MFF training
  - Officer receive training about the specific neighborhoods they are working in
  - Mental health awareness

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- Anti-bias policing
- Make FTO updates online so that FTOs can attend more frequently
- Regular hands-on training: shoot days, tactics exercises, specialized training twice a year
- Empower training cadres to send officers to training they are interested in
- Expand training to civilian personnel so that they understand a bigger picture of the Department and where their specific work fits into the Department's needs.
- Family Violence Training
- Mediate for Landlord Tenant Disputes
- Revamp Sergeant School to include the investigation of UOF, Pursuits, Complaints, BWV, TEAMS II
- Restructure the firearms qualification to include de-escalation, and increased qualification of FOS
- Allow officers to use the Department ranges for personal development
- De-escalation training in lieu of firearms a few times a year (POST does not require and would save money)
- Technology
  - Update computers regularly
  - Use facial recognition to assist with case solving
  - Install cameras at all major intersections
  - Adopt 911 Live System
  - Expand the Community Online Reporting System
  - Work with Axon to develop an automatic integration of incident numbers to ensure accuracy and ease workload of officers
  - Modernize the Records process
  - Eliminate fax machines
  - Develop electronic signatures for ease of approval processes
  - Enable Department Identification "SMART" Card technology to facilitate multifactor authentication for access to Department LAN-based systems
  - Paper-less digital citation system for all cites with swipe ID and SMART card technology
  - Use one system for Deployment – Integrate 211/214 into DPS, overtime, special overtime details (ABH, MTA, summer crime task forces)
  - Install reporting kiosks outside stations that is integrated into online reporting
  - Track Critical Incidents within TEAMS whereby BSS, Training, Divisional information can be added into TEAMS prior to a UOFRB, thus eliminating paper copies necessary
  - Develop and adopt Electronic FIs
  - TEAMS III should include digitization entire employee package including 15.7, SBAs, Comment Cards, Personnel Complaint Investigations, NTCs, Secondary Work Permits, Transfer Requests, Sick/IOD forms, Attestations, etc.
  - All field and investigative reporting should be digital and include auto-population. All reports are uploaded for WC approval
  - Debrief BWV of difficult radio calls, training tactics, etc.
- Use of Force
  - Alter the UOF and Pursuit review process to allow divisions to send UOF/Pursuits directly to CIRD/Pursuit review. Bureau will review out of policy UOF/Pursuits only

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- Remove NCUOF from the arrest report to minimize overtime
- Streamline UOF if BWV matches and all statements are consistent
- 30-minute training during a watch focused on low frequency/high risk situations (pursuit, CUOF)
- TID provide training to all Area detectives on video systems and software so that they may obtain evidence instead of waiting for TID personnel to arrive at scene
- Give alcohol and massage licensing to ABC
- Body-Worn Video
  - Use video for large homeless excess property instead of itemizing every article.
  - Assign one or two supervisors to review BWV. Report directly to Patrol CO
- During civil unrest, the Operations Chief or Deputy Operations Chief should ride in the airship for situational awareness
- Expand restorative justice programs for non-violent arrestees
- Policing Methods
  - Shift focus from uniform street enforcement to aggressive criminal investigations. Use crime statistics, citizen complaints, and confidential informants for intel based, targeted proactive criminal investigations.
  - Create City-family SARA projects that require time and money from Council Districts and other City entities with site selection based on data that pinpoints areas of the City that have not seen crime reduction in the last 13 years despite steep drop in overall crime Citywide. (13-year time frame is based on Dr. Uchida study)
  - Use District Policing method
  - Expand dispute resolution
  - Strengthen neighborhood watch programs
  - Use Basic Car Assignment for better management and ensure officers know their communities
  - Utilize Volunteer Surveillance Teams like Devonshire and Central Areas
- Take all arrestees directly to Custody Services Division upon approval of a supervisor. The arrestee can be checked in by the CSD WC.
- Calls for Service
  - MEU should respond to all violent 5150 calls – Not patrol
  - Stop responding to non-coded calls (business disputes, homeless duties, labor disputes)
  - DOT or volunteers handle minor traffic collisions
  - Reduce the role of police where possible (Homeless, traffic, disputes)
  - LAFD should respond to Narcotics Overdoses and non-violent mental illness calls
  - Volunteers and Reserves respond to Storm Calls
  - Welfare Checks should be handled by social services

### **Community Outreach/Messaging**

- Community Outreach Programs
  - Impromptu Community Transparency Meetings – similar to a “pop-up” where SLOs, YSOs, etc. would use the CP vehicle and meet with neighbors in crime problem areas
  - Partner with libraries, churches, and schools to host community events
  - Increase coffee with a cop, open forums, workshops for kids

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- Work with Clergy and other community stakeholders to plan large community forums for open conversations that include community and law enforcement participation
- Develop CPAB for business owners who can assist on crime trends and make suggestions to reduce crime
- Community FOS
- Build a unit for the purpose of educating the community, challenging the bad information disseminated, countering the false narratives
- Divisional days of dialogue specific to the communities Areas are in
- Develop a system for patrol officers to attend community meetings to develop better relationships
- Senior Lead Officers
  - Use Zoom Meetings
  - Assign BMW i3s
  - Authorize polo/khaki uniform to appear less threatening
- Youth Programming
  - Conduct Cadet and Cadet Parent Forums to discuss ongoing issues
  - Incorporate a gang prevention program at the elementary school level that include clergy, mental health professionals, police, and teachers
  - Create positive interactions by have officers law enforcement volunteers visit schools
  - Have an external entity oversee youth programming for better leadership and life skills learning
  - Use the Targeted Local Hiring program to hire Cadets upon aging out of the program
  - Have juvenile detectives and officers visit schools
  - Expand the PAMS program to middle schools in the South Los Angeles Area.
- Messaging
  - Hire a private marketing firm for branding and improved messaging
  - Message to Dept employees should be the same as the message going out to the public
  - Messaging should include education about what police do and other resources available
  - Tell our story more frequently across all media platforms
  - Decentralizing messaging so that it becomes more instantaneous
  - Better our narrative in the community
  - Hire a firm for recruitment
  - Partner with outside entities to create PSA for a variety of purposes
  - Monthly messaging by the Captain or Watch Commander posted on YouTube or other social media platforms
  - Use televisions in the station lobbies to promote the Department
  - Release BWV for false accusations – “biased policing when it does not exist”
  - Publicize the officer’s side of the story as it relates to violent encounters
  - Each division submits two positive BWV clips to the respective bureau who then recommends which videos should be posted on the Department YouTube channel for publication.
- Social Media
  - Use to educate community
  - Use NextDoor to inform people in specific neighborhoods



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- Message with other entities (hospitals, large companies, churches, etc.) to add public safety messages on their platforms.
- Modernize the Department website and LAN and allow access to officers remotely
- Internal Communication
  - Formal mentoring program
  - Use succession planning to ensure operations continue when personnel leave their assignment
  - Bi-monthly videos from the bureau chiefs/commanders that shows the amount of radio calls handled by patrol units, provide BWV access to demonstrate officers use of de-escalation, patience, bravery

### **Miscellaneous**

- Return all BMW Electric Vehicles being leased
- No longer complete 1.28s for demonstrably false or policy/procedures. Document all on the WC Log

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**OFFICE OF SUPPORT SERVICES**

