

# COMMUNITY SAFETY ADVISORY COUNCIL

STRATEGIC SAFETY PLAN 2021-2023





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### **Nickerson Gardens**

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## Acknowledgements

We are grateful for the community members who have bravely used their voices to increase safety and enhance community capacity, not only within their own neighborhoods, but throughout the City of Los Angeles. The commitment of your personal time to the Community Safety Advisory Council (CSAC) meetings, including all the work that goes on in between, makes all the difference.

Special thanks are due to Dr. Jorja Leap (UCLA-Luskin) for her informative evaluation of the Los Angeles Police Department Community Safety Partnership (CSP) program and her continued support of our communities through her participation and guidance in each CSAC. We thank those councilmembers who have provided the finest representatives from their Council district offices to mentor and chair the CSACs, including Councilmember Monica Rodriguez, Councilmember Marqueece Harris-Dawson, Councilmember Curren D. Price Jr., Councilmember Kevin de León, and Councilmember Joe Buscaino. We are also grateful for the leadership and support of our Chief of Police, Michel Moore.

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## Table of Contents

<b>INTRODUCTION .....</b>	<b>1</b>
<b>SECTION 1: CSAC Guidelines .....</b>	<b>2</b>
<b>Process for Membership, Addition, and Removal of a Member to the CSAC.....</b>	<b>2</b>
<b>Membership Responsibilities.....</b>	<b>3</b>
<b>Co-Chairpersons Responsibilities.....</b>	<b>3</b>
<b>Community Safety Partnership Responsibilities .....</b>	<b>3</b>
<b>Determine Roles and Expectations.....</b>	<b>5</b>
<b>Frequency of Meetings.....</b>	<b>5</b>
<b>Assessment .....</b>	<b>5</b>
<b>Section 2: Strategic Safety Plan (SSP) .....</b>	<b>7</b>
<b>Section 3: CSP Core Components.....</b>	<b>8</b>
<b>Section 4: SSP Exercises and Monthly Action Items Tracker .....</b>	<b>9</b>
<b>Exercise 1: Defining Common Terms .....</b>	<b>10</b>
<b>Exercise 2: Strengths, Weaknesses, Opportunities and Threats (SWOT) .....</b>	<b>11</b>
<b>Exercise 3: Root Cause Analysis .....</b>	<b>13</b>
<b>Exercise 4: Forming Sub-Committees .....</b>	<b>16</b>
<b>Exercise 5: Crime Prevention Through Environmental Design .....</b>	<b>18</b>
<b>Exercise 6: Scanning, Analysis, Response &amp; Assessment (SARA).....</b>	<b>20</b>
<b>Exercise 7: Strategic Goals .....</b>	<b>24</b>
<b>Exercise 8: Actionable Initiatives .....</b>	<b>26</b>
<b>Exercise 9: Milestones .....</b>	<b>28</b>
<b>Exercise 10: Execute the Plan- Key Activities &amp; Lead Entities.....</b>	<b>30</b>
<b>Exercise 11: Milestone Achievements Form (2021-2023).....</b>	<b>43</b>
<b>Section 5: Additional Monthly Action Items Tracker Sheets .....</b>	<b>44</b>

## INTRODUCTION

In March 2020, the Luskin School of Public Affairs at the University of California – Los Angeles (UCLA) published the *Evaluation of the LAPD Community Safety Partnership* program. Their analysis used three distinct approaches: quantitative, qualitative, and surveying of the community and stakeholders. Upon completion of their evaluation, UCLA-Luskin provided the Los Angeles Police Department (LAPD) with several recommendations, including the following:

*Create a CSP Advisory Council at each site with representatives from residents, institutional partners, and community-based organizations...A formal participatory mechanism for accountability that will enable residents and CSP partners to participate in a forum where their concerns are understood and taken seriously. These meetings are to be viewed as directly linked to Department and community accountability; issues raised at these meetings must be addressed with action plans and positive outcomes. Timely feedback to all involved residents and stakeholders is essential.*

On June 25, 2020, Los Angeles Mayor Eric Garcetti and Chief of Police Michel Moore announced the establishment of the Community Safety Partnership Bureau (CSPB). Since its establishment, CSPB has been working diligently to implement many of the recommendations made by UCLA. These recommendations led to the creation of the Community Safety Advisory Council (CSAC) and the formulation of the Strategic Safety Plan (SSP).

The CSAC is a collaborative forum at each CSP site comprised of representatives from residents, institutional partners, and community-based organizations. Each CSAC meets monthly, with the **purpose to identify and address the fundamental needs and safety issues within their respective community**. Each issue will be addressed in shared partnership to meet measurable outcomes, as documented within each site's unique SSP. An SSP will be developed to address a need described within the UCLA-Luskin evaluation:

*Each CSP site must have a coordinated, wrap-around safety plan that all residents, partners, and stakeholders are aware of and actively work towards fulfilling...*

Each CSAC will create its site's SSP, guided by the Core Components: Public Safety, Community Engagement, Wrap-Around Programming, Safe Passage, and Enhanced Community Capacity. The SSP will help CSACs determine how best to respond to community issues and ensure positive, actionable outcomes. The SSP is a living document that captures the initiatives, activities, milestones and partnerships needed to achieve public safety goals. The SSP will serve as a roadmap for effective partnership between LAPD and the community and may be updated by the CSAC as needed.

