

LOS ANGELES POLICE DEPARTMENT



MICHEL R. MOORE
Chief of Police

KAREN BASS
Mayor

P.O. Box 30158
Los Angeles, CA 90030
Telephone: (213) 486-8730
TTY: (877) 275-5273
Ref #: 1.1

February 24, 2023

The Honorable City Council
Office of the City Clerk
Room 395, City Hall
Los Angeles, California 90012

Subject: The Status of Women and Budget Itemization for Training, Support and Mentorship Programs

Dear Honorable Members:

On April 13, 2022, the Los Angeles City Council adopted a report directing the Los Angeles Police Department (LAPD or Department) to provide a response detailing the number of sworn women promoted, the overall efforts to positively impact the promotion rate, and the retention rate of sworn women (Council File No. 22-0264). On August 9, 2022, the Department submitted a response to Council File No. 22-0264 detailing the number of sworn women promoted, the overall efforts to positively impact promotion rates, and the retention rate of sworn women. On or about January 25, 2023, the City Council asked for an update. This report updates statistics cited in the report dated August 9, 2022.

This letter is also a direct response to a motion in the budget introduced by Councilwoman Monica Rodriguez, which itemizes the allotment of \$200,000 for training, support and mentorship programs, conferences, and other career development efforts for women and minority officers offered by affinity groups partnered with the Department.

The Status of Women Within the LAPD (update to Council File No. 22-0264)

For the current Fiscal Year (FY), 316 employees have been promoted (among all ranks) or upgraded (within the Captain rank). Of those promoted or upgraded, 94 (30 percent) were women. The total number of promotions and upgrades per year will not equate to personnel since some Captains were promoted to Captain I and then to Captain II or III within the same year.

The updated numbers for the promotions or upgrades of sworn women compared to men are as follows:

Table 1a. Promotions/Upgrades of Sworn Female Employees by Fiscal Year

Rank	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Detective	14	30	25	5	35	109
Sergeant	15	16	0	24	38	93
Lieutenant	6	3	6	11	7	33
Captain I	1	1	0	8	3	13
Captain II	2	1	0	0	6	9
Captain III	4	1	1	1	5	12
Commander	1	0	1	1	0	3
Deputy Chief	1	0	1	0	0	2
Assistant Chief	0	0	0	0	0	0
Female Total	44	52	34	50	94	274

Table 1b. Promotions/Upgrades of Sworn Male Employees by Fiscal Year

Rank	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Detective	49	71	63	7	60	250
Sergeant	67	66	0	89	99	321
Lieutenant	29	26	21	15	29	120
Captain I	12	10	5	26	11	64
Captain II	6	6	0	10	14	36
Captain III	5	8	3	22	7	45
Commander	7	7	3	11	2	30
Deputy Chief	3	6	0	9	0	18
Assistant Chief	2	1	0	3	0	6
Male Total	180	201	95	192	222	890

As mentioned in the previous correspondence with the Council, sworn personnel pursuing a promotion to the ranks of detective, sergeant, lieutenant, captain, or commander participate in a civil service testing process. Promotions for sergeants, detectives, and lieutenants are based purely on the interview score and how individuals are ranked within their band by the Promotional Assessment Board.

Promotions for captains and commanders are based on the interview score band and at the discretion of the Chief of Police to choose the individual best suited for the position. This has allowed for the recent promotions of women at a higher rate than previously. The Chief of Police has the most discretion in appointing Deputy and Assistant Chiefs based on the needs of the Department.

Table No. 2 breaks the percentages of sworn promotions of women down by rank and FY. All items marked not applicable (N/A) are ranks that did not have any promotions within that FY.

