

INTRADEPARTMENTAL CORRESPONDENCE

September 28, 2021
1.14

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: LOS ANGELES POLICE DEPARTMENT - DIVERSITY, EQUITY AND INCLUSION PLAN

RECOMMENDED ACTION

1. That the Board of Police Commissioners (Board) APPROVE and TRANSMIT the Diversity, Equity and Inclusion (DEI) Plan to the Mayor's Office and City Council.

DISCUSSION

In response to the 2020 Safe LA civil unrest, the Honorable Mayor Eric Garcetti established Executive Directive No. 27 (Directive), Racial Equity in City Government. This Directive was established to ensure efforts related to fairness, diversity, equal opportunity and transparency in City government exist, are visible and ongoing.

To further the intent of the Directive, the Los Angeles Police Department has created a DEI Plan titled "Toward Change." In this plan, the Department introduces two "DEI Pillars" - Introspective Examination and Community Engagement, Partnership and Collaboration. These foundational concepts aim to improve internal and external Department practices and relationships.

To ensure the DEI Plan is inclusive of all Department personnel and communities in the City, the DEI Officer, Commander Ruby Flores, has continually worked with other City departments, affinity groups and community groups to establish the content in the DEI Plan. The Department will continue to build upon the relationships established to ensure that continuous progress is made.

Respectfully,



MICHEL R. MOORE
Chief of Police

Attachments

LOS ANGELES POLICE DEPARTMENT

DIVERSITY, EQUITY & INCLUSION PLAN

TOWARD CHANGE

CHIEF MICHEL R. MOORE
OCTOBER 2021

DEI COMMITMENT

The Los Angeles Police Department's goal is to build and foster an organization committed to engaging the voices and respecting the humanity of all people. We recognize that equality, diversity, and human rights are an integral part of Departmental partnerships. The Department's commitment to DEI needs to be visible and must reflect the expectations of our communities. Every individual involved or connected with the Department must ensure they embody the intent of this mission through their words and actions.



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REIMAGINING



" Diversity is our city's greatest asset, and that diversity within our ranks is paramount in our ability to serve Angelenos, from all walks of life. A police department should mirror the city it serves, we do and I am committed to continue that achievement"

Chief Michel R. Moore

PUBLIC SAFETY

INTRODUCTION



This document, titled “Toward Change,” is the plan for the continued growth of the Los Angeles Police Department (Department) in the areas of diversity, equity, and inclusion (DEI).

For the past few decades, the Department has been at the forefront of innovation and best practices. It is now time, however, to meet the moment and accelerate our self-evaluation toward even greater positive change. We must be the vanguard of innovation, trust, and transparency – both within and outside the Department. As individuals, as a Department, and as a profession, we must be able and willing to accept input from our supporters and detractors alike. As improvements are made, we must be flexible and responsive, constantly reevaluating, adjusting, and maximizing positive change.

Real change must be the result of an honest inquiry by those both inside and outside

the organization. We seek to achieve a police service that further builds the trust and confidence of both its sworn and civilian employees and the communities it serves. Focusing on DEI internally will translate to a healthier and more effective Department, thereby improving the quality of the services we render and the quality of life for all Angelenos.

Inclusion also requires us to seek external input. We cannot transform alone and must seek community input in changing the Department. We must police in a balanced and reverent way which considers the different perspectives and perceptions in this City. To do this, we seek to connect people from all over the City who share the desire to make the Department an organization that values diversity, equity, and inclusion.

Fundamentally, we must understand the basic definitions of DEI.



DIVERSITY

Diversity is the presence of differences. Some of these differences may include race, ethnicity, gender, gender identity, gender expression, medical condition, sexual orientation, age, social class, physical ability, attributes, religious, ethical values system, national origin, beliefs, perspective, profession, education, or experience.



EQUITY

Equity is the quality of being fair and impartial and ensures that individuals can access necessities and opportunities in a manner that is fair and proportional. Equity seeks to provide resources where needed.



INCLUSION

Inclusion is the act or process of finding individuals who have been previously excluded or marginalized and removing those barriers. When systems are determined to be unfair or unjust, inclusion can revitalize those systems.