## SECTION 1: CSAC Guidelines

### Process for Membership, Addition, and Removal of a Member to the CSAC

The following recommendations are consistent with the feedback gleaned from the UCLA Evaluation. Once each CSAC is constituted, they may adopt or amend these guidelines under the governance of their respective co-chairpersons. Keeping in mind that each community is unique, the process itself must remain flexible to meet the needs of the community.

- I. **Membership.** Representatives from the community and institutional partners.
  - a. **Community Member.** Community members who live or work in and around the CSP Neighborhood Engagement Areas (NEAs).
  - b. **Council District.** Elected official or their designee to co-chair the CSAC.
  - c. **Community-Based Organization or Non-Profit Organizations.** Offers services to the community via contract with the Housing Authority of the City of Los Angeles (HACLA), Mayor's Gang Reduction Youth Development (GRYD) office, and/or a neighborhood grassroots organization.
  - d. **Stakeholders and Institutional Partners.** A representative from HACLA and/or the Department of Recreation and Parks (Harvard Park and South Park), Ballmer Group (not required to attend).
  - e. **Educators.** Representatives from the Los Angeles Unified School District (LAUSD), private schools, charter schools, colleges, universities, and trade schools who teach or train the residents of the community.
  - f. **Clergy.** Faith-based leaders of a church, parish, or group frequented by the community.
  - g. **The Los Angeles Police Department Personnel.** Community Safety Partnership Bureau personnel and Area personnel (e.g., Gang Enforcement, Community Liaison Officer, and the Area Senior Lead Officer [SLO] and Detectives)
- II. **Addition.** A recommendation for addition of a new member may be made by any current CSAC member, supported by a documented need of the community which no other CSAC members can fulfill. All decisions should be made in shared partnership.
- III. **Removal.** When a CSAC member is no longer contracted or willing to provide services to the community, they may be removed from the CSAC. Additionally, a member may be removed if they are not working in collaboration with other CSAC members or contributing to the SSP. All decisions should be made in shared partnership. Additionally, a CSAC member may resign/withdraw their participation at any time. As a courtesy to the community and all institutional partners, a notification should be made to the chairperson at least 30 days prior to their last effective day a member, to afford the CSAC time to find a suitable replacement.



## Membership Responsibilities

- I. Commit to attending a standing monthly meeting;
- II. Participate and work in collaboration with other CSAC members to ensure:
  - a. Community concerns are understood and taken seriously;
  - b. Community is being referred to appropriate entity for programming or services;
  - c. Services are not being duplicated;
  - d. Community events are communicated and, if possible, planned in collaboration to avoid scheduling conflicts for the community;
- III. Be inclusive and respectful to all CSAC members;
- IV. Embrace a “shared responsibility” approach to community problems and concerns;
- V. Follow through on tasks related to the SSP; and,
- VI. Provide timely feedback and updates to CSAC and community as it pertains to public safety and community wellness.

## Co-Chairpersons Responsibilities

- I. Leads and facilitates monthly CSAC meeting;
- II. Identifies and mentors a community member to co-chair;
- III. Ensures consistency in scheduling and coordinates with CSP, allowing them to communicate reminders about scheduled meetings to community residents;
- IV. Provides governance while also participating in and overseeing the progress of the development and implementation of the wrap-around SSP;
- V. Guides the group in making decisions based on data gathering and community feedback/surveys;
- VI. Oversees the progress of sub-committees, if applicable;
- VII. Leverages additional resources for the community based on documented need;
- VIII. Obtains SSP updates from CSAC members and coordinates with CSP Team Leaders to document SSP milestone updates.

## Community Safety Partnership Responsibilities

- I. As the LAPD reimagines its role in public safety, CSPB is committed to increasing safety, building trust and solidifying partnerships. CSPB will do so while operating within its Core Components.
- II. **Required Attendance.**
  - a. The CSP Team Leader (Sergeant)
  - b. The Assistant Officer-in-Charge (Lieutenant)
  - c. The Officer-in-Charge (Captain), at minimum quarterly.
  - d. In the absence of a supervisor, a CSP SLO must attend and represent their respective CSP team. The SLOs are encouraged to attend CSAC meetings to further their situational awareness and territorial imperative but are not required at every meeting.

- e. To improve internal cooperation from non-CSP units and to provide organizational coordination, it is highly encouraged that the concerned Area SLO, Area Detective Commanding Officer and Gang Enforcement Detail, Community Liaison Officer attend monthly CSAC meetings. These efforts should be coordinated by CSPB Captains and Area Captains.

