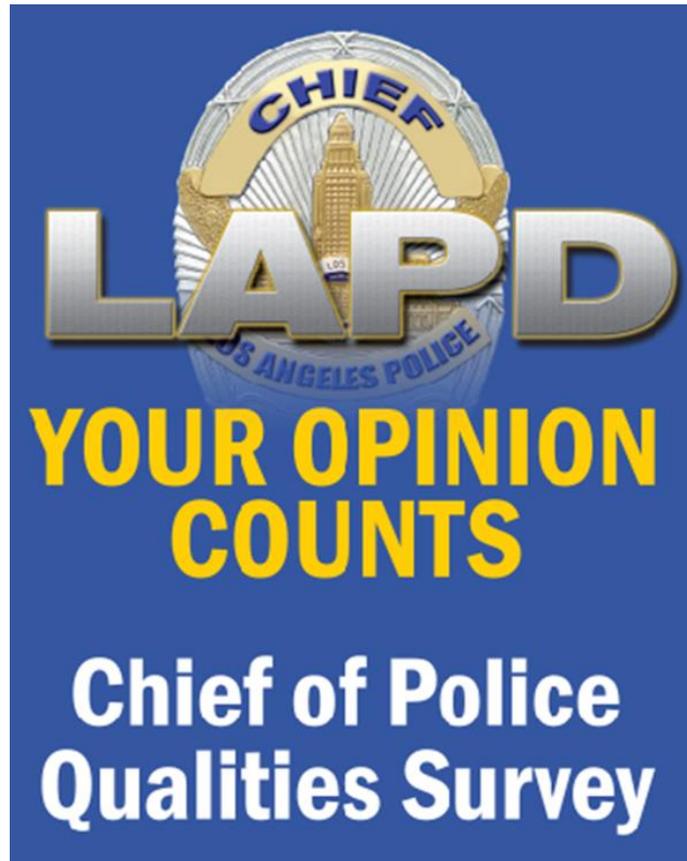**CITY OF LOS ANGELES CHIEF OF POLICE SURVEY 2018**
SELECTION CRITERIA SURVEY RESULTS

The City of Los Angeles Personnel Department working with the Los Angeles Police Commission recently created and implemented a survey which asked constituents for their opinion regarding the qualifications and characteristics of an ideal Chief of Police. The survey was available from February 13th to March 23rd, offered in English, Spanish, Chinese, and Tagalog, and had a total of 1,143 responses. The survey was advertised on the Personnel Department website, LAPD's website, the City of LA's main website, and on social media. Hard copies of the survey were also made available at the six community meetings held by the Police Commission. The 62 surveys that were completed at the community meetings were manually entered and are included in the total number of surveys received and results.

The survey was composed of 13 questions and gathered information on the leadership qualities, qualifications, priorities and initiatives that are expected from the new Chief of Police. Respondents also volunteered demographic information which consisted of gender, ethnicity, age, residential and/or work location in the City of Los Angeles, by zip code, and the amount of time, in years, the respondent has lived and/or worked in the City of Los Angeles.

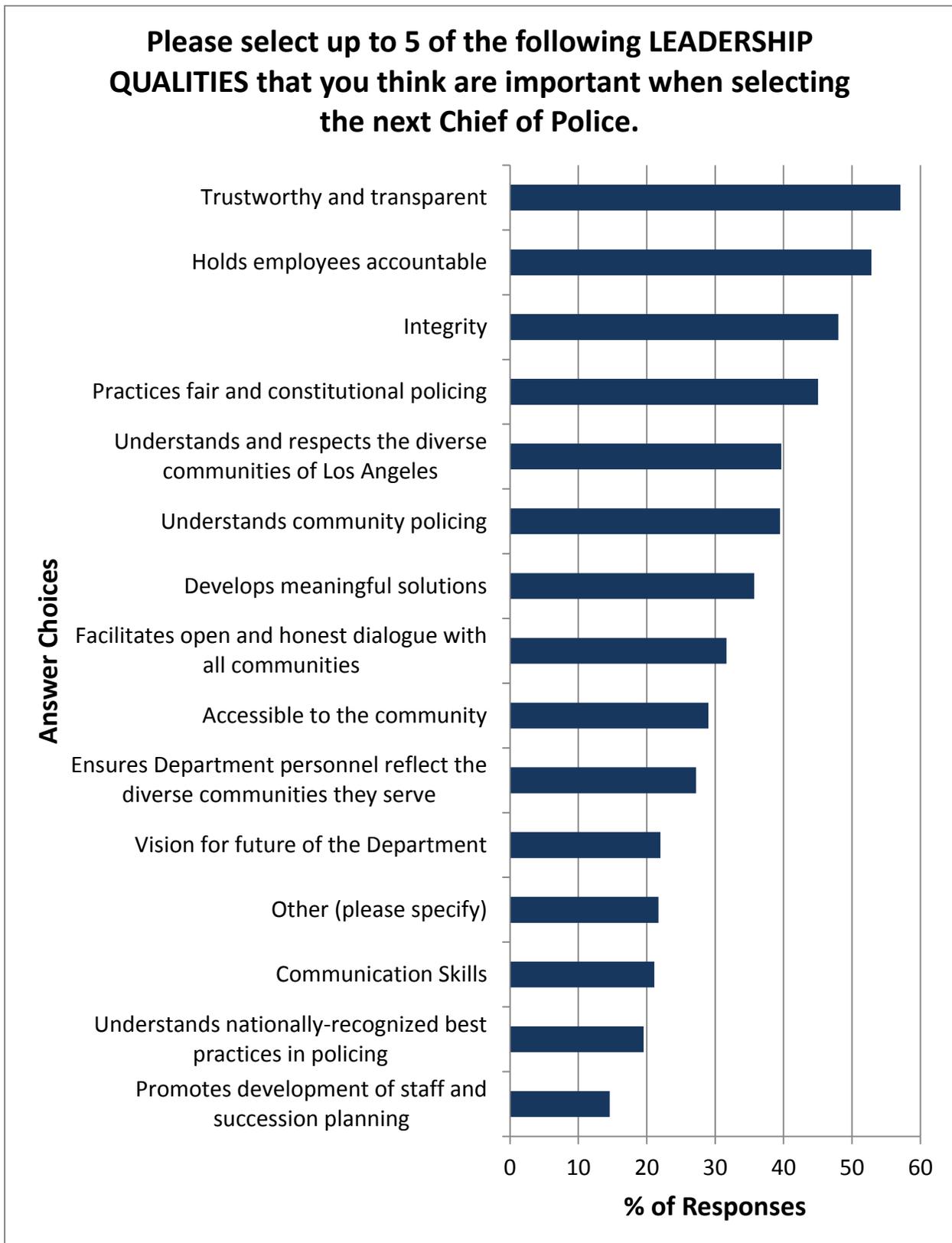## Survey Results –Qualities, Qualifications, Priorities, and Initiatives

