



Data-Informed Community-Focused Policing

in the Los Angeles Police Department

CHIEF OF POLICE MICHEL R. MOORE



“To the people of Los Angeles: [we are] committed to deepening your trust by ensuring we are a department that is highly visible, accessible and responsive—policing with purpose, compassion and partnerships.”

Editorial

Michel R. Moore
Chief of Police

Robert N. Arcos
Assistant Chief
Director
Office of Operations

Michael P. Rimkunas
Commander
Assistant to the Director
Office of Operations

Hayley Smith
Lieutenant II
Office of Operations

Kelly Muniz
Lieutenant II
Office of Operations

AUTHORS

Michael Hackman
Police Officer III
Office of Operations

Daniel Medina
Police Officer III
Office of Operations

Brittany Elenes
Police Officer III
Office of Operations

Brent Maranto
Police Officer II
Office of Operations

Albert Hoang
Police Officer II
Office of Operations

Stephanie Briano
Police Officer III
Office of Operations

Michael Boylls
Detective II
Office of Operations

Christine Stout-Guttilla
Sergeant II
Office of Operations

Monique Valenzuela
Sergeant II
Office of Operations

David Gamero
Detective I
Office of Operations

GRAPHIC DESIGN

Boris Quintanilla
Police Officer III
Information Technology Bureau

PHOTOGRAPHY

Kevin Pellon
Police Officer II
Critical Incident Review Division

Our Mission

The Department's mission is to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with our diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence.

Contents

6	Foreword: From the Chief The Los Angeles Police Department is committed to building off the successes of Data-Informed, Community-Focused Policing in order to build trust and confidence while advancing public safety for all Angelenos.	20	Chapter 5. Responses Once a problem has been analyzed and partnerships established, the Department addresses crime and disorder through various internal and external programs.
7	Chapter 1. Purpose Data-Informed, Community-Focused Policing focuses on police officers working closely with the community members to identify problems, solve them, and assess our success.	25	Chapter 6. Assessment Every SARA problem-solving effort undertaken by an Area requires assessment to determine successes. LAPD data will be used to determine whether changes in crime occurred as a result of the overall responses implemented.
10	Chapter 2. Data-Informed, Community-Focused Policing Through strong relationships with community members and the increased trust that results from it, the Department will be better-equipped to reduce crime and keep citizens safe.	27	Chapter 7. Strategic Plan Area-level planning sessions are necessary and should include the main components of Data-Informed, Community-Focused Policing: Neighborhood Policing, Location-Based Enforcement, and Focus on Victims.
11	Chapter 3. Acquire Data & Analyze Information and data flow into the Department through 9-1-1 Calls for Service, investigative reports, the crime tipline, and many more channels.	29	Community Safety Operations Center (CSOC) Guide The CSOC Guide serves to maintain consistency throughout all CSOCs while still remaining capable of addressing fundamental community issues and crime trends in specific parts of the City.
15	Chapter 4. Partnerships Steady relationships across the City will aid the Department in pinpointing and mitigating underlying causes of crime.	41	Area Crime & Community Intelligence Center (ACCIC) Guide The ACCIC Guide serves to maintain consistency throughout all ACCICs, and to ensure each ACCIC functions at its maximum potential.

Foreword: From the Chief

Policing strategies that focus solely on proactive suppression may reduce crime, but often leave neighborhoods feeling over-policed, singled out, and unnerved.

Chief Michel R. Moore

The legitimacy of a police department is dependent on a community's trust in its police officers. Our ability to fight crime is enriched through the development of meaningful and sustained relationships formed with the communities we serve. The Los Angeles Police Department is committed to building off the successes of Data-Informed, Community-Focused Policing in order to build trust and confidence while advancing public safety for all Angelenos.

While the reduction of crime remains a top priority for the City of Los Angeles, our vision for the Department goes beyond the traditional notions of policing. We are embarking on a new chapter of renewed community engagement, enhanced community safety partnerships, and cutting-edge, data-informed crime prevention programs. We are redefining American policing to include an expanded focus on key organizational performance metrics, including fair enforcement, reducing victimization, ensuring procedural justice, and improving the confidence the people we serve have in us. We have begun a new journey towards a safer, more effective, and more collaborative LAPD.

As technology transforms globally, it continues to revolutionize the world of law enforcement. Technological advancements are changing the way we police when it comes to safety, accountability, and the reduction of crime. We are constantly conducting critical analyses of our systems and philosophy regarding data-informed and smart policing strategies, to ensure that we are adhering to our Core Values and meeting our unwavering commitment to constitutional policing. It is our belief that these improvements will dramatically increase the level of service we provide to the public.

As part of our ongoing effort to improve the Department and the service we provide, we will continue to implement systems that measure results, improve efficiency, and provide overall accountability. The Department is committed to fostering safe, vibrant, and healthy neighborhoods for all community members. We perform our jobs with purpose, compassion and in partnership with our communities and with each other. To successfully drive public safety, we must continue to form relationship-based policing to ensure we are providing the highest quality service. Further, we remain committed to the development of programs for all community members, businesses, as well as community-based organizations, to consistently improve understanding, communication, and relationships between the Department and the community. We will rely on a shared responsibility between the Department, community, and other City entities, to achieve these goals.

Our City and its stakeholders deserve and expect that we fulfill our mission while holding ourselves to the highest ethical standards to maintain public confidence. Through innovative prevention programs and community outreach, the Department will remain a national leader, while continuing toward our goal of becoming the safest big city in America. To accomplish this goal, we will maintain a singular focus on improving this organization so it can continue to set an unparalleled standard of excellence in the daily pursuit of the Department's mission to safeguard the lives and property of the people we serve, to reduce the incidence of crime, and to enhance public safety while working with the diverse communities we serve, to improve quality of life.



Purpose

Background on Data-Informed, Community-Focused Policing
Data-Informed, Community-Focused Policing means that police officers will prioritize working with people to build trust, using information that's accurate and fair, and focusing on solving crime problems in specific places. Importantly, officers will increase their assistance to crime victims and those who are most at risk of becoming victims.

Based on input from the public, the Board of Police Commissioners (BOPC), the Mayor's Office and the Chief of Police, the Los Angeles Police Department (LAPD or Department) is embarking on major improvements to better balance trust and public safety. This change will involve the development of more precise actions and measures based on research and evaluation. It will involve working closely with the community to identify problems, solve them, and assess our success.

Although LAPD has been successful in driving down crime in recent years—as opposed to other major cities that have found it more challenging—the idea of striving for improvement and maintaining a high-quality service will permanently be one of our core values. To that end, Chief of Police Michel Moore has requested, as part of his reexamination of the Department, that we take a hard and intensive look at the research literature and at best practices in policing across the country.¹ Chief Moore has challenged all employees to find and develop a resilient program that will allow us to maintain public safety by addressing crime and disorder while ensuring that those being served do not feel alienated, marginalized or over-policed.

In policing, we know that results matter, but unlike numerous other fields, the focus on how we specifically get to these results holds even more importance. As noted by the Director

of Operations, Assistant Chief Robert Arcos, “If trust erodes, public safety suffers. As police legitimacy is questioned, communities become less stable.”

Evolution of Crime Analysis

As technology has emerged and computers have evolved, so has the Department's ability to analyze crime data and develop strategies to reduce crime and disorder. Beginning in 2009, with funding from the United States Department of Justice (USDOJ), specifically the Bureau of Justice Assistance (BJA) and the National Institute of Justice (NIJ), the Department implemented data-driven crime fighting strategies. The initial program led to the development of a strategic plan to move the Department towards a Data-Informed, Community-Focused approach to crime prevention. Over the past ten years, the Department experienced decreases in homicides and other serious crime categories by adopting this approach.

At the same time, community members wanted more uniformity in community engagement efforts, as programs across the City varied in intensity and method. The Department seeks to fine-tune and harmonize our community engagement and crime fighting efforts in an attempt to strike a balance between effective policing and meaningful collaboration between the police and the people whom we have sworn to protect and serve.

Policing in Los Angeles has benefited from a long history of civilian oversight, which has enabled police to function with legitimacy in the eyes of the community at large. In fact, recent surveys indicate a high level of support and satisfaction with the police in Los Angeles.² Still, that sentiment is not universal and does not appear to be equally distributed among our many and diverse neighborhoods. The Department believes that we can do even better.

1. For a comprehensive view of best practices and evidence-based policing and crime policy see <https://cebcp.org/evidence-based-policing/what-works-in-policing/resource-library/>

2. ELUCD Weekly Sentiment Reports 2018-2019

Restoring Trust Through Procedural Justice

Procedural justice is based on four central principles: (1) treating people with dignity and respect; (2) giving citizens a voice during encounters; (3) being neutral in decision-making; and, (4) conveying trustworthy motives.³

Procedural justice has become an important focal point in the strategy of policing in recent years. Procedural justice focuses on the way police interact with the public and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, cooperation with the police in fighting crime, and actual crime rates.

Increasingly, studies have revealed that community perceptions of procedural justice, through their influence on these aspects of people's relationship with the law and the police, can have a significant impact on public safety. Specifically, research demonstrates that these principles contribute to relationships between police and the community in which (1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; (2) the community feels obligated to follow the law and the dictates of legal authorities; and, (3) the community feels that it shares a common set of interests and values with the police.

Procedural justice, public sentiment, and appropriate measures of community perceptions are integral parts of Data-Informed, Community-Focused Policing. Department leaders will be held accountable for procedural justice and public sentiment in their Areas, with equal importance as has traditionally been given to crime statistics.

Reducing Crime and Assisting Victims Through Problem Solving and Collective Efficacy

The Department has historically used the problem-solving model "SARA" (Scanning, Analysis, Response, and Assessment) to address problems in the community. In training the next generation of both sworn and civilian police professionals, the LAPD adopted a "values-infused" model – CAPRA (Clients, Acquiring & Analyzing Information, Partnerships, Response, and Assessment)— that integrates critical thinking and problem-solving skills and is grounded in the core value of Service to Our Communities. This change emphasizes that the client or community is at the center of every situation trying to

be resolved and to working closely with them as partners in the overarching public safety mission.

To ensure our problem-solving efforts are compatible with neighboring agencies and are easily understood by academics and research partners, the Department will report problem solving on a Community-Focused SARA Project Form. As our Department relentlessly places the community at the heart of everything we do, the traditional SARA elements will be coupled with an initial assessment of the "Clients."

Officers should consider the two types of clients in their problem solving:

- Direct Clients: Those who you interact with directly at various points during service delivery or in the work team/unit.
- Indirect Clients: Those not directly involved in an incident but who have an interest in its outcome.

Considering both client types will ensure the Department provides quality service, protection, enforcement, and prevention in partnership to obtain collective efficacy.

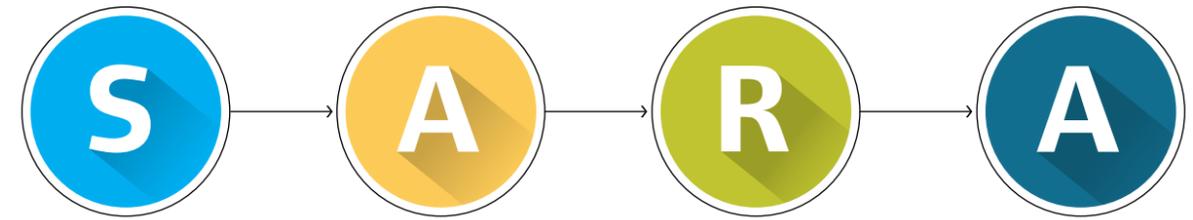
Every problem we encounter can be solved through this framework. The solutions lie not only with the police however, but also with the criminal justice system, residents, businesses, community organizations, activists, social services agencies, elected officials, and those who are concerned about crime, disorder, and safety in Los Angeles.

For every problem we face, we need to identify root causes, acquire and analyze data from multiple sources, work with partners and stakeholders, come up with solutions and responses, and then assess and evaluate those solutions. By following this model we will meet the goals of improving trust between the police and the public, reducing crime, and assisting victims.

Data-Informed, Community-Focused Policing

To change the paradigm in the LAPD, we turn to a new definition and emphasis: Data-Informed, Community-Focused Policing means that police officers will prioritize working with people to build trust, using information that's accurate and fair, and focusing on solving crime problems in specific places. Importantly, officers will increase their assistance to crime victims and those who are most at risk of becoming victims.

SARA: Problem-Solving Model



Scanning

Identify issues contributing to crime and poor quality of life within a neighborhood

Analysis

Determine the causes of the problems by observing the area, engaging the community, and using appropriate data analysis (walk, talk, and analyze)

Response

Use different tools to solve the problem – For example, prevention (be there – use foot and bike patrols, and officer presence); intervention (work with community organizations to work with at-risk youth); enforcement (surveillance, interdiction, and arrests, if necessary)

Assessment

Determine successes by walking, talking, and analyzing (measure the results of the response through calls for service, incidents, public perceptions)

For the LAPD, Data-Informed Community-Focused Policing is a framework that incorporates meaningful collaborations between the police and neighborhoods, in addition to analysis of crime reports (crime data). Police legitimacy and trust-building are at the heart of patrol work and are not viewed as additional functions. This concept ensures that police use community engagement more than enforcement and, when enforcement is necessary, it is accurately focused.