**III. Team Leader (Sergeant) Responsibilities.**

- a. Serve as the CSAC's primary point of contact for CSPB.
- b. Document and provide progress toward identified goals, ensuring SSP milestones are met during the milestone tracking period;
- c. Coordinate with co-chairpersons and document SSP updates;
- d. Provide SSP updates to the Assistant Officer-in-Charge (Lieutenant);
- e. Present the CSAC with the following information:
  - 1. Quarterly list of CSP-led programs and program description, including age groups targeted and number of residents and/or participants enrolled in the program and available vacancies;
  - 2. Community engagement and trust building efforts;
  - 3. Monthly crime report data as it applies to:
    - Title/Type
    - Demographics (age groups or trends identified)
    - Location (sector on CSP site map)
    - Day of the Week and Time Occurred
    - Crime Maps;
  - 4. Top five Calls for Service;
  - 5. Incident Reports;
  - 6. Evaluation/Survey results (when available); and,
- f. Communicate reminders about scheduled meetings to community residents.

**IV. Community Safety Partnership Bureau, Community Safety Advisory Council Coordinator.**

- a. Report directly to the Assistant Commanding Officer, Community Safety Partnership Bureau.
- b. Facilitate CSAC activities.
- c. Provide CSP site teams with administrative support, specific to CSAC and programming.
- d. Work with the CSPB Area Crime & Community Intelligence Center analyst to prepare monthly crime report data for all CSP sites.
- e. Collect and track SSP quarterly updates and report progress to the CSPB Assistant Commanding Officer.

## Determine Roles and Expectations

- I. Participation is voluntary. Most of the members provide a specific service to the community and have their own unique area of expertise. The hope is to create an environment where the increase of trust and safety is the priority.
- II. The CSAC should discuss and clearly define their roles and expectations during their first or second meeting. If a Memorandum of Agreement or contract exists briefly summarize expectations based on the written requirements.
- III. The CSAC should define commonly used terms such as trust, public safety, perception of safety, and community.
- IV. The CSAC should also discuss their roles and expectations outside of the CSAC environment. For example, some Community Intervention Workers will not communicate with officers in public due to concerns for their safety or public perception and potential impacts to their License to Operate. To avoid misperceptions or creating safety concerns for CSAC members, these types of conversations need to take place. Members should not feel obligated to operate outside of their professional norms.

## Frequency of Meetings

- I. Meeting should be held once a month (e.g., third Wednesday of every month), at the same designated time and place. Meeting should generally be no longer than 1.5 hours.
- II. Meeting minutes should be shared with the community at Resident Advisory Council (RAC) meetings or made accessible online for transparency.
- III. Sub-committees may meet as often as necessary to meet the specific deadlines agreed upon by all participants.

## Assessment

- I. The CSACs may utilize various types of data to determine if their goals, milestones, and partnerships are increasing safety and trust within their community. Various forms of data review (before and after CSAC response) may include, but are not limited to, the following:

### Provided by Institutional Partners

- Surveys
- Program Participation

### Provided by LAPD-CSP Site

- GRYD Referral Reports
- Program Participation
- Crime Prevention Through Environmental Design- Safety Assessment

- Calls for Service (Trends)
  - Quality Service Audits (QSA) Conducted by CSPB
  - Police Reports (Crime, Incident, and Arrest)
  - Crime Trends/Statistics
  - Standardized Community Surveys (Outside Assessors)
- II. After the SSP milestones are met, the CSAC should continually assess for effectiveness and build upon for future goals. The CSAC should also assess its performance and group dynamics to ensure the increase of trust and public safety remains the primary focus.



## Section 2: Strategic Safety Plan (SSP)

**The Strategic Safety Plan (SSP)** will help Community Safety Advisory Councils (CSAC) determine how best to respond to community issues and ensure positive, actionable outcomes. The SSP is a living document that captures the initiatives, activities, milestones and partnerships needed to achieve public safety goals. The SSP serves as a roadmap for effective partnership between the Los Angeles Police Department (LAPD) and the community and may be updated by the CSAC as needed. To be consistent, it is recommended that the SSP format mirror the format of the LAPD Strategic Plan; however, CSACs are at liberty to implement the format that is most suitable for their respective council.

- Example of the LAPD Strategic Plan format in respect to the Goal *Engage Los Angeles*.<sup>1</sup>

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

<sup>1</sup> The Los Angeles Police Department Strategic Plan 2019-2021: LAPD 2020 & Beyond

## Section 3: CSP Core Components

The CSP Core Components were formulated in response to a Community Needs Assessment conducted by an external surveyor who solicited input from the community. The CSP Core Components are community driven and will therefore be the goals of the SSP. However, the hierarchy of the goals will be determined by each CSAC and the unique needs of each CSP community.