The following section consists of the 5 questions that gathered respondent information on the leadership qualities, qualifications, priorities, initiatives, and any additional characteristics to be considered when selecting the next Chief of Police. Each question had a number of choices the respondent can choose from as well as an option to write in comments.

The 'Other' responses were analyzed using text analysis provided by Survey Monkey. Text analysis obtained the keywords that were used most frequently throughout the write-in responses. Keywords that were used 10 times or more were collected and the associated comments were reviewed for context. A review of these comments identified the common themes associated with each keyword. A link is provided at the end of each question for a complete list of the "Other" write-in responses for that question.

Question 1: Answer Choices

Please select up to 5 of the following LEADERSHIP QUALITIES that you think are important when selecting the next Chief of Police.		
Answer Choices	Responses	
Trustworthy and transparent	57.08%	649
Holds employees accountable	52.86%	601
Integrity	48.02%	546
Practices fair and constitutional policing	45.03%	512
Understands and respects the diverse communities of Los Angeles	39.67%	451
Understands community policing	39.49%	449
Develops meaningful solutions	35.71%	406
Facilitates open and honest dialogue with all communities	31.66%	360
Accessible to the community	29.02%	330
Ensures Department personnel reflect the diverse communities they serve	27.18%	309
Vision for future of the Department	21.99%	250
Other (please specify)	21.65%	246
Communication Skills	21.11%	240
Understands nationally-recognized best practices in policing	19.53%	222
Promotes development of staff and succession planning	14.60%	166
	Answered	**1136**
	Skipped	**7**

Question #1: Answer Choices Chart

Please select up to 5 of the following LEADERSHIP QUALITIES that you think are important when selecting the next Chief of Police.

A horizontal bar chart showing "% of Responses" (x-axis, 0 to 60) for each of the following Answer Choices (y-axis):

- Trustworthy and transparent — ~57%
- Holds employees accountable — ~53%
- Integrity — ~48%
- Practices fair and constitutional policing — ~45%
- Understands and respects the diverse communities of Los Angeles — ~39%
- Understands community policing — ~39%
- Develops meaningful solutions — ~35%
- Facilitates open and honest dialogue with all communities — ~31%
- Accessible to the community — ~29%
- Ensures Department personnel reflect the diverse communities they serve — ~27%
- Vision for future of the Department — ~22%
- Other (please specify) — ~22%
- Communication Skills — ~21%
- Understands nationally-recognized best practices in policing — ~19%
- Promotes development of staff and succession planning — ~15%

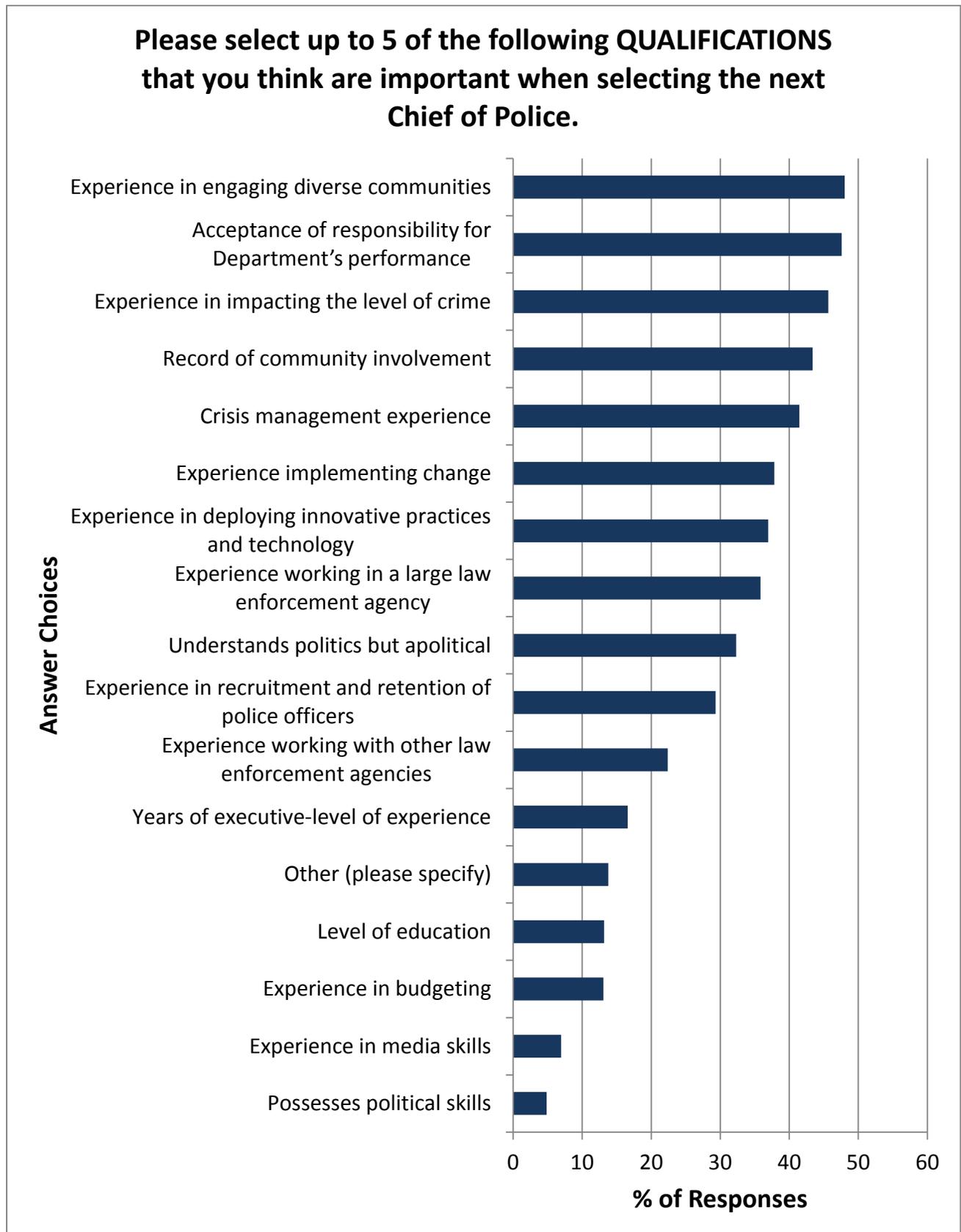## Question 1: "Other" Write-in Comments – Some Common Themes

