



County of Los Angeles Sheriff Civilian Oversight Commission

Working to Oversee and Improve Public Transparency and Accountability



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2025 Strategic Plan of Goals and Priorities

(Approved by the Sheriff Civilian Oversight Commission on January 16, 2025)

Mission Statement

The mission of the Civilian Oversight Commission for the Los Angeles County Sheriff's Department (Commission) is to provide independent oversight of the Sheriff's Department and its policies, practices and procedures, to improve the Sheriff's Department's transparency and accountability, to provide robust opportunities for community engagement, and to identify systemic issues within the Sheriff's Department and provide ongoing analysis of its policies, practices, and procedures and make recommendations on needed changes, improvements and reforms to the Sheriff, the Board of Supervisors, and the public.

Goals:

~~Goal 1: To advocate for policy updates that encourage fair and unbiased policing and ensure the safety of all parties.~~

Goal 1: To improve the professionalism of the Sheriff's Department and its interactions with the public and to build public trust in the Department.

#	Objectives	Initiatives	Performance Indicators (Measures)/	Outcome (Complete/In Progress/Not Started)
1	Elimination of deputy gangs and deputy cliques in LASD Deputy Gangs Ad Hoc]	<ul style="list-style-type: none"> Persuade the Sheriff to adopt and implement the COC's 27 Recommendations, including its recommendation to adopt a policy that prohibits deputies from joining, participating in and soliciting others to join deputy cliques Continue monitoring the implementation and recommendations put forth by the COC Conduct additional special hearing(s) regarding Public Corruption Units and Industry Indians 	<ul style="list-style-type: none"> Sheriff to adopt and implement COC Recommendations Staff to monitor and update progress and implementation of the Recommendations Host one or more special hearings 	
2	Review LASD discipline process and make recommendations to make the discipline process faster, fairer and more effective.	<ul style="list-style-type: none"> Review best practices of other law enforcement agencies Interview SMEs Draft an ad hoc report with recommendations to improve the LASD's 	<ul style="list-style-type: none"> Finalized Report with Recommendations on best practices for deputy discipline Presented Report with Recommendations to COC, BOS, and LASD 	

	[Discipline Ad Hoc]	disciplinary process and submit to COC, BOS and LASD	<ul style="list-style-type: none"> • LASD adopted some or all Recommendations 	
3	Update status of compliance with the Prison Rape Elimination Act (PREA) [PREA Ad Hoc]	<ul style="list-style-type: none"> • Request updated PREA data and information from LASD in order to update the status • Identify PREA compliance issues with LASD and draft a corrective action plan to include deadline for LASD to respond and address compliance issues • Conduct special hearing/s to gather feedback from stakeholders and community • Report outcomes to the COC 	<ul style="list-style-type: none"> • Updated information reviewed and analyzed by ad hoc • Timelines for compliance established by Ad Hoc • Report received by COC from Ad Hoc • Hosted one or more special hearings 	
4	Decrease the number of LASD use of lethal use of force incidents and out-of-policy head strikes incidents in Jail facilities [Use of Force Ad Hoc]	<ul style="list-style-type: none"> • Gather data and analyze data, and report findings re: use of lethal force and head strikes by LASD personnel • Monitor and report re: LASD implementation of new use of force policies, non-compliant head strikes, de-escalation, and duty to intervene • Determine if accurate reporting of incidents is occurring • Determine if use of force incidents are decreasing • Determine if head strike incidents are decreasing • Determine if deputies are being disciplined appropriately • Conduct special hearing/s on use of force incidents and head strikes, as well as new policies 	<ul style="list-style-type: none"> • Information gathered • Report generated on use of force policies, non-compliant head strikes, de-escalation, duty to intervene • Compared LASD incident reports to COC complaints received • Compared year-after-year data to determine if there is a decrease in use of force incidences • Compared year-after-year data to determine if there is a decrease in head strikes • Determined if deputies are being disciplined appropriately • Conducted one or more special hearings on use of force, head strikes and related policies 	
5	Reform the LASD's complaints process [Complaints Ad Hoc]	<ul style="list-style-type: none"> • Evaluate LASD's current process for handling Citizen/resident complaints and best practices • Analyze holistically how the OIG and COC fit into the complaints process and their respective roles • Draft a Report and Recommendations to COC re: the complaints process and roles 	<ul style="list-style-type: none"> • Evaluated LASD's current process for handling Citizen/resident complaints and best practices • Analyzed holistically how the OIG and COC fit into the complaints process and their respective roles • Drafted a Report and Recommendations re: complaints process and roles to COC 	

