LOS ANGELES POLICE DEPARTMENT

CHIEF OF POLICE

MICHEL R. MOORE

THE FIRST 100 DAYS

100 days ago, I stood on the grounds of our Academy and committed myself and this Department to an ambitious agenda that would innovate, renew, and reimagine policing in Los Angeles. As this City's 57th Chief of Police, I was humbled to be entrusted with a Department rooted in its communities and leading the national discussion surrounding innovative relationship-based policing strategies. I pledged that the Department would police with purpose, compassion and partnerships and build upon the legacy established by Chief Charlie Beck during the previous eight years. With those promises in mind, my leadership team and I have spent these past three months laying the foundation for what we believe will be the next great iteration of the Los Angeles Police Department. We have already successfully created an organizational structure for the Department that allows for more effective communication and collaboration, while improving the delivery of police services to our residents. We have also created more opportunities for open communication with the stakeholders we serve, through forums, dialogues, and community meetings. Throughout our discussions and actions, we have maintained a singular focus on improving this organization so that the men and women who comprise it can continue to set an unparalleled standard of excellence in their daily pursuit of the Department's mission to safeguard the lives and property of the people we serve, to reduce the fear and incidence of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. I am truly proud of the men and women of this organization, who work every day to make this City of Angels a healthy, safe, and vibrant place to call home.

MICHEL R. MOORE
Chief of Police
Los Angeles Police Department

POLICING WITH PURPOSE

"THIS WAS ONE OF THE SAFEST SUMMERS IN LOS ANGELES.
THE CITY EXPERIENCED ITS LOWEST NUMBER OF HOMICIDES IN MORE THAN 50 YEARS."

VIOLENT CRIME

CRIME	6/27/18 - 10/4/18	6/27/17 - 10/4/17	DIFFERENCE	% CHANGE
Homicide	59	65	-6	-9.2%
Rape	427	524	-97	-18.5%
Robbery	2,890	3,106	-216	-7.0%
Aggravated Assaults	4,845	4,804	41	0.9%
Total Violent Crimes	**8,221**	**8,499**	**-278**	**-3.3%**

PROPERTY CRIME

CRIME	6/27/18 - 10/4/18	6/27/17 - 10/4/17	DIFFERENCE	% CHANGE
Burglary	4,158	4,508	-350	-7.8%
Motor Vehicle Theft	4,486	5,133	-647	-12.6%
BTFV	8,600	8,700	-100	-1.1%
Personal/Other Theft	9,214	9,229	-15	-0.2%
Total Property Crimes:	**26,458**	**27,570**	**-1,112**	**-4.0%**

GOAL DRIVEN REORGANIZATION – As part of our continued effort to create a police department that is both effective and efficient, we implemented a reorganization plan that realigned key functions under strong leaders, flattened certain organizational components, and reinforced support for complex and emerging police tasks.

- The reestablishment of Community Relations Section (CRS) and the creation of the Community Engagement Group (CEG) enhanced opportunities for relationship building and renewed our collective focus on reaching out to all Angelenos in order to form a stronger partnership with our diverse city. While CRS utilizes forums to create a regular source of dialogue between the Department and the City's various communities, CEG explores how to integrate new and dynamic ideas into the Department's array of youth, volunteer, and community outreach programs.

- The four bureau traffic divisions and Transit Services Group were placed under a single entity, Transit Services Bureau (TSB). This allowed TSB to begin implementing a coordinated, Citywide plan to ensure the success of Mayor Garcetti's Vision Zero initiative to reduce traffic fatalities in the City of Los Angeles through enforcement, improved roadway design, and community education campaigns designed to reduce pedestrian and cyclist involved collisions.

A DEPARTMENT THAT REPRESENTS EVERY NEIGHBORHOOD – Each of the City's residents, regardless of race, gender, age, or religious background, should be able to look to the Los Angeles Police Department and see themselves reflected in our personnel. As an organization, we are moving forward with a renewed emphasis on ensuring that our workforce reflects the diversity of the City of Los Angeles now and into the future. To that end, we committed significant resources to the task of examining not only our recruiting and hiring practices, but also our promotional system, how people are selected for coveted positions, and what measures we can employ to create a Department where men and women from all backgrounds are represented throughout each of the ranks and assignments.