- Willing to work with the community
  - Sample Responses:
    - "Responsive to community"
    - "Listens to community reports and responds to those concerns."
- Works to reduce crime
  - Sample Responses:
    - "Tough on crime"
    - "Intelligent use of staff tools/time to reduce crime and make our city safe for all citizens."
- Holds police accountable
  - Sample Responses:
    - "Holds officers accountable for abusing their position standing behind the badge."
    - "Holds Command staff accountable."
- Enforces the law
  - Sample Responses:
    - "Aggressively enforces existing law and proactively works to prevent major crime."
    - "Follows all laws."
- Nonpolitical
  - Sample Responses:
    - "Doesn't fold to political pressure"
    - "Nonpolitical/nonpartisan"
- Supports Officers
  - Sample Responses:
    - "Supports Officers"
    - "Encourage & support proactive police work"
    - "Supports his/her staff"

Link for all comments: Question 1: All "Other" Write-in Comments

Question 2: Answer Choices

Please select up to 5 of the following QUALIFICATIONS that you think are important when selecting the next Chief of Police.		
Answer Choices	Responses	
Experience in engaging diverse communities	48.02%	547
Acceptance of responsibility for Department's performance	47.59%	542
Experience in impacting the level of crime	45.65%	520
Record of community involvement	43.37%	494
Crisis management experience	41.44%	472
Experience implementing change	37.84%	431
Experience in deploying innovative practices and technology	36.96%	421
Experience working in a large law enforcement agency	35.82%	408
Understands politics but apolitical	32.31%	368
Experience in recruitment and retention of police officers	29.32%	334
Experience working with other law enforcement agencies	22.39%	255
Years of executive-level of experience	16.59%	189
Other (please specify)	13.71%	156
Level of education	13.17%	150
Experience in budgeting	13.08%	149
Experience in media skills	6.94%	79
Possesses political skills	4.83%	55
	Answered	**1138**
	Skipped	**5**

Question #2: Answer Choices Chart

Please select up to 5 of the following QUALIFICATIONS that you think are important when selecting the next Chief of Police.

Answer Choices (vertical axis)

- Experience in engaging diverse communities
- Acceptance of responsibility for Department's performance
- Experience in impacting the level of crime
- Record of community involvement
- Crisis management experience
- Experience implementing change
- Experience in deploying innovative practices and technology
- Experience working in a large law enforcement agency
- Understands politics but apolitical
- Experience in recruitment and retention of police officers
- Experience working with other law enforcement agencies
- Years of executive-level of experience
- Other (please specify)
- Level of education
- Experience in budgeting
- Experience in media skills
- Possesses political skills

% of Responses (horizontal axis: 0, 10, 20, 30, 40, 50, 60)

Question 2: "Other" Write-in Comments – Some Common Themes
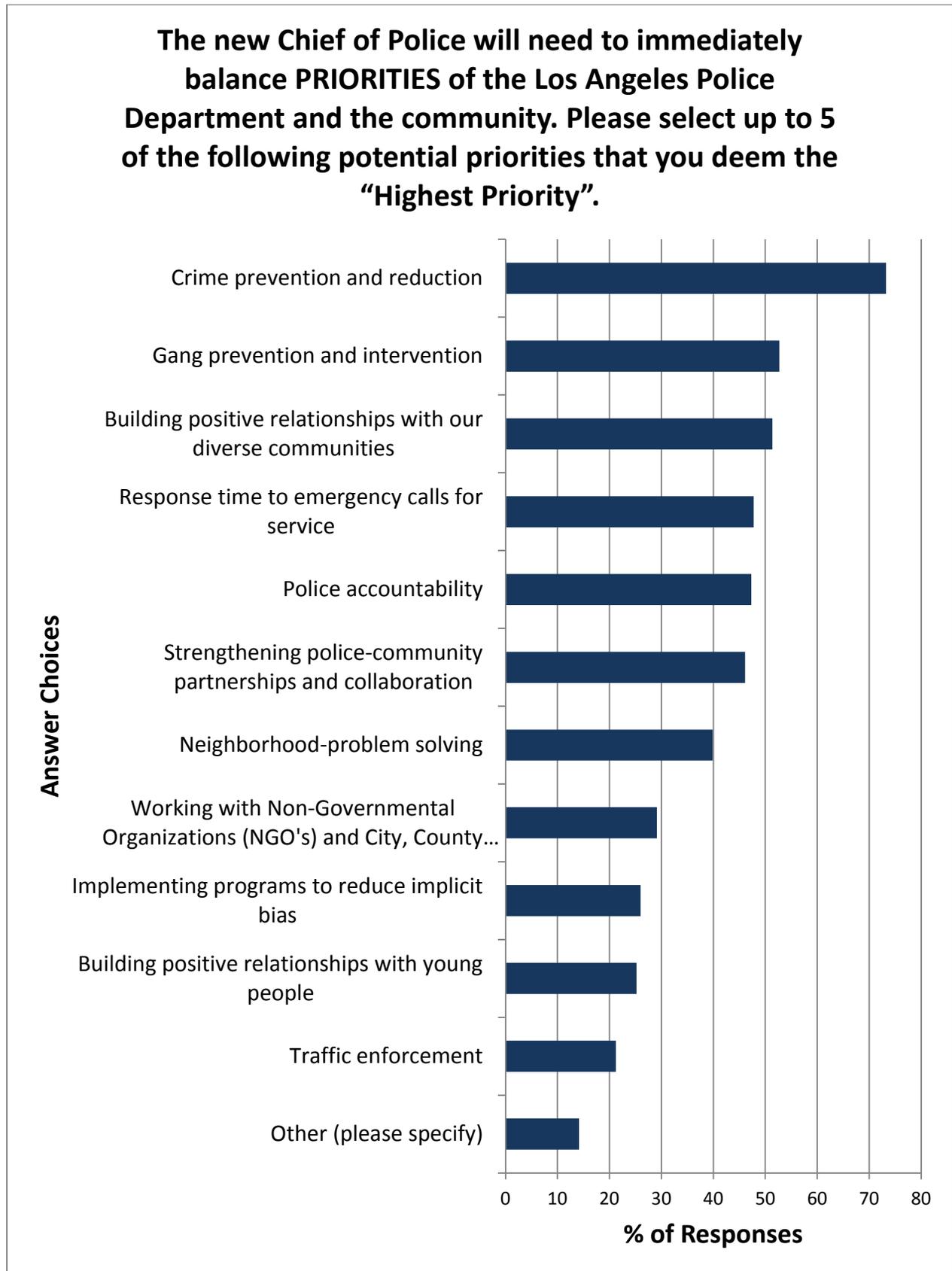
- Supports minority communities
    - Sample Responses:
        - "work with the LGBTQ in the community"
        - "stop criminalizing our poor communities"
        - "Demonstrated understanding of the harm caused by over policing communities of color"
- Experience with change
    - Sample Responses:
        - "experience working with innovative practices in the sense of being on the cutting edge of de-escalation and violence reduction"
        - "experience radically reforming a PD into trustworthy community"
        - "Experience and openness to creative, innovative, best practices in training sworn and civilian employees"
- Internal Promotion
    - Sample Responses:
        - "From the ranks of LAPD"
        - "member from LAPD"
- Knowledgeable of LAPD and its history
    - Sample Responses:
        - "is aware of what is going on at every level in LAPD"
        - "understanding of racist history of LAPD"
- Follows all laws
    - Sample Responses:
        - "Enforces the law, including federal"
        - "laws on the books"

