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May 25, 2021

BPC #21-046

The Honorable Public Safety Committee
City of Los Angeles
c/o City Clerk's Office
City Hall, Room 395
Los Angeles, CA 90012

RE: RESPONSE TO COUNCIL MOTION FILE NO. 20-1600 SWORN PERSONNEL
DEMOGRAPHICS

At the regular meeting of the Board of Police Commissioners held Tuesday, May 25, 2021, the Board ACCEPTED the Department's report relative to the above matter.

This matter is being forwarded to you for approval.

Respectfully,

BOARD OF POLICE COMMISSIONERS

A handwritten signature in blue ink that reads "Maria Silva".

MARIA SILVA
Commission Executive Assistant II

Attachment

c: Chief of Police

INTRADEPARTMENTAL CORRESPONDENCE

Memorandum 3/13/21

April 27, 2021
1.3

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: RESPONSE TO COUNCIL MOTION FILE NO. 20-1600

RECOMMENDED ACTION

1. It is recommended that the Board of Police Commissioners (Board) REVIEW and ACCEPT the attached response to the Public Safety Committee regarding the comparative analysis of demographics of current sworn personnel compared to 10 years ago.
2. That the Board TRANSMIT to the Public Safety Committee the attached response.

DISCUSSION

On February 17, 2021, the Public Safety Committee approved a Motion in City Council File No. 20-1600 requesting the Los Angeles Police Department (LAPD/Department) report on the current race/ethnicity and gender demographics of sworn personnel in the LAPD as compared to 10 years ago. In addition, the Department was directed to forecast where it expects to be in the next five years, including an analysis of data on command staff and the current standards used to prioritize diversity in promotional positions. Finally, City Council directed the Civil, Human Rights, and Equity Department to review the Department's report and provide feedback on issues of concern or of interest.

A response was prepared by the Office of Support Services in collaboration with the Office of Constitutional Policing and Policy and the Diversity, Equity, and Inclusion Officer.

If you should have any questions regarding this matter, please contact the Office of Support Services at (213) 486-8410.

Respectfully,



MICHEL R. MOORE
Chief of Police

**BOARD OF
POLICE COMMISSIONERS**
Accepted May 25, 2021
Secretary *Maria Silva*

Attachments

Council Motion Request

Comparative Analysis on Los Angeles Police Department Diversity and Hiring

Background

On February 17, 2021, the City Council directed the Los Angeles Police Department (LAPD/Department) to conduct a comparative analysis of overall Department demographics between 2010 and 2020, including data on hiring, Command Staff demographics, and promotions. In addition, the Department was asked to forecast where it expects to be in five years based on hiring and recruitment efforts.

Overview

The Los Angeles Police Department is one of the most diverse City departments, and one of the most diverse police departments in our nation. The Department is represented by a sworn workforce that is almost 70 percent people of color in a city that is 71 percent people of color. The percentage of Hispanic officers surpasses the percentage of the City that identifies as Hispanic, and the percentage of Black officers exceeds the percentage of Blacks who call the City home. Significantly, the New York Times reported in September of 2020 that LAPD was one of a handful of city police departments that is becoming “less white.” But even in that group, LAPD’s diversity exceeds other cities of similar size and complexity. For example, the New York Police Department reports that it is 57 percent Black, Latino, or Asian compared to the LAPD’s 69 percent. The Chicago Police Department is 50 percent non-White and the District of Columbia is 64 percent non-White.

As stated in more detail in this response, in the last two years, hiring of Black recruit officers has more than doubled from where it was in 2017 and has substantially surpassed levels ten years ago. Similarly, the hiring of Hispanics, Asian Pacific Islanders (API) and women have all increased in the past two years. Should the LAPD be allowed to continue with its recruiting and hiring plans, it expects to see similar results, especially with the ongoing female-focused recruiting efforts. The LAPD’s goal for hiring female recruit officers this fiscal year (2020/2021) was 40 percent. So far, the two academy classes for fiscal year 2020/2021 had a 54 percent female hiring rate equating to 43 females out of the 79 new recruits.

