

LAPD Best Policing Practices Through Early Intervention

BACKGROUND

The Los Angeles Police Department (LAPD) is among the largest law enforcement agencies in the world, serving 3.9 million residents of the City of Los Angeles' 485 square miles. LAPD has over 9,000 sworn officers and 3,000 civilian personnel.



CHALLENGES

Monitoring officer performance and behavior is a challenge for law enforcement agencies, and the LAPD is no exception. The LAPD Rampart corruption scandal resulted in a Consent Decree between the United States Department of Justice and the City of Los Angeles in June 2001. Under this decree, the City agreed to promote police integrity in order to protect the civil rights of its citizens. One of the major components of the Consent Decree was the improvement of automated systems to help identify and manage areas of risk.

Industry	Justice & Public Safety
Services	<ul style="list-style-type: none"> • Application creation and implementation • Architecture development
Application & Modules	<ul style="list-style-type: none"> • Risk Management Information System (RMIS) • Use of Force System (UOFS) Application
Client Since	2003

LAPD employs several independent computer systems to help manage department operations. Many of these systems contain data that can be indicative of officer performance. The LAPD vision is to integrate data from various existing and planned information systems in order to allow analysis of individual employee and organizational performance. A second aspect of the vision is the ability to track management evaluation and action in regard to potentially divergent employee behavior. This overall vision is referred to as the Training and Evaluation Automated Management Systems II Project (TEAMS II).

SOLUTION

In August 2003, the City of Los Angeles awarded Sierra-Cedar a contract to achieve several key aspects of its overall TEAMS II vision. Sierra-Cedar created two applications for the LAPD:

- Risk Management Information System (RMIS), an early intervention system to integrate, summarize, and analyze the data from 13 existing and planned operational systems
- Use of Force System (UOFS), one of the 13 operational systems, to store detailed information about use of force incidents and the management review and assessment of these incidents.

In addition to having responsibility for the two application areas, Sierra-Cedar defined an innovative overall technical architecture for new TEAMS II applications by developing sophisticated facilities to dynamically control access to sensitive data and implementing a common workflow facility that is used by all TEAMS II applications.

Early Intervention System

The early intervention system (or RMIS) includes a data mart that receives, maintains, and organizes the data from 13 existing or planned operational systems. The 13 million event data mart is updated daily and allows

analysis of employee, command, and organization risk factors. For an example, the system allows comparison of employee performance while working with various partners or supervisors.

In addition, the system allows LAPD management to set statistical thresholds (e.g., the ratio of uses of force to arrests) for peer groups of officers performing similar functions under similar circumstances. RMIS automatically notifies appropriate management when an individual employee's performance exceeds his or her peer group threshold. The system then tracks management review and findings.

Use of Force System (UOFS) Application

The UOFS is a web-based application that allows LAPD staff to enter detailed information about every use of force incident, ranging from non-lethal force such as discharge of a chemical irritant to officer-involved shootings. The UOFS collects information about each force applied, as well as suspect, officer, and witness data.

Each use of force must be investigated and reviewed by multiple levels of LAPD management. The application applies a series of business rules that prompt appropriate parties to investigate the use of force or to review previous findings. In addition to providing a variety of reports, and management functions, the UOFS application also delivers use of force data to RMIS.

Common Services for Security and Workflow

The authentication and access control function dynamically manages security, including access privileges, delegation of access rights, confidential requirements, and system activity tracking and

reporting. It authenticates the user, provides centralized access to chain of command information, and contains a significant number of audit trails and reporting features, covering attempted logins, queries, updates, action items, and delegations. A key feature of this function is the dynamic determination of a user's access privileges based on the user's current assignment and position in the chain-of-command. This eliminates the need for user administrative effort to make adjustments for the frequent assignment changes typical in a law enforcement operation.

The workflow management function provides a graphical interface for administrators to describe the process flow for action items, including business rules, priorities, notifications, escalation patterns, etc. It routes messages to recipients and distribution lists, allows approval or kickback of action items, and provides auto forward functions. The workflow function dynamically determines the appropriate routing of work items based on current employee assignments. It also manages work lists and notifications, as well as produces a variety of management and statistical reports.

RESULTS/BENEFITS

The benefits of the TEAMS II applications include:

- Early identification of potential at-risk behavior by comparing individual officer or organization performance to appropriate peer groups
- Improved management accountability for proactive risk management
- Secure and ready access to operational and personnel information, with drill-down/up/across capability to other related incident and employee information

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