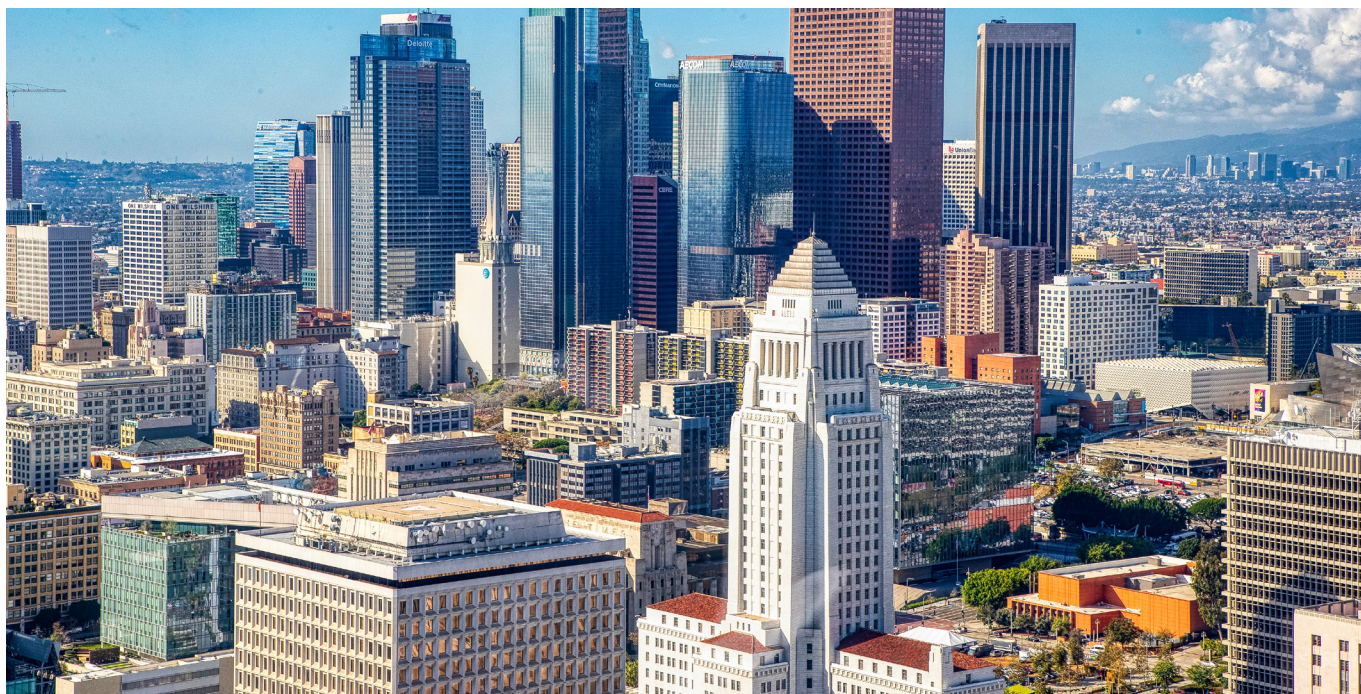
■ Diversity makes the City of Los Angeles great. The great diversity in the City and the Department brings with it new ideas and experiences. Diversity means that people can learn from each other, bringing together different ideas and perspectives that leads to better problem-solving. Diversity opens dialogue and promotes creativity. The Department must continue to embrace and expand its diversity.

■ Equity differs from equality which assumes that everyone's conditions are the same and so everyone needs the same assets to compete fairly. The Department's goal for equity is to constantly search for ways to improve access and opportunities both within the Department (e.g., training, experience, loans, and exposure) and outside the Department (e.g., recruitment, programs, advisory boards, community councils, community academies, and service projects).

■ The Department must constantly evaluate its policies, procedures, practices, and culture to determine if they unnecessarily hinder inclusion. We must increase resources and efforts that prepare individuals to compete in existing Department systems and when necessary, change those systems to dismantle barriers that limit inclusivity. We must also seek to include and give a voice to the community, as the Department exists to serve them.