**Organizational Restructuring**

- Reallocate one of the Captain positions at Custody Services Division (CSD) over to Communications Division (CD). CD has approximately 640 personnel of which 44 are assigned to the DOC. DOC would benefit from another full-time Captain position for efficacy of operations and less burden on outside command officer necessities during activations. A singular Captain at CSD is more than sufficient to handle the workload. CSD does not have the emergency response demands, crime, community or rapidly unfolding tactical events.
- Remove Officer Representation Section and Employee Assistance Unit and together with the Wellness Coordinator, combine into a new section as a direct report to the Chief of Staff.
- Remove Behavioral Science Services (BSS) from OSS and move to Professional Standards Bureau (PSB) as a direct report to Bureau Chief. Good fit conceptually and also in the same building (Fig Plaza).
- Move CSD back to the Office of Special Operations (OSO) under Counter Terrorism Group and keep two Commander positions under Counter-Terrorism Special Operations Bureau (CTSOB)...counter proposal to combining all of CTSOB under one Group Commander. This will allow for freeing up the PAII or Commander position under Administrative Service Bureau. Move Recruitment and Employment Division (RED) and Personnel Division out of PTB and instead under ASB. With the removal of CSD and addition of Captain position at CD, ASB would be manageable with just one Commander or PAII. Move the PAII or Commander to Community Safety Partnership Bureau (CSPB) or to an OO Bureau. This will focus PTB only on Training.
- Alternatively, keep RED at PTB and move CD to OSO as it should fall within an operational, not administrative, command. Keep DOC and CD together, don't split.
- Create a civilian Police Service Assistant (PSA) position at CD. Rather than terminating or accepting resignations for those who cannot successfully complete the Police Service Representative (PSR) position, hire them as PSAs (less stringent standards) to assist CD and vacant Civilian positions Department-wide.
- Create an Emergency Board Operator (EBO) employment classification. Industry standard throughout the Nation. Currently, our PSRs have two main job classifications: Radio Telephone Operator (RTO) and EBO. To become a PSR, you need to pass both portions of training and the RTO portion of the training is by far the most difficult. CD loses several PSR trainees because they cannot pass the RTO portion. By creating an EBO employment classification, these employees would only be able to answer 9-1-1 and non-emergency calls. The position would only work days/hours where the call load is the highest. This new EBO classification could be paid less than RTOs.
- Limit COP Direct Reports: ITB under OSS, CSPB under OO and limit COS Direct Reports from Direct Reports meetings with COP. No need for ERA, Government Liaison or PCG in those meetings.
- Reassign the staffing, management and reporting structure of all existing Area Records Units under R&I instead of OO. This realignment will enable uniformity and efficiencies in

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operational practices and procedures. It also enables the Department to respond faster to changes in laws and reporting requirements and allows for the deployment of temporary replacement staff to Area Records Units at times of prolonged low deployment.

- Created a stand-alone document management system. Currently the Department uses the users C-Drive and other divisional drives for saving and retrieving documents. There are simple, open, commercial off-the-shelf systems that can be deployed to each Area/Division. Simple key word searches are enabled in the document management system that a user could access numerous saved documents in a matter of seconds. Takes us out of the 2000s. Much more efficient.
- Expand Drop n' Go at Custody Services Division to include arrestees that were involved in a UOF in the field, P1 training purposes and those in custody for 647f PC. No need for the entire booking process on those arrests. This will allow for officers to return to the field quicker.
- Establish a Valley Property Support Unit within Evidence and Property Management Division (EPMD). Bifurcate existing division and move some to OVB to process items for disposition, including firearms and narcotics. This will optimize existing staff, increase efficiencies and result in a reduction of overtime. This can be accomplished without additional personnel.
- EPMD Courier Section is currently 2+10 P2 positions. Proposed reduction to one Sergeant, 5 P2 officers and 5 Property Officers. Courier would be one P2 and one Property Officer. This places a sergeant and 5 officers back in the OO mix.
- EPMD consolidation of Evidence Control Section and Forensic Science Center into one location instead of two.
- Assign Property Officers as the Property Disposition Coordinators instead of Sworn.
- Do not consolidate Training Division and In-Service Training Division (ISTD) as suggested earlier in this summary.
- Cross train some ISTD personnel to allow for greater flexibility in instruction and cope with personnel shortages.
- Develop a Business Process Restructure of RED while working with Personnel Department. Assume greater control of the hiring process and critical decision making. Restructure should be based on the overarching goal of 90-day hiring process. Recruitment and Hiring Efforts should be digitized through all social media platforms.
- Police Academy Magnet Schools, Police Orientation and Preparation Program and Cadet Program should be held to diversity inclusions goals that are consistent with Department goals.
- Realign RED supervisors from Sergeant to Detective.
- Consider a community engagement component to the recruitment function.
- Move Mentors from the recruitment side of RED to the hiring side.
- Combine traffic divisions back to Operations under the Area command. Each Area would deploy Traffic Collision Investigators, Motor Officers and Sergeants within their respective commands. By combining Traffic and Patrol, Traffic Group could be dissolved. Traffic Group has a total of 684 total personnel that could go back to OO.

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### *Personnel (reductions or increases in numbers)*

- Area Senior Lead Officers and Community Relations offices are understaffed. 7-day coverage needed to meet the demands of community expectations. Marry up a P3 with the SLO to provide the 7-day coverage. Move the Lieutenant 2 GIT OIC authority to be an OIC of the SLO/CRO unit. Rip the P3 authority from Vice, Narco or GED. Have the “P3 Assistant SLO” be a loan position for 3 years with options for two 1-year extensions for a total loan of 5 years.
- Defund Vice, Narco and GED to fund a 2+6 dedicated uniformed investigative follow-up unit in each Area Detective Division. They can identify/locate wanted persons, work crime problems and work flexible work schedules to address crime trends.
- Allow PTE to fund/fill vacancies that will allow for growing Department needs and allow for the creation of a Quality Assurance Unit.
- Realign Training Division and In-Service Training Division back into one, singular Division. Keep the captains. Much like an OO geographic Area. So much crossover of personnel training Recruit Officers with competing resources/oversight. Lessons POST concerns for Academy Director.
- Remove the provision allowing for signing of booking approvals at the Metropolitan Detention Center (MDC). This would allow for the re-deployment of 5 Sergeant-1 positions back to OO. All booking approvals would be signed by a Divisional Watch Commander prior to the arrestee being transported to MDC for booking.
- Create a dedicated Custody Transportation Unit consisting of P2s that are exclusively responsible for transporting arrestees to court if rejected by the LASD Transportation Bureau and arrestees that require transportation to contract hospitals or an LASD facility to receive a higher level of medical care. CSD does NOT have the current deployment to accomplish this independently.
- Sworn Promotions should be placed on hold as all Civilian promotions and transfers are on hold. This would save money, increase morale and give more credence to the phrase, “we’re all in this together.”
- Sworn positions should be subject to furloughs just as Civilians are. This should be a shared responsibility.
- Streamline and automate the process for IOD claims. The required forms should be electronically accessible for download, submission and review by the affected employee, physician and other necessary personnel.
- Restitution claims should be consolidated under one entity as the current system results in overlap and redundancy.
- Utilize Civilians for non-policing duties such as front desk, kit room, armory personnel, report data entry and drivers training.

### **Deployment/Work Schedules**

- *Tour Limits*
  - Institute tour limits in administrative assignments. Keep from losing touch with reality, not remain stagnant and is a force multiplier with developed skills.

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- Keep 5-year tour limits in ISTD with possibility of extensions.
- Tour limits needed at RED.
  
