

# LOS ANGELES POLICE DEPARTMENT



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

Honorable Members,

The Los Angeles Police Department, Community Safety Partnership Bureau, was directed to respond to Special Studies approved through the City Council on June 16, 2023, in relation to Council File No. 23-0600 (R 34).

The attached report to the Public Safety Committee discusses the Department's Community Safety Partnership (CSP) and includes an overview of the Community Safety Partnership Bureau. More specifically, the report addresses the Public Safety Committee's inquiry into CSP deployment and metrics, and offers an assessment related to the regional implementation of CSP.

If you have any questions or need additional information regarding this matter, please contact Deputy Chief Emada E. Tingirides, Community Safety Partnership Bureau, at (213) 486-7380.

Respectfully,

A handwritten signature in blue ink, appearing to be "MR Moore", is written over the printed name.

**MICHEL R. MOORE**  
Chief of Police

Enclosure

# REPORT TO THE PUBLIC SAFETY COMMITTEE ON THE DEPARTMENT'S COMMUNITY SAFETY PARTNERSHIP

## INTRODUCTION

The Department was directed to report to the Public Safety Committee on items related to the Community Safety Partnership (CSP), as part of the City Council's "Special Studies" requested through the Budget, Finance, and Innovation Committee. Specifically, the Department was tasked with drafting a response to address the following (Council File No. 23-0600, R 34):

- *Instruct the Police Department to report to the Public Safety Committee on the deployment and metrics associated with the Community Safety Partnership Program and whether the program can be implemented regionally.*

## DEPARTMENT'S RESPONSE TO THE CITY COUNCIL MOTION

The Community Safety Partnership Bureau (CSPB) reviewed the Public Safety Committee's request and offers the below response to the inquiry.

### Bureau Overview

The 2020 formation of CSPB demonstrated a pivotal step in promoting safe and healthy communities for Los Angeles. It represented the evolution of community-driven policing coupled with the Department's commitment to focus on what matters most: the relationships we build with those we serve. It is important to note, the establishment of CSPB followed a 2019, year-long evaluation of the CSP relationship-based policing model, conducted through the UCLA Luskin School of Public Affairs (Luskin Study). This independent, external research study provided an assessment of CSP's overall effectiveness and offered a host of recommendations to promote its long-term success. Most importantly, the study revealed the CSP model:

- Bolstered community trust in the police;
- Improved community members' sense of safety; and,
- Helped to reduce the dangerous conditions at and around each of the ten CSP Neighborhood Engagement Areas (NEAs), supported through crime data.

The Luskin Study included community surveys which revealed the majority of community members supported the CSP model, described a level of trust in their CSP officers, and expressed a desire to maintain CSP officers in and around their respective neighborhoods.

In addition to the documented successes attributed to the CSP relationship-based policing model, the Luskin Study also identified challenges and provided corresponding recommendations designed to secure CSP's long-term effectiveness and success. As such, the establishment of the CSPB demonstrated the Department's commitment to incorporating the Luskin Study's recommendations in the following three critical areas:

- Improving CSP field operations;
- Identifying and managing opportunities for expansion; and,
- Integrating CSP's relationship-building model throughout the LAPD.

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Since 2020, and through the steadfast leadership and guidance of Chief of Police, Michel R. Moore, the CSPB has achieved some of the more notable items (contained in the Luskin Study's list of recommendations) to support the CSP's long-term success, as follows:

- Defined the CSP Mission, Vision, and Core Concepts;
- Developed the first California POST-certified CSP in-service training in conjunction with the Urban Peace Institute (UPI) and hosted the first training session in September 2022;
- Published the first iteration of the CSP Manual in October 2022; and,
- Launched the first Community Based Evaluation (CBE) process, in June 2022, with support from LAPD's CompStat Division, which included measures of effectiveness with a primary focus on relationship-building strategies.

The CSP is a team strategy designed to deal with complex community problems that cannot be resolved through traditional policing practices alone. The rise of CSP, to include its formation in 2011, materialized from the early collaborative work of the LAPD and notable Civil Rights Attorney, Connie Rice, along with the following partners: Housing Authority of the City of Los Angeles (HACLA), Mayor's Office of Gang Reduction and Youth Development (GRYD), community leaders, community stake holders, non-profit service organizations, and residents. To this day, CSP remains a collaborative endeavor involving the partners described above, along with others (e.g., Ballmer Group and Department of Recreation and Parks), aimed at cultivating a sense of community and promoting the knowledge and leadership within the community to bolster the community's capacity to build and sustain long-term safety solutions.