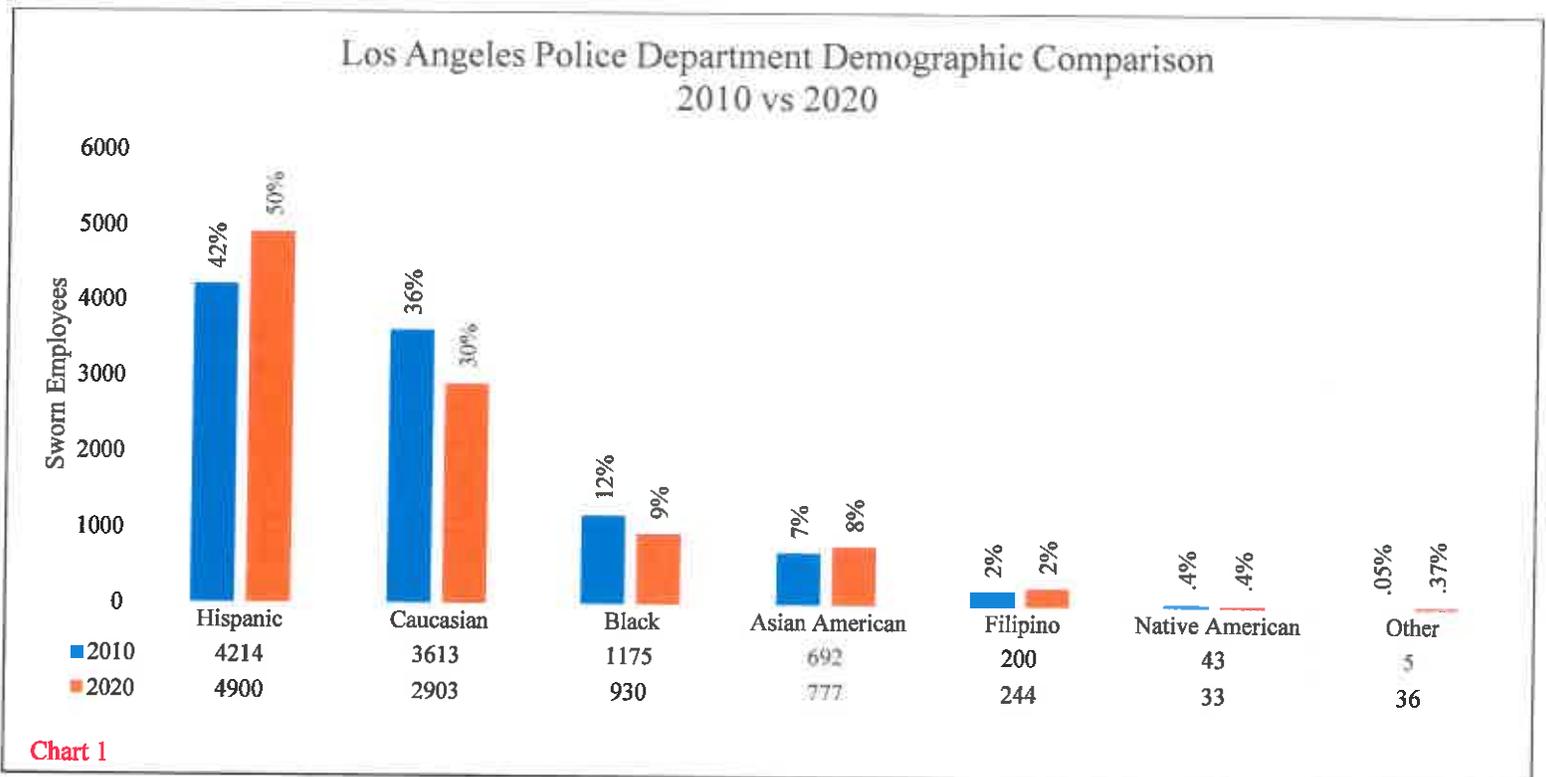
Moreover, the Command and Senior Staff ranks of the LAPD show that the Department’s commitment to a diverse workforce extends to all levels. The Department is committed to career advancement and opportunities for all. For example, as stated in this Response, while the overall number of officers and the overall number of Black officers has decreased in the past ten years, in 2020, there is a greater percentage of Black officers in Command Staff positions than there was in 2010.

Finally, despite the strides the Department has made towards equality and diversity, especially in hiring and promoting traditionally under-represented classes of people, the Department is continually seeking ways to create a more diverse and inclusive workforce. The Department’s

Diversity Equity and Inclusion Officer is working with all Offices and bureaus to build on the Department’s diversity and ensure that the LAPD is a beacon of true diversity within our City.

The chart below depicts a visual comparison of the Department’s demographics over a 10-year period. In December of 2010, the Department sworn personnel numbered 9,942. By December of 2020, Department sworn personnel numbered 9,823. Notably (but not depicted in chart), this decrease of 119 sworn personnel, or 1.2 percent, consisted of 104 females and 15 males.¹

10-Year Analysis – Sworn Personnel Totals



An analysis of Department sworn personnel by race, as illustrated above, demonstrates that while Hispanic and Asian American populations increased, Black and Caucasian numbers have decreased. Most notably, in 2010, there were 1,175 sworn Black officers (inclusive of all ranks) within the Department, representing 12 percent of sworn officers. In 2020, there were 930 sworn Black officers (inclusive of all ranks) within the Department, representing 9 percent of all sworn officers. The Department experienced this decline of 245 sworn Black officers most distinctly between 2011-2018, despite recent hiring initiatives to attract and recruit more Black officers. In 2018, Chief Moore assessed the hiring trends and initiated programs to reverse this trend. In 2019 and 2020, hiring of Black officers rose to 12 percent and 18 percent respectively.

¹ Data as reported by December 5, 2010 PR91 report and December 20, 2020 PR91 report.