- *Maximize efficiencies to address workload*
  - Communications Division FLSA 7b exemption for Senior PSRs. Currently, Sworn LAPD employees distribute 160 hours throughout a 28-day Deployment Period. Senior PSRs are required to calculate 80 hours into a 14-day period, twice, to fulfill the 28-day DP. A FLSA 7b exemption would give more flexibility to the Senior PSRs and allow Management more freedom to deploy more efficiently to accommodate Holidays and Maximum Deployment events. This would also be an incentive and morale boost. It would empower Senior PSRs to control their own schedules to a greater degree.
  - Create a new procedure to notify OO Patrol Divisions of pending Systems to Optimize Radio Manpower (STORM). PSRs working telephone positions are tasked throughout their shifts to contact Patrol Divisions for new STORM incidents. This typically requires excessive hold times or even difficulty reaching the desk/watch commander. Instead, create a central point of contact, like an email or messaging system for each Patrol Division to forward STORM information. Should already have divisional email accounts to make this happen.
  - Instructor Development and Training Coordinator Meetings via a Teams/Zoom virtual platform. This will allow for much needed and more frequent, but less time consuming, meetings. To do this, all 3 academy locations need to have access to consistent WiFi. At the last POST academy certification, POST remarked that LAPD was the only academy of the 43 California academies that did not have WiFi. It is a necessary tool expected in modern teaching and will maximize deployment while keeping Area/Division Training Coordinators up on latest trends/policies/training.
  - Consolidate all Divisional vehicles into a Divisional Motor Pool controlled by the Area Kit Room personnel. With the exception of Specialty Vehicles, this should be decentralized.
  - Change Home Garage Authority procedures. Vehicles should be assigned to a position or assignment and not to an individual. The reduction of fleet has led to an elimination of availability of loaner vehicles.
  - Create an anonymous electronic suggestion box.
  - Reduce “ridiculous number of projects.”
  - Opening of a third range for qualification at the Davis Training Facility to maximize ability to qualify.

### **Policing**

- Communications Division creation of a new 3-digit non-emergency number to ease the call load on 9-1-1 emergency lines and dispatch non-gun carrying/civilian personnel to incidents not involving violence. For example, 101 is non-emergency number in the United Kingdom.
- Embed experts from Department of Children and Family Services (DCFS) and other mental health professionals at Communications Division. Can address non-crime issues.

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- Reevaluate and create new Department guidelines for what types of calls are dispatchable from Communications Division to another City or County entity. There are over 1000 different call types in the CD system. Each should be reevaluated to see which ones truly require police personnel and which ones may not necessarily need police response.
- Community Online Reporting System (CORS) should be expanded to accept a broader range of crimes that can be reported online.
- Implement new CRM System. Desperate need for getting out of 3-ring-binders and into CRM. From Recruitment, to Training, to Field Training Officer program...CRM is needed. CRM will also help us from failing annual FTO audits.
- Automated Tracking of Department coursework. Presently, every course coordinator has to input course rosters into the LMS at the conclusion of the course. Able-bodied officers have to sit and do data entry. Time consuming and not accurate. Swiping our ID cards, like we do to use the elevator or open a door, would allow for more efficient and accurate data entry.
- Training Course Evaluations via various Apps (similar to Survey Monkey) would help with much needed Quality Assurance. Again, all three Academy sites need WiFi.
- LMS training and publications available via cellphones. ITB needs to think cellphone accessibility.
- Additional psychological screening of potential police recruit candidates.
- Require greater accountability for care of City assets such as vehicles, motorcycles, equipment, etc. Greater supervisory oversight over the care and treatment of the property is needed.
- Technology for Facilities Management Division (FMD). Much needed IT support/equipment/software for reporting service requests for facility issues. FMD will still handle but give Department personnel a convenient and less time-consuming way to request.
- LAPDOnline needs an update and made user-friendly. It is difficult to find information.
- Mobile application to provide online course instruction.
- Develop an advanced LETAC course to incorporate Preservation of Life, Procedural Justice, Basic Concepts review, Critical Incident Case Studies, Leader/Command and Control, Home Defense and Off-Duty Tactics, Exploiting Cover and Distance to Create Time, Shooting on the Move/Unconventional Shooting Platforms, Edged Weapons Tactics, Anti-Ambush Tactics, Tactical Medicine, Breaching/Rescue, and Building Searches.
- Implement a Practical Firearms Qualification course.
- Develop a Virtual Reality Force Option Simulator course.
- Education on the history of the City of Los Angeles, the LAPD and its residents for all Sworn personnel. Highlight distrust and separation between the police and communities.
- More training on mental health awareness, de-escalation, anti-racism/anti-bias training.
- Community policing
- Better community engagement so the Department is seen as protectors rather than enforcers.

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**Community Outreach/Messaging**

- *Media-related messaging*
  - Public Service Announcements via all platforms of Media should be conducted on the use of 9-1-1. Information on a new non-emergency 3-digit line or (877-ASK-LAPD) should be discussed.
  - Community Relations Units Department-wide should meet periodically to share information, best practices, and create contacts.
  - Utilize ALL platforms of social media to inform the public of the Department's vision, current events and resources.
  - Expand the Targeted Local Hire program to include a broader geographic area to increase the number of potential candidates.
  - Civilian positions should also be promoted much like Sworn recruiting.
  - Consider the Foster Care System for potential participants in the Department Cadet program. Kids could benefit from the structure, discipline and security the Department provides. Also provides a sense of belonging in an individual's life. Excellent feeder pool. Win/win.
  - EPMD Online Portal for Community Members: allows for community members to obtain the status of their property and schedule appointments to pick up items authorized for release.
  - EPMD "Frequently Asked Questions" for community members online. Increase efficiencies and awareness/frustrations.
  - ISTD, LAPRAAC and Parker Foundation personnel collaborate to develop a "Friends of the Elysian Park Academy" group. Clean up, fund raising, historic recognition and beautifying grounds.
  - Consolidate media platform methods for a consistent message. Not consistent.
  - Be consistent in community outreach at schools. Not consistent in attempts and messaging.
- *Internal messaging/communication with employees (vertical staff meetings)*
  - Professional Advisory Committee is closely connected to Police Training and Education. Expanded roles and input through the subcommittee of community stakeholders. Zoom/Teams to create various subcommittees to increase community contacts.
  - Increase internal efforts to bridge the gap of communication between Sworn and Civilians.
  - More training available to Civilian employees.

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**OFFICE OF SPECIAL OPERATIONS**

In reenvisioning the Office of Special Operations (OSO) several common themes emerged which included downsizing Metropolitan Division, redistributing traffic divisions to the Office of Operations, and identifying units that could be decentralized, downsized, eliminated, or consolidated. Below are specified OSO contributions that include recommendations for all aspects of OSO and the Department as a whole.

**Organizational Restructuring**

- Eliminate Personnel and Training Bureau (No further explanation was offered).
- Eliminate Community Engagement Group (CEG) and consolidate all community groups, divisions and sections under Community Safety Partnership Bureau (CSPB).
- Create a City Department to handle homeless and mental illness issues to free up patrol.

*Traffic Divisions*

- De-centralize the four traffic divisions and place under OO Bureaus in line with the Geographic Divisions. To investigate the more serious and potentially litigious collisions, the MCIT should remain intact.
- Redistribute traffic divisions to patrol divisions to improve accountability through attending roll calls, reporting to a den sergeant, watch commander, etc.
- Have motors return their motorcycle at their division of assignment, similar to a black and white police vehicle to prevent Injured On Duty (IOD) claims.
- Reassign the Pursuit Review Unit to EVOC, Training Division, since they are the final authority in pursuit investigations.
- Conduct a workforce analysis of all administrative/support-oriented divisions to trim excess personnel and civilianize sworn positions including replacing police officers with detention officers.

*Metropolitan Division (METRO)*

- Consolidate Metro Units and send them back to divisions.
- Reduce to a line platoon, K-9, and SWAT.
- Expand the training responsibility of Metropolitan Division; dedicate a platoon of officers to train all in-service personnel in the areas of Mobile Field Force/Crowd Control, Less Lethal devices, Command and Control, Arrest and Control, and Firearms/Tactics.
- Maintain a Metropolitan Division Table of Organization large enough to continue providing reserve forces seven days a week.
- Reassign Newton Division to Operations South Bureau (OSB). Most of Newton's crimes occur in close proximity to OSB Divisions and many of the suspects there. The RD mapping should be readjusted to remove the areas north of the 10 freeway which should be reassigned to Hollenbeck or Central Areas.



