

Message from CHIEF OF POLICE Michel R. Moore

As Chief of Police of the Los Angeles Police Department (LAPD), it is my pleasure to share with you the next two years of our Strategic Plan, *LAPD: 2020 and Beyond*. This guiding document covers fiscal years 2019-2021, and provides organizational goals supported by key activities and strategies that will propel us into the next chapter of our Department's bright future.

The plan incorporates elements from our previous Strategic Plan and features six new goals to build trust, improve accountability, and enhance the safety and quality of life for all Angelenos. By leveraging technology, increasing responsiveness, and strengthening partnerships, together we will guide the organization to a path of success.

While the LAPD's main priority is crime reduction, the Department remains committed to employee development as well as investing in our community's youth. I invite you to review our Strategic Plan initiatives with an understanding that this living document belongs to each of you. By collectively identifying ways to improve our efficiency, effectiveness, and fairness, you have been instrumental in our design of a better tomorrow and serve as a constant reminder that our greatest assets are the hearts and minds of the men and women of the LAPD.

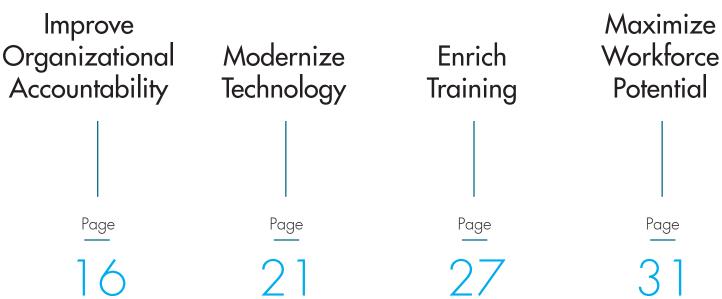
MICHEL R. MOORE Chief of Police

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INTRODUCTION

For over 150 years, the Los Angeles Police Department has developed proven policing strategies to protect and serve all Los Angeles residents. Throughout the years, strategic planning has become an important Departmental tool to seek solutions for emerging problems and challenges involving law enforcement. Moving forward, the Los Angeles Police Department has developed a new Strategic Plan which will guide us as we navigate the obstacles and embrace the opportunities of the next two years.

The Strategic Plan, *LAPD: 2020 and Beyond*, features six goals, 90 key activities, and 107 milestones. The Department will use this guide to continue its relentless pursuit of building trust, engaging the public, and protecting communities. It also highlights workforce training, technology, and advancement opportunities to maximize employee satisfaction and wellness. This plan provides a format to measure accountability and enhance internal growth through organizational change and innovation.

This Strategic Plan is a progressive document reflective of emerging trends, complex issues, and demands of our current policing environment. It is a compilation inclusive of our sworn and civilian employees, as well as members of the community. As a national leader in best practices, the LAPD takes pride in policing with purpose, partnership, and compassion. For the next two years, the Department will use this Strategic Plan as an organizational blueprint to maximize our workforce potential while providing the highest level of professionalism for those who visit, work, and live in the City of Los Angeles.



GOAL 1

Protect Los Angeles



Protecting the City of Los Angeles is the primary function of the Los Angeles Police Department. With more than four million residents within the City, the Department is dedicated to maintaining law and order through natural disasters, terrorist attacks, traffic collisions and incidents of crime. It is imperative that law enforcement confront crime and community challenges, focusing on the safety and security of its citizens.

Our Department is committed to promoting the health and welfare of all Angelenos. We will achieve this by removing illegal guns from the streets, promoting traffic education programs, and strengthening state and federal alliances to combat terrorism. Equally important, we will use innovative strategies to reduce crime and increase community collaborations to safeguard business districts and neighborhoods.

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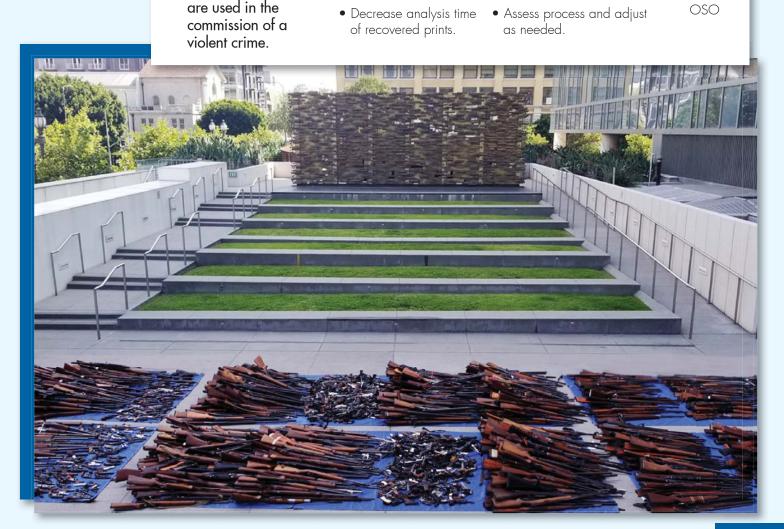
GOAL 1 Protect Los Angeles



Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Enhance data-driven policing.	 Use data-driven policing strategies to reduce crime. 	 Evaluate effectiveness of data-driven policing strategies. 	00
 Identify new strategies to reduce Part I crimes against persons experiencing homelessness. 	 Continue deployment and expansion of Homeless Outreach Proactive Engagement (HOPE) teams. 	 Explore new opportunities to address homelessness victimization. 	00
3. Expand Community Safety Partnership (CSP) program.	• Implement CSP model in Foothill Division's San Fernando Gardens.	• Identify additional locations for CSP model.	00
 Enhance reserve officer deployment to augment sworn positions and assignments. 	 Expand number of reserve officers to supplement patrol force. 	 Continue to increase number of reserve officers. 	00
 Expand Juvenile Arrest Diversion Program (JADP) Citywide. 	 Conduct CompStat- style analysis of JADP to identify best practices and 	 Broaden program to all geographic Areas and identify additional service providers. 	OSO

opportunities to improve.

Initiative B: Reduce C	Sun Violence		
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
1. Expand Department's National Integrated Ballistic Information Network (NIBIN) resources for identification of firearms connected to crimes.	Work with Federal partners to identify resources for establishment of a third NIBIN machine.	Evaluate success rate and utilization of third NIBIN machine.	OSO
Create new strategies for gun-related prosecution.	Develop working group with the DA's office and others to form framework for a gun prosecution unit.	 Evaluate effectiveness of dedicated gun prosecution unit on filings and outcomes of firearms cases. 	OSO
 Expedite Priority One firearms requests when firearms 	Reduce processing time of print evidence.	 Assess process and adjust as needed. 	OSO
are used in the	• Decrease analysis time	 Assess process and adjust 	OSO



GOAL 1 Protect Los Angeles



Initiative C: Emp	• •		. T
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Initiative C: Emphasize Preparedness and Counter-Terrorism			
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Establish multi-agency training and exercises for catastrophic events.	 Coordinate Metropolitan Transportation Authority (MTA)-related training and exercises. 	 Enhance training with MTA. 	OSO
	 Conduct joint training with Los Angeles Fire Department and other appropriate agencies for Unified Command-level incidents. 	• Evaluate and enhance training as needed.	OSO
 Present bomb and hazardous materials awareness training to key private and public stakeholders. 	 Conduct four training sessions during FY 2019/2020. 	 Conduct four training sessions during FY 2020/2021 with additional public and private stakeholders. 	OSO
Enhance Department's capabilities for radioactive prevention.	 Secure grant funding to cover additional equipment and training costs. 	 Continue to secure funding for additional interdiction devices and associated training. 	OSO
4. Develop community partnerships to emphasize neighborhood emergency preparedness.	 Expand outreach and education on Community Emergency Response Team (CERT) program opportunities. 	Track CERT participation for increased attendance.	00

Initiative D: Improve Traffic Safety

Key Activity Milestone 2019 - 2020 Milestone 2020 - 2021

Entity Lead

- Expand MTA grade crossing and gridlock enforcement to reduce pedestrian/vehicle incidents.
- Meet grade crossing requirements of MTA contract plus 10%.
- Meet grade crossing requirements of contract plus 10%.

OSO

- 2. Reduce all traffic related-incidents.
- Reduce Hit and Run, Severe and Fatal Collisions by 2%.
- Continue reduction in Hit and Run, Severe and Fatal Collisions by 1%.

OSO

- 3. Maintain a robust DUI checkpoint and DUI saturation program.
- Increase DUI check points and saturation details in areas with high DUI-related traffic collisions.
- Expand sobriety checkpoints in areas experiencing a high concentration of DUIrelated collisions.

OSO

- 4. Enhance and support the Mayor's Vision Zero Initiative through social media.
- Develop bicycle/ pedestrian safety and street racing awareness campaign.
- Expand safety awareness campaigns.

OSO



GOAL 1 Protect Los Angeles

Initiative E: Increase Investigative Effectiveness

Key Activity Milestone 2019 - 2020 Milestone 2020 - 2021 Entity Lead

1. Create working group to examine detective functions for efficiency and effectiveness.

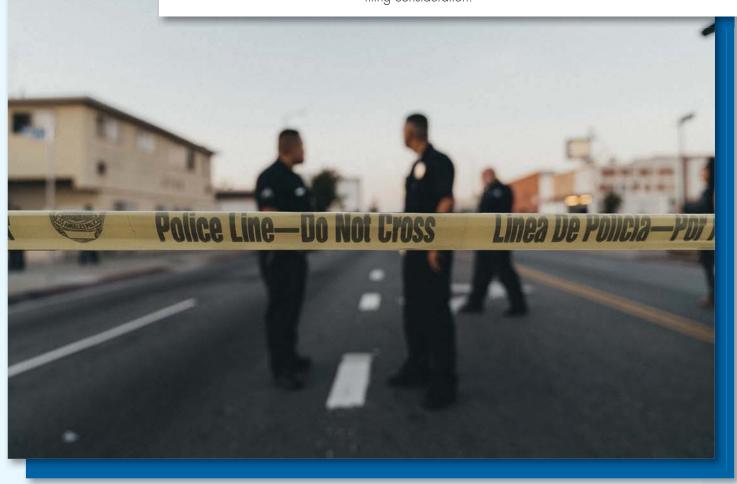
- Identify and recommend possible elimination, reassignment or centralization of investigative functions for efficiency.
- Improve investigative/ prosecutorial application of Body Worn Video (BWV) and Digital In-Car Video (DICV).

