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April 20, 2021

BPC #21-064

The Honorable City Council
City of Los Angeles, Room 395
c/o City Clerk's Office
Los Angeles, CA 90012

Dear Honorable Members:

RE: CITY COUNCIL FILE NO. 20-1601 REGARDING COMMUNITY ENGAGEMENT
EXPECTATIONS AND METRICS.

At the regular meeting of the Board of Police Commissioners held Tuesday, April 6, 2021 the Board APPROVED the Department's report relative to the above matter.

This matter is being forwarded to you for approval.

Respectfully,

BOARD OF POLICE COMMISSIONERS

Maria Silva

MARIA SILVA
Commission Executive Assistant

Attachment

c: Chief of Police

INTRADEPARTMENTAL CORRESPONDENCE

BPC 21-064
RICHARD M. TEFANK - 3/31/21
RICHARD M. TEFANK DATE
EXECUTIVE DIRECTOR

March 24, 2021
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MAR 31 2021
POLICE COMMISSION

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: RESPONSE TO COUNCIL MOTION FILE NO. 20-1601 REGARDING
COMMUNITY ENGAGEMENT EXPECTATIONS AND METRICS

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 community engagement expectations and metrics.
2. That the Board TRANSMIT to the Public Safety Committee the attached response.

DISCUSSION

On February 3, 2021, the Public Safety Committee approved a Motion in City Council File No. 20-1601 requesting that the Department report on how community engagement expectations are conveyed to officers working in certain assignments and what metrics are used to measure these efforts.

Specifically, the Committee requested a report "on community engagement expectations for officers assigned as Senior Lead Officers, within the Community Safety Partnership Bureau and to the Metropolitan Transportation Agency contract, and on metrics for how success is measured in these assignments."

A response was prepared by the Office of Operations in collaboration with Transit Services Bureau and the Community Safety Partnership Bureau.

If you should have any questions regarding this matter, please contact the Evaluation and Administration Section, Office of Operations, at (213) 486-6050.

Respectfully,


MICHEL R. MOORE
Chief of Police

BOARD OF
POLICE COMMISSIONERS
Approved April 6, 2021
Secretary Maria Silva

Attachment

FACT SHEET

COMMUNITY ENGAGEMENT EXPECTATIONS AND EVALUATION METRICS

March 24, 2021

Purpose. The purpose of this Fact Sheet is to review the community engagement expectations and evaluation metrics for officers in certain high-interaction assignments.

Background. The Honorable Public Safety Committee requested that the Department report on the expectations for officers assigned as Senior Lead Officers (SLOs), within the Community Safety Partnership Bureau (CSPB), and to the Metropolitan Transportation Agency (MTA) contract, and on metrics for how success is measured in these assignments.

Findings. Officers assigned as either Senior Lead Officers or within CSPB, as well as those permanently assigned to the MTA contract, are in positions that require an oral interview. Therefore, as part of the task and competencies for these positions, community engagement expectations are clearly defined. Successful applicants are able to demonstrate understanding of these expectations through behavioral questions.

One example of an expectation delineated in the task and competency list for the position could be:

“Forms Community Safety Committees composed of members of the neighborhood, schools, and businesses by identifying and contacting community leaders who have expressed interest in improving the quality of life in their community, in order to organize community and business watch meetings to maximize the community’s efforts.”

Additionally, once officers are assigned these positions, community engagement expectations are further reinforced. For example, upon being selected for a CSPB assignment, officers receive training specific to community engagement. The training, which is facilitated by community members and community-based organizations, focuses on trust-building and how it is inextricably intertwined with public safety.

Initial coursework is supported by quarterly training days and regular messaging – via roll calls, meetings, notices and newsletters – to reinforce expectations and best practices, as well as share community feedback from the various Community Safety Partnership (CSP) sites.

Similarly, with respect to MTA-assigned officers, Senior Lead Officers attend monthly “Rap Sessions” conducted at each MTA Division headquarters. These meetings are attended by transit operators, MTA directors, and managers. These meetings afford SLOs the opportunity to respond to law enforcement-related questions and understand how LAPD service can be improved. Mandatory SLO attendance at “Rap Sessions” has proven to be an excellent source of information for identifying and responding to crime trends as well as an excellent source of trust building between officers and operators. Each meeting results in a debriefing with the Officer in Charge (OIC) of the Senior Lead Office who in turn reports directly to Transit Services Division (TSD) leadership.

To measure the success of efforts in all of these assignments, a variety of metrics are employed. Each of the three categories mentioned have assignment-specific metrics and are discussed accordingly below:

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SENIOR LEAD OFFICERS

Senior Lead Officers' community engagement efforts are vast and truly innumerable. To reflect that, the Office of Operations has three main categories of metrics that assist in evaluating the outcomes of these duties: documented projects to address community problems, Computer Aided Dispatch (CAD) data showing time spent on community activity, and a record of specific community engagement activities (such as neighborhood watch walks, social media outreach, or meetings with clergy).