Ideally, Data-Informed, Community-Focused Policing makes every police-citizen interaction an act of collaboration. We need to create stronger bonds between police and community, as this combination of unifying forces and collective energy can lead to safer neighborhoods. The spirit of unification, the blending of informal (citizen-based) and formal (police-based) social controls, and the building of trust between police and people counterbalances the effects of crime and disorder.

There are two overarching themes -- the first theme focuses on neighborhood policing, especially in terms of collective efficacy, with the residents of the community making it robust and resilient. Policing with shared responsibility focuses on the way in which police work alongside the community. The second theme is crime-and-disorder enforcement which involves

gathering and using information to allocate an appropriate amount of police resources to a specific problem or area.

A core principle of Data-Informed, Community-Focused Policing is the idea that communities are comprised of various people with sometimes competing interests, issues, political viewpoints, and crime related problems. This strategy emphasizes the idea that programs and policies should be tailored to the precise requirements of each respective community. To effectively solve community problems, the Department must implement accountability systems that allow police to track crime and respond to trends with procedurally-just resources.

The two themes are intrinsically linked, and therefore, while reacting to crime problems and other associated complaints within the community, police must view that as an opportunity to carry out community engagement efforts to build trust and work towards long term community benefits.

A practical example is LAPD's Community Safety Partnership Program (CSP) that began in 2011 and involves a collaboration between the Housing Authority of the City of Los Angeles (HACLA) and the Department. The program focuses on officers working with kids and their families in places such as Jordan Downs, Nickerson Gardens, Imperial Courts, Pueblo Del Rio, South Park, Harvard Park, and Ramona Gardens. With the help of civic partners and community activists these housing developments have transformed from crime areas to safe havens. Through youth programs, safe passages to and from school, and relationship-building with residents, crime has diminished significantly. The program is expanding to other areas of the City, particularly in and around parks and residential neighborhoods.⁴

There are three basic goals for Data-Informed, Community-Focused Policing:

- Goal 1** Increase trust between the police and the public;
- Goal 2** Reduce crime, including gun and gang-related crimes; and,
- Goal 3** Assist victims of crimes, including residents, businesses, and those who are vulnerable to crime and disorder.



3. Legitimacy and Procedural Justice: A New Element of Police Leadership, Police Executive Research Forum, (March 2014)

4. See http://lapdonline.org/newsroom/news_view/57887

Data-Informed, Community-Focused Policing

Communities and Clients

Los Angeles is a multi-cultural, highly-diverse urban center. Spread across 472 square miles, the City's people, communities, businesses, sports teams, and tourist attractions are recognized across the globe. More than four million people live in Los Angeles and many more work, visit, and play here. Keeping people safe through enforcement, prevention, and mitigation are the primary methods of the Department.

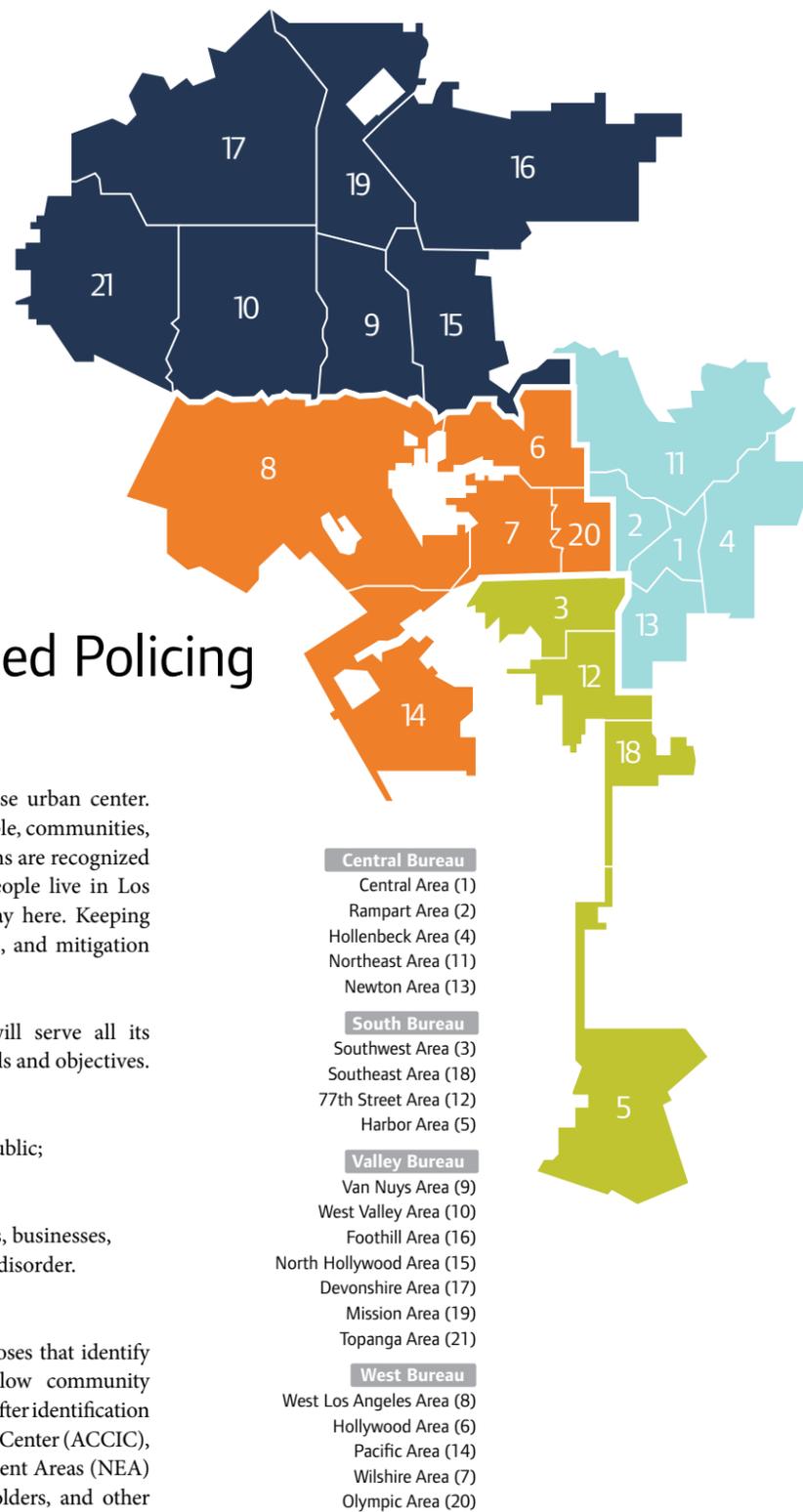
Indeed, the Department's policing effort will serve all its communities and clients via the following goals and objectives.

Goals

- Increase trust between the police and the public;
- Reduce crime, including gun and gang-related crimes; and,
- Assist victims of crimes, including residents, businesses, and those who are vulnerable to crime and disorder.

Objectives

- 1 Use crime and other data for analytic purposes that identify neighborhoods experiencing crime and low community engagement within the last year. These areas, after identification by an Area Crime & Community Intelligence Center (ACCIC), will be deemed the Neighborhood Engagement Areas (NEA) where police, residents, businesses, stakeholders, and other partners seek to reduce crime and disorder.
- 2 Build trust in the NEAs, CSP locations, and throughout the City by engaging in relationship building; working with youth; and actively engaging residents and businesses to assist in the effort.
- 3 Forge community cohesion within NEAs with stakeholders, partners, and community organizations to solve problems.
- 4 Solve 'big' and 'small' crimes and problems within the NEAs.



Acquire Data & Analyze

Information, through the collection of data and careful analysis, is necessary to understanding problems and providing solutions to them. In major cities and law enforcement agencies throughout the country, the requirement for quick and efficient answers has grown steadily with the advent of social media and the demand for real-time information. The LAPD has not ignored that need for information and has ensured that valid and reliable data are accessible to the public through the City's open data portal (<https://data.lacity.org/>).

The Flow of Information

Information and data flow into the LAPD every day through 9-1-1 Calls for Service, investigative reports, the crime tipline, and many more channels.

A community member is at the center of every data element the Department acquires because the community member is the source of crime reports. The Department received over 1,000,000 Calls for Service in 2018 from people requesting assistance regarding a crime or a disorder problem.

Although not every service call results in a report, many times officers complete a crime report in order to investigate an incident. In addition, the community may also file a desk report at any Area community police station or use the Community Online Reporting Service (CORS) to file certain report types.

Whenever a crime report is taken—through a Vehicle Report or Investigative Report (IR)—the information on the report flows to multiple places. A copy is distributed to the entity responsible for investigating the crime, such as the detectives in community police stations or a specialized unit.

From that point, detectives investigate the offense, gather evidence to support the case, identify the offender, and work towards apprehending the offender. If property is involved, the

detective's goal is also to recover and return the property to its rightful owner.

In addition to the copy sent to the investigating entity, a copy of the report is sent to the Area Crime & Community Intelligence Center (ACCIC). These police and civilian analysts are responsible for using data to determine trends in crime, informing Area commanding officers of locations to focus resources, and recommending ways to reduce victimization through targeted prevention efforts.

Measuring Crime: LAPD Data

To measure crime in the City, the Department, like 18,000 other law enforcement agencies across the country, uses a uniform set of statistics that first reports to the California Department of Justice (CalDOJ). Those statistics are verified and validated in the Department and at the state level and then forwarded to the Federal Bureau of Investigation (FBI). The FBI has compiled national statistics since 1930 and published the data as *Crime in the United States* since 1958.

Crime statistics for the LAPD are available on the City of Los Angeles' Open data portal: https://data.lacity.org/browse?Data-Owner_Department=LAPD. Anyone can download the data and conduct independent analyses.

For other law enforcement agencies, data are available from the FBI's and Bureau of Justice Statistics' websites: <https://www.bjs.gov/ucrdata/Search/Crime/Crime.cfm> and <https://crime-data-explorer.fr.cloud.gov/>.

Crime Data for LAPD Analysis

The data used to measure crime follow the specific definitions mandated by CalDOJ and the FBI and include "Part I Crime" incidents reported to the LAPD. These Part I offenses include homicides, robberies, rapes, aggravated assaults, burglaries, thefts, auto thefts, and arson.

In addition, offenses that involve guns, gangs, victims of shootings, and other high-importance occurrences are routinely analyzed by police and crime analysts in the Department. In any crime incident, the variables analyzed—or the factors that receive attention—consist of the following:

- Type of crime;
- Time of the occurrence (date, hour, and day-of-week);
- Location of occurrence (address, geo-coordinates, reporting district, and Area);
- Modus operandi (MO); and,
- Any other necessary elements for investigations or operations (e.g., suspect or vehicle information).

These data elements are extracted from the same database used by the LAPD on a daily basis for Compstat and other strategic crime control efforts. The Department's civilian Crime and Intelligence Analysts (CIANs) routinely validate the data to ensure accuracy.

Calls for Service

Calls for Service (CFS) data are used routinely to help determine where and why community members request police service. CFS data are divided into five (5) types of calls:

- 1 Personal (e.g., robbery, assault);
- 2 Property (e.g., burglary, auto-theft);
- 3 Public order offenses (e.g., disturbances, drugs/prostitution);
- 4 Traffic-related incidents/crimes (e.g., DUI, traffic collision); and,
- 5 Other miscellaneous types of calls (e.g., 311 [non-emergency municipal services], forgery, alarm).

The supplemental data associated with Calls for Service include the 'priority levels' of calls – those that are of high importance and require 'lights and sirens' (Code-3 calls), moderate importance (Code 2 calls), and standard priority (non-coded calls).

These data (from 2014 to 2018) are available on the City's Open Data Portal at https://data.lacity.org/browse?Data-Owner_Department=LAPD.

Automated Officer Location Capture

Data from Automated Officer Location Capture (AOLC) are used to track and log an officer's position throughout the day. Preliminarily, AOLC allows supervisors and commanding officers to ensure that adequate time is spent in focus areas to modulate otherwise inviting situations for criminal activity.

Additionally, location capture allows the Department an information repository to use in later analytics for evaluation purposes.

Analytical Tools and Processes

To analyze these data, the Department uses its Crime Analysis Mapping System (CAMS), existing off-the-shelf software like STATA or SPSS and their data platforms, ArcGIS and Palantir.

CAMS has been used for over a decade on a daily basis throughout the Department. Through this system, daily crime maps, missions, and statistics are generated. Additionally, CAMS allows crime analysts to query for certain crime elements to detect early patterns (e.g., crime analysts can display robberies and aggravated assaults where a weapon was a firearm).

Crime Maps

In addition to algorithm-generated density maps for property crimes, purely statistical crime maps continue to be a necessary tool for tackling all location-based crime and disorder. Crime maps, depicting the location of crimes that are reported, can be generated in real-time by using CAMS or ArcGIS.

Real-Time Crime Maps

For real-time information, maps are displayed on television terminals in the watch commander's office and are used routinely by them.

This practice allows for an up-to-the-minute look at potentially emerging crime trends and rapid response deployment of resources to address emerging crime problems. Crime maps are also the basis for daily crime-control meetings and should be distributed in the roll call room.

Near Real-Time Maps (PDFs and Printed Maps)

Near real-time crime maps are beneficial for investigators, officers, and the community. Investigators may gain insight into problem locations through a visual depiction of recent crimes and can use the location information to assist in planning canvassing.

Perhaps more significantly, crime maps are distributed and posted on the LAPD website and the Area pages so that residents and businesses have access to the information.