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*Domestic Violence*

- Have an Elder Abuse coordinator in each geographic division.
- Centralize U-Visas to one group/Bureau for standardized responses
- Expand DART to at least two officers in each geographic area
- Combine DART and Elder Abuse in a specialized unit to serve vulnerable populations

*Robbery Homicide Division (RHD)*

- Merge the DNA Tracking Unit with the DNA Analysis Unit and assign one Detective III and one civilian.
- Reassign the two remaining detectives to the Gang Homicide Unit.
- Add detectives to Gang Homicide Unit and the Perkins Unit.
- Reduce the Homicide Special Section by (5) detectives.
- Have RHD Special Assault Section assume investigative responsibility for cases currently handled by Juvenile Division Sexually Exploited Child Unit (SECU). These cases are high-profile (i.e. teacher vs. student) and few in number.

*Juvenile Division*

- Reassign the SECU duties to the Abused Child Section (ACS) teams.
- Reassign responsibility for Juvenile Arrest Diversion to Office of Operations. This is a full-time responsibility for a Detective who could otherwise handle child abuse investigations.
- Have Investigative Control Unit (ICU) personnel support I/Os during downtime.
- Consider separating ACS into sexual assault and physical abuse/homicide investigation teams to better utilize available resources.
- Reduce the number of ACU detectives (40) by ten.
- Disband the Misdemeanor Assault Team and move the (2) detectives and (2) officers back to Operations. Their cases can be redistributed to other ACU detectives or assigned back to the division.
- Disband SECU and reassign its personnel; the detective (1) to Juvenile Division and the officers (2) to Operations. The few high-profile cases can be reassigned to the Special Assault Section, RHD, for consistency with the current mission of that unit.
- Reassign the Internet Crimes Against Children Unit to the new Cyber/Electronics Hub. The personnel within this unit have extensive experience in cyber-crime, warrant service, phone dumps, etc.
- All child deaths should be investigated by Bureau Homicide units, regardless of the victim's age for homicide investigations consistency.

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*Commercial Crimes Division (CCD)*

- Disband the Art, Safe, Pawn, and Metal Detail to free up (7) detective/supervisors to either be moved to other details within CCD or sent back to Operations to assist with the enormous caseload.
- There are currently 21 detectives assigned to Identity Theft/Forgery investigations. It is recommended that these detectives be sent back to operations and the investigations be handled on the divisional level.
- Disband Auto Theft Section (Not T.R.A.P.) and reassign the (11) detectives to the Bureaus where they can continue their training and investigations at the direction of each Bureau Chief.
- Reallocate all current vacancies to Operations.
- Collapse CCD and merge critical function(s) with DSVD, RHD or Juvenile.
- Transfer all Forgery and Identity Theft investigative responsibility and personnel back to the geographical Divisions, including the detective personnel assigned to these functions

*Detective Support and Vice Division (DSVD)*

- Reassign Threat Management Unit to Major Crimes Division since they have little to do with Vice.
- The Human Trafficking Unit (HTU), consisting of (5) detectives and (2) officers, is now duplicating efforts with each Operational Bureau that now have Human Trafficking Task Forces. Reduce the number of personnel and provide oversight/training to the new bureau Task Forces.
- HTU should retain investigative responsibility for cases involving trafficking of minors since they require more complex case experience, and HTU already partners with LA County Probation and Department of Children and Family Services who expedite access to their services. Area units lack experience with juvenile trafficking victims and often request expert guidance. HTU is the only Department entity that has on-call investigators to respond to these cases citywide.
- Consider consolidating HT units from South and Valley Bureaus into DSVD HTU, or at least a portion from each Bureau. Expanding HTU makes them more flexible to respond Citywide. West and Central Bureaus do not have their own HT units and rely on DSVD HTU's services. HTU also acts as a single point-of-contact for City HT information sharing. Information is sometimes lost between Bureaus.
- Conduct an in-depth audit of the Detective Services Section (Court Operations) of DSVD. There are currently (25) sworn detectives and officers assigned to Court operations with an additional (2) non-sworn position. Determine if some of these positions can be occupied by Permanently Restricted /Admin Restricted or retired officers, instead of active, full-duty sworn officers and detectives.
- The Missing Persons Unit (MPU) proposes several possible changes:
  1. Dissolution of MPU and assignment of all adult MP investigations within their respective Areas which already handle their own juvenile MP investigations; or
  2. Reassignment of one MPU investigator and adult MP investigations to each Bureau homicide unit.

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- The Animal Cruelty Task Force (ACTF) should be moved under DSVD's Crisis Response Support Section instead of reorganized into the proposed Special Victims Division. Many of ACTF's public contacts are with persons suffering from mental illness who have MEU case histories and require collaboration.

#### *Major Crimes Division (MCD)*

- Reduce the Cyber Unit by (2) personnel and move the remaining Cyber personnel to the new Cyber/Electronics Hub.
- MCD was created to address significant disruption of public order. Nobody knows what they do; review their productivity/value as a division.

#### *Gang and Narcotics Division (GND)*

- Reassign Cyber Investigations personnel to the new Cyber/Electronics Hub.
- Consolidate investigative divisions such as GND and RHD. Currently, these divisions operate independently at times, and sometimes conflicts arise. Centralizing these divisions would improve managing and prioritizing cases. It will also improve the handling of complex cases while reducing costs.
- Move the Piracy Unit, CNAU, and Operation ABC under GND.

#### *Technical Investigation Division (TID)*

- Reassign Cyber Unit personnel to new Cyber/Electronics Hub.
- Consolidate all cybercrime-type units under a unified command (Cyber Bureau, Group, Division) which would reduce the overall number of sworn needed and allow for better knowledge sharing and consolidate expenses related to specialty training/equipment.
- Combine TID and FSD like it was prior to 2015. Maintaining the two commanding officers under the direction of a Police Administrator II makes fiscal and operations sense.

#### *Counter-Terrorism Group and Special Operations Group*

- Place MCD, Bomb Squad, Bomb Canine, Under Water Dive Unit, HazMat, SWAT, and Canine under Emergency Services Division, consistent with other large agencies. This will allow for increased joint training operations, coordinated critical response and sharing of critical information and best practices. All of these units' basic function is to respond to emergencies, often times working together.
- The Film Unit moved to Commission Investigation Division (CID). The issue of work schedule conflict would benefit with them being combined with other permit investigators under CID.
- Reassign the Personnel Protection Equipment Training Unit to Training Division. Their mission to fit new officers with PPE equipment, to provide in-service training to Department personnel and compliance procedures is more consistent with that of Training Division.

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### *Forensic Science Division (FSD)*

- Consolidate the Technical Investigation Division (TID) and Forensic Science Division (FSD) and staff a Technical Lab Director, similar to how FSD has maintained a Crime Lab Director and each geographic area maintains two captains. The expanded duties of the CO of the consolidated division (which would be over 300 personnel, even with the Separation Incentive Plan attrition) could be mitigated somewhat by moving the Polygraph Unit to Personnel.
- Close the satellite FSD location at 77<sup>th</sup> Station and relocate the NIBIN (BrassTRAX) machine to the main forensic lab; use Evidence & Property Management Division couriers to automatically transfer all discharged cartridge (shell) casings to the main lab for NIBIN input. This will reduce work for detectives as there will be no need to request evidence to be entered into NIBIN since the evidence will be entered as soon as it is received in the main lab.
- Eliminate BulletTRAX operations (bullet input in NIBIN) and focus our efforts on making BrassTRAX NIBIN operations City-wide.
- Expand the control of the Police Administrator by the elimination of the Laboratory Director (CFC II) position.
- Move the Polygraph Unit from TID to Personnel.
- Dispersal of Records and Identification Division.
  - The department should migrate to a point of source data entry system. This would eliminate the need for information to pass through multiple hands before it is entered into ICARS, potentially eliminating loss of information or reducing data entry issues.
- Revise PSR classification and consolidate Police and Fire dispatches.
- Implement a time-limited waiver of job class restrictions or broadened class specification duties (outside of acting appointments related to promotions) to allow for flexibility during times of vacancy and hiring freezes.