For the projects to address community problems, internally referred to as "SARA" projects, officers are directed to put community engagement at the forefront of addressing community concerns. Required at the top of the project report, the community client(s) or stakeholder(s) engaged are the most important aspect in the process. This emphasis on community engagement continues on the chronological log, or the primary performance metric of the SARA project. In the chronological log, officers document their meetings with the community, outreach efforts taken, resources utilized, and more. When seeking approval to close a SARA project as complete, the form reemphasizes community engagement by reporting the number of citizen contacts before the number of juvenile diversions or arrests made. As of January 7, 2021, over sixty SARA projects are currently open across the Department.

Recognizing that SLOs also conduct many self-initiated community engagements efforts, the Department published new guidance in the fourth quarter of 2020 to aid in capturing these activities. Officers logged onto the CAD system can show themselves "Code 6" (at scene) on community engagement activities (e.g., "C6CM – Community Meeting") or use a productivity-tracking recap code to denote specific numbers of minutes spent on community engagement (e.g., "CME – Community Engagement" of 45 minutes).

Additionally, Areas submit a report of "Significant Community Interactions" each month for COMPSTAT review. Generally performed by the SLOs, Areas are accountable for reporting the type of activity (e.g., Neighborhood Watch Walk, Open House, Coffee with a Cop, etc.), the significance of the activity, and the results. These activities are the subject of discussion during an Area's COMPSTAT review.

Despite the impact of the COVID-19 pandemic, SLOs have continued their commitment to community engagement. The Office of Operations has seen SLOs conduct virtual community meetings, socially-distanced neighborhood walks, and increased social media interaction.

COMMUNITY SAFETY PARTNERSHIP BUREAU OFFICERS

The Community Safety Partnership (CSP) officers are entrusted to build sustained, generational relationships, and work cohesively with community members and stakeholders to address long-term problems. Accordingly, the CSP model builds upon the traditional law enforcement tenets of increasing public safety and reducing crime by aligning these tenets with CSP's relationship-based public safety model. The innovative approach challenges the norm by encouraging officers to not only act differently but to think differently when developing solutions to problems. Similarly, it challenges the Department to expand measures of community safety

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beyond the numerical fluctuations in crime statistics.

In conjunction with continuous feedback from community members and partnering organizations, CSP officers are guided by the five core components that make up the framework of the CSP model, each of which furthers their ability to help cultivate community wellness and resiliency: Community Engagement, Wrap-Around Programming, Public Safety, Safe Passages, and Enhanced Community Capacity.

Community feedback and guidance is fundamental to all facets of the CSP model. A new CSP site can only be established after an in-depth assessment is conducted to determine community needs and capacity. The assessment determines which community needs will be immediately addressed by the CSP team assigned to the site. Creating the plan of action to address these needs is the responsibility of each site's Community Safety Advisory Council (CSAC).

Each site is anchored by its CSAC, which is comprised of community stakeholders, city council representatives, and partner agencies and organizations. The CSAC works cohesively with law enforcement to address the root causes of crime and quality of life issues within the site's boundaries. The initial assessment acts as a guide for CSACs operating at new sites, while pre-existing CSACs work together to identify remaining problems, develop a response plan, and delineate measurements of effectiveness that assess the success and/or shortcomings of the plan.

By virtue of the aforementioned structure, CSP personnel are evaluated on both qualitative and quantitative methods at the following intervals:

High Frequency

Crime analysis, inclusive of both reported crimes and calls for service, is regularly conducted and examined. Community Safety Partnership Bureau (CSPB) leadership participates in daily conference calls with leadership from the Office of Operations to discuss crime in and around the CSP sites. The information from these calls is shared with the CSP teams and guides team leaders in prioritizing how to utilize their resources to address crime and the various community concerns that are not always captured via traditional metrics.

Medium Frequency

All CSP officers complete monthly activity reports and daily logs that capture, both numerically and in narrative form, the various community engagement efforts that each CSP team makes, including information specific to community events, community meetings, and community programs. The CSAC meetings also provide a structured forum for CSPB personnel to receive regular, timely feedback and direction from both community members and the persons or organizations selected to advocate for the community's interests.

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The Department will offer its own review of CSPB personnel's efficacy via COMPSTAT. The CSPB COMPSTAT inspections will be modified to provide time for community representatives and partner agencies to speak directly to the Department about where CSPB personnel are succeeding and where there are opportunities for improvement.