- I. **Public Safety**-Protecting the City of Los Angeles is the primary function of the LAPD. The police officers assigned to CSP employ collaborative, problem-solving methods to develop innovative solutions to problems specific to their location that rely on intervention and education ahead of citations and arrests.
  - **Criteria:** Collaborative efforts lead to decreased crime and improved community perception of safety.
- II. **Community Engagement**- Engage with community stakeholders to discuss and effectively address safety and quality of life issues. The CSP model is community led and its efficacy can only be determined through community input.
  - **Criteria:** Work collaboratively with community stakeholders to improve trust and include them in the decision-making process to address public safety and quality of life issues.
- III. **Wrap-Around Programming**- Takes a whole of community approach to identifying and addressing entrenched safety problems. It leverages relationships with community-based partners, City and County resources, and private funders, to design and implement programs that meet the fundamental needs of all age groups within the community – safety, education, employment, health, and mental well-being.
  - **Criteria:** The program improves the fundamental needs of the community. The program is led by the community-based partner best suited to address the stated community concern. The program provides an opportunity to strengthen trust between the Los Angeles Police Department (LAPD) and the community.
- IV. **Safe Passage**- CSP provides Safe Passage Patrol to monitor routes to and from schools, parks and recreational facilities located within or near sites to ensure that youth within the community can travel safely to and from environments that support their development. As the concept of Safe Passages is broadened, it will focus not only on schools, but also on reclaiming public spaces in main thoroughfares and walkways used by residents to travel to parks, libraries, government service buildings, and other facilities that act as hubs for community activity.
  - **Criteria:** Increase safety in NEAs. Improve public perception of safety, while decreasing crime in Safe Passage areas.
- V. **Enhanced Community Capacity**- The program thrives when community members' fundamental needs are consistently met. Community members will play an integral role in the design and implementation of their Strategic Safety Plan (SSP) and the programs related to them ensures positive outcomes that are far more sustainable than what is offered via police presence and enforcement alone.
  - **Criteria:** This activity collectively leverage resources to improve and/or maintain the wellbeing and safety of the community.

## Section 4: SSP Exercises and Monthly Action Items Tracker

The following pages contain exercises that will help guide the CSAC through their first year of meetings. Each exercise will assist CSACs in the identification of goals and the formulation and execution of their respective SSP.

As each CSAC works towards creating its site's SSP, it should discuss and determine its desired outcomes. What is the expectation of the CSAC? How will your CSAC respond to violence or community concerns? How will you ensure appropriate programming referrals are taking place? How will the CSAC measure its effectiveness? How will your CSAC ensure internal accountability? What does **shared responsibility** mean to your CSAC? It will be the responsibility of each CSAC to determine its criteria and hold each other accountable.

Following Exercise Two, each exercise will end with a **Monthly Action Items Tracker** form. Use this form to document Action Items to work on between meetings. The CSAC is a working group, and the purpose is to ensure each CSP site is developing a coordinated, wrap-around safety plan that all residents, partners, and stakeholders are aware of and actively work towards fulfilling.

### Monthly Action Items Tracker - Key Terms

**Goals.** The CSP Components.

**Initiatives.** Are long-term and typically begin with phrases such as “to increase” or “to improve.”

**Key Activities.** Actions to be taken to achieve the initiatives.

**Lead Entities.** What partnerships within the CSAC will be needed to carry out the initiative?

### Monthly Action Items Tracker (Example)

**Date of Meeting: January 12, 2021**

Goal	Initiative A	Key Activity	Lead Entities	Due Date
1. Community Engagement	Improve Collaborative Efforts	Create a CSAC Calendar of Events & Resource Pamphlet for the Community	Community Engagement Committee: CSP, RAC, GRYD-Prevention.  <b>Note:</b> Committees will be formed during Exercise Four	03/2021

## Exercise 1: Defining Common Terms

Definitions go beyond what is listed in a dictionary. Terms such as *trust*, *public safety*, *perception of safety*, and *community* may have different meanings to each Community Safety Partnership (CSP) site based on culture and location. As your CSAC works to increase safety and trust in the community, everyone must understand what these commonly used terms mean to your council and community. What do these terms mean to your CSAC?

### Trust: (between law enforcement and community?)

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### Public Safety:

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### Perception of Safety: (What makes this community feel safe?)

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### Community:

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**Next Exercise.** If available, each entity should provide the most recent surveys, feedback, data and or any additional information gathered from the community regarding safety, police legitimacy/trust, community capacity, programming, and community engagement, at next month's CSAC meeting. Fact gathering will assist the CSAC in its assessment, situational awareness, and strategy development process.



## Exercise 2: Strengths, Weaknesses, Opportunities and Threats (SWOT)

Review the data, programs, and suggestions provided by all members of your CSAC and conduct an internal and external SWOT Analysis and consider each CSP component (Public Safety, Community Engagement, Wrap-Around Programming, Safe Passage, and Enhanced Community Capacity). As your CSAC discusses weaknesses, focus on challenges that have not yet been overcome. The items identified as weaknesses should be viewed as opportunities to fill a need in the community.