THE PURPOSE

TOWARD CHANGE



As diverse communities and neighborhoods comprise the City of Los Angeles, it is imperative that the City's workforce be reflective of the residents it serves. In conjunction with Mayor Garcetti's Executive Directive No. 27, the Department established the position of a DEI Officer (DEIO) to promote equity in policies and practices throughout the organization. The Department's DEI Plan and DEIO embraces all forms of diversity and will continue to advocate equity in hiring and promotions to create a more inclusive workforce. The purpose and mission statement of the DEIO are found in this Plan.

This Plan addresses the concerns of both Department employees and the communities we serve. The DEIO will enhance internal and external engagement efforts by collaborating and generating transformative ideas, information, and experiences. Additionally, the DEIO will create, promote, and foster

cultural competency in policing by enacting formal, transparent, and progressive policies that safeguard the rights of both employees and community members. Furthermore, the DEIO will organize outreach to the community, academic partners, community organizations, faith groups, employee organizations, and other resources that can assist in ensuring the Department accurately responds to the needs of Department employees and the community. In short, the DEIO will work to ensure that DEI permeates throughout all aspects of our work.

It is imperative that the Department and the City work in concert towards change and demand progress. We must be responsive to the needs and expectations of the community and Department employees.



HISTORIC PROGRESS

While the spirit of this document is to acknowledge the need for progress, our organization is proud to begin this journey from a position of leadership and strength. As of September 2021, the rank and file of the LAPD exceeds the national law enforcement average when it comes to diversity in the workforce. Our sworn personnel are comprised of over 70 percent people of color and far exceed national averages in the number of women represented in our sworn ranks. This, in a city that is comprised of 71 percent community members of color. Our sworn members who are Hispanic and Black each *surpass* the percentage of city residents who identify in those categories. The Department's sworn members of Asian descent totals 10.5 percent which surpasses the national average of 2.3 percent. Our percentage of female officers stands at 18.6 percent, while the national law enforcement

average is 12.8 percent. The Los Angeles Police Academy classes for Fiscal Year 2020-21 were comprised of 54 percent female recruits.

Our Command and Senior Staff, consisting of 114 members at the rank of Captain and above, show the Department's commitment to diversity extends to all levels of the organization. More than half of the Department's Command Staff are people of color. The organization's command staff percentages as of September 2021 are as follows: White - 41 percent; Hispanic - 31 percent; Black - 16 percent; Asian American Pacific Islander - 1 percent. Additionally, female officers make up a total of 17 percent of the Department's Command Staff. It is from this industry-leading landscape that we move toward change.

THE DUAL PILLARS OF DEI



INTROSPECTIVE
EXAMINATION



COMMUNITY ENGAGEMENT,
PARTNERSHIP, AND
COLLABORATION

1

INTROSPECTIVE EXAMINATION

For a 21st Century police department to serve effectively, an evaluation of Department operations, policies, procedures, systems, and practices must be conducted to determine where improvement is needed. To be successful, we must ensure that DEI is prioritized throughout the following areas: affinity groups, professional development, promotional opportunities, recognition of our history, training, data analysis, service to our communities, and our work environments.

Affinity Group Consultation – The Department will continue to work with our affinity groups regarding their concerns, which include, but are not limited to, areas associated with DEI. We will evaluate our practices to ensure they are inclusive, considerate, and that the needs and

expectations of our employees are met. We will seek to increase employees' access to assignments and provide professional development opportunities for all. Increased opportunities will also create a more diverse talent pool of senior personnel.

Professional Development and Promotional Opportunities and Inclusion

– The Department continues to face generational, economic, and social challenges in hiring, retaining, and promoting historically underrepresented racial groups and women. The DEIO is committed to expanding recruitment and professional development programs and making employment and promotions more open and accessible to everyone interested. We endeavor to create a police department where representation

throughout each rank and job assignment is visibly diverse and reflective of the community and Department demographics.