6	<p>Remove staffing ratio of 65:35 between deputy sheriff and custody assistants from MOU between ALADS and the County</p> <p>[Jail staffing and Conditions of Confinement Ad Hoc Committees]</p>	<ul style="list-style-type: none"> • Evaluate use of Custody Assistants and the 65:35 ratio • Draft Report and Recommendations to the COC 	<ul style="list-style-type: none"> • Evaluated use of Custody Assistants and the 65:35 ratio • Drafted a Report with Recommendations to COC 	
7	<p>Advocate for fair policies, and safety of all impacted parties</p> <p>[Jail Staffing and Conditions of Confinement Ad Hoc].</p>	<ul style="list-style-type: none"> • Conduct or direct inspections of jail facilities through OIG, SBC, or COC staff • Request members of the Sybil Brand Commission for Institutional Inspections attend ad hoc meetings and provide briefing of their facility inspections • Conduct research, review and analysis Jail Inspection and Corrective Action Process • Conduct research, review and analysis of LASD jail public tour access • Conduct research, review and analysis of LASD jail incarcerated person visitor access • Request and analyze information and updates from LASD on policies in the LASD Policy Archival and Retrieval System (PARS) from May 2023 • Conduct a public event and gather input from stakeholders • Draft a Report with Recommendations to COC 	<ul style="list-style-type: none"> • Conducted or directed inspections of jail facilities through OIG, SBC, or COC staff • Requested members of the Sybil Brand Commission attended inspections and ad hoc meetings and provided briefing of their facility inspections • Conducted research, review and analysis of Jail Inspection and Corrective Action Process • Information requested and analyzed • Conducted research, review and analysis of LASD jail public tour access • Conducted research, review and analysis of LASD jail incarcerated person visitor access • Conducted a public event and gathered input from stakeholders • Drafted a Report with Recommendations to COC 	
8	<p>To advocate for policy updates related to transparent and accountable Technology Use by LASD.</p> <p>[Tech Ad Hoc]</p>	<ul style="list-style-type: none"> • Schedule an Educational Presentation at a Commission Meeting with LASD and other Drone subject matter experts • Hear from stakeholders • Develop a report with recommendations 	<ul style="list-style-type: none"> • Scheduled an Educational Presentation at a Commission Meeting with LASD and other Drone subject matter experts • Heard from stakeholders • Developed a report with recommendations 	
9	<p>Monitor M&Cs re COC subpoena</p>	<ul style="list-style-type: none"> • Request and discuss opportunity to monitor 	<ul style="list-style-type: none"> • Permission to monitor M&C granted 	