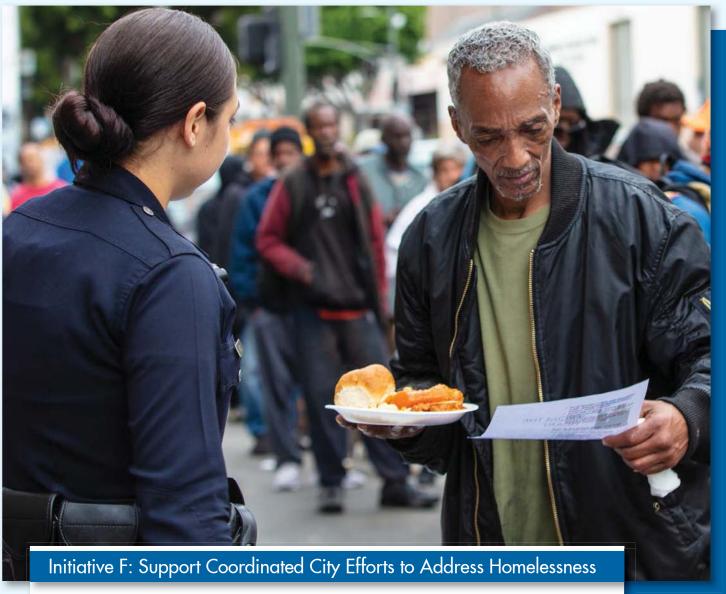
OSO

- Centralize Operations-Central Bureau (OCB) homicide operations and review clearance rate.
- Evaluate centralization and review reduction in overtime costs and additional efficiencies.
- OSO

- Implement pilot program to digitally submit case packages to the Los Angeles City Attorney's Office for filing consideration.
- Assess effectiveness of pilot program and identify other areas for paperless filing.

OSO





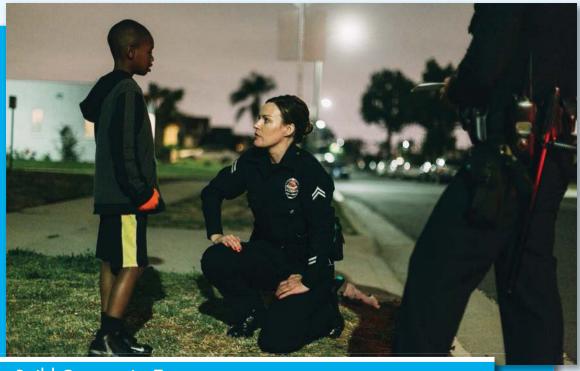
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
1. Develop a Department-wide "shared responsibility" campaign and promote City efforts to provide temporary housing to homeless.	Train Department personnel and educate public on bridge housing through videos and community outreach.	Continue to promote community awareness on homeless outreach.	00
 Increase effectiveness of the City's Unified Homeless Response Center (UHRC). 	• Expand operations of the UHRC to sevenday coverage.	• Expand operational hours.	00
Expand MTA homelessness outreach program.	 Broaden outreach to City and County agencies to address homeless population at MTA locations. 	Evaluate effectiveness of outreach efforts.	OSO

GOAL 2



The Los Angeles Police Department upholds Community Policing in all its daily operations and functions. Community Policing is a shared responsibility between law enforcement and neighborhoods to identify, reduce, eliminate, and prevent problems that impact safety and order. With collaborative partnerships, we develop solutions to problems, increase trust in police, reduce the fear and incidence of crime, and improve the overall quality of life for citizens.

The Department has long recognized the value of Community Policing and is continually seeking new ways to expand the channels of outreach. We will gauge trust through customer satisfaction surveys and build relationships through advisory boards and safety partnerships. Enhancing programs for volunteers and youth will allow citizens to gain a better understanding of our organization, its culture, and the complexity of the law enforcement profession. Through these efforts, we hope to elevate mutual respect that transcends singular efforts, cultivating a greater community bond.