Data-Informed, Community-Focused Policing Process



Compstat inspection meetings take place throughout the year to hold commanding officers accountable for crime that takes place within their Area and discuss future strategies for crime reduction.



ABOUT COMPSTAT

In 2003 Chief William Bratton introduced his model of Compstat (comprehensive computer statistics) to the LAPD. Based on the New York Police Department's model that he began in 1994, Chief Bratton emphasized this performance management tool as a method of accountability and one that could lead to crime reduction. Four principles guide the LAPD method: 1) accurate and timely intelligence; 2) effective tactics; 3) rapid deployment; and 4) relentless follow-up and assessment.

Today, using technology and computer generated mapping, Compstat generates crime statistics daily, weekly, monthly, and annually for command staff and Area commanding officers. Each LAPD Office (Operations, Support Services, and Special Operations) is held accountable for crime, risk management, and other Department goals.

The most widely recognized element of Compstat is its regularly occurring meetings where LAPD's executives and officers discuss and analyze crime problems and the strategies used to address those problems.

From an administrative perspective, LAPD's Compstat is a unique system for internal and external accountability. As a measurement system, it drives the Department in the following ways:

- It is aligned with organizational units that hold leaders and managers accountable for performance;
- The measures are simple and continuously used so that performance can be observed over time;
- The measures are aligned with those who oversee the Department externally;
- Accountability is frequent, so that leaders and managers are attentive;
- Leaders and managers recognize that Compstat affects their current and future standing and promotional opportunities; and,
- Comparisons can be made across Areas, situations, and people.

As the Department redoubles its efforts for policing, sharing this information with the community stakeholders can work towards engaging them to address the problem.

Already, many Areas are sharing daily crime maps with the community through social media and the Department supports Citywide crime mapping projects (such as through crimemapping.com). Officers who engage with the community also provide crime prevention information specific to recent crime dots.

Example: A crime map shows three home burglaries on cul-de-sac locations in a basic car boundary. Along with sharing the crime map, the officer notes that the burglaries occurred from rear-sliding door smashes. As a result, residents are reminded to trim overgrown hedges, ensure adequate lighting, and to make their home appear occupied, when possible.

Analysis of Crime Report Data

The Department will leverage new mapping and crime databases to allow Area Crime and Community Intelligence Centers to perform crime spike analysis and use historical crime data to detect temporal trends in violent and property crime.

Using CAMS and other analytics software, crime hotspots—such as those from a sudden crime spike—can be detected with heatmapping or kernel density estimates, and resources can be redeployed to precisely address emerging crime problems.

Similarly, manual or computer-aided reviews of historical crime data may be performed to determine temporal crime trends, such as seasonal property crime increases during summer months.

For either method, the Department will focus on using only the following four data elements:

- Type of incident (e.g., burglary, theft, motor vehicle theft);
- Location of incident;
- Date and time of incident (e.g., January 1, 2019 at 1400 hours); and,
- Day of the week.
- Any other necessary elements for investigations or operations (e.g., suspect or vehicle information).



Partnerships

Effective partnerships between law enforcement and community stakeholders are essential to public safety. As the Department implements the SARA process, partnerships are essential in understanding the problem, providing responses to the problem, and assessing or evaluating the problem.

As we have discussed, the community-focused goal is meant to address problems of disorder and neglect with stakeholders throughout the City. The LAPD and the greater community become partners in addressing problems of violence, abandoned cars, quality of life, burglaries, thefts, and other major crimes.

As we build relationships and linkages across the City, those partnerships will be strengthened over time, and we will be better suited to pinpoint and mitigate the underlying causes of crime.

Our partnerships consist of more than just our local government offices and neighborhood residents. Churches, schools, hospitals, social groups, private and public agencies, and those who work in the area are also vital members of the community. In addition, those who visit Los Angeles for cultural or recreational purposes, or provide services to the area are also concerned with the safety and security of the neighborhood.

We must also keep in mind that concerns and priorities will vary within and among these communities. Some communities have been established over the years and were formed around racial or ethnic lines, or through a common history, church, or school. Others form and re-form as new problems are identified and addressed. Interest groups within communities can be in opposition to one another—sometimes in heated opposition. With changes in demographics, economic development, gentrification, and other factors, intracommunity disputes emerge.

The conflicts within communities are as important as the commonalities. The LAPD must be cognizant and sensitive to the existence of a myriad of opinions and beliefs while building

the collaborative bonds needed to maintain order, provide a sense of security, and control and reduce crime. Police must build lasting relationships that encompass all elements of the community and center around the fundamental issues of public safety and quality of life. As we have discussed, the key to managing this difficult task is trust.

Establishing and maintaining mutual trust is a central goal of Data-Informed, Community-Focused Policing. This is accomplished, in part through community partnerships. The LAPD recognizes the need for cooperation with the community. In the fight against serious crime we have encouraged community members to come forth with relevant information. In addition, we have spoken to neighborhood groups, participated in business and civic events, worked with social agencies, and taken part in educational and recreational programs for school children.

But we need to do more. The fundamental distinction is that in Data-Informed, Community-Focused Policing, we become an integral part of the community culture, and the community assists in defining future priorities and in allocating resources. Community partnership means adopting a policing perspective that exceeds the traditional law enforcement emphasis. This broadened outlook recognizes the value of activities that contribute to the orderliness and well-being of a neighborhood.

Toward these ends, the Department will incorporate important components of community engagement that include Community Safety Partnerships, collective efficacy, and many other programs geared not only at crime reduction but at building trust. Partnerships are key to making these work.

Instead of suppression units, community advocates and Department leaders envisioned a concept of creating a dedicated group of police officers who would embrace new, trust-building policing methods and work collaboratively with the community to achieve long-term solutions to crime and quality-of-life concerns.

Community Safety Partnerships

The Community Safety Partnership program is the keystone of the Department's partnership strategy, supported by its four pillars: Community Outreach, Youth Programs, Public Safety, and Safe Passage. Started in early 2011, the program was developed as an alternative to enforcement-driven overtime details to combat crime in housing developments. Instead of suppression units, community advocates and Department leaders envisioned a concept of creating a dedicated group of police officers who would embrace new, trust-building policing methods and work collaboratively with the community to achieve long-term solutions to crime and quality-of-life concerns.

Beginning in October of 2011, after months of specialized training in the areas of interpersonal communication, psychology, sociology, leadership, Constitutional policing, cultural policing, de-escalation techniques, and dispute resolution, four CSP sites opened. Three were centered in the Department's Southeast Area (Jordan Downs, Imperial Courts, Nickerson Gardens) while one opened in the Hollenbeck Area (Ramona Gardens).

Not only has the program become a nationally recognized success story—with significantly improved crime rates in CSP areas along with record community trust and support—but

scores of civil rights leaders have championed the Department's efforts. Notably, community leaders have written to executive and political leaders about the outcomes observed within CSP locations. In fact, Community Safety Partnerships were identified as a nationwide best practice in the Final Report of the President's Task Force on 21st Century Policing, convened by President Barack Obama.

The Department is doubling down on its commitment to this community collaboration. The Department has expanded the CSP program to ten locations, as of the first quarter of 2020. Beyond the original sites, the Department now has two locations in Newton Area (South Park and Pueblo del Rio), two more in Southeast (Avalon Gardens and Gonzague Village), and one each in 77th Street Area (Harvard Park) and Foothill Area (San Fernando Gardens).

In these locations, as in the original four, the officers in the program are tasked with (1) developing positive police-community relationships through education and sports programs; (2) addressing crime trends in collaboration with community leaders; and (3) exercising their law enforcement duties and responsibilities through a long-term, problem-solving approach.



Going forward, the heart of the four pillars serve as guide for successful community partnership. *Community Outreach* ensures the Department understands what the community needs from their police department, as well as strengthening bonds by offering community clean-up days, education and job fairs, holiday events, and “foot beats” alongside community volunteers. *Youth Programs* and *Safe Passage* ensure positive activities exist for youth, to avoid gang membership and pressures of delinquency—especially on routes to and from school. The *Public Safety* component ensures necessary enforcement activity exists to uphold a high quality-of-life, balanced with an understanding of a need to do so with compassion and understanding.

Four Pillars of Community Partnerships



Community Outreach ensures the Department understands what the community needs from their police department, as well as strengthening bonds between the community and the Department.



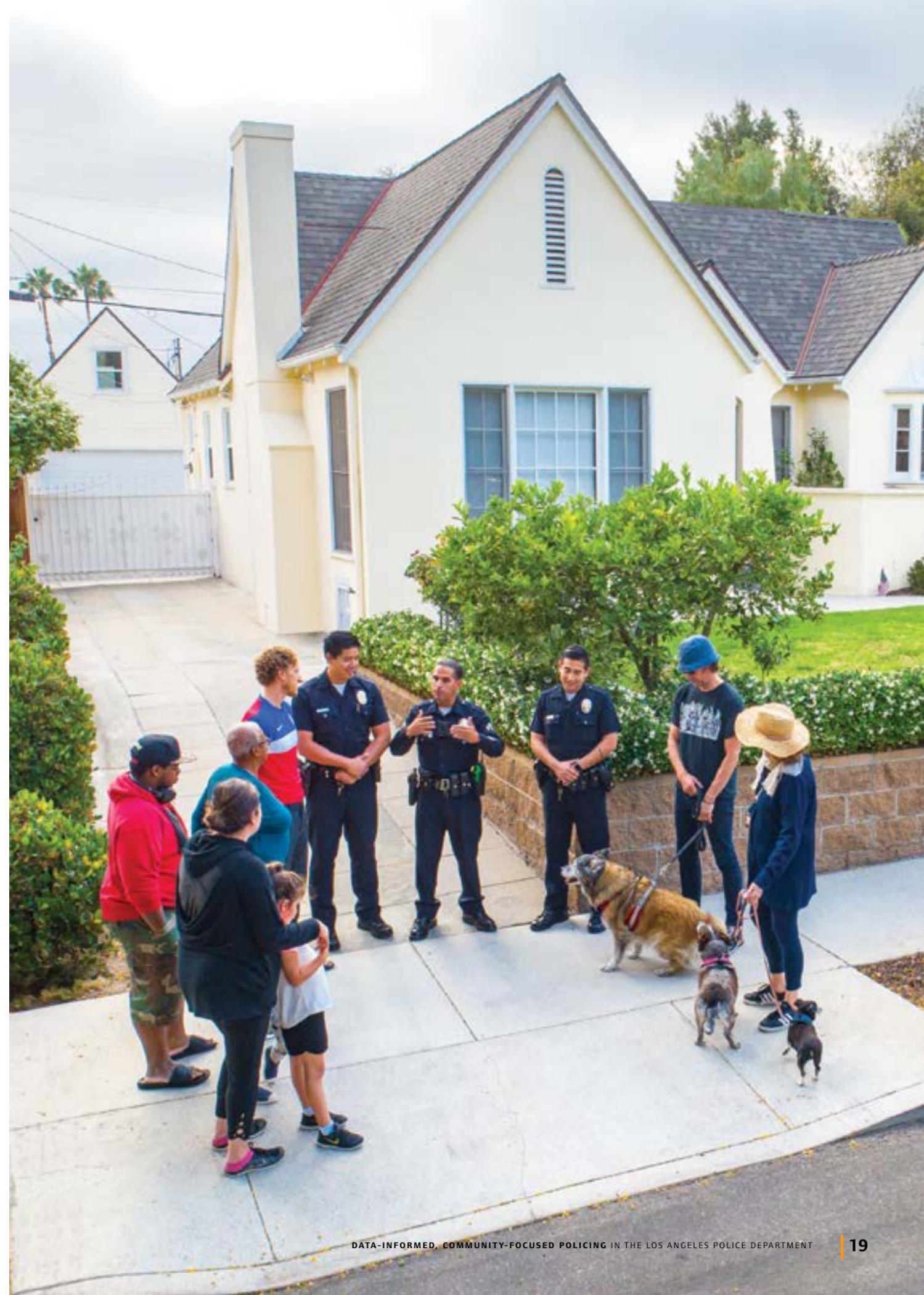
Youth Programs ensure positive activities exist for youth, to avoid gang membership and pressures of delinquency. These programs also build trust by developing relationships and providing mentoring.



Safe Passage involves police, parents, grandparents and neighbors to deter crime by being available to assist children and ensure crime-free routes to and from school.



Public Safety component ensures necessary enforcement activity exists to uphold a high quality-of-life, balanced with an understanding of a need to do so with compassion and understanding.





Responses

Once the problem has been analyzed and partnerships with other community members and organizations have been established, the Department responds to address crime and disorder. In this section, we describe a variety of programs within the Department that have internal and external components.

Community Safety Operations Center

In the Department, one of the key successes to crime reduction has been the use of the Community Safety Operations Center (CSOC) in South Bureau. Since 2016, the activities of CSOC have assisted in reducing crime, notably homicides and gun-related violence.

For the past three years, CSOC has been coordinating crime reduction efforts within Newton Area, Southwest Area, 77th Street Area, and Southeast Area. Together, these four Areas accounted for approximately 48% of the City's violent gun crimes. CSOC has been assisting the commanding officers of Operations-Central Bureau (OCB) and Operations-South Bureau (OSB) with reducing the incidence of crime in the designated Areas.

To accomplish their mission, CSOC staff analyze crime data and assist the commanding officers in the coordination of deployment of officers across the region. Timely coordination resulted in the rapid apprehension of many suspects of crime across all focus areas.

