

Review of Past LAPD Reform Report Recommendations

This chart summarizes the findings and recommendations provided in the Final Report of the President’s Task Force on 21st Century Policing, issued in May 2015, which can be found here: https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.

The Board of Police Commissioners adopted the report and the Office of the Inspector General (OIG) issued 2 subsequent reports, one in 2017 and one in 2019, on the status of the LAPD incorporating selected recommendations from the 21st Century Policing report. The OIG reports can be found as follows:

- The Follow-up Review of National Best Practices (2019), https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_55abfb0cb5124b879f612eeb877a0ad8.pdf
- Review of National Best Practices (2017): https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_68104e440d624094ad9e7e6e3971bb5f.pdf

To the extent there is an update beyond what is noted in the OIG Reports, it is noted in the table below as a “2020 Update.”

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Pillar One: Building Trust and Legitimacy		
Guardian Mindset & Procedural Justice	Guardian Mindset & Procedural Justice as Guiding Principle: Embrace a guardian mindset to build public trust and legitimacy. Toward that end, adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve. Law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to rule and control the community.	<p>The 2017 OIG Report:</p> <p>“The LAPD has long incorporated principles such as guardianship, service, and respect for the dignity of others into its motto – ‘To Protect and To Serve’ — and its official Core Values, which include, for example, ‘Service to Our Communities’ and ‘Respect for People.’” (2017)</p> <p>“In the summer of 2015, the Department sent all officers through a 5-hour training called ‘Public Trust and the Preservation of Life’ that centered on many of the concepts referenced by the Task Force, including the guardian vs. warrior mentality.” (2017)</p> <p>2017 Recommendation: “The Department should continue to look at ways to incorporate procedural justice into all aspects of Department process and practice, including development of policies and procedures, evaluation of officers’ performance, and the provision of information to the public.”; “The Department should continue to ensure that these policy requirements, which are in line with procedural justice principles, are well understood and consistently practiced by officers in the field.”</p> <p>The 2019 OIG Report:</p> <p>“Since the publication of the OIG’s initial report, the Department has taken a number of important steps to institutionalize and explain the concept of procedural justice across the organization and to hold officers accountable for following its principles.” (2019)</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Guardian Mindset & Procedural Justice		<p>Some of the steps that have been taken so far include the following:</p> <ul style="list-style-type: none"> ◦ The development of an ongoing, high-level working group on procedural justice. This group includes leadership from the Chief of Staff, Office of Operations, Office of Special Operations, Office of Support Services, and Office of Constitutional Policing and Policy, as well as the OIG. ◦ The Department-wide distribution of a Leadership Brief on the topic of procedural justice. The Brief includes a message from the Chief, which emphasizes the importance of leadership in this area, and notes that questions on this topic will likely be included as part of the promotional process for officers. As a follow-up to this project, the Department is also working on a training bulletin that will provide “action-based approaches” to implementing procedural justice during public contacts. ◦ The continued incorporation of procedural justice concepts and associated expectations into employee training courses. These include, for example, Leadership Enhancement and Development Sessions (LEADS) for command staff and the recent “Best Practices in Proactive Enforcement” training sessions for Gang Enforcement Detail and Metropolitan Division personnel, as well as a separate training for supervisors from those two units. As noted in the OIG’s original report, the California Commission on Peace Officer Standards and Training (POST) has also incorporated procedural justice into a number of academy training modules, called Learning Domains. This topic had already been built into the LAPD’s Police Sciences and Leadership (PSL) program as well as its training for Field Training Officers (FTOs). These programs are discussed in greater detail later in the report. ◦ The implementation of a procedural justice assessment as part of revised procedures for Watch Commander review and approval of certain types of arrests. The addition of this component – which encompasses arrests for interfering, resisting, or assaulting an officer – was one of the OIG recommendations adopted by the Commission following the OIG’s review of arrests for Penal Code Section 148(a)(1). ◦ The Department is developing a process to facilitate the ongoing review of, and feedback to, officers on procedural justice issues. The process will also allow supervisors to select relevant videos that might be useful for training purposes. These developments are currently on hold pending a union meet-and-confer process, but they are expected to be implemented in the future. This pilot project was implemented in December 2019 <p>The distribution of laminated cards remind members of the public of their rights and obligations with regard to filming in public. The cards also inform officers of the legal and policy parameters regarding this topic. (2019)</p> <p>2020 Update:</p> <p>In addition, since publication of the OIG reports, the Department has issued an April 2020 training bulletin on procedural justice – contacts with the public, which can be found here: http://lapd-assets.lapdonline.org/assets/pdf/procedural_justice.pdf.</p>