### *Miscellaneous*

- Consolidate Vice and Narcotics Units to Bureau-wide units.
- Keep Divisional front desks closed during off-business hours.
- Reinstate the Information Report Office (IRO).
- Make online reporting more user-friendly and with more crime categories.

### **Deployment/Work Schedules**

#### *Tour limits*

- Metropolitan Division line platoons. Five-Seven years period unless the officer leaves the line platoon for SWAT or K-9 which will not have a limited tour of duty.
  - Exempt SWAT, K-9, and the Armory
  - Exempt P3+1's for continuity, experience, and institutional knowledge
  - With provision for C/O to extend non-exempt an additional five years
  - With time reset for officers who advance to PO 3+1

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- Narcotics Enforcement Detail (NED) Units
  - Institute a five-year tour limit for specialized divisions/sections such as Air Support and Motors (Exempt ASD pilots)
  - Institute a five-year tour limit for administrative positions. The tour limit should be inclusive of all time spent within the division, thereby preventing an individual from extending this time by simply moving from one section to another

#### *Metropolitan Division*

- If Metro personnel are sent back to Office of Operations assignments through reorganization, the officers that are leaving should be given a “Metro Reserve” status so that they can be called back to Metro to train, assist, or fill positions that become available.
- If there is a downsizing of Metro, the following deployment models are submitted for consideration
  - Return to traditional B & C Platoon configuration of 1 Lt./ 7 Sgts / 60 Officers (12 +1s / 48 P3s) per platoon for a total of 2 / 14 / 120. This option is a reduction of 72 Police Officer positions.
  - B& C Platoons each consisting of 1 / 9 / 80 (16 +1s / 64 P3s) for a total of 2 / 18 / 160. This version will result in a reduction of 32 Police Officer positions.

#### *Traffic*

- Change the Motor Officer PII+2 classification to a five-year term limit with a year-to-year performance-based evaluation to remove Motor Officers who do not meet the standard.
- Allow Motor Officers to move to a traffic division of their choice if there is a vacancy, rather than wait for a new Motor Class to graduate which only occurs a few times a year.
- Change the Motor Officer Home Garaging Policy. There has not been a demonstrated need to have the Motor Officers take their Motorcycles home in the last twenty years. Much of the liability for the City is from traffic collisions which involve Motor Officers that occur while the Motor Officer is commuting to and from work. This will also extend the life cycle of the City Motorcycles and lessen maintenance costs as much of the mileage accrued on the City Motorcycle occurs during the commutes each day.
- Probationary Officers “Wheel” to a Traffic Division for their final month of Probation before they promote to Police Officers II. After establishing this practice, many of the Patrol Officers will be better trained in completing traffic reports and will also be informally cross training their partners who completed probation prior to the practice being established.
- Establish a dedicated YSO Supervisor at traffic divisions as is already in place at the geographic divisions due to the sensitive nature of working with the juveniles from the community.
- An innovative platoon system was already implemented at West Traffic Division based on the model of Valley Traffic Division regarding Deuce Task Force (DTF). Currently, motors work Wednesday through Saturday on a 4/10 schedule, while Collision Investigation work Sunday through Tuesday on a 3/12. This is flip flopped once per DP, so the motors can take one weekend off per DP. Watches are also increased and decreased based on the current or emerging traffic problems.

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- This addition of the Watch 5 DTF CI was approved by employee relations as it was considered a specialized unit and not the creation of a new watch. This could be implemented at CTD and STD as well.
- Additionally, the DUI Saturation overtime details had their hours modified to be more efficient at covering the late evening when DUI was most prevalent.

#### *Domestic Violence*

- Expand DART to at least two officers in each geographic area.
- Combine DART and Elder Abuse into a specialized unit serving vulnerable populations.
- Have specialized units handle complex cases like specific elder abuse, sex crimes since these take expertise and a geographic area does not have the resources/time to complete.

#### *Robbery Homicide Division (RHD)*

- Stagger detective Start of Watch and days off to ensure a minimum of 12-hour/day and five-day/week coverage at the Divisions.
- Limit the amount/frequency of administrative projects that come into RHD.

#### *Patrol*

- Change the current deployment process (meetings/movement of personnel) from every DP to every other DP.
- Implement a 4/10 schedule instead of a 3/12 for better deployment, rested employees and comradery.
- Institute the Platoon System for improved morale, quality of life, increased officer safety and decreased fatigue. Officers know their work schedules months in advance and work three days with the extra day per DP. There is greater basic car integrity and those officers who work the same car can hold each other accountable for handling an area. Regularity of officers promotes community engagement in neighborhoods.
- Evaluate the promotion process, placing greater emphasis on field experience. Require more experience in each grade before promoting to the next rank (i.e. 8 years of patrol experience before making sergeant/detective, 5 years as sergeant before making lieutenant, 3 years as lieutenant before making captain).
- Curtail Area desk hours to maximize the number of officers available to respond to more emergent matters.
- Keep solid, field orientated and tactically minded operators in patrol. Under the current system, Sergeant and Lieutenant I's are assigned Patrol Division's during their probationary period. Upon completion, other than a Sergeant II AWC position, there is no incentive to remain in the field assigned to patrol. In fact, there are more Sergeant II and Lieutenant II positions than Sergeant I and Lieutenant I positions. As a result, many elect to go inside seeking paygrade assignments. If the Department wants these Sergeant and Lieutenants to remain in patrol, upgrade those field positions to IIs. Administrative assignments should not be classified as a paygrade advancement. Those positions should be Is.

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*Juvenile Division*

- Distribute some Stuart House (SH) cases to ACS and/or have SH personnel work from ACS as an option for time management purposes.
- Have Internet Crimes Against Children (ICAC) unit supervisor manage outreach/affiliates, have ACS personnel on loan to ICAC (help with backlog and warrants).
- Extend term limits for Detective Trainees.
- Cross train civilian personnel and assist each other in specific duties.
- Relinquish any responsibility for missing juvenile investigations which are handled at the Area level and have never been investigated by Juvenile Division.
- Relinquish participation in LA County Child Abduction Task Force to Missing Persons Unit and/or geographic Area supervisors responsible.
- Ask DAs office for consistency from office to office. Continue digital filing with DA as a best practice.

*Detective Support and Vice Division (DSVD)*

- The court liaison units of Detective Services Section are critically low on personnel and requires priority replacements for employees to ensure uninterrupted court liaison functioning. The section has not received requested replacements for employees lost to promotions, retirement, or transfer during the past year. Two or more employees will retire in the next three months, resulting in a 50% reduction in staffing compared to the previous year. Virtual arraignments because of COVID also taxed DSS resources and created a misdemeanor case backlog.

*Forensic Science Division (FSD)*

- Re-evaluate lab personnel deployment or watch assignment based on observed trends and operational needs. Allow for more flexible minimum deployment requirements based on observed trends.

*Miscellaneous*

- Re-evaluate positions held by sworn personnel; possibly replace with civilians.
  - Consider permanent or long-term implementation of telecommuting options for Civilians to address increasing health and safety concerns and overcrowding issues.
- Stop providing security at Homeless encampments, COVID Testing locations or transportation. The Detectives assigned are paid over \$100,000 dollars a year, are professional law enforcement officers and being utilized as security officers. This could be outsourced.
- Officer court check-in/out attended desks could be replaced by ID card readers or other technology, freeing personnel to perform other court liaison tasks.