	<u>[Governance Ad Hoc]</u>	M&Cs. <ul style="list-style-type: none"> Report findings to the COC 	<ul style="list-style-type: none"> Reported findings to the COC 	
10	To advocate for policy updates that encourage fair and unbiased policing and ensure the safety of all parties. [Quality of Life Ad Hoc]	<ul style="list-style-type: none"> Schedule an Educational Presentation at a Commission Meeting with LASD and other quality-of-life SMEs Conduct research, review and analysis of LASD quality-of-life processes Hear from stakeholders via public meetings Develop a report with recommendations 	<ul style="list-style-type: none"> Scheduled an Educational Presentation at a Commission Meeting with LASD and other quality-of-life subject matter experts Conducted research, review and analysis of LASD quality-of-life processes Heard from stakeholders via public meetings Developed a report with recommendations 	
11	Review 25/26 LASD budget, increase budget transparency, and keep public informed [Budget Ad Hoc]	<ul style="list-style-type: none"> Receive Budget information from LASD to consider the development of a report with recommendations Hear from SMEs Place the report with recommendations on the Commission agenda to be reviewed Send a copy of the adopted report to the CEO, BOS and Sheriff Host the mini conference 	<ul style="list-style-type: none"> Received Budget information from LASD to consider the development of a report with recommendations Heard from subject matter experts Report with recommendations reviewed by COC Sent a copy of the adopted report to the CEO, Board and Sheriff Identified the date for the mini conference and confirmed availability of subject matter experts Promoted the event Hosted the public event 	

Goal 2; 2024: Restructure/Strengthen Civilian Oversight in LA County to be Viewed as a National Model.

Goal 2: Restructure/Strengthen Civilian Oversight of Sheriff's Department

#	Objectives	Initiatives	Performance Indicators (Measures)	Outcome (Complete/In Progress/Not Started)
1	Revise Chapter 3.79 of the LA County Code [Governance Ad Hoc]	<ul style="list-style-type: none"> Work with CoCo, EO and BOS to adopt the COC's proposed revisions to Chapter 3.79 	<ul style="list-style-type: none"> Amendments to Chapter 3.79 passed by the BOS 	
2	Gain access to confidential LASD documents and	<ul style="list-style-type: none"> Secure legal opinion that Commissioners on ad hoc committees can be given access to confidential 	<ul style="list-style-type: none"> Legal opinion obtained from counsel County Code changed 	

	information needed for effective oversight [Governance Ad Hoc]	information without violating state law <ul style="list-style-type: none"> Amend 3.79.035 to make clear that the COC can go into closed session to the extent the Brown Act permits same Enter into an MOU between the COC and the LASD that provides a framework for LASD sharing of confidential information with ad hoc committees of the COC and/or with the COC in closed session 	<ul style="list-style-type: none"> MOU agreed upon and executed by both parties 	
	Monitor LASD compliance with the release of closed records that fall under SB1421 and SB16	<ul style="list-style-type: none"> Ensure that CoCo's PORD unit is established Ensure LASD posts closed records that fall under SB1421 and SB16 to their website 	<ul style="list-style-type: none"> PORD Unit established Posted on LASD website 	
3	Improve oversight coordination with the OIG and SBC [Exec. Director and Chair]	<ul style="list-style-type: none"> Request that CoCo provide a written opinion stating that the OIG is encouraged to share confidential information with the COC Periodically discuss and reduce duplicative requests for information and jail inspections with the OIG and SBC 	<ul style="list-style-type: none"> CoCo letter sent to OIG Discussed and coordinated requests for information and jail inspections 	

Goal 3: To build relationships with community members, by hosting effective community engagement events, attending public meetings, and receiving community feedback.

#	Objectives	Initiatives	Performance Indicators (Measures)	Outcome (Complete/In Progress/Not Started)
1	Secure suitable location for regular COC meetings in 2025 [Exec. Director]	<ul style="list-style-type: none"> Discuss with EO, Justice Deputies and BOS 	<ul style="list-style-type: none"> Suitable location secured 	
2	Increase COC's community outreach beyond regular COC meetings [Exec. Director and Community Coordinator]	<ul style="list-style-type: none"> Host 5 town halls Host 9-12 public monthly COC meetings Host 1 mini virtual conference 	<ul style="list-style-type: none"> Hosted 5 townhalls Hosted 9-12 public monthly COC meetings Hosted 1 mini virtual conference 	