	<p>Publicly Acknowledge Past Injustices: Acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.</p>	<p>The 2017 OIG Report:</p> <p>2017 Recommendation: “The Department should ensure that historical documents and reports regarding the LAPD, such as reports on the Consent Decree, Christopher Commission, and Rampart Incident, are available on the Department’s website [Note: this has been completed – see http://www.lapdonline.org/home/content_basic_view/63991] and that discussion of LAPD’s past is included in Department trainings where appropriate.”</p> <p>The 2019 OIG Report:</p> <p>2019 Recommendation: “The OIG’s initial report noted that training courses, such as the recent Department-wide “Public Trust and the Preservation of Life” course, included a block on the history of the LAPD. The OIG recommends that the Department continue to include a discussion of such issues in future trainings where appropriate.”</p> <p>In addition, the two reports discuss trainings, such as the Police Sciences and Leadership (PSL) Program, Implicit Bias, and Procedural Justice. PSL I takes place at the conclusion of an officer’s one-year probationary period. PSL II is designed to take place after the 3rd year of an officer’s tenure, and it uses extensive role-playing scenarios to build officers’ skills in effective communication, procedural justice, de-escalation, use of force, and advanced tactics.</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Culture of Transparency & Accountability</p>	<p>Make Policies and Stop Information Available on Website: Establish a culture of transparency and accountability. Make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.</p>	<p>The 2017 OIG Report:</p> <p>“The LAPD already maintains a comprehensive website, www.lapdonline.org, that provides a great deal of information about the Department’s structure and operations. The website contains a link to the Department’s full Manual of Policies and Procedures (Manual), which is divided into six volumes and contains the bulk of the LAPD’s official policies. In reviewing the online manual, however, the OIG found that, while it is fully indexed, it can be difficult to locate relevant policies, some of which are spread across several sections or volumes. For example, the Department’s policy on the use of force is located on a different volume than those policies describing the investigation of use of force incidents. The OIG also found that, at the time of this writing, the online manual does not clearly indicate when policies were established or changed, and has not been updated to include policy revisions made since 2015. The OIG also notes that while the Manual is the repository for official LAPD policy, the entire body of Department policy and procedure is distributed among a variety of notices, directives, bulletins, and orders, some of which may not be fully incorporated into the manual itself. For example, while the Manual contains the Department’s overarching use of force policy, as well its overall policies on the use of deadly and less-lethal force, it does not contain specific standards for the use of each force option, such as the TASER or other less-lethal weapons. These standards are incorporated into a series of “Use of Force-Tactics Directives,” which include circumstances under which each option may be used, as well as additional information, tactical guidance, and specific procedures for deployment. While these documents are often excerpted in public reports analyzing individual uses of serious force, they are not currently published on the Department’s website.” (2017)</p> <p>Note: As described below all Use of Force Directives are public information as a result of SB 978, which took effect 1/1/2020 and can be found at: https://drive.google.com/drive/folders/tsvgamurKHRWHqULV8Wv3Gb-ujs7OU_Dx.</p> <p>“The Department compiles several statistical reports about its activities and operations, which are made available to the public online. Reports published by the LAPD have included, for example, The Semi-Annual Public Report; The Quarterly Discipline Report; and The Annual Use of Force Report. These reports can be found on the web page for the Office of Constitutional Policing and Policy, which also includes a number of reports stemming from the Consent Decree, including various statistical analyses that have been conducted or commissioned by the Department in recent years. In reviewing the page, the OIG noted that some reports appear to have been discontinued or are no longer being posted.” (2017)</p> <p>“Along with its published reports, the Department has recently made significant strides in making raw data, which can be directly downloaded and analyzed, available to the public through the City’s Open Data website. The LAPD was also one of the first departments to sign on to the White House Police Data Initiative (PDI), which is committed to using open data to improve police-community relationships. The PDI has a website that collects data sets from a number of departments, including the LAPD. As of this writing, the Department has begun publishing the raw data about the following activities: Crime reports and traffic collisions; Custodial arrests; Calls for service; and Motor vehicle and pedestrian stops. The Department does not currently publish detailed statistics or data about citations by race or ethnicity, which may be useful as contextual data for pedestrian stops or other activity. It also does not currently publish use of force or assault-on-officer data in an “open data” format, but is working on plans to expand the current data sets to include, among other information, data on all uses of force.” (2017)</p> <p>2017 Recommendations: “The Department should resume online publication of statistical data on stops, arrests, complaints, and other activity. It should also continue to expand its open data access and update its Police Data Initiative datasets.”; “The Department should update and keep current the online version of the Manual of Policies and Procedures, along with an online index of Special Orders by date to show when policies have been changed. The Department should post an up-to-date index of policies and directives that are of interest to the public, including but not limited to policies on: the use of force; use of specific force options; de-escalation; the intake, investigation, and adjudication of personnel complaints; use of body-worn and in-car video cameras and footage; and biased policing.”</p> <p>“The Department should continue to expand and use, where relevant, processes to solicit, gather, and consider feedback from members of the public prior to making significant policy changes.”</p>