One of CSPB's primary responsibilities include the development of strategies that integrate the CSP policing philosophy into the DNA of the Department. Based on the well-documented success of the "CSP Approach," coupled with over a decade of experiential learning, it is believed the CSP model offers tremendous value across all Department operations and should not be limited to the current ten defined CSP NEAs. To support this endeavor, CSPB leaders regularly facilitate CSP-focused training modules during the following LAPD in-service training courses: Supervisor School, Watch Commander School, Command Development, LAPD Leadership Course, GRYD School, and the Police Sciences and Leadership Program. More recently, CSPB developed two separate CSP-focused training concepts—an online, interactive learning program and a roll call training presentation—designed to bolster understanding of CSP among sworn employees assigned outside of CSPB. Both training concepts, titled "Community Safety Partnership—Foundations for Patrol," are scheduled for publication this Fall.

The CSPB Leadership provides mentoring to support employees' promotional goals, with CSP-related topics featured in recent seminars designed to support sworn employees in their preparation for the promotional process. The CSPB Leadership's reach extends beyond the LAPD, with insight and guidance provided to interested policing agencies across the country. Further, CSP-based offerings were featured at the following national conferences:

- 2022 International Association of Chiefs of Police Conference (IACP);

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- 2023 Federal Bureau of Investigation—Law Enforcement Executive Development Association (LEEDA); and,
- 2023 Professionalizing Law Enforcement Community Engagement Training (PLECET).

### Metrics Analysis

Los Angeles, like many cities across the country, has struggled over the past few years with rising crime; however, the CSPB has found ways to decrease overall violent crime in and around its defined CSP Neighborhood Engagement Areas (NEAs), spanning from South Los Angeles to the San Fernando Valley. The personnel assigned to CSPB have not wavered from their mission and the statistics support the basis upon which CSPB is founded—community partnerships and relationship-building can lead to decreased crime and violence. The outcomes related to the efforts in and around the current ten CSP NEAs continue to underscore the critical importance of establishing community trust and cultivating a spirit of collaboration to effectively address public safety concerns. The CSP teams continue to demonstrate fidelity to the CSP Core Components—Public Safety, Community Engagement, Wrap-Around Programming, Safe Passages, and Enhanced Community Capacity—and it is through this framework that public safety is enhanced through an “all-hands-on-deck” approach.

The effectiveness of CSP is not measured solely on traditional metrics—such as, crime reduction, arrests, stops, and citations—but also on its ability to build relationships and enhance community capacity through the linking of traditional policing strategies with prevention, intervention, and community-building investment strategies. Thus, CSPB’s embrace of a policing approach built on relationships, “shared responsibility,” and the pursuit of long-term solutions rather than short-term enforcement efforts, serves as the basis through which CSPB metrics are crafted and public safety efforts are evaluated.

Although CSP’s relationship-building approach differs from traditional policing, the core concepts of bolstering public safety and preventing crime are much aligned. The CSP centers itself on the people living in and around the ten established NEAs. As such, the measure of CSP officers’ work is demonstrated through increased community capacity, resident sentiment related to overall safety and security, and the ability to secure viable partnerships, with a focus on treating the root causes of violence and its associated harms. This is the essence of a guardian mentality, and it has become the lens through which CSPB policing initiatives are developed and evaluated.

The CSP officers operate within a team of internal and external partners that co-craft and jointly deliver a wrap-around public safety plan tailored to fit the needs and reflect the unique qualities of the community within a defined CSP NEA. The commitment to teamwork led to the formation of the Community Safety Advisory Council (CSAC), in January 2021, which represents a collaborative forum hosted at each CSP NEA. Each CSAC is comprised of area residents, institutional partners (including Council District representatives), community stakeholders, community-based organizations, as well as members of CSPB. Meetings are hosted monthly and are designed to amplify the community’s voice, while identifying and addressing the fundamental public safety needs and issues at each CSP NEA. Through a

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commitment to partnership, issues are identified, corrective strategies are developed, and the achievement of measurable outcomes becomes a shared responsibility of all CSAC members, memorialized in each community's unique Strategic Safety Plan (SSP).

The SSPs were developed in partnership with UPI and in conjunction with CSPB's institutional partners (e.g., Council Districts, HACLA, Department of Recreation and Parks), with updated versions finalized for each of the ten CSP NEAs. The SSP is designed to serve as each CSP NEA's roadmap to public safety, subject to regular updates, as the community's needs evolve, goals are redefined to address emerging challenges, or more effective partnerships are forged to counter threats to community health and wellness.