Link for all comments: [Question 2: All "Other" Write-in Comments](#)

Question 3: Answer Choices

The new Chief of Police will need to immediately balance PRIORITIES of the Los Angeles Police Department and the community. Please select up to 5 of the following potential priorities that you deem the "Highest Priority".		
Answer Choices	Responses	
Crime prevention and reduction	73.22%	834
Gang prevention and intervention	52.68%	600
Building positive relationships with our diverse communities	51.36%	585
Response time to emergency calls for service	47.76%	544
Police accountability	47.32%	539
Strengthening police-community partnerships and collaboration	46.09%	525
Neighborhood-problem solving	39.86%	454
Working with Non-Governmental Organizations (NGO's) and City, County and State agencies to provide services to the homeless	29.15%	332
Implementing programs to reduce implicit bias	25.99%	296
Building positive relationships with young people	25.20%	287
Traffic enforcement	21.25%	242
Other (please specify)	14.06%	160
	Answered	**1138**
	Skipped	**5**

The new Chief of Police will need to immediately balance PRIORITIES of the Los Angeles Police Department and the community. Please select up to 5 of the following potential priorities that you deem the "Highest Priority".

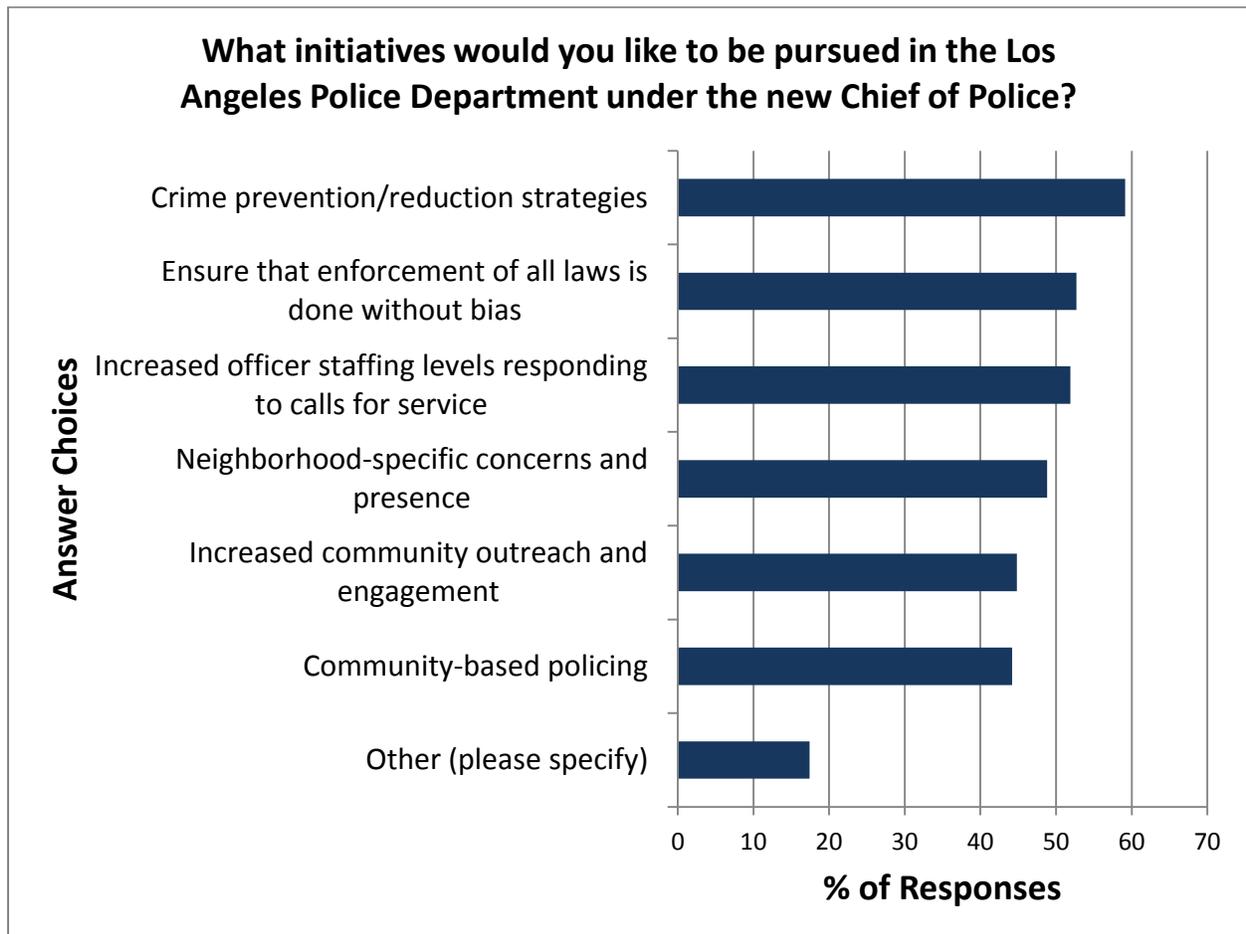**Question 3: "Other" Write-in Comments – Some Common Themes**

