

COUNTER-TERRORISM AND SPECIAL OPERATIONS BUREAU

NOTICE
1.15

January 12, 2011

TO: All Commanding Officers, Counter-Terrorism and Special Operations Bureau

FROM: Commanding Officer, Counter-Terrorism and Special Operations Bureau

SUBJECT: 2011 MISSION STATEMENT AND GOALS

Counter-Terrorism and Special Operations Bureau (CTSOB) has established a Mission Statement, a series of goals, corresponding objectives and action items for the year 2011. They were developed over the past several months, with direct input from yourselves and select members of your commands. While these goals and objectives are not all encompassing of the Bureau's commitments for the year 2011, they certainly set the tone and are indicative of CTSOB's focus. In developing these goals, CTSOB took into account the Department's primary goals of crime reduction and the maintenance of a world class counter-terrorism operation.

With the ultimate goal of CTSOB working towards preventing, pursuing, protecting and preparing the City and the region for unusual occurrences and terrorism events, the following has been established:

Mission Statement

Counter-Terrorism and Special Operations Bureau will take a leadership role in enveloping the City and surrounding region in a shield of public safety and security through the development and use of innovative 21st Century strategies, enhancing public safety and improving the quality of life within our communities by: **preventing** terrorism by reducing the motivation, solicitation, and support of terrorist ideology; actively **pursuing** terrorists and the organizations that support them; **protecting** the region through the continued development of sophisticated specialized tactical resources and response capabilities; and **preparing** our citizenry and local government for the consequences and recovery associated with a terrorist attack or unusual occurrence.

Goals

I. Complete the CTSOB Amalgamation

Strategy:

- Train all CTSOB personnel on programs, initiatives, functions and responsibilities;
- Develop innovative methods for real-time situational awareness of ongoing incidents and critical investigations within the bureau;
- Ongoing review and continued process improvement of all functions, initiatives and integration measures throughout the bureau; and,

- Developing the appropriate blend of investigative, intelligence and tactical response from within the bureau.

II. Institutionalize and Integrate Constitutional Policing as Part of CTSOB's Mission

Strategy:

- All employees at CTSOB will continue to fully embrace the concept of Constitutional Policing;
- Ongoing training to all personnel regarding OCOP Notice dated November 15, 2010, Constitutional Policing and Biased Policing investigations and implement, procedure, audits and controls to ensure compliance;
- Improve the quality of public contacts;
- Increase training and roll call discussions regarding officers' dispositions during traffic stops, pedestrian stops;
- Provide specific supervisor training regarding biased policing investigations and pre-incident indicators towards overall risk management; and,
- Demonstrating effective outreach and engagement strategies with the diverse communities of Los Angeles.

III. Supporting the Department's Efforts to Reduce Crime and Build Community-Based Government Resiliency

Strategy:

- Provide quality specialized uniformed and investigative personnel resources, training and logistical support for the mission of reducing crime and the fear of crime, enhancing public safety and improving the quality of life within our communities while doing so with integrity and transparency;
- Creating better liaisons with Operational Bureaus, Areas and Crime Analysis Units;
- Further refining the statistical analysis of our uniformed operations function to deploy intelligently;
- Deploying special enforcement in the support of crime reduction; and,
- Complete the National Strategy for countering violent extremism in collaboration with the Department of Homeland Security and partner in the national roll out for training American Law Enforcement to mitigate motivational triggers leading to violent extremism.

IV. Institutionalize Counter-Terrorism and Threat Domain Awareness within the Department

Strategy:

- Develop and implement ongoing regional and Departmentwide Counter-Terrorism program training initiative;
- Continue the Terrorism Liaison Officer Training Program and provide ongoing subject matter expert support for operations during daily field activities;
- Implement a formalized collection plan based on regional threats and in compliance with current guidelines;
- Increase Departmentwide training on 21st Century Mobile Field Force (MFF), Perimeter Containment and Control (PCC), Multi-Assault Counter-Terrorism Action Capabilities (MACTAC), Direct Action Teams and all hazards response Field Training Exercises (FTX); and,
- Host the 2011 Counter-Terrorism Conference in Los Angeles. Continue to be a leader in the development and implementation of an Integrated National Intelligence Enterprise.

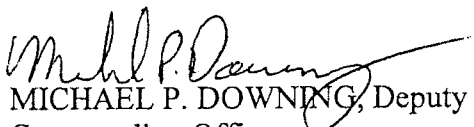
V. Ensure CTSOB Employee Wellness

Strategy:

- Ensure Department employee wellness through the development of organized activities, training and mental preparation with the primary purpose of providing awareness of the impact of the work environment, economy, etc.;
- Give our employees all opportunities to succeed; and,
- Institutionalize within CTSOB Wellness a state of being in good health, both physically and mentally, and mitigating the risk for illness and or injury.

While these are robust goals, I do believe that they are attainable and necessary for the advancement of our Bureau as a world-class operation. With the continued commitment and the hard work from each of our employees, CTSOB will continue to be the leaders in our efforts well into the future.

If you have any questions, please do not hesitate to contact me at (213) 486-8780.


MICHAEL P. DOWNING, Deputy Chief
Commanding Officer
Counter-Terrorism and Special Operations Bureau