Caucasian officer representation decreased in their total numbers as well (refer to Chart 1). In 2010, there were 3,613 Caucasian officers (inclusive of all ranks), representing 36 percent of all sworn officers. In 2020, there were 2,903 Caucasian officers, representing 30 percent of all sworn officers. This signifies a decline of 710 Caucasian officers within the ranks of the LAPD. It should be noted that the City of Los Angeles also experienced a shift in demographics from 2010 to 2020 with the Caucasian population, adjusting from 29 percent to 28 percent and the Black population shifting from 10 percent to 9 percent, respectively.

Hispanic officer representation increased significantly over the past 10 years. In 2010, there were 4,214 Hispanic officers on the Department, representing 42 percent of all sworn officers. In 2020, there were 4,900 Hispanic officers, representing 50 percent of all sworn officers. This change in representation equates to an additional 686 Hispanic officers. As such, the Department's Hispanic representation (50 percent) currently exceeds the City's, which is 49 percent.

Asian American officer representation increased slightly over the 10-year period. In 2010, there were 692 Asian American officers on the Department, representing just 7 percent of all sworn officers. In 2020, Asian American officer representation increased by 85 officers for a total of 777 Asian American officers, representing 8 percent of all sworn.

Filipino officer representation increased slightly from 2010 to 2020, from 200 to 244, and while this change did not affect the overall percentage of Filipino demographics on the Department, the increase denotes a 22 percent growth in their numbers.

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Demographics- City of Los Angeles vs. Los Angeles Police Department

In the last 20 years the Department has made great inroads in achieving a Department reflective of the city it serves. The below matrices provide a snapshot view of the City (per the U.S. Census Surveys) and the Department percentages from 2000 to 2020.²

2000

	Caucasian	Black	Hispanic	API	Asian Am.	Filipino	Native Am.
City	31%	11%	48%	10%	----	----	0.2%
LAPD	46%	14%	33%	----	5%	2%	0.5%

2010

	Caucasian	Black	Hispanic	API -	Asian Am.	Filipino	Native Am.
City	29%	10%	49%	11%	----	----	1.0%
LAPD	36%	12%	42%	----	7%	2%	0.4%

2020

	Caucasian	Black	Hispanic	API	Asian Am.	Filipino	Native Am.
City	28%	9%	49%	12%	----	----	2.0%
LAPD	30%	9%	50%	----	8%	2%	0.4%

Note: While the Census does not break down the API between Asian Americans and Filipinos, LAPD reports and documents provide separate statistics.

The Department stands today as one of the most demographically diverse examples in the City.