The process to develop the SSPs, included the CSAC members' participation in a Crime Prevention Through Environmental Design (CPTED) exercise in and around their respective CSP NEA. The CSAC members conducted "community foot beats" to identify areas of vulnerability that could facilitate criminal activity, as well as a follow-up discussion designed to identify the most appropriate community resources available to strengthen environmental protective factors that bolster safety. Problem solving models, such as the LAPD's Scanning, Analysis, Response & Assessment (SARA) Model, were introduced to the CSAC members to offer a pragmatic framework in addressing community needs. As such, the CSAC forums remain a viable strategy in establishing a shared responsibility to strengthening public safety, with members regularly engaged in the co-development of strategies that counter violence.

Through the process of working with UPI to develop initial versions of SSPs, CSPB identified the need to nurture increased community participation and resident feedback to reflect community members' sentiment and concerns more accurately. As such, CSPB instituted the nighttime "Public Safety Meetings" (PSMs), held during evening hours, which allow CSPB to capture the community's voice with increased effectiveness and share it with the CSAC institutional partners in support of community health and wellness. Thus far in 2023, the PSMs have been hosted at all ten CSP NEAs, with PSMs now transitioning to updated community-based CPTED walks designed to identify public safety-related vulnerabilities in and around each respective community (80 percent of CPTED walks completed thus far in 2023).

The CSPB CompStat profile was established and incorporated into the 2022 CompStat schedule. On June 23, 2022, as well as April 19, 2023, CSPB hosted the first-of-its-kind Community Based Evaluation (CBE) with the support of personnel assigned to CompStat Division, in a virtual, online setting. The CBE, facilitated through CSPB Leadership, and considered a community-centered, qualitative evaluation, extended beyond CSPB's efforts to reduce crime, but equally important, featured the efforts of external partners, to include, HACLA, Department of Recreation and Parks, Council District representatives, and community-based service providers. Following each CBE, CSPB Leadership received feedback from participants who described a positive experience, with the feedback used to inform the planning and delivery of the next CBE scheduled for October 12, 2023.

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The CSPB CompStat profile page and associated data is derived from CSPB-developed reporting mechanisms and processes. In early 2022, activity logs containing qualitative measures were designed and implemented to more effectively capture CSPB personnel's relationship-building and collaborative efforts. The revised activity logs, designed to support the CBE process, work in conjunction with the Sergeant's Daily Report, with efforts and outcomes captured in a standardized monthly qualitative analysis, referred to as the Qualitative Comprehensive Public Safety Strategy Report (QCPSSR). The QCPSSR captures each CSP Team's comprehensive public safety strategies, with designated areas of the report featuring measures that capture public safety initiatives, partnership advancements, youth safety strategies and engagement, efforts designed to bolster community health and wellness, and community capacity building. As such, the details captured in the QCPSSR are utilized by CompStat Division to update the CSPB profile and communicate the CSP model's "whole-of-community" approach to bolstering public safety.

The CSPB continues its partnership and collaborative efforts with UPI to measure community sentiment through surveys tailored for each CSP NEA. The next iteration of the UPI-developed and delivered community safety surveys are scheduled for Calendar Year 2023 and represent an integral component to the ongoing development of strategies that address public concerns, increase safety, and improve trust. Additionally, CSPB identified an opportunity to embed a quick response code (QR code) onto the back of CSP business cards, to support the "Community Trust Assessments" initiative. The business card, with integrated QR code survey offers a readily available means to solicit community feedback. The QR code survey will offer community members anonymity in answering questions outside the presence of CSP officers, as well as other community members. Additionally, the proposed QR code survey will transmit ongoing community feedback to CSPB and inform future decision-making, while supplementing existing formal surveys and evaluations. The QR code survey concept is tentatively scheduled for launch in Fall across all CSP NEAs.

In the Fall of 2022, CSPB obtained a dedicated Crime and Intelligence Analyst II (CIAN- II) to provide real-time data analysis and bolster awareness related to crime and public safety threats within each CSP NEA. The CIAN-II provides daily, weekly, and as-needed crime updates to CSPB Leadership and field personnel. Public safety and community engagement initiatives can be augmented based on available crime data, but more importantly, field personnel can lean on established community relationships to support an investigation, ease tensions, prevent retaliation, or provide wrap-around resources to victimized community members (along with their family) to promote resiliency. This knowledge of emerging threats to public safety is shared regularly with internal and external partners during formal meetings (e.g., Watts Gang Taskforce) or informally during contacts with community stakeholders and influencers.

In 2022, CSP teams achieved an 11.7 percent reduction in violent crime, as well as a 21 percent reduction in total property crime, across all ten CSP NEAs, in comparison to 2021. Other notable 2022 year-end crime reduction accomplishments include the following:

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- More than half of the CSP NEAs experienced zero homicides, with homicides down 70.6 percent across all CSP NEAs;
- Robberies were reduced by 9.8 percent; and,
- Shots fired, and victims shot reflected a decrease of 35.2 percent and 34.5 percent, respectively.