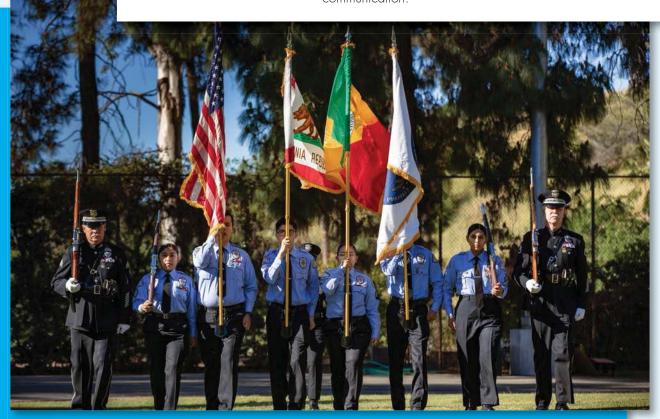


Initiative A: Build Community Trust

Initiative A: Build Community Trust			
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Utilize specialized divisions for community partnerships.	 Deploy Metropolitan Division to attend community engagement events. 	 Expand partnerships and outreach efforts of Metropolitan Division. 	OSO
 Provide transparency of the review and adjudication process for Categorical Use of Force incidents. 	Create an online electronic version of the Use of Force Year-End Review report with hyperlinks to the redacted Categorical Use of Force reports.	Make the electronic Use of Force Year-End Review report more interactive by providing hyperlinks to Department policy and procedures.	OSS
 Enhance transparency initiative through critical incident community briefings. 	 Develop critical incident briefings on Facebook Live with Q & A. 	 Measure usership on existing media platforms and explore other platforms for possible expansion. 	COS
 Develop the "Community, Cops and Conversation" program. 	 Complete the curriculum design with internal and external partners. 	Generate training courses between Department and community.	OCPP
5. Explore community mediation program.	 Implement Hollywood Area pilot program where trained officers provide direct mediation services to community. 	 Increase training for Senior Lead Officers (SLO) and peer leaders. 	OCPP

GOAL 2 Engage Los Angeles

Initiative B: Expand Youth Programming			
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Expand community youth programs with external partnerships.	 Collaborate with LAUSD's school police to enhance Operation School Bell. 	 Conduct Operation School Bell assessment to determine success and participation. 	00
 Standardize best- practice guidelines for Department-sponsored youth programs. 	Broaden Cadet Youth Program efforts to mirror the Department's diversity goals.	 Expand youth programs training to additional settings and groups. 	00
 Cultivate increased funding sources in support of youth programs. 	 Explore outreach for new academic scholarships and programs. 	 Broaden network of external partnerships for cadet opportunities. 	00
4. Provide youth developmental awareness training.	Partner with external organizations to train Youth Services Officers (YSO) in social emotional intelligence and effective communication.	• Implement training for Cadets.	00



Initiative C: Enhance Response to Community

Key Activity Milestone 2019 - 2020 Milestone 2020 - 2021 Entity Lead

- 1. Measure and enhance community confidence, customer satisfaction, and public sentiment toward the Department.
- Conduct public sentiment surveys and use data to address public concerns.
- Develop additional strategies to address public concerns and improve surveys.

OSS

- 2. Seek best practices for Create a working Senior Lead Officers (SLO) to address community concerns.
 - group and hold a SLO symposium.
- Continue annual SLO symposium to refine and reinforce best practices.

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GOAL 2 Engage Los Angeles



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Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Increase the number of community volunteers.	 Develop and implement new volunteer recruitment strategies and opportunities. 	 Evaluate the effectiveness of recruitment strategies for best practices. 	00
Seek opportunities for college-level volunteer interns.	 Identify college internship coordinators to facilitate intern recruitment. 	 Expand college-level interns throughout the Department. 	00
 Establish a bridge to transition youth from Cadets to other Department programs. 	 Foster strategies to transition Cadets to other volunteer positions. 	 Increase number of individuals transitioning from Cadet program to other Department programs. 	00
 Publicize internships and volunteer opportunities at Technical Investigation Division. 	• Conduct outreach to local schools with forensic programs.	 Continue outreach in areas where technical positions remain vacant. 	OSO

Initiative E: Refine Procedural Justice Principles for First Responders

Key Milestone Milestone Entity Activity 2019 - 2020 2020 - 2021 Lead

- 1. Assess Department training to address Procedural Justice principles.
- Evaluate Department courses that incorporate Procedural Justice and modify for effectiveness.
- Continue partnerships with outside organizations to enhance Procedural Justice training.
- OSS

- Monitor and evaluate compliance with Procedural Justice requests from the Board of Police Commissioners (BOPC) and the Office of the Inspector General (OIG).
- Evaluate and expand best practices with Procedural lustice recommendations.

OSS

- 2. Expand Procedural Justice dialogue with new stakeholders.
- Identify and deploy officers to attend Community Dialogues to promote Procedural Justice.
- Expand number of Community Dialogues.

00

- 3. Incorporate Procedural Develop training to Justice at the divisional level.
 - integrate Procedural Justice during divisional incident debriefs.
- Evaluate the effectiveness of the training.