MORE COPS IN THE COMMUNITY – Year after year, the men and women assigned to operations are asked to address a greater number of calls for service while simultaneously maintaining the timeliness of their responses and the quality of their investigations. To assist our patrol personnel with meeting these demands, the Department's leadership team conducted a comprehensive review of each of its entities, their number of assigned personnel, and their span of responsibility. Any positions that could be reduced without a detrimental impact on organizational functions had their authority reassigned to operations. As a result of this process, approximately 200 officers, detectives and sergeants will return to the 21 Areas by the first quarter of 2019.

TRANSPARENCY THAT LEADS TO ACCOUNTABILITY – Increasing the timeliness and transparency of our communication with the public is critically important to building confidence within our communities. In the last 100 days, the Department took several major steps that demonstrated our accountability to the public through increased transparency.

- We reviewed and refined our Critical Incident Video Releases to ensure that each video offers an impartial representation of the actions of both the officers and the involved members of the public. We have introduced multiple layers of review to the process, including the Inspector General and the Board of Police Commissioners to make certain we are providing an unbiased portrayal of these significant events. Additionally, the Department recently took the unprecedented step of releasing select video footage less than 72 hours after a critical incident. Doing so ahead of the 45-day timetable was instrumental in allaying the public's concerns regarding the tragic incident.

- We are constantly conducting critical analyses of our systems and philosophy regarding Data Driven and Smart Policing Strategies to ensure that we were adhering to our Core Values and meeting our unwavering commitment to constitutional policing principles. In conjunction with this review, we held a single-purpose Board of Police Commissioners meeting to afford the public an opportunity to express concerns and participate in a rigorous dialogue regarding the ways in which we utilize data in policing every day.

COMMITMENT TO COMMUNICATION – The Department continues to seek ways to reduce the distance between those who create policies and those who are most impacted by them. This includes actively considering how we can best communicate not only to people outside the Department, but to the civilian and sworn personnel who comprise it as well.

- Beyond engaging with people face to face, the Department committed itself to meeting people where they are. As the City's residents increasingly receive their information from social and digital media platforms, our commanding officers, Senior Lead Officers, and the Department as a whole have dedicated personnel and resources to creating digital media content that allows residents to log on to various platforms and receive daily updates on the full breadth of our actions, from community events to critical incident responses.

- As we move into the new year, the Department's leadership will continue to explore how we can best communicate with our line personnel. Doing so will enhance our officers' and supervisors' understanding of the intention behind the changes within the Department and how those changes are in service to both them and their ongoing efforts to positively impact the safety of both the City's residents and all those who travel here.

QUALITY THROUGH OUR CONTINUOUS IMPROVEMENT – In adherence with our core value of, quality through continuous improvement, my leadership team established working groups that brought together talent from all areas of the Department to conduct the collaborative research and analysis necessary to provide insightful recommendations for ways in which the Department could improve its performance across ten areas, including: Area Operations, Community Engagement and Relationship Building, Career Success, Detective Re-engineering, Use of Force, Discipline, Recruit and In-Service Training, and Technology Enhancements. With some early recommendations already received, more substantial and comprehensive recommendations will be provided before the end of the year and shape how we develop the Department's strategic plans going forward.

COMPASSION

REDEFINING COMMUNITY RELATIONSHIPS – My pledge when I was selected for Chief of Police was that I would attend 90 events in the first 90 days of my tenure. During those first 90 days after my swearing in, I attended more than 170 events, varying in size from intimate conversations with community stakeholders to large cultural festivals. Each one presented a unique opportunity for me to hear directly from City leadership and community members about their needs, concerns, and ways their police department could better serve them.

LISTENING TO ALL VOICES – The Department recently conducted an employee survey that provided us with invaluable feedback regarding the areas in which we are excelling as well as our opportunities for improvement. In a first, we released the preliminary results unfiltered within days of the survey and continue to aggregate the more than seven thousand individual remarks provided to better identify what needs exist to improve our most important asset, our people.