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**Policing**

*Streamline the UOF process*

- Establish a “Level III” protocol (minor UOF/no less lethal or significant injuries, all statements are consistent, BWV is consistent, the IO will do an intake/data entry, forward to the WC who will verify the BWV is consistent and Dispo/closeout at the WC level). Comparable to identifying a complaint as Demonstrably False by viewing BWV.
- Eliminate the need to articulate every individual force count. If a series of firm grips are a continuation of a minor application of force, there should be no need to “itemize” each count and provide a disposition for every single force count.
- Related to the above point, allow officers to consolidate force counts in their report. Instead of accounting for every single movement and positioning of their hands, which is already captured on BWV, allow the officers latitude to accurately generalize the force used (“We conducted a team take-down of the suspect and executed a series of firm grips on his arms and legs to control the suspect, who was taken into custody with no further incident”).
- Establish clear roles for the Bureau level of review, i.e. it is not the Bureau’s job to recommend minor changes in Disposition (from “No Action” to “Incident Debrief”) unless there is a substantial deviation identified. The Bureau’s role should be to check for completeness and verify the Command concurs with the Captain’s recommendation.

*Radio calls that officers should not be responding to:*

- Neighbor disputes – most neighbor disputes are civil in nature.
- Lost Property – lost property is not criminal in nature.
- Noise complaints – noise complaints, such as construction, is a Building and Safety issue.
- Mental illness – most radio calls regarding mental illness requires evaluation by a mental illness professional and does not require a police response.
- Homeless – homeless issues require the expertise of a social worker. Social workers will be able to provide the resources and help they need.
- Fireworks – This is a Los Angeles Fire Department issue and they should be responding to these types of calls.
- Ambulance Attempt Suicide – Patient is already in the care of LAFD or a hospital
- Ambulance Overdose – No crime, no City liability.

*Domestic Violence*

- Create a tracking system for elder abuse reports similar to eSCARS.
- Have wholistic approach to elder abuse cases similar to DART approach with DV calls.
- Encourage more telecommuting for positions that do not require physical presence at a geographic area/office.

*HITS Investigator/HITS Team*

- Add 3-4 investigators to each bureau homicide unit to investigate ADW shooting only throughout their respective Bureaus. This could be accomplished by reassigning one detective



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from each division to the Bureau. Shootings with hits often have a direct coloration to our homicide numbers. Complete, thorough and relentless investigations of shooting with hits will assist in decreasing our homicide numbers.

#### *Property Disposition*

- Establish a training cadre that can conduct FORMAL Property Disposition training to Detectives, Gun Coordinators, and Divisional Property Disposition Coordinators (PDCs).
- Develop an electronic tracking system for firearms (possibly via AFDR/Incident Tracking) and have assigned R&I personnel to monitor the data. This would include the upload of Follow-Up Investigation (Form 3.14) with updated firearm information.

#### *Traffic Reports*

- Incidents where the traffic collisions are civil in nature, consider removing police officers from that process. For example, Traffic Reports where there is a complaint of injury. Additionally, reports like misdemeanor hit and run, or reports that have no “Follow up” investigation could be handled by a City Transportation branch.
- Police officers should only take T/C reports on “K” and “A” injuries or reports that are crime-related with follow-up potential.
- Take Motor Officers off the cue for traffic call assignment. This could be done at the discretion of the watch commander as making all motor units available for traffic calls, detracts from the traffic enforcement mission.

#### *Robbery Homicide Division (RHD)*

- Assign an RHD Detective from each section as a liaison to each Division. Require that Area Divisions handle officer threats that come via social media and are not in “course and scope” of their employment.

#### *Patrol*

- Give officers the ability to video-testify from their geographic division for preliminary hearings and traffic court.
- All proactive policing plans should include a quality of life or community impact component. This way we are not only addressing the actual criminal aspect of the operation, but how our actions affect the targeted area/community in both the long and short term.

#### *Juvenile Division*

- Partner with the National Center for Missing and Exploited Children (NCMEC) to educate public on child abuse.

#### *Forensic Science Division*

- Create a new job class of Civilian Crime Scene Technician (CST). The new CSTs primary duty would be documentation and collection of physical evidence.

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- Consider modifications to City Charter to permit charging revenue-generating fees to outside agencies that wish to contract with LAPD for laboratory services.

#### *Miscellaneous*

- LAPD responds to thousands of Traffic Collisions Investigations that are not crimes. This practice must stop simply because someone believes the insurance company requires a report.
- Create a de-facto police commission/civilian oversight committee for each Bureau. Provide such with a binding vote in the adjudication process of UOF, Complaints, and Pursuits. Social justice philosophies differ amongst communities; this program will provide community leaders with a legitimate voice in determining appropriate law enforcement actions. It's a grass-roots program designed to give ordinary people (not politicians) who live in the community and must walk to the corner store to buy milk, a voice. Membership/eligibility/duration comes with conditions, such as a member must either live, work, or have a child attending school in the same Bureau.
- Re-evaluate Sworn personnel roles
  - Change the roles and duties of Sworn personnel to be evaluated to determine if these roles can be delegated to specialists who have focused training on various fields.
  - Consider hiring more social workers, domestic violence counselors, mental health experts, addiction specialists.
- Have a forensic interviewer scheduled to be available at ACS.
- Paper Overtime Reports should be replaced by an electronic system.

#### **Community Outreach and Messaging Methods**

##### *Reorganize front desk operations*

- Make the desk a bonus position, i.e., P-III or P-III +1. This is a critical point of contact for the citizens and can leave a lasting impression.
- While social media messaging is important, it should be secondary to the face-to-face interaction with an officer.
- The most professional and customer-oriented people must work the desk.
- Eliminate the telephones in order to provide community walk-ins with undivided attention. Relocate the phones to inside the division and staffed accordingly.

##### *DARE Program*

- Bring back the DARE program to encourage positive law enforcement contacts from a young age.

##### *Robbery Homicide Division (RHD)*

- Create an RHD social media web page to communicate various topics with the public.

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*Juvenile Division*

- Inform public on cold cases using Department webpage.
- Use Department social media to broadcast PSA, use Stuart House resources to reach and educate public on child abuse.
- Complete press releases to inform public of arrests made.

*Forensic Science Division (FSD)*

- Have a social media account for LAPD-FSD. Use social media to conduct virtual tours of labs and use it as an educational platform to provide increased awareness and presence to forensic sciences and services.

*Miscellaneous*

- Community police academy classes emphasizing positive police work
- Provide more opportunities for citizen academies, the Force Option Simulator and other live scenarios, to experience life and death situations that officers face every day.
- Hire a professional firm to work on the image of the Los Angeles Police Department by showcasing our life preservation efforts and medal of valor.
- Release a weekly or monthly video for the public highlighting LAPD developments.
- Create a stronger social media presence via messaging methods promoting LAPD's voice through positive stories that humanize the police officer and show LAPD's diversity.
- Establish a Social Media account dedicated to solicitation of Hit and Run information as well as linking this account to Crime-stoppers.
- Establish a Volunteer/Reserve Program for Traffic Divisions to assist with field reports with no crime or serious injuries.
- Create a campaign to educate the public regarding police contacts, expectations, rules, suggestions, etc. This is already in progress at West Traffic Division utilizing information already posted by the AAA.

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**OFFICE OF CONSTITUTIONAL POLICING & POLICY**

**Organizational Restructuring**

An assessment of the organizational structure of the Office of Constitutional Policing and Policy (OCP) revealed an opportunity to create efficiencies, increase productivity, and support other Department entities. Reorganization will afford the Director of OCP the ability to:

- Fully develop a Special Project Section to focus on the priority concerns of the Mayor, Board of Police Commissioners (BOPC), and the Chief of Police (COP);
- Address the workload of Legal Affairs Division (LAD);
- Effectively and efficiently produce updates and revisions to policies and procedures;
- Assist the Office of Operation (OO) by transferring positions to geographic Areas; and,
- Provide the Chief of Police with an additional commanding officer authority for other identified critical needs.