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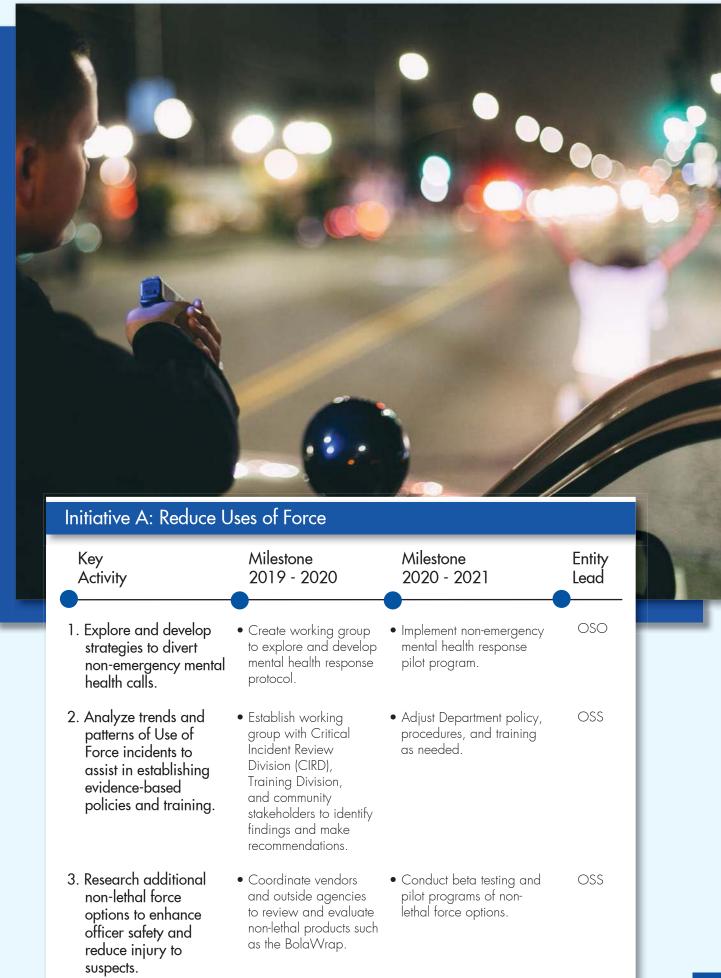
GOAL 3

Improve Organizational Accountability



For law enforcement to maintain public trust within communities they serve, there must be proven systems for organizational accountability. The Los Angeles Police Department is dedicated to transparency and improving interactions with the public. We are committed to reducing use of force incidents by leveraging stakeholder recommendations for adjusting policy and training needs.

Our Department is dedicated to improving and refining risk and harm reduction strategies to increase officer safety. To emphasize accountability, we will examine our discipline system for fairness and efficiency. We will maintain a sustainable strategic plan to foster best practices and develop the next generation of organizational goals. By properly managing police oversight and creating an accountable workforce, we strengthen the trust between the Department and the community.



GOAL 3 Improve Organizational Accountability

Initiative B: Improve Fairness and Efficiency of Discipline System			
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
1. Create policy to streamline Complaint investigations based on Body Worn Video (BWV) and Digital In-Car Video (DICV).	Develop policy for expedited Complaint adjudication when BWV/DICV depict allegations that are demonstrably false.	Implement and evaluate policy.	PSB
 Create policy to streamline Use of Force investigations based on Body Worn Video (BWV) and Digital In-Car Video (DICV). 	Establish policy for expedited Use of Force adjudication when BWV/DICV depict allegations that are clearly refuted by video.	Implement and evaluate policy.	OSS
	 Develop protocols for an expedited reporting of Non-Categorical Use of Force investigations (Level III). 	 Evaluate application for Department-wide implementation. 	OSS
Enhance the Complaint investigation intake process.	• Expand the 10-day intake allowance for more complicated investigations requiring a more thorough review.	• Evaluate effectiveness of the expanded process.	PSB
 Use mediation methods to promote fairness. 	 Implement pilot program to train field supervisors on Biased Policing mediation. 	 Evaluate pilot program and adjust as needed. 	PSB



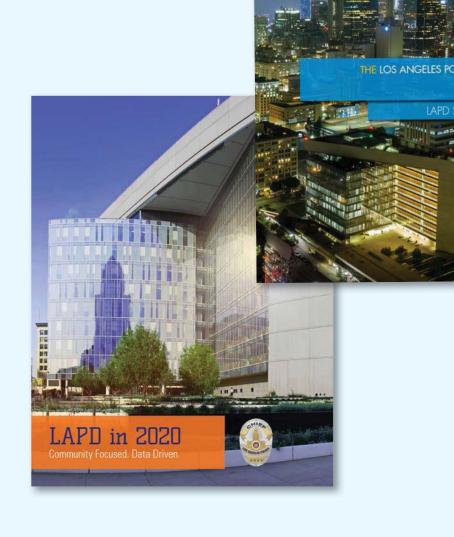
Initiative C: Maintain a Sustainable Strategic Planning and Implementation Capacity

Key Activity Milestone 2019 - 2020 Milestone 2020 - 2021 Entity Lead

- Explore and develop next generation of Department goals.
- Draft and publish Fiscal Years 2019-2020 and 2020-2021 of Strategic Plan.
- Solicit Department feedback for development of future Strategic Plan.
- OCPP ent

- Provide biannual updates on Strategic Plan progress.
- Seek best practices and training opportunities to remain a law enforcement leader in innovation and strategic planning.

OCPP



LAPD
in 2020

STRATEGIC PLAN 2017-19
Community Focused. Data Driven.