The CSOC day shift provided crime analysis, investigative support, prepared crime maps, and allocated Metropolitan Division and motor officer resources. The night shift provided field investigative support, monitored Calls for Service in the focus areas, and allocated resources based on emerging incidents, if necessary.

In essence, police and crime analysts worked together to identify and track crime that emerges across the Bureau.

CSOC was successful in its mission and significantly reduced violent crime over the past three years. Many lessons were learned and “best practices” were identified. The bureau commanding officers identified the daily conference calls as one of the most important factors in CSOC's success. The conference calls reinforced to the Area commanding officers the importance of reducing crime. The daily conference calls also improved the speed with which information was exchanged between commands. Many violent crimes, such as robberies and shootings, occurred in multiple Areas, and often involved the same suspects.

These patterns were identified during the conference calls and shared with the various enforcement units which contributed to the quick apprehension of dangerous suspects. As a result of these successes, CSOC has been established in Central, Valley, and West Bureaus. The Community Safety Operations Center Guide serves as a guideline to maintain all CSOCs consistent in structure and implementation while still capable of addressing fundamental community issues and unique crime trends and various levels of disorder (quality of life concerns) in different parts of the City.

Neighborhood Engagement Areas

Neighborhood Engagement Areas (NEA) are locations identified by an Area ACCIC where crimes have increased over the past year and where Senior Lead Officers (SLO), patrol officers, residents and businesses begin to take more responsibility for reducing crime. The Department will use the well-established academic principles of “SARA” (Scanning, Analysis, Response, and Assessment) problem-solving techniques to address issues within NEAs; implement location-based solutions; provide services to those who need assistance; and, engage the community to assist with education and prevention.

Local police leadership must forge strategic relationships in these neighborhoods—not just in words, but in deeds. Police officers must consider themselves to be both caretakers and problem solvers in their communities and neighborhoods and serve as catalysts for the overall improvement of conditions in the neighborhood.

A key component of this strategy is to meet the unique needs of particular neighborhoods. Forming partnerships is extremely important and officers must adapt and work with communities that have specific needs. The diversity of neighborhoods across the City means that different approaches must be used to solve problems, reduce crime, and reduce victimization.

A ‘project’ should be created and implemented for each location identified as having a need, such as through Street Segment Analysis. The plans should include input from the SLO, patrol officers, investigators, neighborhood prosecutors, and those residents with street-level knowledge. The plan should include goals, objectives, a timeline, and people responsible for specific tasks. Each week, commanding officers should measure progress toward improving safety. At Compstat, questions will be asked about crime locations, the SARA process, and how Areas are achieving their goals of increasing trust, reducing crime, and assisting victims.

The following illustrates the steps to provide solutions to community problems associated with crime or disorder.

In Step 1, it is expected that Area captains task their SLO or assigned team (“NEA Team”) for the locations in question to

engage in *scanning* the corridor to note significant traits and visible problems. The NEA Team should note the presence or absence of trash, graffiti, encampments, loitering, prostitution, street lighting, visible surveillance cameras, landscaping, and thoroughways.

For Step 2, the Area Crime & Community Intelligence Center (ACCIC) or NEA Team should conduct an in-depth *analysis* of how each of the observed elements either contributes or detracts from public order and community safety. The NEA Team can consist of multiple resources including foot patrols, bikes, narcotics units, gang units, and other specialized problem-solving officer teams. It is expected that the ACCIC review crime reports from their assigned basic car and provide an analysis of how the environmental factors may play a role in any pattern or trend of the underlying offense.

Example 1: An ACCIC is reviewing a series of reports for vandalism. The ACCIC notes that all the vandalism occurrences were graffiti on garages in a dimly lit alley with no noticeable surveillance system. Additionally, a City-owned skate park is located across from the street at the end of the alleyway and closes at dusk.

By focusing on small geographic locations with high concentrations of crime, micro-location policing aims to increase the general deterrence of police actions, in this case by increasing perceptions of the certainty of enforcement action.

Example 2: An ACCIC reviews recent neighborhood complaints for prostitution. The SLO recognizes that the road has a wide second lane, allowing cars to stop at the curb to engage with pedestrians on the sidewalk. Additionally, the businesses fronting the sidewalk turn off their lights at night.

During Step 3, the ACCIC should *respond* to the problem with solutions tailored to the problem. Importantly, the ACCIC will often need to partner with other City entities, local businesses and residents, and community leaders to effect the desired change.

Example 1: The ACCIC determines that the alley needs to increase the lighting and works with the council member and the Bureau of Street Services to install new street lighting in the alleyway. At the same time, the ACCIC and NEA Team works with the neighbors to install visible surveillance cameras to both capture and deter individuals from committing vandalism. Lastly, the ACCIC and NEA Team should work with City partners to change the egress from the skatepark to divert pedestrian traffic to the major street corridor rather than the side streets with alleys. Facilitating a quick dispersal of potentially-involved individuals eliminates the opportunity to congregate and engage in group-centric graffiti.

By focusing on micro-geographic locations with high concentrations of crime, the goal is to increase the general deterrence of police actions, in this case by increasing perceptions of the certainty of enforcement action.

Example 2: Example 2: The ACCIC recognizes the dimly lit sidewalk helps mask the loitering for prostitution and works with the businesses to keep the sidewalk illuminated at night. Furthermore, the ACCIC and NEA Team work with the council member to modify the thoroughways by adding a parking island-protected bike lane. By encouraging frequent bike passage and removing the ability for cars to pull immediately adjacent to the curb, the ease of soliciting the prostitute is reduced and the activity is eliminated from that location.

During Step 4, the ACCIC will assess the results of the solutions implemented in Step 3. The ACCIC will look not only at crime reports and Calls for Service, but also consult the community in regards to satisfaction levels with the implemented changes and subsequent results. The ACCIC and the community decide whether the problem is solved or whether to continue working the area.

Location-Based Crime and Disorder Enforcement

The most recent research⁵ shows that focusing on small areas (micro-geographic locations) will deter crime from areas, and in fact, reduce the likelihood the crime ever occurs.⁶ Micro-geographic locations are one or two street segments (500-1,000-foot street blocks) that include specific locations (bars, liquor stores, or bus stops), or high-crime street corners. By concentrating on these areas, police have smaller 'foot prints' and are not seen as over-policing neighborhoods.

Micro-location policing covers a range of police responses, but they all emphasize placing resources at specific locations where crime incidents have been highly concentrated. By focusing on micro-geographic locations with high concentrations of crime, the goal is to increase the general

deterrence of police actions, in this case by increasing perceptions of the certainty of enforcement action.⁷ There may also be a specific deterrent impact as serious offenders who are arrested because of increased patrols are dissuaded from future offending.

Collective Efficacy (Shared Responsibility)

It is also clear that the Department needs to adopt a more communal response to crime. By embedding the idea of collective efficacy into daily policing and concentrating on educating people about this, a communal response to crime will develop.

Collective efficacy refers to the degree to which people trust their neighbors to provide a sense of safety, the extent that they care about their neighborhood, and their willingness to intervene if something problematic happens. By extension, collective efficacy means trusting the police to assist in dealing with problems in their community. Research shows that neighborhoods with higher collective efficacy experience lower rates of crime.

In a practical sense, collective efficacy involves residents supervising children playing in public areas, acting to prevent truancy and street corner "hanging" by teenagers and confronting individuals who exploit or disturb public spaces.

Other examples of collective efficacy can be small actions such as asking questions to strangers, calling the police when a neighbor needs help, assisting an elderly neighbor or attending City Council meetings.

Implementation, encouragement, and education around this approach to having shared responsibility will act as a catalyst to build safer communities and this approach will help us to be more precise and focus on an ever-smaller footprint.

Crime Prevention Through Environmental Design



1 Natural Surveillance: the removal of hiding spots or physical barriers.



2 Natural Access Control: controlling the flow of traffic or travel.



3 Territoriality: generating a sense of ownership within the location.



4 Maintenance: the physical maintenance or general upkeep of a place.

Crime Prevention Through Environmental Design

Crime Prevention Through Environmental Design (CPTED) is a crime reduction strategy that seeks to deter or prevent crime by changing environmental structures. Crime Prevention Through Environmental Design is comprised of four main components:

- 1 Natural Surveillance: the removal of hiding spots or physical barriers,
- 2 Natural Access Control: controlling the flow of traffic or travel,
- 3 Territoriality: generating a sense of ownership within the location, and
- 4 Maintenance: the physical maintenance or general upkeep of a place.⁸

Deploying CPTED practices reduces crime by signaling safety to residents and businesses while simultaneously discouraging would-be offenders.⁸ The CPTED process is an evidence-based crime reduction technique that has been supported by various research projects and police departments for over 30 years. The notion that environmental design and maintenance can affect crime and disorder is well established in American policing.

It is not necessary, however, to assume a perfect link between physical disorder and all subsequent crime to use environmental planning and design as a means to affect the overall safety and vibrancy of neighborhood communities—perceived and actual.

For example, in parks, the most commonly utilized CPTED strategies include trash and graffiti removal, increased lighting, and implementing signs throughout the park.⁸ These strategies allow park users to adopt a sense of park ownership, improve their safety or perception of safety, and encourage their continued use of the park's amenities.⁸ Conversely, if parks are left unmaintained and in poor condition, residents are less able to employ informal social control, trust one another, and are less willing to spend time at their local park.⁸

Lack of prosocial activity in parks encourages problems and creates opportunities for crime.⁸

Offender-Based Programs

Research sponsored by the Bureau of Justice Statistics (BJS) shows that 68 percent of offenders released from prison will reoffend within 3 years.⁹ Additional BJS studies show that interventions and sanctions for these individuals not only curtail future crime, but increase the likelihood of *desistance*-or achieving the permanent state of nonoffending.

Other more recent research places emphasis on the most violent offenders, particularly for focused deterrence programs and gang interventions. The research suggests that targeted supervision on specific individuals has a significant impact on overall crime rates, while minimizing the impact on community residents.⁹

For the LAPD, the offender-based strategy includes: the identification of those on parole, probation, or Post Release Community Supervision (PRCS) who warrant additional consideration for supervision given their risk status provided by the County or types of offenses committed, as well as in comparison to suspect descriptions for both violent and property crimes.

Under the Data-Informed, Community-Focused Policing plan, each geographic Area will be responsible for identifying offenders that are on PRCS, probation, or parole for either a violent offense or a property crime of significant concern to that command. The Department, along with State and County agencies, will identify individuals and conduct appropriate supervision of them to prevent or identify reoffending, consistent with the terms of their post release.

5. Weisburd, D. & Majumdar, M.K. & Education, Division. (2018). *Proactive Policing: Effects on crime and communities*.
 6. Braga, A. A., Papachristos, A., & Hureau, D. (2012). Hot spots policing effect on crime (Campbell Systematic Reviews, 8). The Campbell Collaboration. Retrieved from https://publikationen.uni-tuebingen.de/xmlui/bitstream/handle/10900/64689/Braga_Hot_Spots_Policing_Review.pdf?sequence=1&isAllowed=y
 7. Durlauf, S. N., and Nagin, D. S. (2011). Imprisonment and crime. *Criminology & Public Policy*, 10(1), 13–54.

8. McCormick & Holland, 2015; Paynet Reinhard, 2016
 9. Alper, Mariel, Durose, Matthew R., Markman, Joshua, 2018 Update on Prisoner Recidivism: A 9-Year Follow-up Period (2005-2014), Bureau of Justice Statistics Special Report, May 2018, NCJ 250975.



Understanding the Relationship of Community and Crime

The Department recognizes that, in order for a crime to occur, there must be an intersection of people, places, and activities (criminal act). Thus, the Department will focus resources on places (location-based) and people (offender-based) to ensure that at least one element is missing for the completed crime to have occurred.

For example, an Area experiencing a surge in motor vehicle thefts should consider identifying individuals with residences or last-known addresses in the Area who have underlying convictions for Vehicle Code Section 10851 or Penal Code Section 487(d)(1). Conducting specific, timely probation and/or parole checks on these individuals is likely to provide the greatest likelihood of desisting future re-offending.

The Department also recognizes that repeat offenders comprise a significant portion of crime occurrences. As such, the Department will continue to focus on the timely apprehension of individuals for whom warrants have been issued and those for whom detectives have established probable cause exists to identify them as a wanted person. The Department's primary source of warrant information is the Los Angeles County Countywide Warrant System (CWS), a database also outside of the Department's control.

Note: Although the entry, maintenance, and removal of individuals from the Countywide Warrant system (or parole/probation databases) is not the responsibility of the Department, Department personnel will verify the accuracy

of inclusion if an individual contests an enforcement action based on the inclusion into the database and issue a Los Angeles Police Department Clearance Document, when applicable.¹⁰

Focus on Victimization

Aiding victims of crime is another component to the overall Data-Informed, Community-Focused Policing plan. This means that the LAPD will take a deliberate and unrelenting focus on supporting the victims of crime and disorder.

The main concern for the Department is to provide fair, caring and competent safeguarding and ultimately, work towards fewer victims.

The Department will ensure that the most vulnerable groups of victims, such as the homeless, the mentally ill and those with substance abuse, are served. The Department will treat victims with care and compassion and will regularly communicate with them to guarantee they are receiving a high quality of service when engaging with the LAPD. These practices include updates on case statuses, providing connections with services, and conducting follow-ups.

10. Existing procedures in Manual Section 4/611.15, CWS Arrestee Alleges to Have Been Previously Booked or Claims Not to Be The Subject Of A Warrant, contain the procedures for these circumstances.