Further, through July 15<sup>th</sup>, 2023, CSPB's figures continue to trend in a positive direction with a 21.3 percent reduction in violent crime, representing 50 less victims of violence (185 victims in 2023 versus 235 in 2022) across all CSP NEAs.

All described metrics and reporting instruments can be produced for review depending on the needs of City leaders, to include, the CSPB CompStat profile page, crime reduction results, corresponding reporting mechanisms (e.g., the QCPSSR), as well as the results of the UPI-led community safety surveys.

### **Regional Implementation Discussion**

Currently, CSP Teams are integrated into the following ten communities with defined NEA boundaries.

- Nickerson Gardens
- Imperial Courts
- Gonzaque Village
- Pueblo Del Rio
- Ramona Gardens
- Jordan Downs
- Avalon Gardens
- Harvard Park
- South Park
- San Fernando Gardens

A CSP Team consists of a group of CSP Officers, working under the direction of a CSP Supervisor (Team Leader), to perform duties in alignment with the CSP Core Components, in and around a specific CSP NEA. The standard composition of a CSP Team includes one Sergeant-II, five Police Officer-III +1s, and five Police Officer-IIIs.

There are eight established CSP NEAs hosted in association with HACLA properties, with one CSP Team managing public safety responsibilities at both the Avalon Gardens and Gonzaque Village housing developments (thus, seven total teams providing public safety in and around HACLA properties). There are two additional CSP NEAs hosted in conjunction with Department of Recreation and Parks properties, more specifically South Park and Harvard Park, with dedicated teams assigned to each park and the surrounding community.

Discussions related to CSP expansion, or "regional implementation" must demonstrate fidelity to the CSP model and recognition of the need for a collaborative process. Key to the process is the

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identification of communities dominated by multi-generational and violent street gangs, with residents that have been plagued by generational trauma. The collaborative process involves an array of factors and steps that must be considered when integrating a CSP Team into a community, with some factors beyond the purview of the Department, as outlined below:

- A critical planning and foundations phase to identify feasibility;
- Identification of a community in need of stabilization and violence reduction (selecting a community for the right reasons);
- The convening of preliminary community assessments to fortify the foundation;
- Professional, independent site assessments of the neighborhood conditions;
- Development of a wrap-around public safety plan which includes identification of existing community assets/attributes, hazards, cultural climate, and community leaders;
- Intentional community outreach to initiate trust and build support for the endeavor;
- Department leadership support, to include an examination of deployment have and needs;
- Backing from government/non-profit stakeholders;
- Identification of sufficient financial resources; and,
- Hiring and training of officers and leaders who emphasize trust-building, relationships, and shared responsibility in navigating public safety challenges.

In 2022, budget line items were created to facilitate the initial assessments (described in the process above) for two proposed CSP expansion sites: the “Algin Sutton Park Safety Zone” and “Gilbert Lindsay Park Safety Zone.” These line items were approved through the City Annual Budget (FY 2022/2023). The UPI is currently engaged in the process of conducting assessments in both communities to determine their needs and suitability for a CSP resource build-out. Upon completion of the UPI-led assessments, the Mayor’s Office, in conjunction with Council Districts 8 and 9, as well as the Department will determine if CSP expansion to these communities will be fully funded and staffed as part of the City Annual Budget (FY 2023/2024). As such, CSPB continues to work with our partners from the UPI, along with Council Districts 8 and 9, through the process of evaluating the feasibility of establishing CSP teams in those two communities.

### CONCLUSION

The Department appreciates the Public Safety Committee’s inquiry into the Community Safety Partnership, an endeavor which demonstrates the Department’s commitment to countering the debilitating impact of violence in many of our communities, treating its root causes, and preventing the associated harms. The progress, metrics, and operations identified in this report are not a destination but rather a departure point and signify the Department’s ongoing commitment to driving a relentless focus on achieving the goal of both protecting and engaging the community members we serve.

Each CSP Team is strategically placed in some of the City’s most underserved areas. Historically, these communities have been impacted by the harmful effects of gang violence, trauma, and inadequate access to healthy options and resources, with long-standing conflicts with

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police officers. The CSP offers hope to these communities and to the Nation as a model of policing that can produce the results described above while building trust between the police and the community members they serve. Further, CSPB's efforts are in complete alignment with the Department's intention to nurture police-community trust through purposeful programming and community outreach strategies designed to generate increased understanding, foster deeper human connections, and eliminate barriers to effective communication. Relationships matter; and it is the Department's belief that Los Angeles is safer, more resilient, and better equipped to navigate public safety challenges when the Department works in unity, with humility, and in support of humanity.