	Positive	Negative
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Notes:

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**NEXT EXERCISE:** Identify the entity within your CSAC most suitable to provide a presentation at the next CSAC meeting on *Root Cause Analysis*.

## Monthly Action Items Tracker

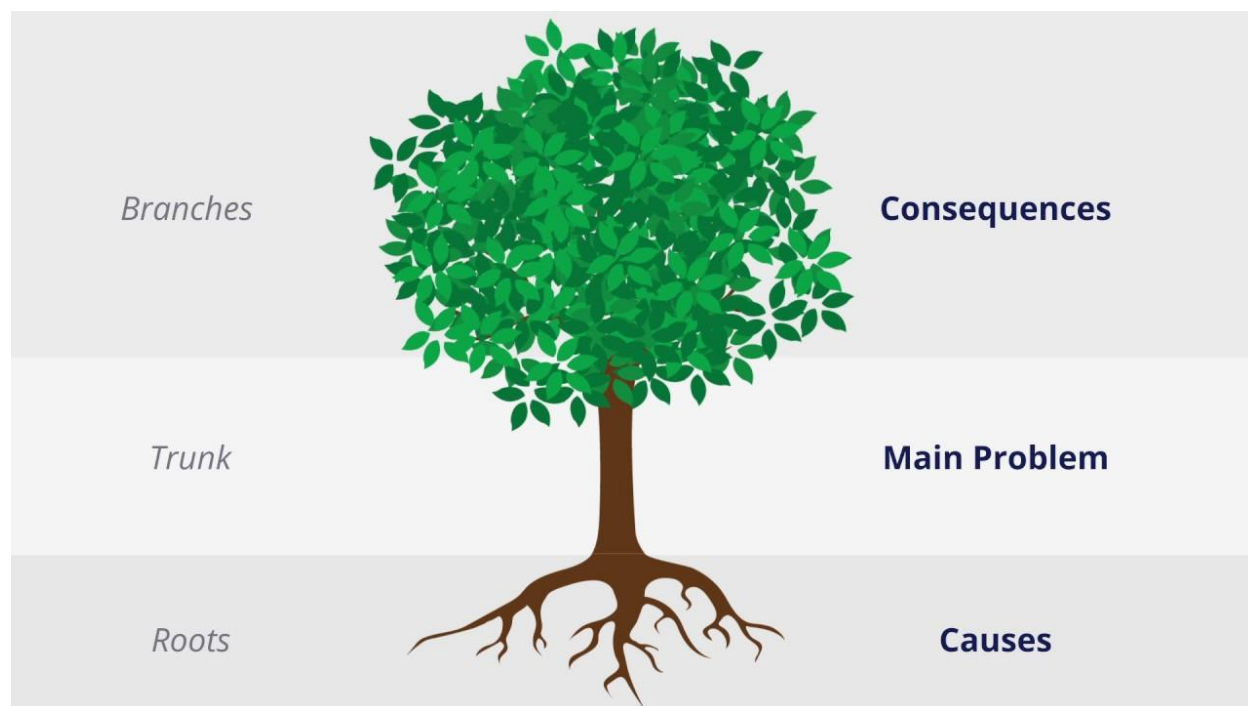
Date of Meeting:

GOAL	Actions Needed Initiative A	Actions Needed Initiative B	Lead Entities	Due Date
1.				
2.				
3.				
4.				
5.				
6.				

### Exercise 3: Root Cause Analysis

The root cause approach will help the CSAC think holistically as it addresses social problems, such as crime. The analysis will reveal how vital early intervention and prevention are in the lives of our youth. Identifying root causes in the community will guide the CSAC in the strategic placement of protective factors (i.e., positive influences, resources, job training, etc.), thereby improving the lives and safety of community members. Following the presentation, work with your CSAC to identify protective factors needed to increase community capacity and safety.

Root Cause Analysis Presentation Provided by: \_\_\_\_\_



#### Root Causes Identified:

- |          |          |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

#### Positive Influences Needed:

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**Group response or plan to address the Root Causes identified (Action Items):**

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**NEXT EXERCISE:** During the next CSAC meeting you will discuss the purpose of forming sub-committees within your CSAC. Additionally, you will identify committee members and appoint committee chairs. The three sub-committees are the: ***Public Safety Committee, Community Engagement Committee, and Programming Committee***. Start thinking about what committee(s) you or your organization would like to join.



## Monthly Action Items Tracker

Date of Meeting:

GOAL	Actions Needed Initiative A	Actions Needed Initiative B	Lead Entities	Due Date
1.				
2.				
3.				
4.				
5.				
6.				