Assessment

For every SARA problem-solving effort that is undertaken at every Area, assessments will be conducted to determine their success. In general, Area commanding officers will provide continual feedback to their respective bureau deputy chiefs and they will report on their progress at Compstat. Similarly, the Area commanding officers should provide their community partners with feedback on a regular basis.

In particular, Area commanding officers should provide their deputy chiefs and the Office of Operations with trends and patterns in crime. Using crime and Calls for Service data (described in Chapter 3), Area crime and police analysts should track Part I Crimes as well as other crime types that are relevant to their respective problems. Every three months, reports should be provided to command staff regarding violent and property crimes. Appropriate trend lines, charts, and maps should be created and disseminated internally and externally. (See the Community Safety Operations Center Guide for further details, pg. 29).

In addition to the assessments by the Area commanding officers, the Office of Operations is responsible for an overall assessment of the city-wide Data-Informed, Community-Focused Policing strategy.

Three important questions should be answered regarding the assessment.

- 1 How **effective** are we at increasing trust between and police and public? How effective are we at reducing crime and fear of crime, increasing safety, and increasing satisfaction with police services?
- 2 How **efficient** are we at accomplishing these goals? Did we manage our resources appropriately? Did we make the best use of personnel? Did we engage the community appropriately and form partnerships that would assist us in implementation of programs?
- 3 How did we **impact** the community, not only in terms of safety and fear reduction, but in terms of constitutional policing? Did we implement the strategies fairly and equitably across the City?

Recognizing the community involvement throughout, the Department anticipates responding with answers to "How do we determine success?" and "What are the methods and ways to show that we fulfilled our goals?"

Measuring Effectiveness, Efficiency, and Impacts

To measure the effectiveness of the strategy, LAPD data will be used to determine whether changes in crime occurred as a result of the overall responses that were implemented. The Evaluation and Administration Section of the Office of Operations will be responsible for this task.

Data from Calls for Service, incident reports, Automated Officer Location Capture (AOLC), community surveys, and other information will serve as the baseline for the strategy. As Data-Informed, Community-Focused Policing is rolled out throughout the Department, CSOC and ACCIC teams will be responsible for tracking the analysis, partnerships, and responses of each Area. For example, when an Area identifies a Neighborhood Engagement Area and a specific street segment, those places will be entered into the system. Activities of officers will be routinely tracked and monitored with the expectation that reports will follow quarterly.

Impacts on the Community

To determine the perceptions of the community and the impact of Data-Informed, Community-Focused Policing on residents and partners, the Department will engage in multiple methods to track and gauge those perceptions.

Public Sentiment

Sentiment is "an attitude, thought, or judgment prompted by feeling"; similar to a "predilection" or "specific view or notion" according to Merriam-Webster Dictionary. While there is no specific definition for public sentiment, it is the idea that opinions or feelings can shape viewpoints on different topics. Public sentiment is influenced by information technology, polling, social media, news outlets, and other communication efforts. The public's perceptions about race, investments, health care, and criminal justice (among many others) have been brought to the forefront over the last decade.

In particular, the lawfulness and legitimacy of law enforcement are important criteria for judging policing in a democratic society. Lawfulness means that police comply with constitutional, statutory, and professional norms. The public's beliefs about the police and their willingness to recognize police authority are among the views that comprise public sentiment.



In order to understand public sentiment, the Department is committed to obtaining a full, candid picture of community and neighborhood perceptions of safety, fear, satisfaction with police services, and trust.

Racial and ethnic minorities may perceive of the police as lacking lawfulness and legitimacy, based, in part, on their interactions with the police or other influences (social media, news stories, etc.). This can lead to distrust of the police, which has serious consequences for law enforcement. Lack of trust equates to illegitimacy of police authority, which in turn leads to an inability for the police to function effectively.

Many law enforcement agencies have allowed researchers to study efforts to improve the lawfulness and legitimacy of their policing activities. These agencies do so because they want to raise the level of trust and confidence of the people they serve while controlling crime effectively.

Measures of Public Sentiment

In order to understand public sentiment, the Department is committed to obtaining a full, candid picture of community and neighborhood perceptions of safety, fear, satisfaction with police services, and trust. Focusing on this aim, LAPD will work with researchers and community organizations who will

conduct multiple approaches to measuring public sentiment. These may include:

- Annual Citywide telephone–or internet-based surveys (landlines and cell phones);
- In-person and online focus groups in four bureaus;
- Citywide mobile device surveys;
- Online surveys for 9-1-1 callers and consumers of police services; and,
- Call-backs by trained civilians or volunteers to 9-1-1 callers and consumers of police services.

By using multiple methods, the Department will be able to measure public sentiment at multiple levels, including: across the City, by bureau, by Area, and by basic car. In addition, the Department will obtain viewpoints from residents, callers, and victims on an array of core questions regarding safety, fear, satisfaction with police services, and trust. These indicators of public sentiment can be used to drive accountability for commanding officers at Compstat.

Strategic Plan

Implementation and Operations

Importantly, it is necessary for bureau deputy chiefs and commanders and their captains to conduct Data-Informed, Community-Focused Policing planning sessions at the Area level. The outcome will be a local, Area-level plan that should include the major components described in this document:

- 1 Neighborhood Policing
- 2 Location and Offender-Based Enforcement
- 3 Focus on Victims

Area Crime & Community Intelligence Center (ACCIC) Guide

The Area Crime & Community Intelligence Center Guide provides a framework for establishing and staffing an ACCIC, along with a guiding rubric for the processes and products that are expected of them.

Community Safety Operations Center (CSOC) Guide

The Community Safety Operations Center Guide provides a framework for establishing and staffing a CSOC, along with a guiding rubric for how to operationalize collective intelligence in crime fighting.

Community Safety Partnerships (CSPs)

The Department will continue the successful strategy of the Community Safety Partnerships, building trust and addressing community issues through collaboration. As the Department opens its 10th CSP location, it continues to remain open to any future opportunities to expand.

Compstat and Data-Informed, Community-Focused Policing

We will continue to maintain the original principles of Compstat whereby emphasis on information-sharing, responsibility and accountability, and improving effectiveness are vital. The four recognized core components are: (1) Timely and accurate information or intelligence; (2) Rapid deployment of resources; (3) Effective tactics; and (4) Relentless follow-up.

We expect that the programs and projects designed for specific neighborhoods will be aimed at the reduction of violent crime and property crime, with the involvement of Watch Commanders (WCs), Specialized Unit Officers-in-Charge (OICs), Detective Commanding Officers (COs), and SLOs and Community Relations Officers (CROs). They will involve community partners in solving these problems. Additionally, when we see an upsurge in crime, we will consider and reflect on the questions: (1) are COs and WCs ready, and (2) how did they respond?

We envision that SLOs, CROs, and patrol officers will engage in problem-solving and apply the methodology to neighborhood policing in basic car areas, as well as on identified street segments. Our aim is for them to reach out to community organizations, residents, City partners, and those with knowledge about the street for support and assistance.

Community Policing is based upon a partnership between the police and the community whereby the police and the community share responsibility for identifying, reducing, eliminating and preventing problems that impact community safety and order. By working together, the police and the community can reduce the fear and incidence of crime and improve the quality of life in neighborhoods citywide.

Community Safety Operations Center (CSOC) Guide

Office of Operations



30

Introduction

- Data-Informed, Community-Focused Policing
- Background
- Purpose



32

Personnel

- Crime Analysts
- Police Officers
- AM Watch, Officer-In-Charge
- PM Watch, Chief Duty Officer



33

CSOC Build-Out

- Equipment
- Systems



34

Daily Operating Procedure Products Defined

- Deployment Numbers Sheet
- Daily Crime Maps
- Daily Crime Briefings
- Conference Call
- Over Goal Analysis
- Weekly Chief of Police Crime Briefing
- Mission Packets
- Deployment Mission Sheet

Introduction

Data-Informed, Community-Focused Policing

Based on input from the public, the Board of Police Commissioners (BOPC), the Mayor's Office and the Chief of Police, the Los Angeles Police Department (LAPD or Department) is embarking on major improvements to better balance trust and public safety. This change will involve the development of more precise actions and measures based on research and evaluation. It will involve working closely with the community to identify problems, solve them, and assess our success.

Although LAPD has been successful in driving down crime in recent years, the idea of striving for improvement and maintaining a high-quality service will permanently be one of our core values. Community members want more uniformity in community engagement efforts, as programs across the City varied in intensity and method. The Department seeks to fine-tune and harmonize our community engagement and crime fighting efforts in an attempt to strike a balance between effective policing and meaningful collaboration between the police and the people whom we have sworn to protect and serve.

Procedural justice, public sentiment, and appropriate measures of community perceptions are integral parts of Data-Informed, Community-Focused Policing. Department leaders will be expected to know and explain the results of the research conducted on procedural justice and public sentiment in their Areas, with equal importance as has traditionally been given to crime statistics.

The establishment of Community Safety Operations Centers (CSOC) within each of the four Bureaus assists in overseeing the balance between effective crime control policing and meaningful collaboration between the police and the public. This manual provides uniformity and consistency across the bureau CSOCs. It serves as a 'how-to' guide for bureau commanders.

Background

From December 2015 to March 2016, the City began to see a dramatic increase in violent crime compared to the same period in previous years. The number of homicides, shots fired, and victims shot increased. The Department utilized several strategies to reduce violent crime between March 13, 2016 and October 1, 2016. One of the most effective strategies was the establishment of the Community Safety Operations Center (CSOC).

After careful analysis, it was determined the CSOC would coordinate crime-fighting efforts within Newton Area, Southwest Area, 77th Street Area, and Southeast Area. Together, these four Areas accounted for approximately 48% of the City's violent gun crimes. The CSOC was tasked with

assisting the commanding officers (C/Os) of Operations-Central Bureau (OCB) and Operations-South Bureau (OSB) with reducing the incidence of violent crime in the designated Areas. To accomplish their mission, CSOC analyzed crime data and assisted the commanding officers in the coordination of their crime-fighting efforts. From March to October 2016 the CSOC was in operation 20 hours per day, seven days per week, between the hours of 0600 and 0200. Personnel were assigned to the CSOC in two shifts: a day shift and an evening shift.

Today, the CSOC has expanded to all geographic bureaus with the goal of replicating the success seen within Operations-South Bureau. It is understood that each geographic bureau is unique in the issues that it faces. This guide is intended to establish a standardized procedure for the implementation, basic structure, and best practices of a CSOC. Each bureau should maintain the procedures outlined in this guide while addressing the different crimes trends and quality of life issues that are specific to their areas. Further, each bureau should emphasize the use of the SARA model and community engagement as integral parts of the overall strategy.

Goals and Principles

The goals and principles of the CSOCs are linked to the Department's Data-Informed, Community-Focused Policing plan. They include the following:

Goals

- Increase trust between the police and the public;
- Reduce crime, including gun and gang-related crimes; and,
- Assist victims of crimes, including residents, businesses, and those who are vulnerable to crime and disorder.

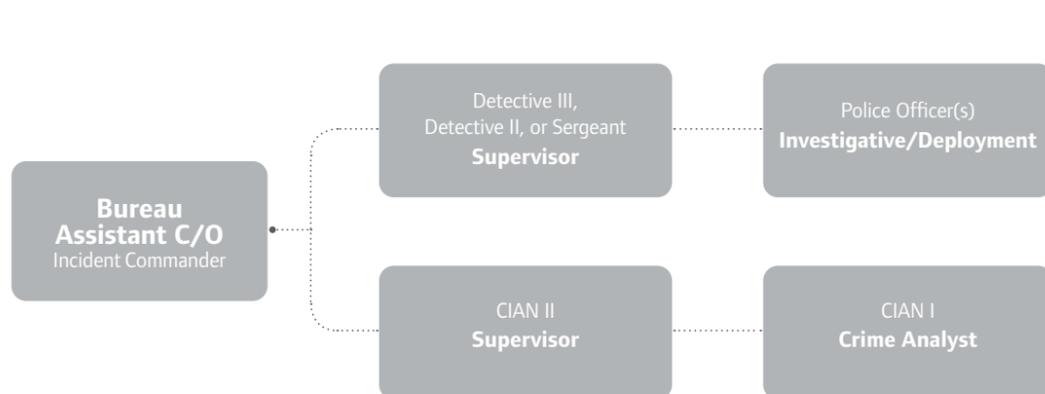
Purpose

To fulfill the Departmental goals, the purpose of the CSOC is to identify and mitigate limitations or impacts on overall bureau operations relevant to: deployment issues, crime trends, gang violence, organizational needs (bureau and city-wide), specialized unit coverage, community issues, and any Area specific issues or concerns. To accomplish their mission, CSOC will analyze crime data and assist the commanding officers in the coordination of their crime-fighting and community engagement efforts. Additionally, the sharing of information among Areas within a bureau, and cross-bureau information sharing, is an integral part of the CSOC mission.

Note: A bureau or Area can diverge from generally accepted strategies given they provide a compelling reason for the adaptation. The specific strategies may be driven by local data and Area concerns that should address the specific needs of the particular problems or communities.



CSOC Locations



Personnel

The following personnel, with specific system skills, should be assigned to the CSOC when feasible.

Supervisors: A Sergeant or Detective supervisor should be the first line supervisor for the CIANs and police officers assigned to the CSOC. The supervisor is responsible for reviewing all finished products prior to submitting to Area commands or bureau commanders.