- Community first
  - Sample Responses:
    - "Develop more community-friendly approach"
    - "Community Accountable"
- Homeless Issues
  - Sample Responses:
    - "decriminalizing homelessness"
    - "working to solve the extreme homelessness situation without arresting homeless people"
    - "Stop LAPD's homeless encampment sweeps"
    - "Dealing with the homeless problem"
- Reform LAPD
  - Sample Responses:
    - "Demilitarize LAPD"
    - "Stop LAPD from shooting civilians, aims for LAPD to have zero lethal interactions with civilians"
- Following the law
  - Sample Responses:
    - "Someone who will enforce the laws of the city"
    - "Manages law enforcement not social issues"
- Holds police accountable
  - Sample Responses:
    - "Police brutality and racial profiling"
    - "human beings rather than presuming they're criminals"
    - "stop religious bias by police officers"
    - "Transparency in reporting of police misconduct"
    - "prosecutes killer police"
    - "support for making police disciplinary records public"
- Training
  - Sample Responses:
    - "training in nonviolent de-escalation tactics"
    - "mental health training and mass shooting crisis response experience"
    - "develop trainings to curb racial profiling"

Link for all comments: Question 3: All "Other" Write-in Comments

Question 4: Answer Choices

What initiatives would you like to be pursued in the Los Angeles Police Department under the new Chief of Police?		
Answer Choices	Responses	
Crime prevention/reduction strategies	59.15%	669
Ensure that enforcement of all laws is done without bias	52.70%	596
Increased officer staffing levels responding to calls for service	51.90%	587
Neighborhood-specific concerns and presence	48.81%	552
Increased community outreach and engagement	44.83%	507
Community-based policing	44.21%	500
Other (please specify)	17.34%	196
	Answered	**1130**
	Skipped	**13**

Question #4: Answer Choices Chart

What initiatives would you like to be pursued in the Los Angeles Police Department under the new Chief of Police?

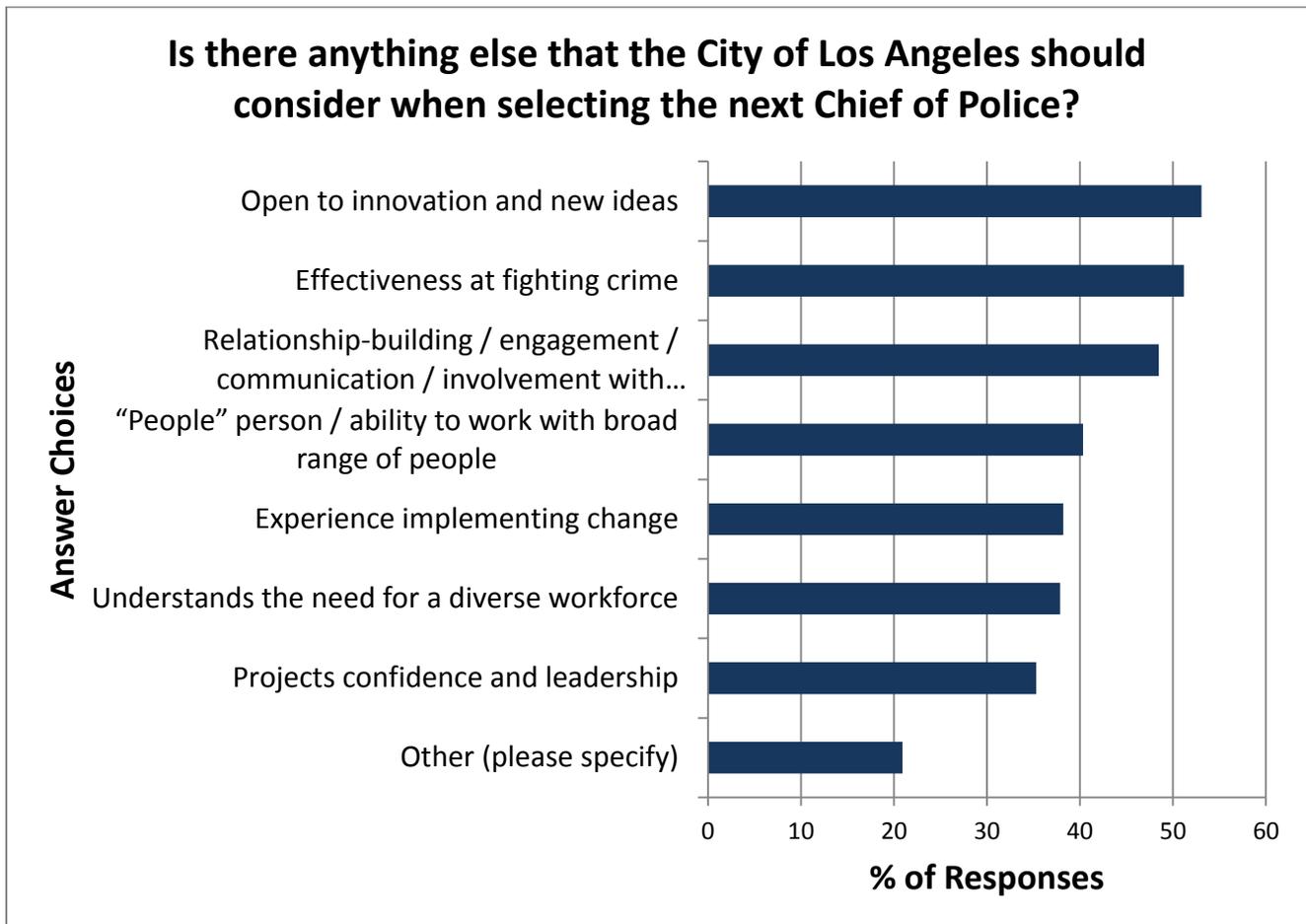## Question 4: "Other" Write-in Comments – Some Common Themes