## Exercise 4: Forming Sub-Committees

The formation of sub-committees will help the CSAC members remain productive and accountable between CSAC meetings. Sub-committees allow for entities to focus their efforts on areas they are most expert in. There should be at least three sub-committees: ***Public Safety Committee, Community Engagement Committee, and the Programming Committee.***

It is recommended that at least one community member/resident be part of each sub-committee to ensure community input is provided at every level. Additionally, CSPB and GRYD intervention providers should be members of the *Public Safety Committee*. Committees should meet at least once a month outside of CSAC meetings. A chairperson should be selected to represent each committee and provide monthly updates to the CSAC that include the needs of the committee. There should be a ***Committee Updates*** section on every agenda.

COMMITTEE	MISSION	CHAIR	GOAL(S)	LEAD ENTITIES
<b>Public Safety</b>	To improve public perception of safety while decreasing crime in Safe Passage areas.		Public Safety Safe Passage	
<b>Community Engagement</b>	To leverage resources to improve and/or maintain the wellbeing and safety of the community & address quality of life issues.		Community Engagement Enhance Community Capacity	
<b>Programming</b>	Leverage relationships & resources to design and implement programs that meet the fundamental needs of all age groups within the community – safety, education, employment, health, and mental well-being.		Wrap-Around Programming	

**NEXT EXERCISE:** CSP Team Leaders will provide CSAC members with an electronic copy of their *Crime Prevention Through Environmental Design (CPTED) Assessment*. CSAC members are encouraged to review the assessment prior to the next meeting. Next meeting requires CSP Team Leader Presentation on CPTED.

## Monthly Action Items Tracker

Date of Meeting:

GOAL	Actions Needed Initiative A	Actions Needed Initiative B	Lead Entities	Due Date
1.				
2.				
3.				
4.				
5.				
6.				

## Exercise 5: Crime Prevention Through Environmental Design

**Background.** Prior to the launch of the CSAC, each CSP team conducted a walk-through of the CSP Neighborhood Engagement Area (NEA), and identified locations where Crime Prevention Through Environmental Design (CPTED) could increase safety and deter or prevent crime by changing environmental structures. CPTED 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.

Following the CPTED walk-through, the CSP Team Leaders (sergeants) prepared a written assessment. A copy should have been distributed to each of you before today's meeting, giving you the opportunity to review the assessment.

**Exercise.** Have the CSP Team Leader (sergeant) lead a review of the CPTED write-up to assist CSAC members in becoming familiar with the strategy.

### Notes:

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**Next Exercise:** The next meeting requires on-site response. Identify a safe location where a CSP SLO will provide a short presentation on the "SARA" model. After the presentation, be prepared to conduct a walk-through of the site together. Wear your walking shoes and bring water!

## Monthly Action Items Tracker

Date of Meeting:

GOAL	Actions Needed Initiative A	Actions Needed Initiative B	Lead Entities	Due Date
1.				
2.				
3.				
4.				
5.				
6.				

## Exercise 6: Scanning, Analysis, Response & Assessment (SARA)

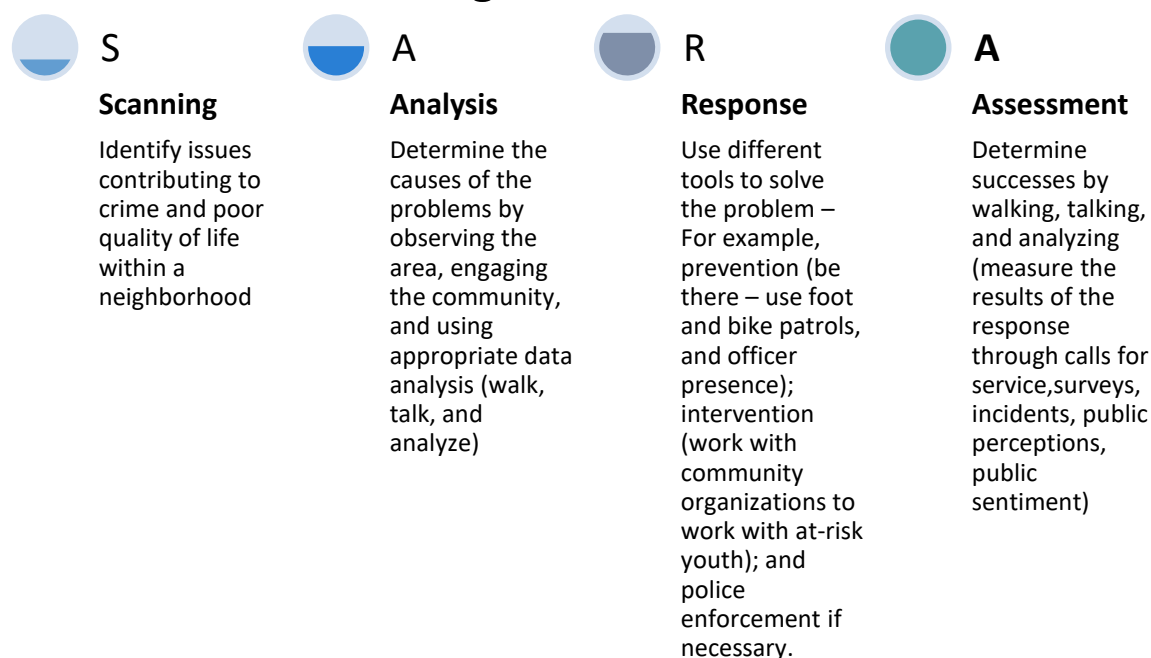
As the CSAC places the community at the heart of everything it does, the LAPD introduces the CSAC to the SARA model.