Low Frequency

Each site will conduct community-wide surveys every six months to evaluate the quantitative and qualitative impacts of the CSP teams and their various initiatives. Additionally, a multi-site assessment will be conducted with academic partners every three years. These academic assessments will start the feedback cycle again, as they will provide an additional layer of review that will realign the practices within CSPB with its core components.

The Department remains steadfast in its dedication to advancing its relationship-based policing strategies. The CSP model, which elevates community members to evaluators and leadership partners, is a critical element of the greater effort and CSPB is determined to extend its core components and philosophies to the entire City.

METROPOLITAN TRANSIT AUTHORITY-CONTRACTED OFFICERS

Successful efforts of community engagement cannot be accurately captured by numbers alone. True success is measured by confirmed positive outcomes resulting from actions taken.

Officers assigned to MTA serve as the point of contact for MTA's Law Enforcement Service Request (LESR) and Customer Complaint Automated Tracking System (CCATS). Customarily, LESRs are requests for service generated by MTA field personnel and assist the Department in focusing efforts to improve transit-related issues. The CCATS serve the same function but are reserved for the commuting public. Both systems are monitored by the TSD SLOs who serve as a direct go-between, communicating directly with the MTA employee or citizen that generated the service request. As already mentioned, this information assists TSD in a more efficient deployment of police resources and reassures both MTA personnel and the public that we respect the effort they have taken to help resolve an issue as well as provide a level of accountability that their concern will be addressed. The SLOs then work to address the issue by utilizing divisional resources and, when necessary, geographic Area and City resources.

Thus, TSD requires Daily Field Activity Reports (DFARs) as a baseline for performance. Resolution of LESR's and CCATS are reviewed weekly and reported back to MTA via a live database. In addition, the OIC of the TSD SLO Unit often accompanies SLOs to meetings and personally attends "Rap Sessions" to monitor their performance, observe their ability to build rapport with people/groups, and obtain feedback from MTA operators, managers, and directors. The OIC also attends community functions which provides opportunity to receive feedback as to successes and shortcomings of police service.

Officers assigned to MTA are also accompanied by LAPD command staff at meetings and functions, which provide the opportunity to both observe performance and receive direct feedback from the communities we serve. Furthermore, SLOs often attend weekly crime control

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meetings and brief command staff on quality-of-life issues within the system and propose solutions for approval. They are often requested by MTA executives for participation in MTA meetings and functions; LAPD command staff receive feedback directly from MTA leadership on their performance. Like all facets of the LAPD's policing contract with MTA, the SLOs are also subject to annual audits by MTA as a final control.

Below are examples of metrics utilized in gauging the effectiveness of our SLOs:

- SLO MTA and LAPD site visits – 659;
- CAPRA projects worked on by SLOs – 17;
- MTA Rap meetings attended by SLOs – 99;
- MTA Customer Complaint Automated Tracking System (CCATS) logged and handled by TSD SLOs – 328; and,
- MTA Law Enforcement Service Request (LESR) logged and handled by TSD SLOs – 130.

Ultimately, success is measured by resolving issues, mitigating the reoccurrence of those issues, and gaining the trust and approval of the citizens we serve. Transit Services Division works hard to support our SLOs and we have received positive feedback from both the public and the MTA employees we work with every day. Social media responses trend positive and ridership surveys have also returned positive responses. Thus, TSD will continue to evaluate the engagement strategies and successes of our SLOs in an attempt to identify best practices, meet the expectations of the public, and maintain the standards of the Department.

Below are the results of the SLO Engagement Detail that was initiated on August 10, 2020, by Deputy Chief Blake Chow, TSB, and the SLO Unit. The SLOs spoke with 281 MTA operators and 301 MTA ridership patrons during this four-month program. On a rating scale from one to five (five being the highest), out of 281 operators, 92% of operators feel safer with LAPD officers patrolling the MTA system. Out of the 301 MTA ridership patrons surveyed, 92% of the MTA ridership patrons feel safer with LAPD officers patrolling the MTA system.

Operator Rating	# of Operators	Overall Percent	Patrons Rating	# of Patrons	Overall Percent
5	259	92%	5	276	92%
4	19	7%	4	18	6%
3	2	1%	3	6	2%
2	0	0	2	1	0
1	1	0	1	0	0

Furthermore, every officer working an MTA-contracted detail (either as an assigned employee or on an overtime basis) turns in daily logs which capture community engagement. Supervisors ensure that officers' recap not only their contacts with transit operators but also the quantity and type of community engagement contacts. It is common to see officers note that they provided assistance with directions, answers to law enforcement questions, advice to prevent becoming a victim of a crime, or greetings to build rapport.

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In addition, as these three assignments have tremendous influence on overall community interactions, the Department can use global community sentiment surveys to measure successes that these positions afford.

Conclusion. Officers in the specific assignments mentioned are clearly conveyed their expectations and each assignment has unique metrics to measure this success.