- Work with the community
  - Sample Responses:
    - "Working with local communities to develop strategic plans"
    - "Enhance and expand Community Safety Partnership"
    - "Community-based policing"
- Focus on crime
  - Sample Responses:
    - "accurate crime reporting"
    - "decrease crime"
- Enforce laws
  - Sample Responses:
    - "Traffic enforcement"
    - "See that laws are enforced"
- Homeless Issues
  - Sample Responses:
    - "Homeless Crisis!!!"
    - "decriminalizing people facing homelessness"
    - "dealing with mental illness"
- Increase Policing
  - Sample Responses:
    - "increase patrols"
    - "increase police force and more arrests"
    - "increase civilian staffing"

Link for all comments: Question 4: All "Other" Write-in Comments

Question 5: Answer Choices

Is there anything else that the City of Los Angeles should consider when selecting the next Chief of Police?		
Answer Choices	Responses	
Open to innovation and new ideas	53.05%	601
Effectiveness at fighting crime	51.19%	580
Relationship-building / engagement / communication / involvement with communities	48.46%	549
"People" person / ability to work with broad range of people	40.34%	457
Experience implementing change	38.22%	433
Understands the need for a diverse workforce	37.86%	429
Projects confidence and leadership	35.30%	400
Other (please specify)	20.87%	236
	Answered	**1131**
	Skipped	**12**

Question #5: Answer Choices Chart

Is there anything else that the City of Los Angeles should consider when selecting the next Chief of Police?
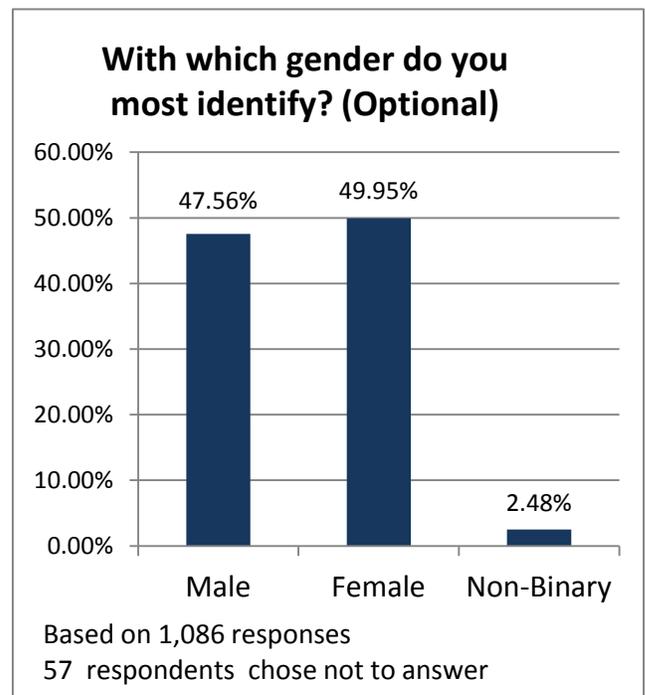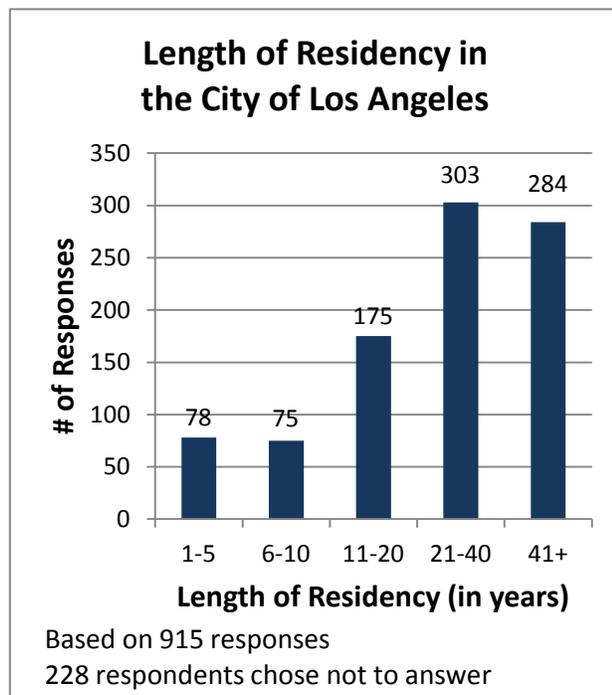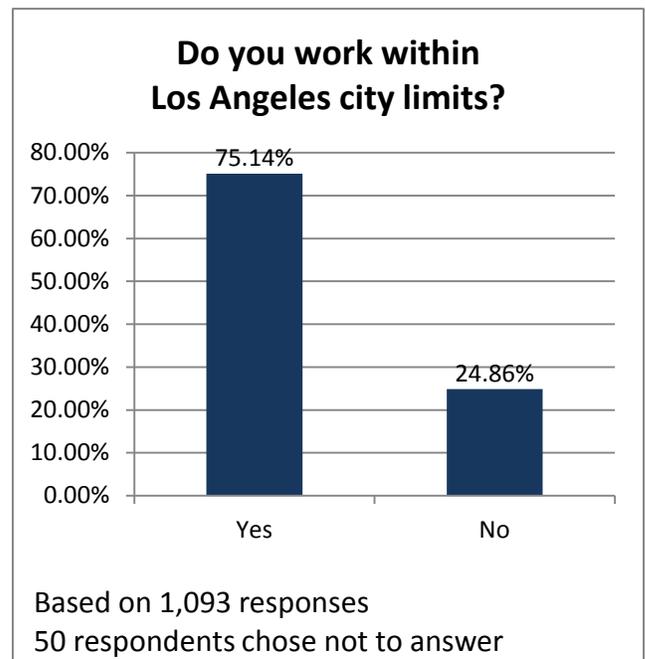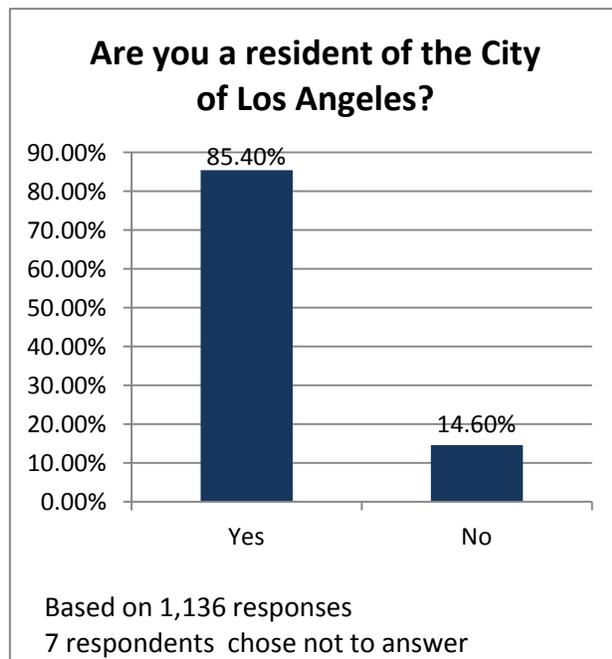
Question 5: "Other" Write-in Comments – Some Common Themes