GOAL 3 Improve Organizational Accountability

Initiative D: Refine Risk and Harm Reduction Strategies

Key Activity Milestone 2019 - 2020 Milestone 2020 - 2021 Entity Lead

- Create a traffic campaign to reinforce safe and defensive driving.
- Enhance campaign to reduce the number of City-wide employeeinvolved traffic collisions.
- Evaluate the effectiveness of traffic campaign.

OCPP

- 2. Continue to monitor risk management issues.
- Identify and implement strategies to reduce environmental harms that lead to injury and lawsuits.
- Measure effectiveness of harm reduction strategies through quarterly evaluations and a yearly report to the BOPC.

OCPP



GOAL 4 Modernize Technology



Modernization of technology has become a key component to the success of organizations large and small, including the Los Angeles Police Department. Digital devices, cloud-based software, and data-driven tools are changing the landscape of law enforcement. As we utilize technology to improve performance, we will continue our best practices with contemporary capabilities.

By unlocking new technology proficiencies, the Department can operate smarter as we establish systems and processes to save time and money. The Department will leverage technology to invest in more effective and efficient systems for fighting crime and serving the community. With tablets, smart phones, and the rollout of new mobile applications, officers will gain more flexibility to fulfill their daily functions and better meet the needs of the communities we serve.