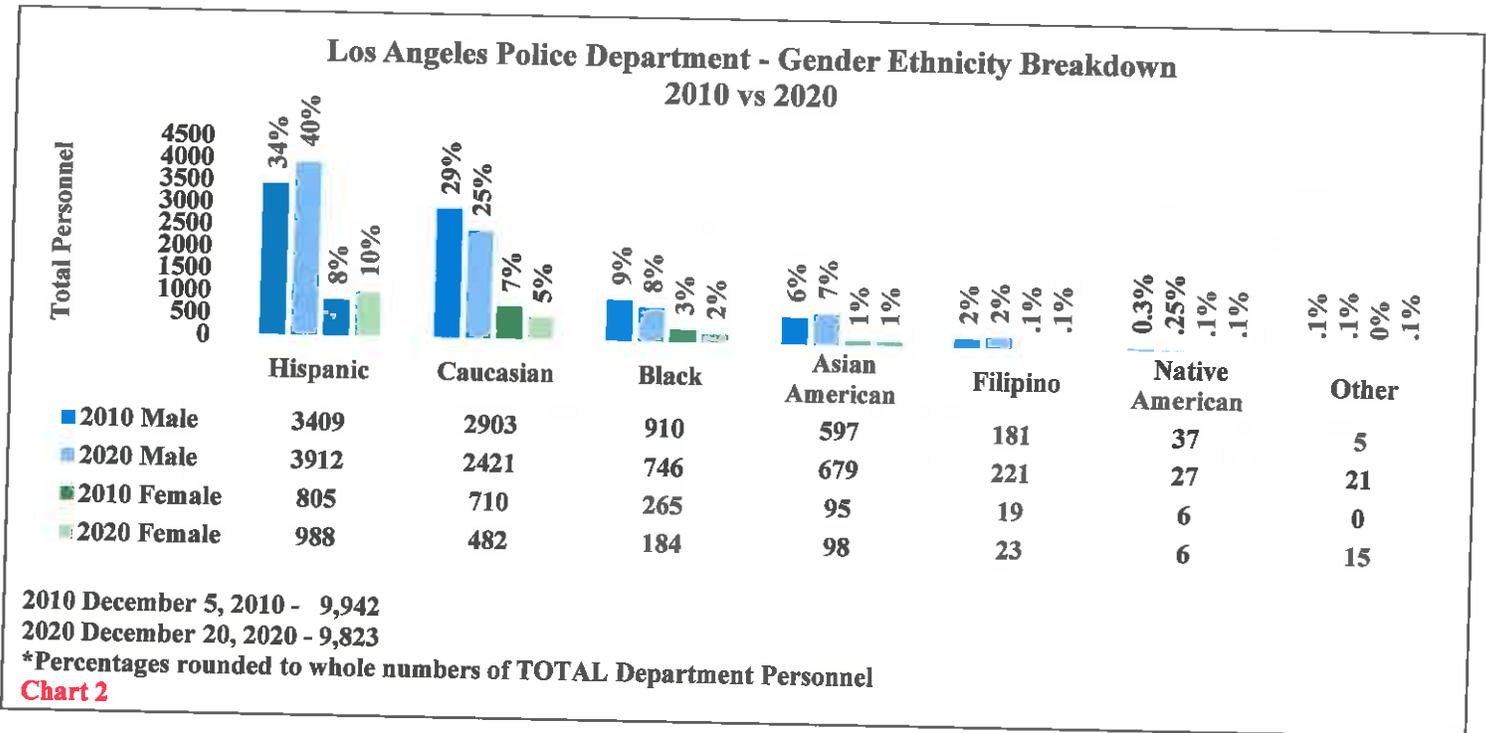
Department Gender – Ethnicity Breakdown

From 2010 to 2020, the number of sworn females has decreased from 1,900 to 1,796 (a difference of 104), equating to a change from 19.11 percent to 18.28 percent of the total gender demographics. Currently, this representation of female officers mirrors the law enforcement national average of 18.5 percent. It should be noted that over the past 20 years female demographics in the City have ranged from 50 percent to currently almost 51 percent. Conversely, the male demographics in the City have gone from 50 percent to approximately 49

² 2000 Census, 2010 Census, Diversity with Equity Achieving Fairness at the City of Los Angeles – City Controller Percentages Rounded to whole numbers

percent. As mentioned previously, current recruiting efforts have yielded two recruit classes this fiscal year that had an overall female representation of 54 percent.

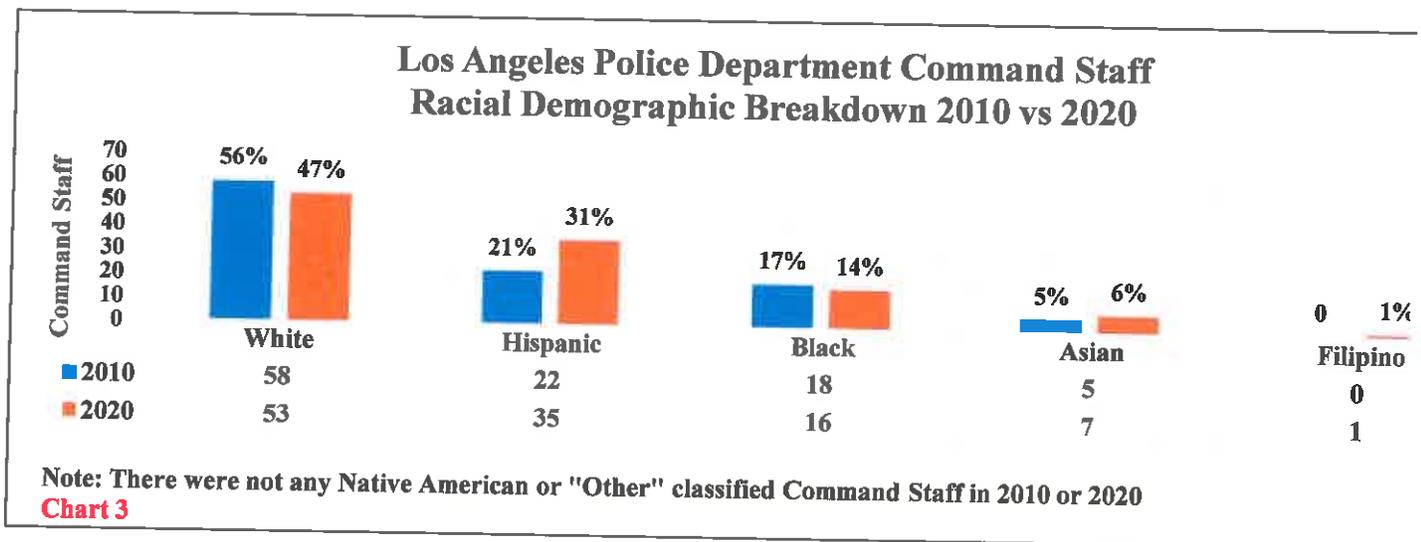
The LAPD will continue to strive to meet the needs of the City through innovative and comprehensive recruiting efforts to maintain a diverse hiring pool reflective of its communities. A breakdown of gender by ethnicity demographics has been provided in Chart 2 for additional reference.



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Command Staff Gender and Diversity Breakdown: 2010 to 2020

Sworn Command Staff is defined as Department personnel who are the rank of Captain, Commander, Deputy Chief, or Assistant Chief. From 2010 and 2020, Command Staff in the Hispanic and Asian American and Filipino categories rose, while Caucasian and Black representation within the Command Staff decreased. (see Chart 3).