To accomplish these goals, the Risk Management and Policies Division (RMPD) will be dissolved, new sections within OCP and Risk Management Legal Affairs Group (RMLAG) will be created, and authorities will be transferred within the OCP and to OO.

*Risk Management and Policies Division Dissolved*

In 2019, the OCP combined Risk Management Division and Policies and Procedures Division to create RMPD. After a year of existence, it is evident the division has a disconnect in its mission and is better suited as two different entities. Instead of creating two divisions once more, it is recommended RMPD be dissolved with its sections and units absorbed in different areas within OCP and Training Group as follows:

- Manuals and Order Unit and Form Unit will be combined and renamed to Policies Unit. The unit will report directly to the Director of OCP;
- Mutual Agreements Unit will transfer to Contracts Section, Fiscal Group; and,
- Product Evaluation and Research Unit will report to CO, Training Group.

The remaining personnel from RMPD may be used at the Chief of Police's discretion:

- Captain II; and,
- Secretary.

*New Sections Created*

Special Project Section will be a direct report to the Director of OCP and charged with addressing the priority concerns of the Mayor's Office, BOPC, and COP. The section will be comprised of one Lieutenant II (transferred from Audit Division) and one Sergeant II (transferred from RMPD).

Risk Management Section will be a direct report to the CO, RMLAG and oversee the Risk Management Unit (RMU) and Risk Management Executive Committee Support Unit (RMECSU).

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The OCPP will transfer one Sergeant II and one Police Officer III from RMPD to RMLAG to form the RMU. The RMECSU will be downsized leaving one Sergeant II, three Detective IIs, and one Senior Administrative Clerk. The remaining personnel will be transferred to LAD.

### *Strengthening Current Commands*

Legal Affairs Division continues to feel the effects of new legislative mandates, third-party subpoenas, and pitches motion cases which has increased the work load of Discovery Section personnel. In addition, the investigative functions of police and civil litigation is ever growing. To combat this increased workload, the OCPP will transfer two Senior Management Analyst Is (from RMECSU) and one Detective II (from RMPD).

Grants Section is tasked with the solicitation, procurement, and management of all grant funds within the Department. With budget cuts looming, obtaining additional funding while supporting the operations of the Department is paramount. As a result, Grants Section will replace one Police Officer III with one Management Analyst from RMPD. Additionally, one Senior Administrative Clerk will be transferred to Grants Section from RMPD.

### *Supporting the Office of Operations*

With the dissolution of RMPD and the transfer of authorities within the OCPP command, additional personnel will be most effectively used at the geographic Areas. The following authorities will be transferred to OO:

- One Lieutenant I;
- Two Sergeant Is;
- Two Police Officer IIIs; and,
- One Police Officer II.

A detailed list of transferring positions (Addenda No. 1) and an organizational chart (Addenda No. 2) depicting the changes made within the OCPP are included.

### **Deployment and Work Schedules**

The OCPP personnel did not make any recommendations about deployment or of work schedules; however, recommendations were made concerning compensation for holiday pay while on a compressed work schedule and innovative practices to reduce workload.

Currently, OCPP maintains business hours of operation Monday through Friday, from approximately 0600-1830 hours. Sworn and civilian staff are offered three work schedule plans that include the 4/10, 9/17, and 5/40. The multiple work schedules offered to OCPP employees allows them to balance work and family.

Moreover, the availability of the 4/10 compressed work schedule for civilian employees has increased OCPP's retention rate and overall employee wellness. The only consequence to the 4/10 work schedule for civilian employees is the City only compensates eight hours of Holiday pay. For example, on Christmas Day civilian employees are given eight hours of Holiday pay; however, must

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use accrued benefits or work two hours to make-up the deficit of the 10-hour work day. It is recommended that the Department work with civilian unions to address the holiday pay issue.

To maximize workforce potential, the Department must fully embrace technology. The OCPP recommendations to increase productivity of its employees and reduce financial costs to the Department are listed below:

- Digitize and centralize all records for ease of retrieval and information sharing;
- Eliminate all fax machines;
- Utilize artificial intelligence to screen CPRA requests;
- Limit email retention to two years; and,
- Eliminate paper copies of Intradepartmental Correspondence for requests and utilize email or drop box in its place.

### **Policing**

Transparency is vital to build trust with community members. The OCPP can best support this venture by working with the BOPC to develop a more robust, relevant Annual Audit Plan. Currently, there are over 17 audits scheduled over the next year covering a wide range of topics. By reducing the quantity and focusing on critical areas of assessment, Audit Division can complete more complex, thorough audits that include detailed analysis and recommendations to address findings.

### **Community Outreach and Messaging**

In 2019, Senate Bill 978 required all law enforcement agencies to make all policies, procedures, and training materials available to the public. To comply with the legislation, all required documents are posted on the Department's public website. Although the Department makes this material available, it is not readily visible to community members searching for specific information. Moreover, the Department Manual (which encompasses a majority of Department policies and procedures) is another section on the website. This has created confusion and an increase in CPRA requests for information. To rectify this issue and create an interactive, user-friendly website, the Department should hire a professional firm to rebuild the public website.

Office of Constitutional Policing and Policy personnel also identified other areas of improvement regarding community outreach and messaging. While the following recommendations are not specific to OCPP, they would vastly improve the Department's online presence:

- Hire an outside public relations firm to develop a marketing plan for the Department;
- Updated the Local Area Network home page making the website user-friendly;
- Develop a brand for the Department to be used throughout social media and in recruitment campaigns;
- Use social media as a means to garner support by highlighting the positive aspects of law enforcement. Include relevant hashtags and messages with photographs and videos;
- Produce "Life on the Beat" videos and distribute via the Department YouTube Channel; and,
- Participate in Days of Dialogue via online forums (i.e., Zoom, Microsoft Teams, etc.).

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**INFORMATION TECHNOLOGY BUREAU**

With the introduction of the Separation Incentive Program, ITB anticipates losing 30 of its most knowledgeable and experienced civilian employees that possess technical expertise not easily replaced. This exodus includes two Bureau Commanding Officers, likely resulting in consolidating and restructuring four divisions into two. With these staffing losses at every level, ITB recommends continued focus on existing systems, prioritizing current projects, and placing a temporary hold on any new, large Information Technology (IT) projects. Other common themes among ITB divisions included expanded telecommuting for employees, and the continued practice of virtual meetings for both internal and external gatherings. Below are specific ITB divisional contributions that include recommendations for all aspects of the organization.

**Organizational Restructuring**

- Consider an IT liaison from each division to place equipment, hardware, software, printer, and broken equipment requests to Information Technology Division
- Have Audit Division assume compliance responsibility for California Law Enforcement Telecommunications System and the Criminal Justice Information Services, renaming them Audit & Compliance Division
- Consolidate technical help desks and have all technical staff in the Department fall under ITB
- Disband Traffic Group and move the traffic divisions back to their respective Bureaus
- Consolidate all the Area/Bureau Vice and Narcotics Units
- Reduce officer deployment in some of the larger specialized Divisions by 10 -20 percent to increase Area staffing
- Create a single point of contact for all of LAPD's Video Management Systems which are mainly used for surveillance and managed by four different Department entities. Centralizing these would allow for prioritized funding distribution, shared resources and increased bargaining power

**Deployment and Work Schedules**

- Give the civilian workforce the option to telework and connect via Microsoft Teams
- Offer full coverage (24/7-365) technical support as opposed to on call support off hours
- Ensure the Areas remain a priority and maintain sufficient staff to handle daily operations. Aim to keep officers in the field and deploy a 100% patrol plan. As we increase staffing and provide adequate downtime to avoid burnout, officers will have more time for positive community interactions
- Civilianize more sworn positions to save money
- Allow and encourage employees to telework when possible incorporating fixed days for working from home saving on electricity, water, energy, gasoline, traffic, etc.