The SARA model is used by police agencies nationwide for problem-solving and to address quality of life issues. 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.<sup>2</sup> By following this model, we will meet the goals of improving trust between the police and the public and increase safety. This model will be a useful tool for institutional partners whenever they are partnered with the LAPD to address a quality-of-life issue.

**Exercise:** Keep in mind the issues identified in the CPTED review during Exercise 4. The CSAC should now conduct a walk-through of the site and identify solutions on how these issues can be resolved. Dream about what is possible!

Use the SARA model below to address the issues identified by your CSAC while on your walk-through of the site.

### SARA: Problem-Solving Model



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<sup>2</sup> Data-Informed, Community-Focused Policing in the Los Angeles Police Department. 2020

Did your CSAC identify additional environmental factors or quality of life issues that need to be addressed to increase community safety? If so, note them below:

**Problem 1:** \_\_\_\_\_

Scanning	
Analysis	
Response	
Assessment	

**Problem 2:** \_\_\_\_\_

Scanning	
Analysis	
Response	
Assessment	



**Problem 3:** \_\_\_\_\_

Scanning	
Analysis	
Response	
Assessment	

**Problem 4:** \_\_\_\_\_

Scanning	
Analysis	
Response	
Assessment	

## Monthly Action Items Tracker


Date of Meeting:

GOAL	Actions Needed Initiative A	Actions Needed Initiative B	Lead Entities	Due Date
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## Exercise 7: Strategic Goals

Review the results of your site's SWOT Analysis, Root Cause Analysis, the CPTED assessment, SARA problem-solving project, survey results and committee initiatives, and identify which of the goals (Core Components) your CSAC desires to accomplish for the community. Now, list those components in a hierarchy of goals. If there are issues identified that do not fall under a Core Component, use the additional box.

**Core Components:** Public Safety, Community Engagement, Wrap-Around Programming, Safe Passage, Enhanced Community Capacity (Detailed Descriptors on Page 3).



Goal 1:

Goal 2:

Goal 3:

Goal 4:

Goal 5:

Goal 6:

Notes:

[illegible]

## Monthly Action Items Tracker

Date of Meeting:

GOAL	Actions Needed Initiative A	Actions Needed Initiative B	Lead Entities	Due Date
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## Exercise 8: Actionable Initiatives

In the last exercise, your CSAC identified a hierarchy of goals. In this exercise, you will identify actionable initiatives. Initiatives are long-term and typically begin with phrases such as “to increase or to improve.” The strategic initiative should include a scope statement (e.g., Increase Community Engagement) and a start and end date, which will be addressed in Exercise 7: Milestones. Each goal (component) can have as many initiatives as your CSAC deems appropriate.

### Example:

Goal	
	<ul style="list-style-type: none"><li>•Goal: Increase Community Engagement</li><li>•Initiative A: Build Community Trust Through Programming</li><li>•Initiative B: Expand Programs for Teens and Young Adults</li></ul>
Goal 1	<ul style="list-style-type: none"><li>• Component: _____</li><li>• Initiative A: _____</li><li>• Initiative B: _____</li></ul>
Goal 2	<ul style="list-style-type: none"><li>•Component: _____</li><li>•Initiative A: _____</li><li>•Initiative B: _____</li></ul>
Goal 3	<ul style="list-style-type: none"><li>•Component: _____</li><li>•Initiative A: _____</li><li>•Initiative B: _____</li></ul>
Goal 4	<ul style="list-style-type: none"><li>•Component: _____</li><li>•Initiative A: _____</li><li>•Initiative B: _____</li></ul>
Goal 5	<ul style="list-style-type: none"><li>•Component: _____</li><li>•Initiative A: _____</li><li>•Initiative B: _____</li></ul>
Goal 6	<ul style="list-style-type: none"><li>•Additional Goal: _____</li><li>•Initiative A: _____</li><li>•Initiative B: _____</li></ul>

## Monthly Action Items Tracker

Date of Meeting:

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## Exercise 9: Milestones

### Key Terms

**Deliverables.** What will be the result of the initiative? How will success be measured?

**Milestones.** What are the major events or accomplishments that are anticipated? How will you know if your initiative is on or off track? Milestones should be measurable and will require a review of surveys and data to determine a starting and endpoint. Milestones will drive and capture outcome objectives.