Citywide stakeholders were also asked to join us at the 28 Community Forums being held throughout the year so that they can voice concerns unique to their neighborhoods and people with a shared background. Moving forward, the insights provided by the surveys and forums will be incorporated into the organization's overall vision and planning, which will be presented in the forthcoming Department report, *LAPD 2020 and Beyond*.

COLLABORATIVE APPROACHES TO ADDRESSING HOMELESSNESS – Throughout City, County, and State government, there is a shared understanding that homelessness impacts us all and it is our collective responsibility to address the needs of those experiencing homelessness.

- During the Department reorganization, the Department's Homeless Coordinator position was moved from Operations-Central Bureau's command and placed under the Office of Operations, as a direct report. This realignment reflected an organizational transition to acknowledging that homelessness was not restricted to a single Area or bureau.

- The number of Department personnel assigned to Homeless Outreach and Proactive Engagement (HOPE) Teams was increased to allow the vital services each team provides to be regularly available Citywide.

- The Department also dedicated personnel to engage with Mayor Garcetti's Unified Homeless Response Center, which continues to bring together all critical City and County departments to participate in the proactive planning and real-time action necessary to reduce homelessness.

- The Department is committed to the success of the A Bridge Home (ABH) initiative. The El Pueblo ABH was the first emergency bridge housing to open in the City, and it is supported by a myriad of City and County resources, including a designated Senior Lead Officer and patrol officers whose mission is to build trust and partnerships within the El Pueblo ABH and the surrounding neighborhood.

Chief Michel R. Moore | **LAPD**

PARTNERSHIPS

POLICE ARE THE PEOPLE, PEOPLE ARE THE POLICE – As part of the ongoing effort to make the safety of our communities a shared responsibility, we began a campaign to expand the number of ways that community members can become involved with the Department.

- Our volunteer program was centralized under the Community Engagement Group, which will allow for more robust training and formalized integration of our volunteers into each of the Areas where they are assigned.

- The Volunteer Patrol Program, which was piloted in Devonshire Area, was expanded to five more Areas throughout the City with Departmentwide implementation by the end of the year. The program allows community volunteers to patrol residential neighborhoods as well as gain critical insight into the challenges the Department faces. Members of these volunteer units increase the safety and security of the neighborhoods they patrol by providing additional trained observers who can report criminal activity.