Crime and Intelligence Analyst: A Crime and Intelligence Analyst I (CIAN-I) and Crime and Intelligence Analyst II (CIAN-II) should be assigned to the CSOC for the preparation of crime maps and crime briefings. Additionally, the CIANs analyze prior deployment numbers, crimes, crime trends for any given Area and assist with the identification of problem locations using the SARA model. CIANs should assist the Area CIANs with in-depth analysis of the problem locations and with the assessment after appropriate responses are undertaken at the Area level.

Police Officers: The police officer(s) assigned to CSOC should have experience in generating Crime Analysis and Mapping System (CAMS) reports, and using additional Department systems for investigative inquiries. Additional skills to consider are an understanding of the SARA model and location-based policing, social media/open source navigation and the Deployment Planning System (DPS) database.

AM Watch, Officer-In-Charge: The CSOC Officer-In-Charge (OIC) oversees the day-to-day operations of the CSOC and coordinates resources for the Area commanding officers. The OIC is guided by the needs of each Area and at the direction of the bureau assistant commanding officer.

PM Watch, Supervisor: During summer operations, which are dates dictated by the bureau assistant commanding officer, a sergeant may be assigned from within the bureau to the CSOC. The PM Watch supervisor is responsible for reallocating resources when the need arises. Absent a PM Watch, the Chief Duty Officer (CDO) assigned for the bureau should be included in any CSOC related emails or documents.

Build-Out

Equipment

To facilitate the various systems and reports needed for conference calls and operations, the following is a recommended minimum equipment list:

- 1 Large Television Monitor (75”);
- 2 Medium Television Monitors (55”);
- 1 Medium Vertical Monitor (55”);
- 6 Department Computer Workstations;
- Printer(s); and,
- 1 Conference Telephone.

In addition to the above equipment, it is highly recommended that an Area Command Center (ACC) be established to monitor deployed unit statuses, locations, and radio-call load. It would be a valuable tool when re-allocating resources to unexpected occurrences.

Systems

There are key systems that must be in place to generate the appropriate reports needed to successfully operate a CSOC. Those systems are listed below with a brief description of their purpose within the CSOC:

- **Investigative Systems:** Investigative systems that bring together Law Enforcement data from various sources, which includes criminal history systems as well as Department-generated crime, arrest, and field interview data.

- **Crime Analysis and Mapping System (CAMS):** An application that queries crime-related data from the Consolidated Crime Analysis Database (CCAD) to generate reports and crime maps in different formats. There are multiple reports that can be generated in CAMS using PDF, Excel, and CVS formats, which are updated live, based on what is inputted into CCAD. This allows the user to track crime trends based on locations.

- **ArcGIS:** ArcGIS is a platform that includes mapping functions and makes use of data from CAMS. ArcGIS queries the same information from CCAD but generates maps depicting specific parameters. These parameters include, but are not limited to, date, time, location, and crime types.

- **Deployment Planning System (DPS):** The DPS is used for scheduling, deployment and timekeeping. Deployment of personnel is entered daily into the DPS and should be updated throughout the day when there are personnel changes. Real-time deployment information is vital when completing a resource deployment sheet for the command.

Processes & Products

CSOC shall be tasked with fulfilling the goals of Data-Informed, Community-Focused policing and by assisting the bureau commanding officer with crime reduction, increasing trust building, and assisting victims in the designated Areas. To accomplish their mission, CSOC will analyze crime data and assist the Area commanding officers in the coordination of their crime-fighting and community engagement efforts.

Operations

Ten hours per day, five days per week, between the hours of 0600 and 1600. The CSOC Day Watch will provide crime analysis, investigative support, manage crime-reduction strategies, prepare crime maps, and allocate Metropolitan, bureau, and motor officer resources appropriately.

Daily Operating Procedure

Pre-Conference Call Analysis

Community Safety Operation Center personnel will prepare the Daily Crime Maps with overlays, Daily Crime Briefings per Area, and Deployment Numbers by Area.

Daily Crime Briefings encompass the goals and targets for violent, property, and Part I Crimes. It provides weekly crime stats with weekly goals, and a comparison of crime stats with the prior year for the same weekly period. Weekly goals are calculated by dividing the annual goals for each crime divided by 52 weeks.

Daily Crime Maps are generated for violent and/or property crimes which occurred the day prior. The maps are usually highlighted in color with overlays for MO boxes. Crimes that occurred earlier in the week are displayed in grey/black.

Deployment Numbers by Area list will be generated by CSOC daily for each Area to assess the Area's need for resources in respect to their deployment numbers and crime trends. Deployment numbers are retrieved from the Deployment Planning System for each Area and inserted into a spreadsheet. Those numbers are then discussed during the conference call for any adjustments

Crime Maps and Daily Crime Briefings are reviewed by the CSOC supervisor prior to disseminating to all of its Area COs. Each Area will receive every Area's Crime Map and Daily Crime Briefing to discuss potential cross-boundary related incidents or trends, during the conference call. Additionally, the CSOC conducts a preliminary crime run to find out where best to deploy available resources.

Supervisor's Responsibilities

CSOC supervisors shall review all Daily Crime Briefings and Daily Crime Maps prior to disseminating to Area personnel.

Products Produced

- Crime Maps with Overlays (CAMS/ArcGIS)
- Daily Crime Briefings (CAMS)
- Deployment Numbers by Area (DPS)

Preparations for the conference call are made during this time frame. The CSOC extends an invitation to all units, sections, or outside agencies that may benefit from sharing information (i.e. South Bureau Homicide Division, Los Angeles County Sheriffs, Transit Services Division). Since the conference calls rely on the Crime Maps and Daily Crime Briefings, Area C/Os should review the information for accuracy and be prepared to discuss any noticeable trends or related incidents. CSOC will display, on their screens, Crime Maps, Daily Crime Briefings, and Deployment Numbers by Area for the conference call

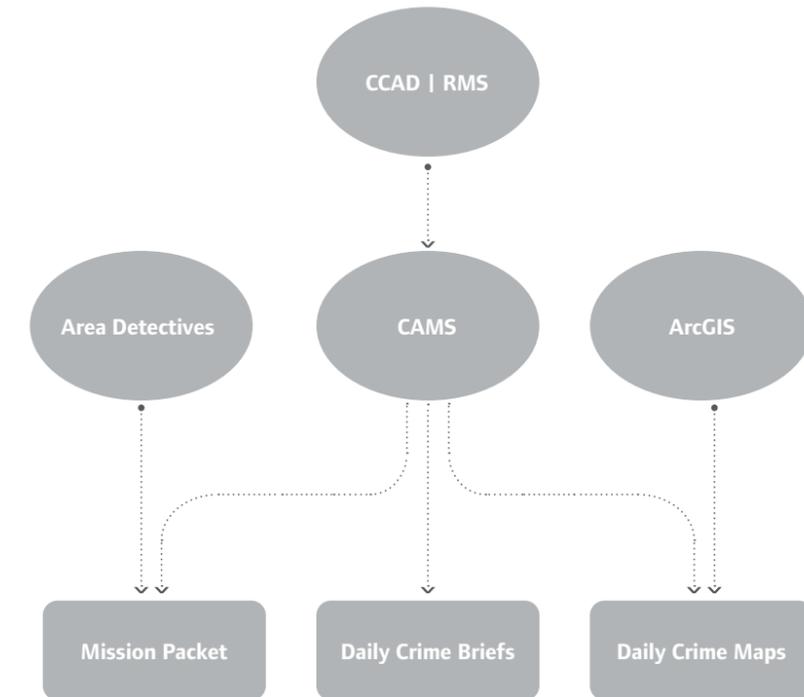
Conference Call

The conference call shall be moderated by the CSOC staff. The Area or patrol C/O from each Area is required to participate and brief their Area's crime statistics. It is recommended that the Bureau Chief, Commander, or representative be present to better understand each Area's needs.

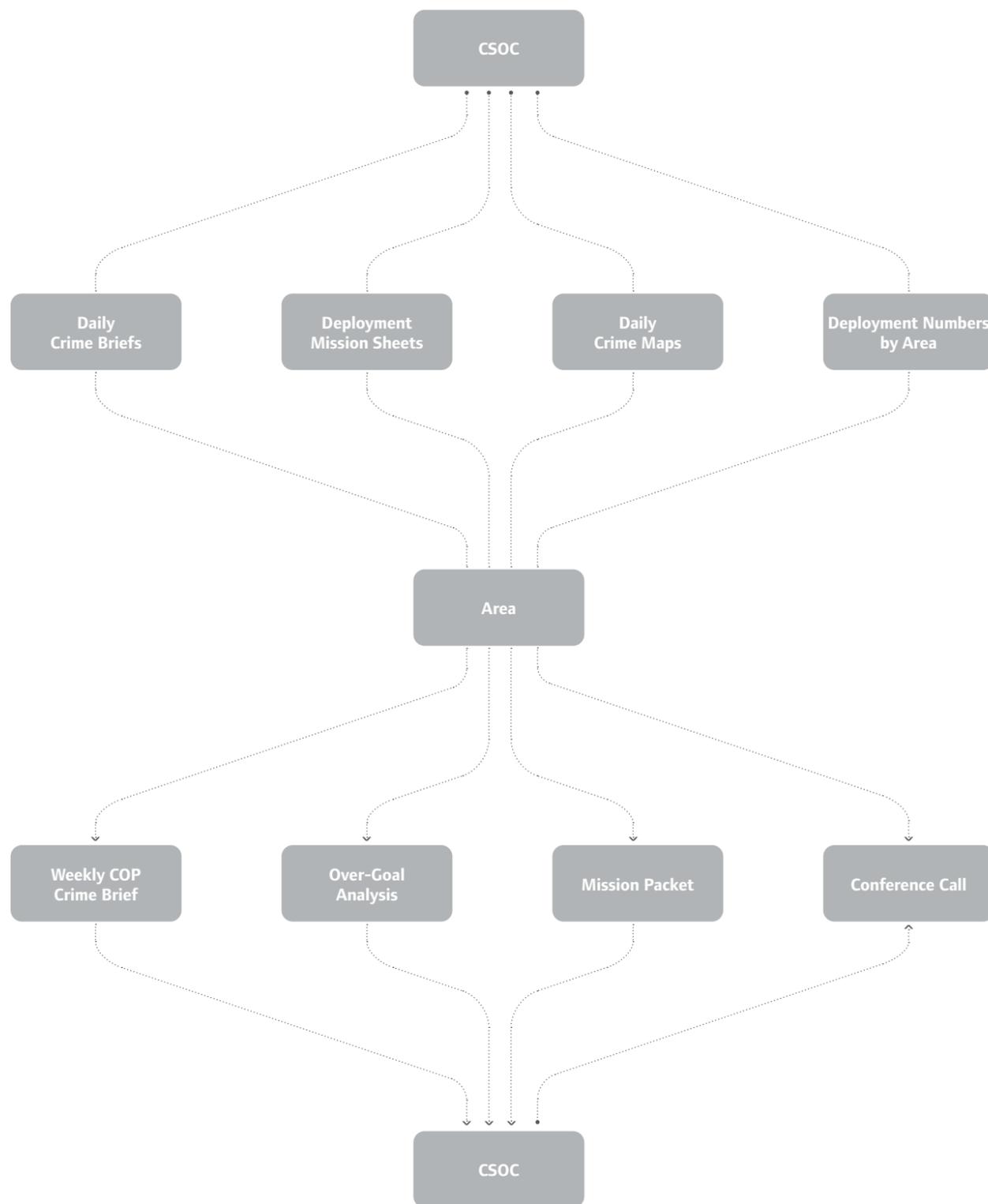
Discussions

- Crime Trends (suspect/vehicle information, weapon used, Modus operandi (MO), etc.)
- Related Incidents (gang related, ongoing disputes)
- Crime Strategies (past and future)
- Community Engagement
- Problem Solving projects
- Street Segment analysis
- Deployment / Resources
- Calendar (Community Engagement, Upcoming Events)

Information Query



CSOC Workflow



Post-Conference Call Analysis

Immediately following the conference call, any Area receiving CSOC personnel resources shall submit a *Mission Packet* specific to the resource they are receiving no later than 1300hrs. The CSOC will review the Mission Packet for accuracy and relevant information. It is imperative that Areas maintain a current and verified Mission Packet (accurate want/warrant flyers, stolen vehicle info) in the event they are allocated resources. This will expedite the issuance of the packets, and minimize errors. These packets are given to the incoming resources to guide their proactive efforts in a given hot spot. Once reviewed, CSOC will forward the Mission Packet to Metropolitan Division and/or Area resources.

Resources are deployed by CSOC to specific missions under the direction of the Area C/O receiving the resources. Upon assigning the missions, CSOC will produce the *Deployment Missions* sheet and distribute the sheet to all Area commands.

Supervisor's Responsibilities

Area supervisors shall review all Mission Packets submitted to CSOC personnel for accurate and up-to-date information.

Products Produced

- Deployment Missions
- Mission Packet (Areas)

After the Mission Packet, Deployment Mission Sheets, and resources have been deployed, CSOC will focus on filing all documents, reports, and conference call notes related to the day's operations. Additionally, the officers and crime analysts will analyze the information received, and assist the Area commands with crime mapping, investigative system inquiries, and social media monitoring. The CSOC will monitor any developing incidents, unexpected occurrences, planned events, and any other situations that may impact public safety and law enforcement operations, and redeploy resources when needed.