**Policing**

- Allow officers to enter Field Interview Card (FI) data after completing the AB953 stop by clicking on the *Add FI* button on the AFDR app. This will save time and paper as officers will

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not need to complete a paper card and Records and Information (R&I) will not have to enter it later

- Start a foot beat in the Civic Center for safety and community contact
- Ensure the Areas remain a priority and maintain sufficient staff to safely handle daily operations and avoid officer burn out. An increase in patrol staffing will also allow officers to have more time for positive community contacts
- Enhance community policing through neighborhood BBQs and have new recruits conduct neighborhood door knocks to introduce themselves
- Expand community policing Department-wide beyond the role of Senior Lead Officers
- Train a cadre of employees in overall IT issues and assign them to divisions
- Conduct periodic mental health wellness checks for all employees to mediate job stress
- Continue and encourage Microsoft Teams/ Zoom for internal and external meetings
- Streamline the procurement process and cost accounting for technology purchases
- Have the Department of Transportation handle traffic accident reports
- Evaluate current Geographic Area borders and reporting districts to avoid SLOs and officers concentrating in the same neighborhoods

### **Community Outreach and Messaging**

- Redesign lapdonline.org to be more clear and informative
- Improve the process of the Station front desk phone tree because no one answers causing callers transferred by Communications Division to be re-routed to them again
- If we maintain front desk personnel at the stations, allow the public to immediately rate their experience via a program called ICARE (Informative, Courteous, Approachable, Responsive, Efficient and Effective) LAWA uses this. It could be expanded to a mobile app and integrated with MyLA311
- Create an entity under Application Development & Support Division to create and manage a YouTube channel showcasing citizens making a difference in their communities. Cost is free and it can be self-funded through viewership and ads
- Continue virtual town hall meetings to solicit ideas from residents on how best to improve their communities regarding their children, neighborhoods, etc. The Department then could solicit/facilitate volunteers to assist (i.e. a music teacher to provide online lessons)
- Consider having officers display on their uniform their picture to appear more transparent during the pandemic
- Maintain constant top-down communication of Department priorities so projects can be aligned, but also increase bottom-up communication

### **Miscellaneous**

- Hire volunteers to support the Department via radio support, 9-1-1 support, etc.
- Do an assessment of all Department forms to determine if they are essential/relevant. Automate the needed forms and become a paperless, more progressive organization. Some forms/reports to consider fully automating include:
  - ✓ The Employee Balances of Vacation, Sick, and Overtime Report
  - ✓ FLSA Certificate



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- ✓ Non-Occupational Sick, Revisit, or Injury Report (Form 1.30)
  - ✓ Desk notes/Badge notes; emails already include to/from details and a narrative could include a signature block
  - ✓ The City has adopted an e-signature policy that has been approved by the City Attorney. The Department can start using e-signatures to avoid wet signatures and wasting paper
- 
- Set up a barcode kiosk at rollcall rooms for sworn check in that records in DPS. This will save manually having to enter the info. This could possibly be expanded to overtime needs
  - Replace the wool class C and replace it with something that is washable, comfortable, practical, and still professional; a more casual look to appear more approachable to the community but without a loss of command presence. Retain the Class A for formal occasions, court, ceremonies, etc.

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**PROFESSIONAL STANDARDS BUREAU**

**Organizational Restructuring**

Over time, there have been gradual changes to the organizational structure of Professional Standards Bureau (PSB). While Force Investigation Group (FIG) and Force Investigation Division (FID) have remained fully staffed, Internal Affairs Group (IAG) has been often understaffed. As positions within IAG have become vacant, they often went long periods of time without being filled. The result is that within many sections of Internal Affairs Group there is not a constant balance between leadership and investigative assignments. Changing the organizational structure of PSB will allow for greater efficiency as the organization of PSB comes into better alignment with its current practice. It will also provide the Chief with an additional commanding officer authority to be used elsewhere in the Department.

*Combine Administrative Investigation Division and Criminal Investigation Division*

- The Administrative Investigation Division (AID) is currently comprised of 37 personnel under the command of a Captain III, while Criminal Investigation Division (CID) is currently comprised of 32 personnel under the command of a Captain II.
- Combine AID and CID into one Division overseen by a Captain III. This will reduce and streamline the organizational structure of IAG, while still allowing for the even distribution of workloads among investigators. The Department could create separate criminal and administrative sections within the newly combined Division, which would still allow for bifurcated criminal and administrative investigations and retain the valuable expertise and experience needed to investigate serious allegations of misconduct. The remaining Captain II authority freed up by this change could be used elsewhere within the Department.

*Combine Investigative Sections within AID and CID*

- Combine investigative sections within AID and CID. This would further streamline the chain of command while still allowing Section Officers in Charge (OICs) and Assistant OICs a reasonable number of personnel to supervise. Any Lieutenant II positions left vacant from this change could be used as the Assistant Commanding Officer of the newly combined Division or elsewhere within the Department.

*No Changes to the Organizational Structure of FIG/FID*

- The FIG/FID should remain fully staffed as a robust investigative entity, able to respond to any future changes in categorical use of force investigations create by local, state or national legislation.

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**Deployment and Work Schedules**

*Tour Limits*

- FID/FIG does not recommend tour limits, as this would negatively impact the quality of investigations through the loss of experience and expertise.
- It is recommended the Department increase the duration of tour limits at IAG from 39 DPs to 52 DPs with the option of two, one-year extensions at command's discretion. This would balance the need for experienced IAG investigators with the need to circulate these positions among other personnel on the Department and ensure sufficient opportunity for new personnel.

*Work Locations and Conditions*

- Move all IAG sections to the same work location at Figueroa Plaza to reduce costs, allow for increased oversight and accountability of personnel, and facilitate better communication with IAG command. As more of the Department's work product is created electronically and more meetings conducted virtually, there is less need for investigators to respond to the geographic divisions to investigate cases.
- Staff the public desk at IAG with a police officer from Security Services Division instead of an IAG investigator, allowing investigators to investigate.

*Investigative Protocols*

- IAG should expand their use of telephonic and video interviews to save on travel time and dedicate more time to investigations.
- Assign biased policing complaints with Body Worn Video (BWV) to chain of command for investigation, and not to IAG personnel. There is often minimal follow-up and investigative expertise required on these cases. This would allow IAG time to focus on the most serious complaints and provide further divisional training.
- IAG should change its writing style from the third person to the first person. This is a more natural style of writing and will reduce the likelihood of misinterpretation by the reader. It is also preferred by prosecutors and is more like courtroom testimony.

**Policing**

There were no recommendations received on this topic.

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**Community Outreach and Messaging**

- Critical Incident Videos should highlight officer de-escalation efforts.
- When fully staffed IAG should attend community forums and meetings to provide a greater understanding of the Department and increase transparency and community outreach.
- The Department should improve its internal messaging to employees about the complaint process. By providing more information and better education to officers on the complaint process, it would reduce employee stress about complaints and the often-unknown process.
- Increase our use of social media in other languages. Many minority communities rely on information about police services through the media outlets in their language.

**Miscellaneous – For Other Commands**

- Recommendation from private industry who contracts with a medical services provider to provide 2-hour results for COVID tests. The extra money spent would be offset by returning employees who test negative for COVID back to work as soon as possible.
- Critical Incident Review Division should conduct quarterly training bulletins or roll call brief videos to highlight use of force concerns or trends, e.g., Body Worn Video and Digital In-Car Video issues, Public Safety Statements, PATROL acronym, etc.