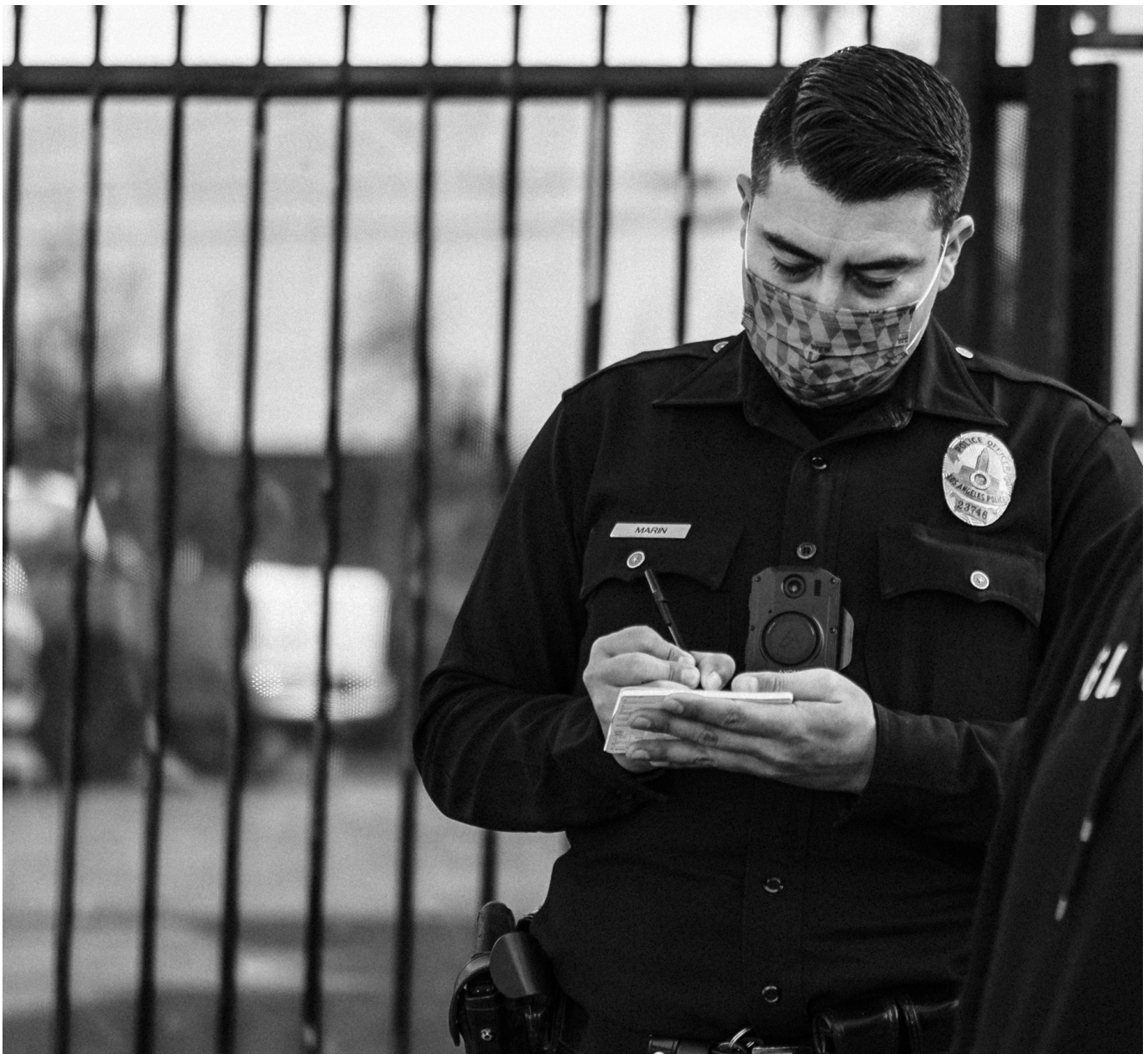
The DEIO will engage employees to determine where training should be enhanced. They will continually assess existing training to ensure it provides inclusive and appropriate professional development and equitable pathways for all to succeed, especially those from historically underrepresented groups. To further this goal, the DEIO will establish employee development programs that will include educational opportunities, career counseling, and a two-way mentorship program. The Department will also remove barriers related to promotional advancement by reducing subjective elements of the

interview, testing, and selection process. The goal of these initiatives is to ensure a fair and equitable processes exists for all employees.