Periods of High Crime

Based on analyses, commanding officers should anticipate when they expect to experience an increase in one or more crimes across the Bureau. For example, Operations-South Bureau (OSB) has historically seen an uptick in violent crimes during the summer months. During this period, OSB CSOC staffs a PM Watch Supervisor (Sergeant) to be a point of contact for bureau-level support. The supervisor is selected from within the bureau and is expected to monitor occurrences throughout the bureau and redeploy resources to address rapidly developing incidents. The OSB CSOC staffs their PM Supervisor from 1400 to 0000 hours, ensuring an overlap with the AM Watch to conduct a change of watch briefing. For those bureaus that do not deploy a PM Watch, the responsibility of shifting resources when needed will be that of the Chief Duty Officer assigned. It will be the CSOC's responsibility to forward all daily reports to the Chief Duty Officer of the day.

Other Reports

Over Goal Analysis: Over-Goal reports are generated for any crime type that has exceeded the weekly goal for that specific crime. This is a weekly report due to the CSOC on Tuesday morning explaining the crime-type goal that was exceeded, with a summary of trends/patterns and the strategy the Area will utilize to not exceed their goal for the following week.

Chief of Police Briefing: The Chief of Police (COP) Briefings summarize all homicides and shootings with hits and provides crime statistics that occurred for the week. This is a weekly report that is due to the CSOC on Monday morning of following week.

The bureau commanding officers will conduct conference calls with Area commanding officers...to discuss trends, patterns, strategies, tactics, and community events/engagement.



Products Defined

Deployment Numbers Sheet

Shall provide the actualized deployment roster. Refer to Application Development & Support Division, *Deployment Planning System (DPS) Deployment User Guide*, dated December 17, 2013, for instructions on how to create the Deployment Numbers Sheet.

Daily Crime Maps

Are generated using CAMS and ArcGIS. Overlays include MO boxes for summary of the crimes, and overlays for crimes committed earlier in the week should be maintained on the running seven-day crime map.

Daily Crime Briefings

Provide multiple tables with comparisons between the current year's statistics and last year's statistics year-to-date. The tables also incorporate the annual, weekly, and daily crime goals for different crime types. These tables are used to identify which crime types failed to stay below their goals. This information is then fed into the Over-Goal Analysis.

Note: Refer to Compstat Division, *CAMS Desktop Crime Analysis Mapping System User Manual*, dated October 30, 2008, on how to create Crime Maps and Crime Briefings.

Conference Call

The purpose of the conference call is to prepare future command officers, share strategies and best practices currently employed throughout the bureau, and share missions and crime information. The bureau commanding officers will conduct conference calls with Area commanding officers as needed, Monday through Friday, at 1100 hours unless circumstances dictate otherwise. This will be to discuss trends, patterns, strategies, tactics, and community events/engagement.

Over Goal Analysis

This document explains any crime type that exceeded its goals. The explanation includes any trends or patterns that may have contributed to the missed goal, as well as strategies in response to the crime type and trends.

Weekly Chief of Police Crime Briefing

This briefing was originally intended to provide a summary of all homicides and shootings with hits. The briefing can be modified to encompass not only homicides, shootings with hits, violent crime, but also any major Part I and/or property crime trends affecting an Area.

Mission Packets

Each Area produces a Mission Packet which includes the following:

- Deployment sheet with specific mission area assigned;
- Recent crime information;
- Wanted suspect(s);
- Vehicles used in crimes of interest;
- Recent stolen vehicle;
- Community engagement activities (walk, talk, engage)
- Community events in mission Area;
- Metro supervisors meets with the Area watch commander at the start of shift; and,
- Senior officers meet with detectives to discuss crime.

Deployment Mission Sheet

The Deployment Mission Sheet identifies the mission locations that each Area has assigned to its units and bureau resources, if any are assigned for the day. The mission locations should be identified in response to the crime types that did not meet crime reduction goals, or are nearly failing their crime reduction goals, and should be discussed in the conference call.

The CSOC model is a reflection of the Department's commitment to constant change, continuous development of best practices, and redefining standards that would best reflect local priorities while also addressing current community issues and concerns. The aforementioned procedures serve as a guideline to keep all CSOCs consistent in structure and implementation while still capable of addressing fundamental community issues and unique crime trends in different parts of the City. As innovations, technology, and best practices improve, the CSOC model must also be able to adapt and adjust as needed. Consistent with the Department's Core Value, "Quality Through Continuous Improvement," the CSOC model will continually strive to personify the shifting times and best practices in modern policing.

Area Crime & Community Intelligence Center (ACCIC) Guide

Office of Operations

42

Introduction

- Data-Informed, Community-Focused Policing
- Background
- Purpose

43

Personnel

- Supervisor
- Crime Analyst(s)
- Police Officer(s)
- Officer-In-Charge

44

Area Crime & Community Intelligence Center Build-Out

- Equipment
- Systems

45

Process and Products

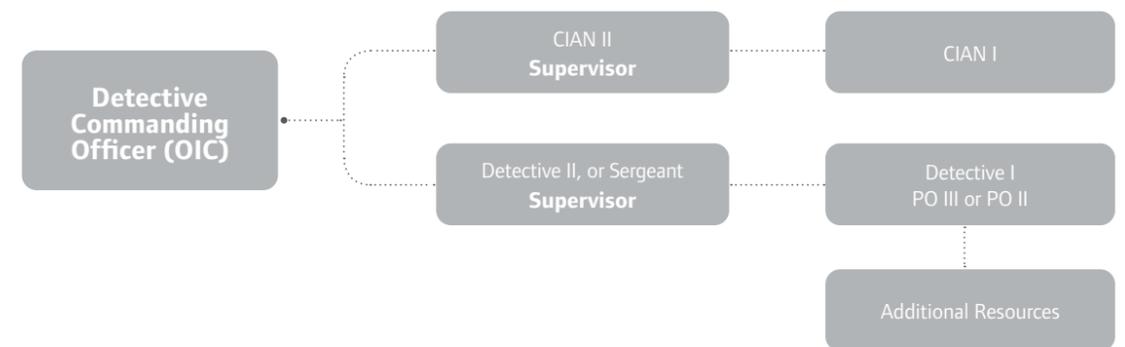
- Operations
- Crime Maps
- Resource Deployment
- Daily Crime Briefing
- Bureau CSOC Conference Call
- Information Gathering
- Information Sharing
- Intelligence Packet

47

Daily Operation Procedure

Additional Ancillary Duties

Area Crime & Community Intelligence Center Organizational Chart



Introduction

Data-Informed, Community-Focused Policing

Based on input from the public, the Board of Police Commissioners (BOPC), the Mayor’s Office and the Chief of Police, the Los Angeles Police Department (LAPD or Department) is embarking on major improvements to better balance trust and public safety. This change will involve the development of more precise actions and measures based on research and evaluation. It will involve working closely with the community to identify problems, solve them, and assess our success.

Although LAPD has been successful in driving down crime in recent years, the idea of striving for improvement and maintaining a high-quality service will permanently be one of our core values. Community members want more uniformity in community engagement efforts, as programs across the City varied in intensity and method. The Department seeks to fine-tune and harmonize our community engagement and crime fighting efforts in an attempt to strike a balance between effective policing and meaningful collaboration between the police and the people whom we have sworn to protect and serve.

Procedural justice, public sentiment, and appropriate measures of community perceptions are integral parts of Data-Informed, Community-Focused Policing. Department leaders will be expected to know and explain the results of the research conducted on procedural justice and public sentiment in their Areas, with equal importance as has traditionally been given to crime statistics.

The establishment of Area Crime & Community Intelligence Centers (ACCIC) within each of the 21 Areas assists in creating the balance between effective crime control policing and meaningful collaboration between the police and the public. The ACCIC combines the historical functions of the Crime Analysis Detail (CAD) and the Crime Intelligence Detail (CID). This manual provides uniformity and consistency across the ACCICs. It serves as a ‘how-to’ guide for commanding officers.

Background

Historically, the CAD is a vital asset to each Area to assist with crime fighting strategies, as well as provide and distribute pertinent information. The function of CAD is to review all crime, arrests, and follow-up reports, and use the crime analysis system(s) to identify and analyze crime trends, patterns, and possible series; maintain all active communication with all divisional personnel by providing information regarding emerging crime trends, patterns, and any series; share crime arrests and suspect information; provide daily crime maps to appropriate personnel; attend crime control briefings and listen to the Community Safety Operations Center (CSOC) conference calls.

Additional CAD responsibilities consist of preparing maps, crime summary reports, statistical reports and other products such as crime alerts, in custody bulletins, and community alert notifications. The CAD is to establish and maintain liaison with Department and outside agency CADs, relaying all the above information to the appropriate personnel, as well as, assisting with investigations. Based on an Analyst’s skillset and training, they can provide investigative help with cellphone detail record analysis and open-source intelligence techniques to locate personal information on a specific individual under investigation.

The CID is comprised of sworn personnel to assist CAD with identifying crime issues, implementing crime fighting strategies, and strategic resource deployment. The CID officers can utilize their sworn background to be innovative in creating and implementing crime fighting and community engagement strategies for specific crime issues.

The CID officer(s) responsibilities are to strategically deploy the appropriate daily resources within a specified mission area, monitor effectiveness (absence of crime, intelligence gathered within the mission area, etc.), attend daily and weekly crime control briefings, share information and intelligence with all divisional personnel, as well as, keep continuous communication with all personnel within the Bureau and with outside agencies; and, review mission specific Field Interview (FI) cards and Investigative and Arrests Reports daily.

Personnel

Additionally, the CID officer(s) can create documents such as Felony Warrant Hot Sheets, Crime Bulletin Hot Sheets, etc., to help assist officers when working a designated mission area.

The ACCIC is a combination of personnel from CAD and CID. They will work together to share the workload and essentially become the “hub” of information within an Area.

Goals and Principles

The goals and principles of the ACCIC are linked to the Department’s Data-Informed, Community-Focused Policing plan. They include the following:

Goals

- Increase trust between the police and the public;
- Reduce crime, including gun and gang-related crimes; and,
- Assist victims of crimes, including residents, businesses, and those who are vulnerable to crime and disorder.

Purpose

The ACCIC is where all crime fighting and community engagement strategies, information and intelligence sharing, and deployment of resources can be generated. Essentially, the ACCIC will have sworn and civilian personnel working together, sharing ideas and points of view to help with the implementation of the SARA model, assess Area crime issues, relay up-to-date information to all Area personnel, surrounding Areas and outside agency personnel. The dissemination of this information is vital in achieving the goals of increasing trust between the police and the public, reducing crime, and assisting victims of crime.

Functioning correctly, an Area Captain will be able to speak with any of the personnel working the ACCIC and be briefed on resource deployment, mission areas, 24-hour crime trends, week-to-date crime numbers, specific crime issues, and wanted suspects, all within their command.

The following personnel, with specific system skills, should be assigned to the ACCIC when feasible:

- Detective III, Detective II or Sergeant
- Crime and Intelligence Analyst II (CIAN II)
- Crime and Intelligence Analyst I (CIAN I)
- Detective I, Police Officer III or Police Officer II

When staffing the ACCIC, the specific skillsets and experiences the ACCIC personnel will need to know and utilize are: the SARA model; mapping and analyzing crime trends and patterns; ability to generate Crime Analysis and Mapping System (CAMS) reports; understanding social media/open-source sites; and knowledge with using various systems for investigative purposes.

The sworn supervisor, along with the CIAN II (if a CIAN II is assigned to the Area) will have oversight of the work that is generated by the ACCIC before being submitted to Area Commanding Officers and Bureau Commanders. The supervisor(s) will also oversee the day-to-day operations of the ACCIC, and coordinate resources deployed within their respective Areas.



Build-Out

Equipment

To facilitate the various systems and reports needed for conference calls and operations, the following is the recommended equipment list at a minimum:

- 4 Department computers
- 1 color printer
- 1 or more television monitor(s)
- 1 white board

Systems

There are key systems that must be in place to generate the appropriate reports needed to successfully operate an ACCIC. The specific systems and a brief description of their purpose are listed below:

Crime Analysis and Mapping System (CAMS): An application that queries crime-related data from the Consolidated Crime Analysis Database (CCAD) to generate reports and crime maps in different formats. There are multiple reports that can be generated in the CAMS using PDF, Excel, and CVS formats, which is updated live, based on the input into the CCAD. This allows the user to track crime trends and patterns based on locations.

ArcGIS: ArcGIS is a platform that includes mapping functions and makes use of data from CAMS. This system queries the information from the CCAD and generates various maps depicting specific parameters. These parameters include, but are not limited to:

- Date
- Time
- Location
- Crime types

Deployment Planning System (DPS): The DPS is used for scheduling, deployment and timekeeping. Deployment of personnel is entered daily into the DPS and should be updated throughout the day when there are personnel changes. Real-time deployment information is vital when completing a resource deployment sheet for the Command.

Investigative Systems: There are numerous systems that can assist with intelligence gathering and investigations. Ongoing training will be a necessity for all personnel assigned to the ACCIC.

Process and Products

The Area Crime & Community Intelligence Center shall be tasked with fulfilling the goals of Data-Informed, Community-Focused Policing and assisting the Area Commanding Officer with crime reduction, increasing trust building, and assisting victims within the Area. To accomplish their mission, the ACCIC will analyze crime and other data and assist in the coordination of strategic deployment of resources and crime fighting and community engagement efforts.