Table 2. Percentage of Women Promoted/Upgraded by Rank and Fiscal Year

Rank	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Detective	22.2%	29.7%	28.4%	41.7%	36.8%
Sergeant	18.3%	19.5%	N/A	21.2%	27.7%
Lieutenant	17.1%	10.3%	22.2%	42.3%	19.4%
Captain I	7.7%	9.1%	0.0%	23.5%	21.4%
Captain II	25.0%	14.3%	N/A	0.0%	30.0%
Captain III	44.4%	11.1%	25.0%	4.3%	41.7%
Commander	12.5%	0.0%	25.0%	8.3%	0.0%
Deputy Chief	25.0%	0.0%	100.0%	0.0%	N/A
Assistant Chief	0.0%	0.0%	N/A	0.0%	N/A

We took a closer look at promotions to command staff (Captain and above) and promotions to senior command staff (Commander and above) to compare those eligible to be promoted to those that were promoted. As noted in Table Nos. 3a and 3b, all eligible women were promoted to Captain and Commander in FY 2021-23.

Table 3a. Promotions to Captain by Gender

	2018-2020		2021-2023	
	Eligible	Promoted	Eligible	Promoted
Female	4	2	11	11
Male	37	22	62	37

Table 3b. Promotions to Commander by Gender

	2018-2020		2021-2023	
	Eligible	Promoted	Eligible	Promoted
Female	2	1	2	2
Male	24	14	25	14

The recent attrition trend shown in Table No. 4 indicates that the attrition of women when compared to men is decreasing. If this trend continues, this will contribute to a higher percentage of females overall in the Department. These numbers differ from the previously reported numbers because the previous numbers excluded attrition due to death or medical reasons. Table No. 4 includes all attrition.

Table 4. Sworn Attrition by Gender

	2019		2020		2021		2022		2023		Total
	#	%	#	%	#	%	#	%	#	%	
Female	39	23.2%	34	21.0%	36	19.6%	42	17.8%	0	0.0%	151
Male	129	76.8%	128	79.0%	148	80.4%	194	82.2%	5	100.0%	604

Budget Itemization for Training, Support and Mentorship Programs

This is a direct response to a motion in the budget introduced by Councilwoman Monica Rodriguez which itemizes the allotment of \$200,000 for training, support and mentorship programs, conferences, and other career development efforts for women and minority officers offered by affinity groups partnered with the Department.

The Department in consultation with the Office of the City Attorney, request funding be distributed to the Revolving Training Fund (RTF). This would allow for \$200,000 to be spent as envisioned by the City Council.

The DEIO would like to introduce the plan for the distribution and use of the funds made available to the affinity groups in this joint plan. The LAPD will be the host of the projects outlined below with input and assistance from the affinity group leadership teams. For purposes of this project, the following LAPD nonprofit organizations comprise the “affinity groups”:

- Latin American Law Enforcement Association (LALEY);
- Law Enforcement Association of Asian Pacifics (LEAAP);
- Los Angeles Women Police Officers and Associates (LAWPOA); and,
- Oscar Joel Bryant Foundation (OJB).

To prepare this response, the DEIO considered permissible expenses for the allotted funds based on the initial written proposal from each affinity group leader on what they would like to offer on behalf of their respective organization. In addition, the DEIO sought the advice of the Office of the City Attorney to help determine the manner in which the funds would be dispersed would comply with ethics rules.

If and when a DEIO is also a president of an affinity group, other members of the affinity group assume the lead for the project and will act only in their capacity as the DEIO. Currently, although Commander Flores is the President of the LAWPOA, the Vice Presidents will assume the lead for this project on behalf of LAWPOA and Commander Flores will act only in the capacity of the DEIO.

Response

1. Meeting with Affinity Groups:

The DEIO met with the Department’s affinity groups to obtain each affinity group’s recommendations and ideas on how they would like to see the funds spent based on the greatest needs for employee development and upward mobility. The affinity groups leadership teams provided recommendations in the following categories:

- a. Mentorship;
- b. Leadership luncheons/conferences/seminars;
- c. Training series; and,
- d. Career development through external programs.