GOAL 4 Modernize Technology



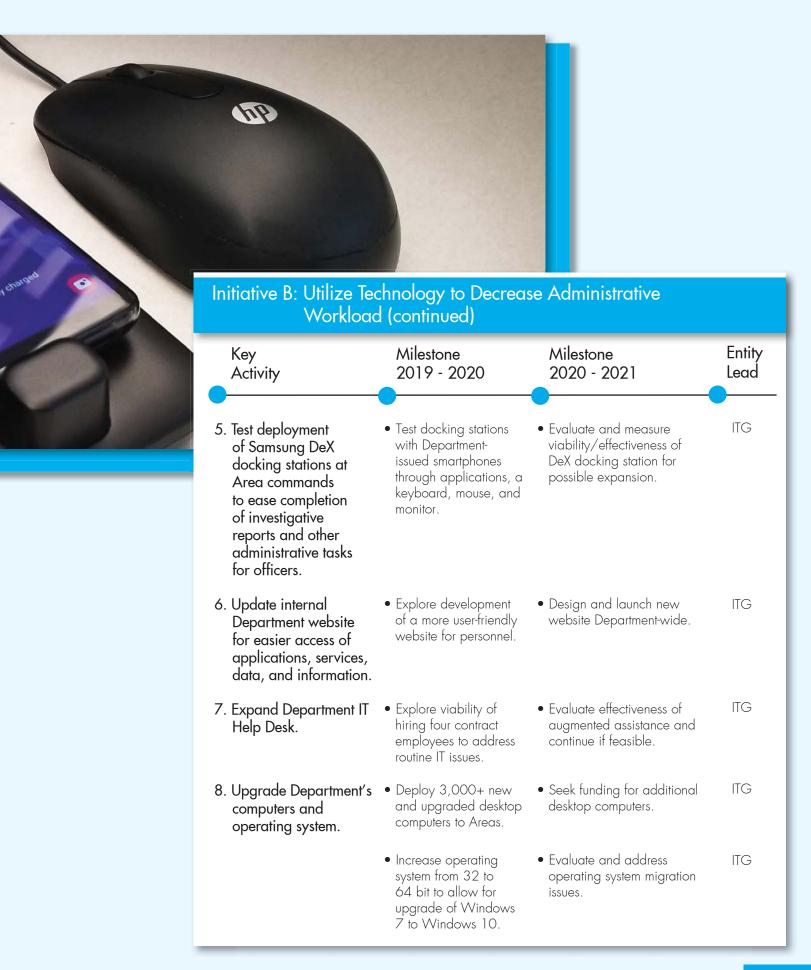


GOAL 4 Modernize Technology

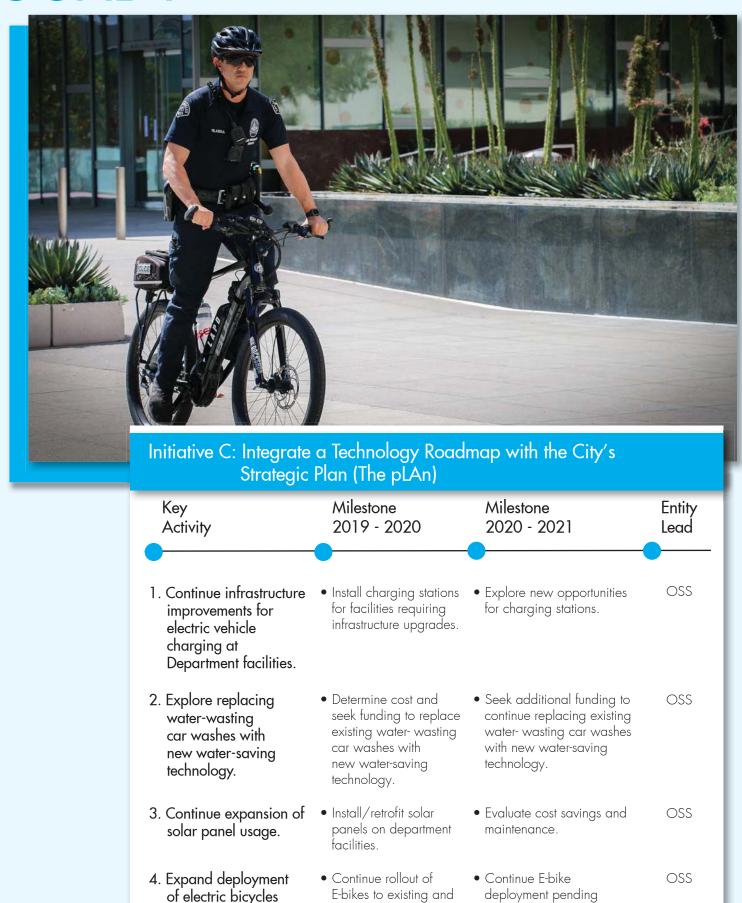


Initiative B: Utilize Technology to Decrease Administrative Workload

Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Expand workflow production through modernization of Desktops, Mobile Devices, MDCs and Modems.	 Form working group to identify opportunities for RMS/APPS within the modernization plan. 	 Contract and procure equipment and integrate software flow to new devices. 	ΙΤG
 Expand the Community Online Reporting System (CORS). 	• Increase number of online reports available to the public.	• Evaluate the CORS program and add new crime types as appropriate.	00
Deploy a homelessness resource provider application.	 Implement pilot program to include HOPE and RESET officers. 	• Expand application.	00
 Deploy Wi-Fi access across Area commands. 	• Identify facilities without Wi-Fi and begin installation process.	Complete Wi-Fi installation at Area commands.	ITG



GOAL 4 Modernize Technology



new divisions pending

funding.

(E-bikes) for patrol.

funding.

GOAL 5

Enrich Training



As a leader in law enforcement, the Los Angeles Police Department strives to provide its personnel with the highest quality training to best address the City's needs. Recruits endure a rigorous academy with curricular topics including Implicit Bias and Constitutional Policing. Through parallel exposure of physical and mental training, officers are better prepared for future real-life encounters.

Department training is thorough, incorporating best practices into realistic scenarios. Officers acquire the latest legal updates, tactics, equipment enhancements, and community policing instruction. These are all tools to assist with the critical decision-making and problem solving needed for the job.

Providing employees the right resources is critical to their success. Ongoing assessment and modification of training and policies will ensure officers' skills and qualifications prepare them for the difficult tasks that define modern policing. Improved training develops stronger employees, enhances service to the community, and cultivates exceptional law enforcement leaders.

GOAL 5 Enrich Training

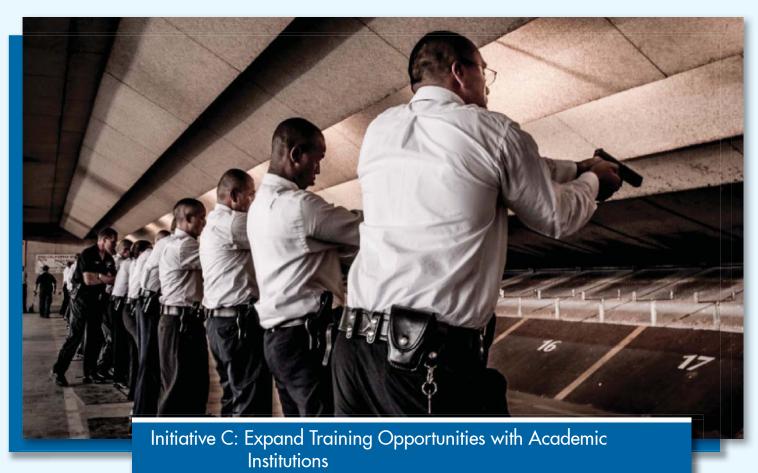
Initiative A: Improve Quality and Consistency of In-Service Training

Iraining			
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
1. Digitize and automate training processes efficiently through an online solution and increase the feasibility of data-driven decision making.	Create a common online platform to analyze hiring, onboarding, training, and employee development that allows for a centralized delivery system for training.	Utilize online system analytics to enhance training delivery through data-driven decision making.	OSS
	• Digitize FTO Program.	 Identify new areas to create more robust programming. 	OSS
2. Assess Department readiness/training needs for organized response to critical	 Incorporate lessons learned from field exercises as a measure of training effectiveness. 	 Identify gap analysis between training objectives and field exercise performance. 	OSS
mass incidents such as the Olympics, World Urban Games, or active shooter scenarios.	 Ensure feedback loop for training SMEs to attend field exercises and incorporate enhancements into existing training. 	 Incorporate findings into the design and development of upcoming Department training plan. 	OSS
 Utilize technology to enhance accessibility, frequency, and delivery of blended learning. 	 Create and implement a standardized roll call training calendar into an electronic format to ensure Department-wide access and consistency. 	 Continue to support ongoing in-service training through the production of a standardized calendar. 	OSS
	 Research Virtual Reality (VR) options to enhance training authenticity and retention of learning. 	• Pilot and evaluate VR training opportunities.	OSS
Continue to engage local media as partners.	 Establish regular attendance for local journalists in Department courses. 	 Create exchange program for LAPD employees and media personnel for cross- training opportunities. 	COS



Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Research effective measures for training assessment.	 Design and develop new content for various assessments: Self-Assessment Instructor Assessment Course/Program Assessment. 	 Integrate assessments into digital format to utilize in new learning portal (formerly LMS). 	OSS
 Design online solutions to integrate with systems outlined in Initiative A. 	 Work with vendors in the design and development of online assessment system. 	• Implement the various assessments from Academy training through in-service training.	OSS
	Pilot and test online assessment system.	 Implement reporting features to analyze training effectiveness. 	OSS

GOAL 5 Enrich Training



Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Support existing academic partnerships with universities.	• Expand university partnerships for Professional Advisory Committee (PAC) to provide input on Department training.	 Increase opportunities for implementation of best practices and PAC recommendations through: Observation of Department training Course evaluations Research. 	OSS
Support educational goals of Department employees.	• Review current Department courses to ensure that academic credit for Department courses through affiliated universities/ colleges is available.	 Expand Department courses that provide university/college academic credits. 	OSS
3. Expand research partnerships.	 Identify potential research trends and topics that would benefit from academic support. 	 Begin collaboration with academic institutions on research design, approval, and implementation. 	OSS

GOAL 6 Maximize Workforce Potential



To provide the best level of service for the citizens of Los Angeles, we must remain highly committed to our public safety workforce. As in all successful organizations, motivated employees are the key to unlocking a productive working environment. To address concerns of Los Angeles Police Department employees, we will utilize continual communication and work surveys to gain valuable feedback.

Recruitment is crucial for maximizing and maintaining a diverse workforce that reflects the community it serves. Besides attracting and hiring premium candidates, the Department must develop strategies to retain the talent in which it has invested.

Dedication to our employees will come through managing workloads, minimizing stress, encouraging career success and creating succession plans. Fostering employee wellness and satisfaction across all levels of the Department will result in a more cohesive organization to better serve the City of Los Angeles.

GOAL 6 Maximize Workforce Potential

Initiative A: Strengthen Recruitment Efforts to Increase Diversity Among Ranks					
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead		
Improve recruitment process for police officers.	 Achieve a 90-day application process from test to hire for recruits. 	 Evaluate and adjust hiring process for greater efficiency. 	OSS		
	 Develop and conduct annual law enforcement career workshops at universities. 	 Expand law enforcement career workshops to additional university locations. 	OSS		
Expand hiring of female police officers.	• Hire 195 female police officers representing 35% of all new recruits.	• Increase female police officer hiring to 40% of all new recruits.	OSS		
3. Expand hiring of African- American police officers.	 Hire 100 African- American police officers representing 18% of all new recruits. 	• Increase African-American police officer hiring to 22% of all new recruits.	OSS		
 Expand hiring of Asian- Pacific Islander (API) police officers. 	• Hire 45 API police officers representing 8% of all new recruits.	• Increase API police officer hiring to 10% of all new recruits.	OSS		
Enhance marketing and advertisement strategy for recruitment.	 Develop and implement new recruitment campaign. 	 Monitor and assess effectiveness of campaign. 	OSS		



Initiative B: Create a Department Succession Plan for Employees					
Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead		
Enhance Human Resource management and monitoring for employee development.	 Create new reports and dashboards to effectively manage personnel resources. 	Make adjustments as needed.	OSS		
 Improve career development/ eligibility enhancement programs. 	 Create instructional guide to prepare employees for promotional opportunities. 	• Expand employee advancement strategies.	OSS		
	 Evaluate and update supervisor cross-training program. 	 Promote cross-training program for increased participation. 	OSS		
	 Evaluate limited tour and coveted position programs. 	 Develop guidelines for limited tour and coveted programs. 	OSS		



GOAL 6 Maximize Workforce Potential



Initiative D: Enhance Career Success Pathways for Civilians

Key Activity	Milestone 2019 - 2020	Milestone 2020 - 2021	Entity Lead
Foster civilian employee success through program opportunities and	 Implement pilot orientation program for new civilian employees. 	 Make program adjustments based on evaluation feedback. 	OSS
retention efforts.	 Implement mentoring/ shadowing program for various career paths. 	 Create consistent protocol for exit interviews and use feedback to develop retention strategies. 	OSS
2. Broaden tools and resources for civilian employee	 Identify possible civilian supervisory cross- training program. 	 Develop and expand supervisory cross-training opportunities. 	OSS
advancement.	 Communicate and encourage civilian training opportunities within the Department and the City. 	 Identify and secure partnerships outside the Department to create external training opportunities for civilians. 	OSS
3. Develop mentoring program for leadership and professional development.	 Design curriculum and operational manual for the Mentoring Your Leadership and Professional Development (myLAPD) program. 	Make modifications as needed.	OSS
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