Operations

During weekday business hours, the ACCIC will prepare crime maps, attend crime briefings, provide crime analysis and investigative support, manage resources and implement crime fighting and community engagement strategies.

Crime Maps

Crime maps are an essential tool to help identify daily crime, weekend crime, weekly crime, crime trends and patterns taking place within the Area. The following crime maps shall be done first thing in the morning and be distributed to specified Area and bureau personnel:

Daily Maps Produced:

- Week-to-date crime map

Monday Maps Produced:

- Prior week crime type maps
- Friday, Saturday, Sunday violent crime and property crime maps

Resource Deployment

An Area's ability to have real-time awareness of the available deployable resources is paramount for successful day-to-day crime fighting strategies. Real-time resource management will ensure the effectiveness when strategically deploying resources in designated mission areas and when there is a need to immediately redeploy resources to a spontaneous event(s).

The ACCIC will be responsible for the daily management and deployment of Area resources. The ACCIC personnel will work closely with the Area Commanding Officer to assign mission areas, track resources and determine the best strategy for resource deployment.

ACCIC OIC Responsibilities: The ACCIC OIC shall advise every Area supervisor that the DPS shall be updated as soon as practicable, as needed. The accuracy of the real-time resource numbers is vital to the strategic deployment of resources.

ACCIC Supervisor Responsibilities: The ACCIC Supervisor will obtain and verify the Area's resources utilizing the DPS database. The Supervisor shall enter the up-to-date resource numbers in the Resource Deployment sheet. After the crime briefing discussions regarding mission assignments for the Area resources, the Supervisor will provide the completed Resource Deployment sheet to the ACCIC personnel.

ACCIC Personnel Responsibilities: The ACCIC personnel will be responsible for distributing the Resource Deployment sheet to their Area Commanding Officer, Area supervisors and their respective Bureau CSOC.

Daily Crime Briefing: Every Area shall have crime briefings (on weekdays) to discuss daily violent crime and property crime, weekly crime goals, crime trends and patterns, resource deployment and mission assignments, and crime fighting and community engagement strategies. In attendance at the crime control briefings should include, but not limited to, Area Commanding Officer, Detective Commanding Officer, Detective table supervisors, Watch Commander(s), Senior Lead Supervisor and a minimum of one ACCIC representative.

Bureau CSOC Conference Call

The Bureau CSOC conference call shall be moderated by the CSOC staff. The Area and/or Patrol Commanding Officer from each Area is required to participate and brief their Area's crime statistics. It is encouraged a minimum of one ACCIC representative listen in on the CSOC conference call.

Topics of Discussions

- Specific crime trends (suspect/vehicle information, weapon used, MO, etc.)
- Related incidents (gang related, ongoing disputes)
- Crime strategies (past, present and future)
- Community Engagement
- Problem Solving projects
- Street Segment analysis
- Deployment of resources
- Calendar (Community engagements, Significant events, etc.)



Information Gathering

Effective mission creation and resource deployment depends heavily on the consistent flow of information coming into the ACCIC. Information may be received through various forms. The following are examples of, but are not limited to:

- Investigative Reports
- Arrest Reports
- Field Interview cards
- Shooting protocols
- Daily Crime Intelligence Reports
- Roll call briefings
- Crime control briefings
- Communication with patrol, specialized units, detectives, surrounding Area personnel, outside agency personnel, etc.

ACCIC OIC Responsibilities: The ACCIC OIC shall ensure a process is established within the Area to assist the ACCIC personnel in obtaining Department documents in a timely manner.

ACCIC Supervisor Responsibilities: The ACCIC Supervisor shall oversee and assist with any obstacles that may arise when obtaining Department documents or in communicating with patrol, specialized units, detectives, surrounding Area personnel, or outside agency personnel.

Area Personnel Responsibilities: The ACCIC personnel will be responsible for the daily review of the specified Department documents. Collecting information and intelligence from these documents will contribute to creating an effective mission, resource deployment and overall crime reduction strategies. In addition to the Department documents, it is encouraged that the ACCIC personnel interact verbally or via email with patrol, specialized units, and detectives to obtain additional information and intelligence.

Information Sharing

The ACCIC will be utilized as the hub for information and intelligence sharing. The ACCIC is responsible for sharing all pertinent information and intelligence within their command, as well as, to represent the Area as the liaison when sharing information and intelligence with surrounding Areas and outside law enforcement agencies.

The ACCIC personnel will be responsible for disseminating information and intelligence through various Department approved methods. When disseminating information via email, the ACCIC personnel shall only use the Department assigned ACCIC email address.

The following are examples of, but not limited to, intelligence documents that have been approved to email:

- Crime Alerts
- Smart Boards
- Felony Warrants
- Crime Hot Sheet
- GTA Hot Sheet
- Mission sheets

In addition to disseminating information via email, the following are examples of, but not limited to, additional ways to disseminate information:

- Crime briefings
- Bureau CSOC conference calls
- Roll call briefings

ACCIC OIC Responsibilities: The ACCIC OIC shall ensure ACCIC personnel are utilizing Department approved methods for disseminating information and intelligence. The ACCIC OIC shall also be responsible for approving the information and intelligence that is to be disseminated outside of the Department. **ACCIC Supervisor Responsibilities:** The ACCIC Supervisor shall be responsible for monitoring the daily information and intelligence being shared to ensure full compliance with Department policy.

ACCIC Personnel Responsibilities: The ACCIC personnel shall be responsible for sharing all pertinent information and intelligence in a timely manner. All documents disseminated through the ACCIC shall be updated and continuously kept current. All information in regard to suspects in custody, stolen vehicles recovered, etc., shall be made known to all personnel who were privy to the original information.

Intelligence Packet

In the event an information packet is required to be sent to Bureau CSOC, the following shall be required to be included, but not limited to:

- Daily mission maps
- Resource deployment sheet
- Crime Bulletins
- Felony warrants
- Crime Hot Sheet
- GTA Hot Sheet
- Community engagement activities

ACCIC Daily Operating Procedure

Crime Maps

The ACCIC personnel shall prepare maps according to the following schedule:

Daily Maps Produced

- Week-to-date crime map

Monday Maps Produced

- Prior week Crime Type maps
- Friday, Saturday, Sunday violent crime and property crime maps
- Resource Deployment
- Daily Crime Briefing
- Bureau CSOC Conference call
- Intelligence Gathering
- Intelligence Sharing
- Intelligence Packet

Additional Ancillary Duties

In addition to the primary duties assigned to the ACCIC, additional investigative support will be provided by ACCIC personnel. Through the acquired skillset and training, the ACCIC personnel will offer support to detectives, as well as, other investigative staff, with the following (but not limited to):

- Surveillance camera video pulls
- Social media monitoring (investigations only)
- PowerPoint presentations

ACCIC personnel will also assist with investigative inquiries utilizing Department resources which include, but are not limited to:

- Palantir
- Lexis-Nexis
- ParoleLEADS
- LInx
- CalGangs
- VeriTracks
- CCHRS

Glossary

ACC	Area Command Center	FI	Field Interview card
ACCIC	Area Crime & Community Intelligence Center	HACLA	Housing Authority of the City of Los Angeles
AOLC	Automated Officer Location Capture	HOPE	Homeless Outreach & Proactive Engagement
BJA	Bureau of Justice Assistance	IC	Incident Commander
BOPC	Board of Police Commissioners	IR	Investigative Report
CAD	Crime Analysis Detail	LAPD	Los Angeles Police Department
CCAD	Consolidated Crime Analysis Database	MO	Modus operandi
CaDOJ	California Department of Justice	MPTF	MacArthur Park Task Force
CAMS	Crime Analysis Mapping System	NCO	Neighborhood Coordinating Officer
CBO	Community-Based Organization	NEA	Neighborhood Engagement Areas
CCAD	Consolidated Crime Analysis Database	NIBRS	National Incident-Based Reporting System
CDO	Chief Duty Officer	NIJ	National Institute of Justice
CFS	Calls for Service	OCB	Operations-Central Bureau
CIAN	Crime and Intelligence Analysts	OIC	Officer-in-Charge
CID	Crime Intelligence Detail	OSB	Operations-South Bureau
CO	Commanding Officer	OVB	Operations-Valley Bureau
COMPSTAT	Comprehensive computer statistics	OWB	Operations-West Bureau
CORS	Community Online Reporting Service	RD	Reporting District
CPTED	Crime Prevention Through Environmental Design	SARA	Scanning, Analysis, Response, and Assessment
CRO	Community Relations Office	SLO	Senior Lead Officer
CSOC	Community Safety Operations Center	SSO	Systematic Social Observations
CSP	Community Safety Partnership	UCR	Uniform Crime Reporting
DART	Domestic Abuse Response Team	USDOJ	United States Department of Justice
DPS	Deployment Planning System	WC	Watch Commander
FBI	Federal Bureau of Investigation		

Contributors

The Office of Operations thanks the following individuals for their contribution to this guidebook.

E. Acuna <i>Police Officer III, Southeast Area</i>	A. George <i>Police Officer III, Newton Area</i>	R. Olortegui <i>Clinical Psychologist II, Los Angeles County Department of Mental Health</i>
V. Averaimo <i>Senior Lead Officer, Transit Services Division</i>	M. Grady <i>Police Officer II, Hollywood Area</i>	J. Perez <i>Police Officer II, Transit Services Group</i>
L. Barber <i>Senior Lead Officer, Newton Area</i>	E. Grijalva <i>Police Officer II, Wilshire Area</i>	E. Rocha <i>Police Officer III, Southwest Area</i>
J. Bernardino <i>Police Officer II, Central Area</i>	J. Guerra <i>Police Officer II, Central Area</i>	H. Rodriguez <i>Senior Lead Officer, Wilshire Area</i>
J. Bratcher <i>Lieutenant II, 77th Street Area</i>	M. Guttilla <i>Sergeant I, Hollywood Area</i>	J. Ruiz <i>Senior Lead Officer, Southeast Area</i>
M. Campos <i>Police Officer III, Operations-South Bureau</i>	M. Hampton <i>Police Officer II, Detective Support and Vice Division</i>	B. Scimone <i>Police Officer III, Emergency Services Division</i>
F. Carrillo <i>Sergeant I, Detective Support and Vice Division</i>	B. Handel <i>Police Officer II, Hollywood Area</i>	F. Talamantez <i>Senior Lead Officer, Newton Area</i>
J. Carrillo <i>Police Officer III, Emergency Services Division</i>	G. Helper <i>Sergeant II, Central Area</i>	J. Terrazas <i>Police Officer III, Southeast Area</i>
Castañeda <i>Victim Advocate, Casa de la Familia</i>	C. Hill <i>Police Officer II, Hollywood Area</i>	A. Thompson <i>Police Officer III, Southeast Area</i>
J. Cho <i>Police Officer II, Media Relations Division</i>	M. Jun <i>Police Officer II, Security Services Division</i>	H. Trotter <i>Police Officer III, Southeast Area</i>
J. De la Torre <i>Police Officer II, Hollywood Area</i>	A. Kim <i>Senior Lead Officer, Southeast Area</i>	M. Villanueva <i>Sergeant I, Office of Operations</i>
V. De la Torre <i>Police Officer III, 77th Street Area</i>	L. Lavender <i>Sergeant II, Recruitment and Employment Division</i>	B. Virk <i>Police Officer II, Southwest Area</i>
V. Escobedo <i>Sergeant I, Hollenbeck Area</i>	Q. Mai <i>Police Officer II, Central Area</i>	D. Webb <i>Police Officer II, Central Area</i>
G. Espinoza <i>Police Officer II, Central Area</i>	M. May <i>Police Officer II, Transit Services Group</i>	I. Wecker <i>Police Officer III, Emergency Services Division</i>
R. Estevez <i>Sergeant II, Office of Operations</i>	M. Melgoza <i>Police Officer II, Central Area</i>	W. Wheat <i>Police Officer I, Southwest Area</i>
W. Faulkner <i>Police Officer II, Recruitment and Employment Division</i>	K. Moore <i>Sergeant I, Hollenbeck Area</i>	M. Wheeler <i>Police Officer III+1, Detective Support and Vice Division</i>
J. Figueroa <i>Police Officer II, Central Area</i>	K. Mott <i>Sergeant I, Community Outreach and Development Division</i>	B. White <i>Senior Lead Officer, Hollywood Area</i>
V. Flores <i>Police Officer III, Newton Area</i>	P. Murillo <i>Police Officer II, Wilshire Area</i>	R. Yanez <i>Senior Lead Officer, Southeast Area</i>
C. Garcia <i>Police Officer III, Southwest Area</i>	M. Najera <i>Police Officer II, 77th Area</i>	D. Yi <i>Police Officer II, Wilshire Area</i>
F. Garcia <i>Senior Lead Officer, Rampart Area</i>	B. Oliver <i>Police Officer III, Hollywood Area</i>	



Community Policing is based upon a partnership between the police and the community whereby the police and the community share responsibility for identifying, reducing, eliminating and preventing problems that impact community safety and order. By working together, the police and the community can reduce the fear and incidence of crime and improve the quality of life in neighborhoods citywide.

Service to Our Communities

We are dedicated to enhancing public safety and reducing the fear and the incidence of crime. We will work in partnership with the people in our communities and do our best, within the law, to solve community problems that affect public safety.



Los Angeles Police Department

Office of Operations

100 West First Street, Suite 1039

Los Angeles, CA 90012

(213) 486-0110