- Acts independently of politics
  - Sample Response:
    - "ensure the next Chief acts independently of elected officials"
- Finance, budgeting, and experience securing funds
  - Sample Response:
    - "The police chief needs to get funding to increase police presence all over the city"
- Involvement in community
  - Sample Responses:
    - "Understanding of importance of rapport building in LA's communities"
    - "visibility in the communities"
- Understanding diversity of communities
  - Sample Response:
    - "Communities have different needs and neighborhood policing is imperative for building proactive law enforcement"
- Prevent crime/ tough on crime
  - Sample Responses:
    - "tough and focused on fighting crime no matter who commits it"
    - "not fighting crime, but preventing it"
- Gang enforcement
  - Sample Response:
    - "Get rid of the gangs"
- Independent of the mayor
  - Sample Response:
    - "not afraid to stand up to the mayor"
- Hold police accountable
  - Sample Responses:
    - "zero tolerance for police bias in shootings"
    - "Don't allow police to get away with killing unarmed people of color"
    - "Believes that police should be held accountable for their actions"
    - "being able to speak openly regarding police shootings"
- Not Racist
  - Sample Responses:
    - "cannot be racist"
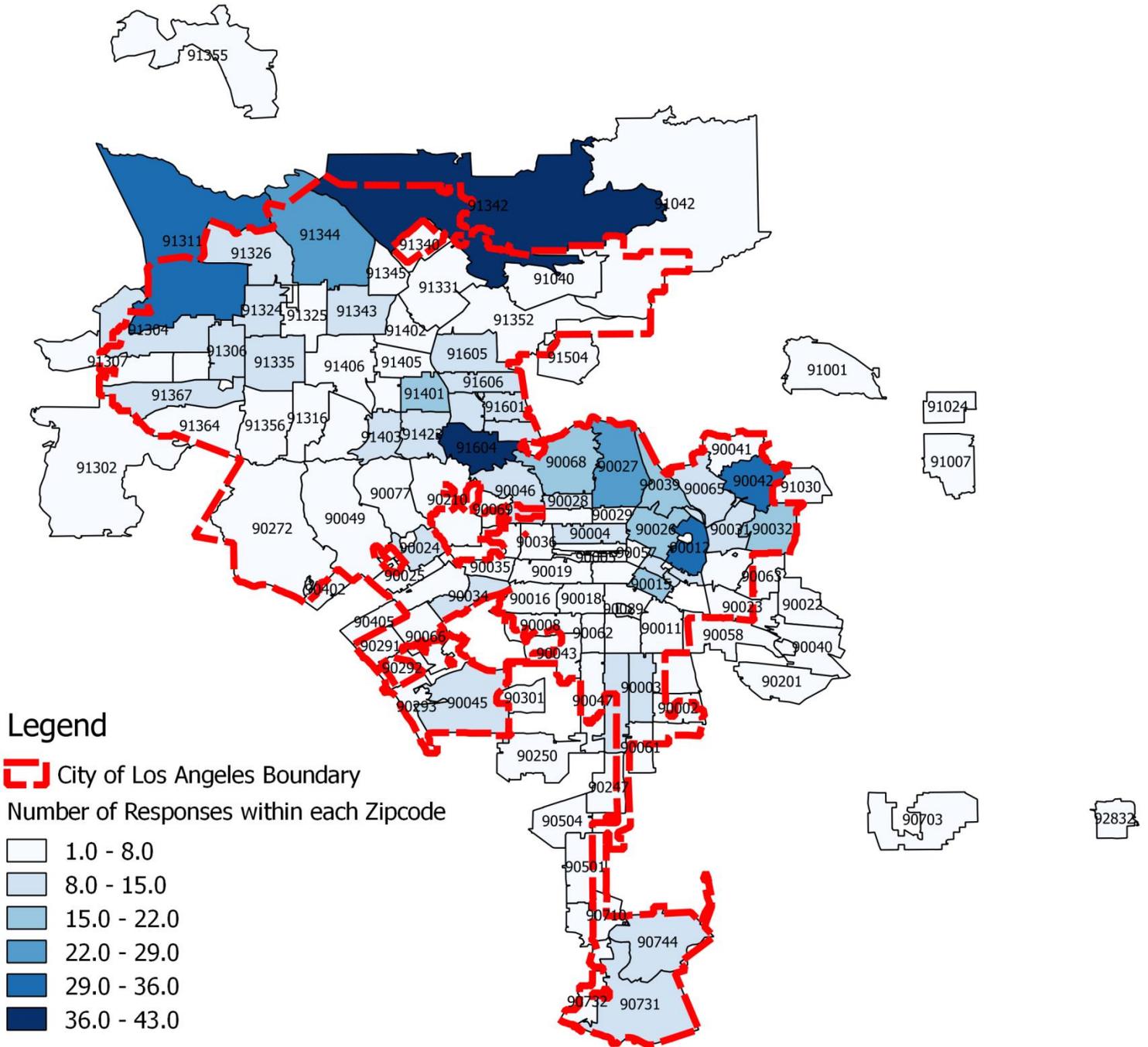   - "recognizes racism, the historical context of the institutional use of force by police"