3	<p>Use Media to increase visibility of COC and its actions</p> <p>[Ex. Dir and Communication Manager]</p>	<ul style="list-style-type: none"> • Issue press releases/advisories re COC recommendations and actions to increase visibility • Generate social media communications re: COC updates, events, etc. • Develop media and social media contact list • Develop messages for mainstream media • Provide training to Commissioners on COC procedure for responses to news media inquiries • Improve usability and messaging on COC website 	<ul style="list-style-type: none"> • Visibility is increased by comparing year over year (2024 to 2025) number of press releases issued • Compared year-over-year (2024 to 2025) number of social media posts, likes, and shares • Finalized and reported on contact list developed • Reported on mainstream media messages delivered • Commissioners trained on procedure for responses to news media inquiries • Website is updated, more accessible, user-friendly, and aesthetically appealing • Key COC messages regarding its duties and limitations and actions communicated via mainstream media and social media platforms 	
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Goal 4: To focus on the sustainability of the Commission by improving and/or streamlining our internal processes.

#	Objectives	Initiatives	Performance Indicators (Measures)	Outcome (Complete/In Progress/Not Started)
1	<p>Establish procedures for handling of a-citizen complaints, process for handling of complaints made directly to the COC or its staff</p> <p>[Complaints Ad Hoc]</p>	<ul style="list-style-type: none"> • Complaints Ad Hoc to work with staff to research, gather best practices, develop and submit a complaint process proposal to the COC • Finalize and implement a complaint process • Work with County IT to create an online complaint form for COC website with database/tracking mechanism • Go Live with the complaint process • Coordinate with the OIG 	<ul style="list-style-type: none"> • Proposal submitted and approved • Complaint process finalized • Complaint process form created • Gone live with complaint process 	
2	<p>Modernize Internal Operations, including Policies and Procedures of COC</p>	<ul style="list-style-type: none"> • Hire essential staff • Continue assessing COC staffing needs • Develop, identify and monitor status of COC budget requests • Assess use of AI for report 	<ul style="list-style-type: none"> • Hired essential staff • Staffing assessed • Budget includes COC budgetary requests • Assessed use of AI for report summaries and report back to the COC of 	

		<p>summaries</p> <ul style="list-style-type: none"> Assess the number of requests for information made to LASD Reconstitute the work of COC Staff Analysts to improve productivity of the ad hoc committees and analyst workflow Streamline work of oversight bodies 	<p>outcomes and learnings</p> <ul style="list-style-type: none"> Assessed requests for information from LASD Reconstituted the work of COC Staff Analysts Oversight bodies are operating more efficiently 	
3	<p>Draft a Manual of Internal Procedures for COC</p> <p>[Exec. Director and Governance Ad Hoc]</p>	<ul style="list-style-type: none"> Draft outline for the Manual Present Draft to COC Governance Ad Hoc 	<ul style="list-style-type: none"> Manual drafted COC approved the manual 	
4	<p>Revise COC Handbook</p> <p>[Exec. Director and Governance Ad Hoc]</p>	<ul style="list-style-type: none"> Draft proposed revisions to COC Handbook Present draft revised Handbook to COC for discussion/approval 	<ul style="list-style-type: none"> Revised Handbook drafted COC approved the Handbook 	
5	<p>Identify training opportunities for Commissioners and staff, including new Commissioner orientation and training</p> <p>[Exec. Director]</p>	<ul style="list-style-type: none"> Develop and offer information and training on LASD operations, policies, and procedures for Commissioners and staff Arrange for ride-alongs and jail visits for Commissioners and staff Arrange for attendance at NACOLE conferences and webinars for Commissioners and staff Complete on-going training, per COC protocol, for all Commissioners 	<ul style="list-style-type: none"> Trained staff and Commissioners on LASD operations, policies and procedures, and training is readily available Commissioners and staff attended ride-alongs; jail visits arranged and completed Commissioners and staff attended NACOLE conference October 26-30, 2025; Minneapolis, MN Training, per COC protocol, for new Commissioners finalized and available 	