**Performance metrics.** What will you measure to gauge progress of the initiative?

Goal 1	<ul style="list-style-type: none"><li>• Component: _____</li><li>• 2021-2022 Milestone: _____</li><li>• 2022-2023 Milestone: _____</li></ul>
Goal 2	<ul style="list-style-type: none"><li>• Component: _____</li><li>• 2021-2022 Milestone: _____</li><li>• 2022-2023 Milestone: _____</li></ul>
Goal 3	<ul style="list-style-type: none"><li>• Component: _____</li><li>• 2021-2022 Milestone: _____</li><li>• 2022-2023 Milestone: _____</li></ul>
Goal 4	<ul style="list-style-type: none"><li>• Component: _____</li><li>• 2021-2022 Milestone: _____</li><li>• 2022-2023 Milestone: _____</li></ul>
Goal 5	<ul style="list-style-type: none"><li>• Component: _____</li><li>• 2021-2022 Milestone: _____</li><li>• 2022-2023 Milestone: _____</li></ul>
Goal 6	<ul style="list-style-type: none"><li>• Additional Goal: _____</li><li>• 2021-2022 Milestone: _____</li><li>• 2022-2023 Milestone: _____</li></ul>



## Monthly Action Items Tracker

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## Exercise 10: Execute the Plan- Key Activities & Lead Entities

**Key Activities.** What actions need to be taken to achieve the deliverable?

**Lead Entities.** What partnerships will be needed to carry out the initiative?

The exercises preceding Exercise 8 have prepared you for this final task before executing your site's SSP. Fill in the boxes below with the Goals, Initiatives and Milestones your CSAC has identified in the previous exercises. Identify Key Activities (no set number) for each initiative that will help your CSAC reach its Milestones. Lastly, identify the most appropriate entities/partnerships within the CSAC, to participate in each activity.

**GOAL 1:** \_\_\_\_\_

**Initiative A:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

Notes:

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**GOAL 1:** \_\_\_\_\_

**Initiative B:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

**Notes:**

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**GOAL 2:** \_\_\_\_\_

**Initiative A:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

**Notes:**

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**GOAL 2:** \_\_\_\_\_

**Initiative B:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

Notes:

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**GOAL 3:** \_\_\_\_\_

**Initiative A:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

Notes:

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**GOAL 3:** \_\_\_\_\_

**Initiative B:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

Notes:

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**GOAL 4:** \_\_\_\_\_

**Initiative A:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

Notes:

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**GOAL 4:** \_\_\_\_\_

**Initiative B:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
3.			
4.			

Notes:

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**GOAL 5:** \_\_\_\_\_

**Initiative A:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
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**Notes:**

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**GOAL 5:** \_\_\_\_\_

**Initiative B:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
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**Notes:**

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**GOAL 6:** \_\_\_\_\_

**Initiative A:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
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**Notes:**

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**GOAL 6:** \_\_\_\_\_

**Initiative B:** \_\_\_\_\_

Key Activity	Milestones 2021-2022	Milestones 2022-2023	Lead Entities
1.			
2.			
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**Congratulations, your SSP is now complete!** Keep in mind- this is a living document that can be revised and adjusted based on the everchanging and dynamic needs of the community. Remain flexible. The next exercise will introduce you to the *Milestones Achievement Form* that will track your CSAC's bi-annual achievements. Additionally, Co-Chairs will be invited to accompany CSPB leadership teams at COMPSTAT meetings and update the Department and Chief of Police on the performance of their respective CSP Program, CSAC progress and community safety.

## Monthly Action Items Tracker

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## Exercise 11: Milestone Achievements Form (2021-2023)

The SSP will be assessed in two-year increments; however, bi-annual milestone updates will be documented by CSP team leaders and submitted to the CSPB on the Milestones worksheet listed below.

Milestone Achievement Periods:

1. 07/01/2021 – 12/31/2021
2. 01/01/2022 – 06/30/2022
3. 07/01/2022 – 12/31/2022
4. 01/01/2023 – 06/30/2023

Community Safety Advisory Council (CSAC) Goals 2021 - 2023		
Goal 1 – _____		
Initiative	Key Activity	Milestones 2021-2022
A.	1.	a.

<b>Rank &amp; Name of Person Completing:</b> <small>Click or tap here to enter text.</small>
<b>Serial No:</b> <small>Click or tap here to enter text.</small> <b>Phone:</b> <small>Click or tap here to enter text.</small>
<b>Milestone completed:</b> YES <input type="checkbox"/> NO <input type="checkbox"/> IN PROGRESS <input type="checkbox"/>
<b>Provide detailed explanation of the milestone achievements between July 1 – December 31:</b>
<b>Methods used to measure the effectiveness/progress of the milestone:</b>
<b>Challenges encountered or anticipated for completing the milestone:</b>

Section 5: Additional Monthly Action Items Tracker Sheets

**Monthly Action Items Tracker**

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