The Department believes that police service will be more impartial when our own Department emphasizes the goals and ideas of DEI. Thus, the DEIO will continuously explore initiatives that foster a more inclusive workplace to positively impact the way we serve our communities.

Recognition of History – The Department’s past – both good and bad – has shaped the perceptions of the Department, internally and throughout the communities we serve. By including the Department’s history in its training and by educating Department





employees, sworn and civilian, in cultural competency and emotional intelligence, we will provide context for framing future dialogues regarding how we can improve relationships and become better partners with our communities.

Data Analysis – The Department is committed to evaluating its own data practices to increase accuracy related to data reporting. Accurate data will allow for changes within the Department based on Departmental initiatives. It is vital that the Department continues to evaluate data in order to provide

the most professional law enforcement service available.

Work Environment Assessment – To monitor internal practices, the Department Ombuds Section now reports to the DEIO. The Ombuds Section strives to facilitate a work environment where employees are productive and able to work together to accomplish the mission of the Department. The Ombuds Section also focuses on creating a positive and inclusive work environment that enhances employee relationships and resolves workplace disputes.

PILLAR 1: Project Goals Timeline

2021 - 2022

IMPLEMENT DIVISIONAL LIAISONS

- Establish divisional liaisons to promote the DEI mission using standardized expectations.

DIVISIONAL LIAISON STRATEGIES

- Identify new strategies for divisional liaisons to promote equity within the Department.

EMPLOYEE ENRICHMENT PILOT PROGRAM

- Formalize an Employee Enrichment Pilot Program.
- Complete a Career Development Guide.

JOB SHARING PROGRAM / SBA ASSESSMENTS / EMPLOYEE SELECTION

- Explore job sharing, modified work schedules and other incentives to retain female employees.
- Review Standard Based Assessment and employee selection process for incorporation of DEI concepts.

CULTURAL AND HERITAGE AWARENESS

- Promote Cultural and Heritage Appreciation Months.

ROLL CALL TRAINING

- Complete roll call training videos to promote cultural competence and inclusiveness.

ACQUIRE CLIMATE STUDY FUNDING

- Identify funding and possible outside entities to conduct independent climate study.

CONDUCT CLIMATE STUDY

- If funding is obtained, conduct climate study to measure DEI community sentiment and analyze feedback.

2

**COMMUNITY ENGAGEMENT, PARTNERSHIP,
AND COLLABORATION**

The Department has a rich history in community partnership and collaboration and has made great strides in these areas – but we can and will do more. Our Core Value, “Quality through Continuous Improvement,” acknowledges that there are always opportunities for progress and advancement. Community engagement will remain a priority for the Department. Because law enforcement cannot resolve public safety challenges alone, community collaboration and partnerships are necessary. The DEIO will encourage interactive and collaborative relationships with the community to foster these goals. The DEIO will help lead the Department’s continued commitment to community engagement from a position of

cultural competence. Specifically, the DEIO will seek to improve trust through transparency via policy and procedure evaluation, communication, and data delivery.

Policy and Procedure Evaluation – A healthy and effective Department is a vital part of a safe Los Angeles. The Department must constantly evaluate policies, procedures, and practices, to determine if they are limiting DEI not only as they relate to Department employees and opportunities, but also the way the Department treats the diverse community it serves. The DEIO will focus its efforts to ensure that DEI are at the forefront of Department policies and practices to bridge needs, internally and externally for a more



inclusive and diverse Department.

Communication – The DEIO will help facilitate communication with our community. Through these dialogues with our external stakeholders, we will ensure our community members better understand the complexity, cultural perceptions, and intricacies of a law enforcement organization. A lack of understanding of police practices can lead to distrust in our systems and operations. It is vital that the Department continues to work to increase the flow of information to the community especially in areas where gaps in knowledge are identified. The Department will maintain and look for ways to deepen communication lines to ensure the most accurate and complete information is effectively disseminated.