The most overlapped category among the recommendations were mentorship and leadership luncheon/conferences/seminars, where affinity group leaders are presented with the ability to reach the largest number of Department employees. At a minimum, monthly meetings will be scheduled for logistical support and planning purposes. Due to the work that affinity group leadership teams provide on behalf of their respective nonprofit organizations, the related duties are considered ancillary to their normal work assignment. All preplanned activities will be supported by Department Training Orders for those planning and/or participating in the events with approval by the employee's respective commanding officer.

At the request of the affinity group leaders, the DEIO will look to identify a meeting room within the Police Headquarters Facility to create a shared space they can convene and meet to discuss joint programming.

2. Developing a Comprehensive Approach

With the input collected from the meetings with the affinity groups, the DEIO will allocate funds toward collective efforts and approaches focused on achieving the following goals and outcomes for participants:

- Increase confidence and professional development;
- Develop key leadership skills and capacities through project-based learning opportunities;
- Build new skills, knowledge and expertise in organizational leadership; and,
- Strengthen verbal and written communication skills.

The DEIO will work with the affinity group leadership to plan and allocate the funds available toward collective DEI efforts that will be made available to all Department employees, equal to \$200,000 to develop the following:

- a. Strategic mentorship programs with professionals and leaders from diverse backgrounds and from a variety of industries;
- b. Training Seminars with recognized professional guest speakers focusing on leadership principles, career advancement, oral interview skills, and computer/software training (Simon Sinek has been identified as an inspirational speaker who subscribes to heart focused leadership, mental health, and communications skills in alignment with the values of the Department);
- c. Public Speaking programs to develop communication skills;
- d. Panel discussions on timely issues featuring our diverse Department and City leaders;
- e. Professional development through Dialogues¹; and,

¹ Dialogue series in a small group setting that introduces employees to leaders who stand at the intersection of local governance, safety, and community advocacy. Employees should be early in their careers with a desire to take on a leadership role.

- f. Scholarships, academic study or training opportunities outside the Department offered (e.g. University of Southern California, Cornell University's Diversity and Inclusion Certificate, and Los Angeles Police Protective League's Professional Development Institute – Committed to Developing Those Who Protect & Serve Others. (lapd.com).

3. Plan to monitor and measure effectiveness of programs:

There must be a measure of effectiveness for these recommended programs. For this reason, we propose following methods to measure the effectiveness of the expenditures:

- Evaluate the cost per person served in each effort (event/series/course) and weigh the expense against the participant evaluations of the effort;
- Maintain a log of participants and track how individuals were affected by the event/series/course, whether that is an employee taking a promotional exam, developing a skillset, obtaining entry into a specialized unit, etc.;
- Compare the gender/ethnic breakdown from a previous promotional list to the next, to measure whether employees are more inclined to take an examination and/or pass it with a higher score; and,
- Administer pre and post surveys.

The DEIO informed the Department's affinity group leaders that each recommendation that comes to fruition must have some component to measure the effectiveness of the effort, and this data will be transparent for all employees.

4. Internal system to track funds:

The DEIO will create an internal tracking system to track the usage and disbursement of funds. as needed.

All invoices shall be approved by the DEIO and will provide guidance regarding the approval of the expenditures, ensuring criteria is met.

Overtime funds shall be identified and approved by the DEIO in advance of a pre-planned event or mentoring session when necessary. Overtime funds should not be the primary source of utilizing the funds allocated to employees planning and assisting with the implementation of the above stated programs. The DEIO will ensure the overtime usage reflects the sworn or civilian overtime code.

Upcoming Action

Upon approval of this plan, the DEIO will immediately coordinate a meeting with the affinity group leaders to inform them of the plan's approval and collaborate on ideas that fall within the framework set by this plan. A timeline of events will also be created and maintained by the DEIO's staff for tracking of the affinity group led Department efforts in consultation with the Office of the City Attorney and affected commands.

If you have any questions or concerns, please contact Commander Ruby Flores, Diversity, Equity and Inclusion Officer, at (213) 486-8730.

Respectfully,

A handwritten signature in blue ink, appearing to read 'MICHEL R. MOORE', is positioned above the printed name.

MICHEL R. MOORE
Chief of Police