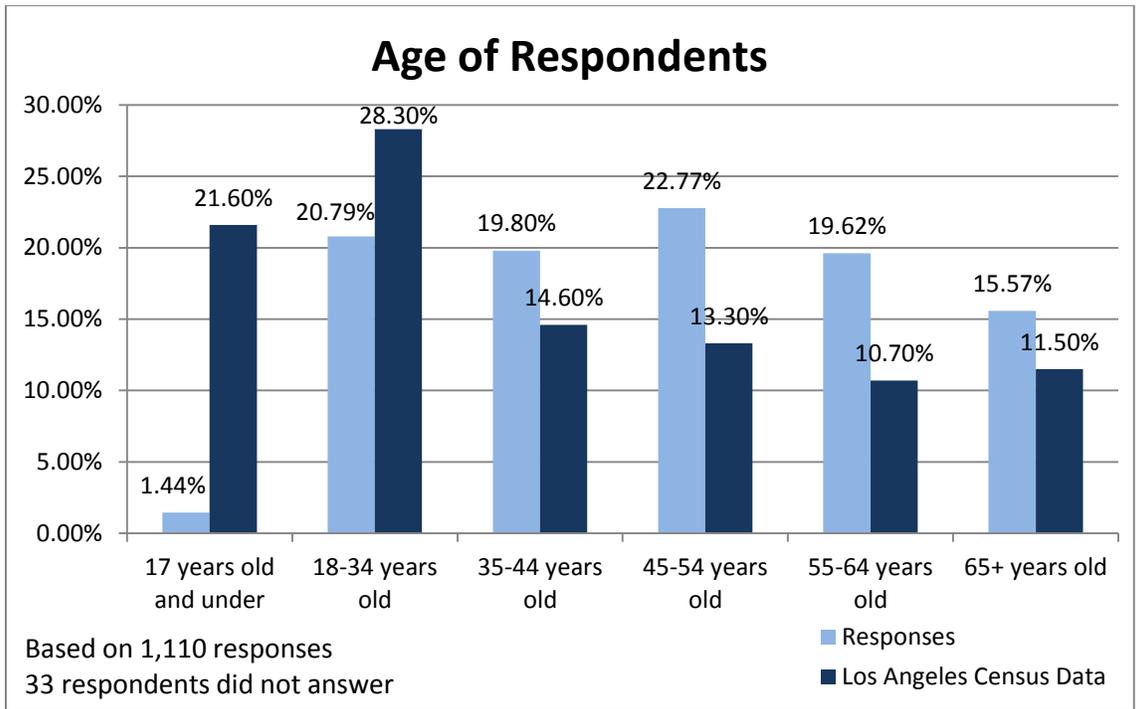Link for all comments: Question 5: All "Other" Write-in Comments

Survey Results - Demographic Analysis

Approximately 85% of respondents reported that they were a City of Los Angeles resident and 75% reported to work within City of Los Angeles limits. A majority (83%) of the respondents who reported their length of residency in the City of Los Angeles have lived in the city for 11 years or more. Respondent gender was almost divided evenly among males (47%) and females (49%) and approximately 2% responded as non-binary. Furthermore, respondent age and respondent ethnicity were compared to the Los Angeles census data obtained from the US Census Bureau's 2016 American Community Survey in order to evaluate if the responses are reflective of the City's diverse community.

Are you a resident of the City of Los Angeles?

- Yes: 85.40%
- No: 14.60%

Based on 1,136 responses
7 respondents chose not to answer

Do you work within Los Angeles city limits?

- Yes: 75.14%
- No: 24.86%

Based on 1,093 responses
50 respondents chose not to answer

Length of Residency in the City of Los Angeles

# of Responses / Length of Residency (in years)

- 1-5: 78
- 6-10: 75
- 11-20: 175
- 21-40: 303
- 41+: 284

Based on 915 responses
228 respondents chose not to answer

With which gender do you most identify? (Optional)

- Male: 47.56%
- Female: 49.95%
- Non-Binary: 2.48%

Based on 1,086 responses
57 respondents chose not to answer

Heat Map of Respondent's Home Zip Code

Legend

City of Los Angeles Boundary

Number of Responses within each Zipcode

- 1.0 - 8.0
- 8.0 - 15.0
- 15.0 - 22.0
- 22.0 - 29.0
- 29.0 - 36.0
- 36.0 - 43.0

Age of Respondents

Based on 1,110 responses
33 respondents did not answer

- Responses
- Los Angeles Census Data

Age	Responses	Los Angeles Census Data
17 years old and under	1.44%	21.60%
18-34 years old	20.79%	28.30%
35-44 years old	19.80%	14.60%
45-54 years old	22.77%	13.30%
55-64 years old	19.62%	10.70%
65+ years old	15.57%	11.50%

While the responses seem be unrepresentative of the actual population, it is important to note that the data is skewed as a result of the 17 year old and under population. Additionally, the majority (77.76%) of respondents are 35 years old or older.

Ethnicity of Respondents

Based on 1,051 responses
92 respondents did not answer

- Responses
- Los Angeles Census Data

Ethnicity	Responses	Los Angeles Census Data
African American	10.27%	8.70%
Hispanic	22.34%	48.60%
Asian	6.37%	11.40%
Caucasian	53.71%	28.50%
Native American	3.04%	0.20%
Native Hawaiian or Pacific Islander	1.62%	0.10%
Two or More Races	13.78%	2.50%