The Department recognizes that dialogue must go both ways and is committed to listening to our communities. This is the best way for us to gain an understanding of their wants, needs, and expectations. The DEIO will participate in the development of that understanding through efforts such as, but not limited to, focus groups, community surveys, and community meetings. The DEIO will continue to provide insight and situational awareness regarding community expectations expressed in community engagement activities to ensure that the expectations of the community are met.

These and other methods will allow the Department to evaluate its relationship with the community. Engagement with community members will also allow us to develop accountability metrics that are aligned with our goal of effective communication.

Delivery of Data – The Department is engaging in improving our information accuracy and transparency related to its data including the stop data it collects as part of the Racial and Identity Profiling Act (RIPA). Through RIPA mandates, law enforcement agencies make stop data available to the

public. The Department is currently evaluating this data and asking communities to identify areas of concern and improvement.

The DEIO will continue to promote transparency through ongoing dialogue with the recently formed RIPA Community Steering Committee and other partners throughout the City. The RIPA Community Steering Committee is comprised of a diverse section of faith leaders, academics, and community leaders who focus on matters related to youth, workforce development, quality of life matters related to victims of crimes, and procedural justice and equity issues. The focus of the Steering Committee is to improve police operations and increase work collaboratively with the community to evaluate the data.

The Department will continue to consider the issues expressed by others and will be objective in their assessment of the data to eliminate racial disparities. The Department will ensure that policing practices are constitutional and equitable across all segments within the City of Los Angeles.



PILLAR 2: Project Goals Timeline

2021 - 2022

2022 - 2023

INCREASE COMMUNICATION WITH COMMUNITY

- Increase the flow of information to the community especially in areas where gaps in knowledge are identified.

IDENTIFY COMMUNITY NEEDS

- The DEID will participate in efforts such as, but not limited to, focus groups, community surveys, and community meetings to understand community needs.

RIPA DATA EXPECTATIONS

- Evaluate the RIPA data with the community to formalize established expectations.

RIPA DASHBOARD COMPLETION

- Continue to complete and refine RIPA dashboard with community input.

DIVERSITY, EQUITY, & INCLUSION POLICING **ECOSYSTEM**



A healthy and effective Department is a vital part of a healthy Los Angeles ecosystem. This will be achieved by DEI serving as the bridging force between the internal and external sections of the policing ecosystem, which are derived from the dual pillars of DEI. The Department must constantly evaluate policies, procedures and practices, to determine if they are limiting diversity, equity and inclusion. The DEI Group will focus its efforts to ensure that the values of DEI are at the forefront of department policies and practices to bridge the needs internally and externally for a more inclusive and diverse Department.



MOVING FORWARD

Transparency is at the forefront of the Department's efforts to work within and outside of the Department to build trust. The Department's ability to provide exceptional police service is predicated on the approval, trust, and partnership of its diverse internal and external communities. Through this plan the DEIO will extend opportunities to all community stakeholders to have a "seat at the table" in re-imagining policing.

At our best, the Los Angeles Police Department is a beacon for the betterment of policing in Los Angeles and around the world.

In an everchanging world, we must continue to improve. As the most visible and responsive element of government, it is no surprise that policing has been the flash point for societal frustration and demands for improvement. We must embrace this, and our current challenges to make the most out of the reform momentum created.

Success will be the realization that the Department is quick to recognize injustice and inequality. The route to this success is embracing DEI as our guideposts towards the next century of continued leadership.

LOS ANGELES POLICE DEPARTMENT

DIVERSITY, EQUITY & INCLUSION MISSION STATEMENT

The Diversity, Equity and Inclusion Group's mission is to build awareness, solutions, and leadership for racial justice by collaborating and generating transformative ideas, information, and experiences. We strive to create, promote, and foster cultural competency in policing; to embrace diversity, equity, and inclusivity by enacting formal, transparent, and progressive policy that safeguards every employee and community members' rights. We will lead with compassion for social justice; stand in the gap to support all those affected by inequity and create space and dialogue for all those groups to contribute.

Moreover, our goal is to build and foster a Department committed to engaging the voices and respecting the humanity of all people. Our mission recognizes that equality, diversity, and human rights are an integral part of everyday partnerships and is the responsibility of every individual involved or connected with the LAPD and the City of Los Angeles in all capacities.



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