Caucasians currently account for 47 percent of the total Command Staff, while Hispanics represent 31 percent of the Command Staff ranks. Currently, the Department has 14 percent Black Command Staff and 6 percent Asian American Command Staff.

From 2010 to 2020, male Command Staff representation changed from 82 to 93, showing a 13.4 percent increase, with overall representation going from 80 percent to 83 percent, while female Command Staff representation decreased by 9.5 percent (from 21 to 19), effectively decreasing their representation in the Department from 18 percent to 17 percent.

Detailed Breakdown of Gender and Ethnicity of Command Staff

Below is the gender makeup of the Department's Command Staff as of December 20, 2020.

	COP	AC	DEP CHF	CMDR	CAPT	TOTALS	%
FEMALE	0	1	2	2	14	19	17%
MALES	1	2	10	15	65	93	83%
TOTALS	1	3	12	17	79	112	100%

The following chart is a breakdown of the Command Staff at all ranks broken into demographic categories (see below matrix).³ It is important to mention, it can often take 20 years or more for one to progress through their career and be promoted to the rank of Captain or higher. Therefore, the available list of potential candidates is contingent upon the previous decades of hiring and focused recruitment.

	COP	Asst. Chief	Deputy Chief	Commander	Captain 3	Captain 2	Captain 1
Caucasian	0	1	6	8	16	8	14
Black	0	1	2	3	6	4	0
Hispanic	1	1	2	5	13	4	9
Asian Am.	0	0	2	0	2	1	2
Filipino	0	0	0	1	0	0	0

Hiring Goals

The LAPD 2019-2021 Strategic Plan, Goal No. 6: Maximize Workforce Potential outlined Initiative A: Strengthen Recruitment Efforts to Increase Diversity Among Ranks.⁴ Aside from improving the recruitment process, it includes hiring goals and milestones for women, Blacks, and Asian-Pacific Islanders.

The hiring goals are based on anticipated attrition of approximately 500 employees per year, according to the last (5) fiscal years, and are identified below:

- Hire 195 female candidates in Fiscal Year 2019-2020 (representing 35 percent of all new recruit officers). By 2021, increase the hiring of females to account for 40 percent of all new recruit officers.
- Hire 100 Black candidates in Fiscal Year 2019-2020 (representing 18 percent of all new recruit officers). By 2021, increase hiring Black officers to account for 22 percent of all new recruits.
- Hiring 45 Asian-Pacific Islander candidates in Fiscal Year 2019-2020 (representing 8 percent of all new recruit officers). By 2021, increase hiring of Asian-Pacific Islander candidates to 10 percent of all new recruit officers.

Due to budget cuts and an adjustment in the total number of funded positions for the Department, the hiring goals for the Department for Fiscal Year 2020-2021 were adjusted to 251 personnel.

³ 1991 Department Data from "Five Years Later: A Report to the Los Angeles Police Commission on the LAPD implementation of Independent Commission Recommendations

1995 Department Demographic Data from 1996 LAPD Annual Report

2000 Department Demographic Data from 2000 LAPD Annual report

2010,2015,2020 Department Demographic Data from Personnel Division PR91 Report

⁴ "Los Angeles Police Department Strategic Plan 2019-2021". City of Los Angeles. February 2, 2020.

<https://pdinfoweb.lapd.lacity.org/urldisplay.aspx?did=237017>.

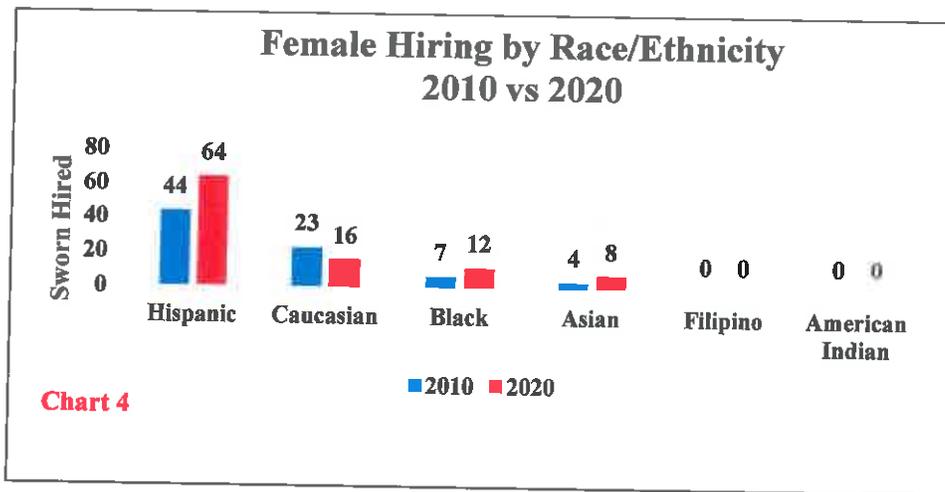
The new goals were as follows:

- Hire 100 female candidates in Fiscal Year 2020-2021 (representing 40 percent of all new recruits, a decrease of -48.7 percent from the original goal of 195)
- Hire 55 Black candidates in Fiscal Year 2020-2021 (representing 22 percent of all new recruits, a decrease of -45 percent from the original goal of 100)
- Hire 25 Asian-Pacific Islander candidates in Fiscal Year 2020-2021 (representing 10 percent of all new recruits, a decrease of -44 percent from the original goal of 45)

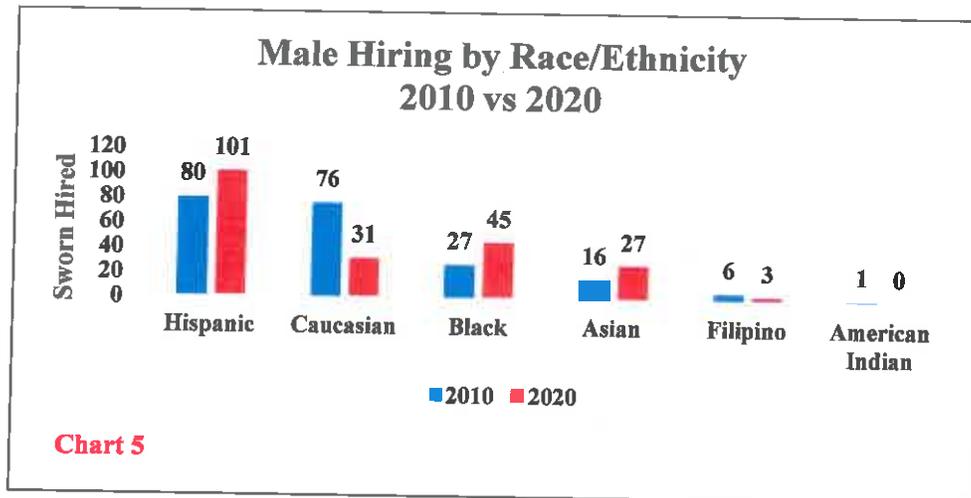
The Department was able to hire 28 Blacks, 43 women, and 6 APIs between two academy classes (September and December 2020). However, the probability of meeting or exceeding the hiring goals for Fiscal Year 2020/2021 is unlikely with the existing moratorium on hiring.

Hiring Ten-Year Comparison

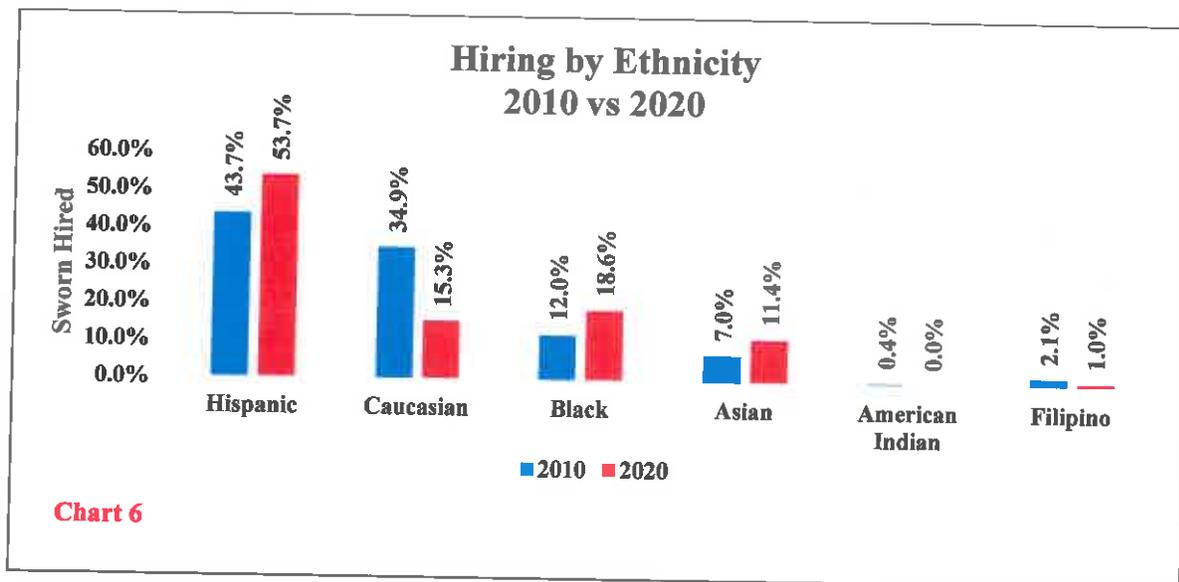
In calendar year 2020, the Department hired significantly more Black, Hispanic, and Asian female sworn recruits, and fewer Caucasian female recruits, compared to 2010 (see Chart 4).



In calendar year 2020, the Department hired more Black, Hispanic, and Asian male sworn recruits, and fewer Caucasian recruits, when compared to 2010 (see Chart 5).