Chief Michel R. Moore | **LAPD**

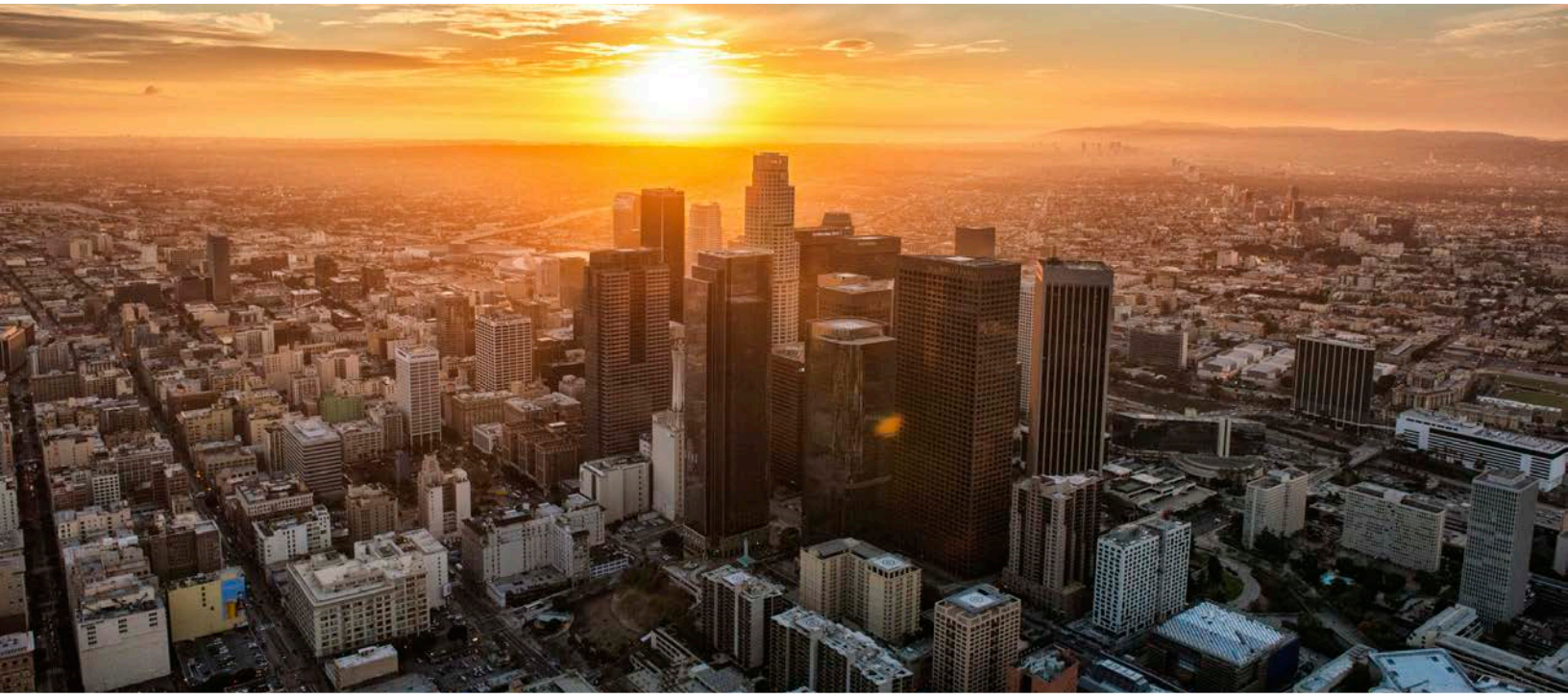
- The Associate Community Officer Program (A-COP) was created as a means of retaining the exemplary candidates from our various youth programs who did not yet meet the Department's age requirements for hire but expressed a strong desire to one day join its ranks. The program's ability to successfully transition young people on to the Department was demonstrated on September 28, when one of the first people to sign up to participate graduated from the Police Academy.

BUILDING SAFER COMMUNITIES THROUGH DEEPER PARTNERSHIPS – Since its inception, the Community Safety Partnership (CSP) Program has dramatically reduced crime in what were previously some of the most violent neighborhoods within the City. Based on its demonstrated success in both South and Central Bureau, the Department will establish two additional CSP Programs in 2019. One program will be established in South Los Angeles' South Park neighborhood, while the other is slated to be the first CSP within Operations-Valley Bureau.

INTEGRATING TECHNOLOGY AND POLICING – As Los Angeles increasingly becomes a secondary hub for technology within the State of California and the nation, the Department is building partnerships with firms whose technical expertise and equipment will increase efficiencies by providing our personnel with the most effective tools to carry out their jobs. These relationships will lead to quicker response times, enhanced investigative capabilities, improved coordination with other agencies during large-scale events, and more police officers on the streets and in our communities.

- In conjunction with Detective Bureau, Information Technology Group completed a critical analysis of the current technologies utilized by our personnel. What emerged was a detailed understanding of the various ways our outmoded systems hampered basic police functions. Moving forward, ITG will develop and deploy fully integrated systems that allow detectives and officers to perform their work with increased efficiency and accuracy. It is our belief that these improvements will radically increase the level of service we provided to the public.

- Innovation and Strategic Planning Division (ISPD) was one of several new divisions that emerged out of the Department reorganization. ISPD was created to support all areas of the organization by incubating new technology-based initiatives and working with private sector firms to bring state of the art technology to the Department. Examples of this new approach include the Connected Cop and Connected Car concepts, which utilize Wi-Fi hubs throughout the City to provide real-time suspect and crime information to officers as they conduct patrol. ISPD will harness its partnerships within academia to measure the efficacy of each of its initiatives and ensure they are meeting their imperative to create a system of technologies that can serve as the foundation for the Department of the future.



THE FIRST 100 DAYS