The total number of Hispanic officers hired in 2020 compared to 2010 showed an increase of 41, with an overall increase in representation from 43.7 percent to 53.7 percent. The total number of Caucasian officers hired in 2020 compared to 2010 decreased by 52, with an overall representation from 34.9 percent to 15.3 percent. The total number of Black officers hired in 2020 compared to 2010 showed an increase of 23, with an overall increase in representation from 12.0 percent to 18.6 percent. The total number of Asian-American officers hired in 2020 compared to 2010 showed an increase of 15, or an overall increase in representation from 7.0 percent to 11.4 percent. The total number of Filipino officers hired in 2020 compared to 2010 showed a decrease of 3, with an overall representation from 2.1 percent to 1.0 percent (see Chart 6).



While the Department's Black sworn representation decreased from 1175 (12 percent overall) to 930 (9 percent overall) between 2010 and 2020, there was also a reduction in focus-based recruitment between 2011 and 2018. Although diversity has always been a hiring goal, it should

be noted that the focus of the Department's recruiting emphasis was on growing the overall workforce to 10,000 sworn.

From 2011 to 2018, the number of Black sworn officers declined due to attrition and challenges in recruiting Black candidates. In 2019, the Department shifted recruitment focus with the introduction of Microsoft Dynamics 365 Community Relationship Management (CRM), a data-intensive platform, that allows Recruitment and Employment Division (RED) to track and analyze the applicant pool. Introduction of this data has created an efficient and effective method to track, analyze, and advance candidates through the hiring process, as shown with the increase in hiring of Black candidates from 7.9 percent in 2018 to 12.6 percent in 2019, and finally to 18.6 percent in 2020.

Recruitment Efforts

The CRM data-driven technology has allowed for an efficient and effective hiring process to enhance opportunity to reach the Department's diversity goals of increasing hiring for Black, female, and Asian-Pacific Islander candidates. In addition, RED has made a concerted effort to identify sources of hiring for these candidate groups. These efforts include: ⁵

- Targeted social media marketing;
- Recruitment and outreach at colleges, athletic programs, faith-based institutions, military installations, cultural and gender-specific events;
- Conducting outreach events, hiring seminars and area saturation;
- Mentoring workshops for candidates to increase familiarity with firearms and reduce anxiety;
- Candidate Advancement Program (CAP) to engage and positively impact academy physical fitness readiness;
- Partnerships with employee organizations for recruiting candidates such as Los Angeles Women Police Officers and Associates, Oscar Joel Bryant Foundation, Association of Black Law Enforcement Executives, and the Law Enforcement Association of Asian Pacifics;
- Partnership with community groups such as the National Pan-Hellenic Council, Los Angeles Urban League, and the Vermont Slauson Economic Development Corporation; and,
- The formation of the Diversity Hiring Committee to identify and address delays and advance candidate's hiring process.

Forecasting the Department in 2025

The Department is focused on ensuring that community demographics are reflected in the Department as a whole, and in all ranks. Diversity in entry-level recruitment will eventually result in increased diversity in the senior ranks. In five years, the Department expects to continue to closely mirror the City's racial demographics and aims to exceed the national

⁵ Los Angeles Police Department Recruitment and Hiring Plan, 2019

average for female representation in law enforcement of 18.5 percent.⁶ As previously mentioned, the Department is also continuing to actively monitor its African American representation to address challenges related to recruitment and retention in order to maintain demographic staffing levels that accurately reflect that of the City.

Recruitment and Employment Division will continue to strive to achieve a demographically diverse candidate pool, not only meeting the goals set by the City and the Department but exceeding them. Recruiting of candidates can be affected by external factors such as economic downturn, public opinion of law enforcement, and even acts of nature like a pandemic. Despite these barriers, the Department has been able to increase representation in underrepresented groups and continue to mirror the nation in female officer representation.

Diversity, Equity, and Inclusion (DEI)

Overall, the Department is reflective of the community it serves with respect to racial demographics.⁷ However, the need for better representation of females throughout the ranks is evident when taking an introspective look at gender demographics. This disparity in representation can partially be attributed to the hiring efforts from 15 to 20 years ago, the current attrition rates, and viable promotional candidate pools. Nonetheless, the Department must continue its work with promoting diversity, equity, and inclusion at every level of its operation to bolster its diversity trajectory, as well as to undertake viable and sustainable initiatives to achieve favorable diversity outcomes.

Mayor Eric Garcetti's Executive Order No. 27, Racial Equity in City Government, directed all City Departments designate a Diversity, Equity, and Inclusion Officer (DEIO) to ensure fairness, diversity, equitable opportunities, and transparency in City government. On December 20, 2020, the Department appointed a Commander of Police as the Diversity, Equity, and Inclusion Officer, not only to lead this effort, but also to emphasize the importance of this issue. Diversity, equity, and inclusion are essential to law enforcement operations and effectiveness. The goal is to foster and expand a culture that prioritizes diversity, equity, and community engagement. Some of the main pillars cited in the Department's DEI Plan "Toward Change" is professional development and ongoing introspection.

To this end, it is important to highlight the strides made by the Chief of Police, Michel R. Moore and Office of Support Services entities. Acknowledging the need to improve retention and support recruitment efforts, programming to support candidate and recruit services was prioritized. Programs such as the CAP, Firearms Candidate Assistance Program, and Firearms Study Hall aided in improving retention. While these programs are available to all, the Firearms CAP was designed specifically for female candidates and the Firearms Study Hall was designed to ensure female candidates had adequate support throughout the academy (after noting an increase in females failing firearms exams). This refined programming has been designed to assist candidates and recruits with specific needs to improve success rates while increasing diversity. As with many entities within the City, the events of 2020 have had significant impacts

⁶ FBI 2019 Crime in the USA Table 74 - <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-74>

⁷ Diversity with Equity Achieving Fairness at the City of Los Angeles – City Controller Ron Galperin

on all aspects of operations, specifically our recruiting and hiring efforts. During these unprecedented times, the Department has developed online strategies to provide assistance and information to our candidates in order to keep them engaged. It is the Department's intention to resume the aforementioned programs as soon as feasible.

The Department has taken specific steps in order to enhance the recruitment, hiring, and promotion of women, is one of the most underrepresented groups. Specifically, Chief Moore, vowed to improve current practices in this area, by signing a letter of commitment to the 30 x 30 Pledge. This pledge, initiated by the New York University, School of Law, Policing Project⁸ urges for a nationwide movement for law enforcement to increase female representation to 30 percent by 2030.

As previously mentioned, the hiring of today influences the promotions of tomorrow. The continued emphasis on optimizing the Department's diversity levels now, will produce increased returns on future promotions of those employees currently underrepresented. Diversity, equity, and inclusion are essential to law enforcement operations and effectiveness, as indicated by this Council Motion, sending a clear message for the Department to continue prioritizing our underrepresented groups.

Currently, the DEIO, Commander Ruby Flores has been meeting regularly with the Civil and Human Rights and Equity Department to ensure our Department reflects an environment where equity is clearly visible. While conducting an organizational assessment, best practices will be researched to determine how the Department can best enhance the environment to increase female representation throughout the *whole* department. These efforts will include but are not limited to researching work conditions, promotional preparation and guidance, employment enrichment programming, and increasing transparency by improving access to opportunities.

The DEIO is committed to the matters brought forth through this analysis and will continue to work with established partnerships throughout the City and within our Department. The DEIO will ensure that we continue to work towards achieving a demographic composition that more accurately reflects the City of Los Angeles. The Department is aware that there is much work that still needs to be done in the matters raised and the information brought forth. We will continue to improve upon our current strategies as we strive to meet the needs of our City and communities.

Civil, Human Rights, and Equity Department Review

The Civil, Human Rights, and Equity Department (CHRED), as directed by this motion, reviewed the Department's report and provided insight. The Department intends to incorporate the areas of concern identified by CHRED in an effort to improve diversity by overcoming all noted barriers and further analyzing trends over the last 10 years. The CHRED report is attached for reference.

⁸ <https://www.policingproject.org/news-main/2021/3/9/coalition-of-police-leaders-researchers-and-more-back-30x30-initiative-to-promote-the-advancement-of-women-in-policing>

Conclusion

The Department concurs with the Council in their opening statement of the Motion which states, “A diverse police department is an important factor in community policing.”

The Department is proud to have already achieved and exceeded the goals set forth in Mayor Garcetti’s Executive Order No. 27 of: 30 percent of new hires being Black or Hispanic, 16 percent of leadership being Black or Hispanic, and pay equity of all department employees.⁹ In addition to exceeding these goals, the Department stands today as one of the most diverse City departments as reported by City Controller on February 2, 2021¹⁰, and in five years will work to continue this achievement not only overall, but within positions of leadership.

To ensure the selection of personnel is qualified and diverse, emphasis should continue to be placed on establishing an adequate candidate pool by increasing our recruiting efforts in underrepresented groups and to continue to develop and prepare all our employees for career advancement, particularly those who are underrepresented on this Department. Additionally, candidate selection panels should be made as diverse as possible, reflecting the Department and community.

Attrition, hiring moratoriums, promotional freezes, and budget cuts hinder viable candidate pools and negatively impact the demographic makeup of the Department; thus, decreasing the opportunities for the advancement of underrepresented employee groups. Recognizing this, the Department will continue to extend recruiting efforts to groups that have seen historically low numbers of candidates, establish a mentoring program within the Department, and reinforce existing relationships with employee organization groups to support examination and oral interview preparation seminars, which in turn will provide a multi-faceted approach to ensuring a diverse and equitable Department at all ranks.

⁹ <https://www.lamayor.org/mayor-garcetti-launches-initiative-advance-racial-equity-private-sector>

¹⁰ Diversity with Equity Achieving Fairness at the City of Los Angeles – City Controller Ron Galperin