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<p>Culture of Transparency & Accountability</p>		<p>The 2019 OIG Report:</p> <p>“In response to the OIG’s recommendations, the Department created a new page on its website titled “Policies and Procedures” (linked on the homepage). This page links to the full Manual and provides links to all Special Orders, Administrative Orders, and Operations Orders dating back to 2015. This feature allows members of the public to check for new and revised policies and to see when these changes were made. The Department also identified and addressed a technical issue that was preventing the Manual from being updated regularly.” (2019)</p> <p>“The OIG has found that while the online Manual is fully indexed, it can be difficult to locate some policies, which may be spread across several sections or volumes. To make it easier for members of the public to find items of interest, the Department has also created separate postings that include its use of force policy, as well as policies on the use of body-worn and in-car video.” (2019).</p> <p>“The Department maintains a separate page that provides information on the complaint process, which is also linked to the homepage. The OIG expects that, once revised, the updated biased policing policy will also be posted on this page.” (2019).</p> <p>“One aspect of Departmental transparency that has yet to be addressed concerns certain LAPD use of force directives. As noted in the OIG’s initial report, while the Manual contains the Department’s overarching use of force policy, as well its overall policies on the use of deadly and less-lethal force, it does not contain specific standards for the use of each force option, such as the TASER or other less-lethal weapons. These standards are incorporated into a series of “Use of Force – Tactics Directives,” which include descriptions of the circumstances under which each option may be used, as well as additional information about each weapon, tactical guidance, and specific procedures for deployment.” (2019)</p> <p>“These documents have not yet been posted by the Department, reportedly due to concerns about their sensitive nature. According to recent discussions, however, the Department does expect to publish these items in order to comply with SB 978 – a process expected to be completed prior to the end of 2019.” [Note: This has been completed – see https://drive.google.com/drive/folders/1svgamurKHRWHqULV8Wv3Gb-uj57OU_Dx.] (2019)</p> <p>“In its initial report, the OIG noted that the publication of some reports by the Department had been discontinued. These reports are noted below, along with actions that were taken by the Department in response to the OIG’s recommendation:</p> <ul style="list-style-type: none"> ◦ Semi-Annual Public Report. This included summary statistics on motor vehicle and pedestrian stops, as well as arrests, which were disaggregated by geographic Area and ethnic/racial descent. Following the OIG’s report, the Department began publishing a monthly “Public Contacts Snapshot,” which includes general monthly Department totals for the number of stops/detentions, calls for service, arrests, and uses of force. The new report does not provide demographic breakdowns of the data, however. In conversations with the OIG, the Department agreed to provide breakdowns for stops and arrests annually, though it has not yet begun to do so. The Department also recently embarked on a comprehensive stop-data analysis project (see Section D-4), the results of which will be published upon completion of the project. [Note: the California Policy Lab report can be found here: http://www.lapdpolicecom.lacity.org/102720/BPC_20-0164.pdf.] ◦ Quarterly Discipline Report (QDR). This report, which provides detailed data about LAPD’s internal disciplinary program, was still being compiled but was no longer being posted on the Department’s website. The Department has now resumed the publication of an annual version of this report. It has also developed a monthly “Disciplinary Penalties” report, which provides monthly statistics and information regarding complaints closed each month.” (2019) <p>With respect to the provision of other data for use by members of the public, the Department has also established the following:</p> <ul style="list-style-type: none"> • Open Data. The Department has continued to expand the information being shared on the City’s Open Data website, which now includes raw data on LAPD crime reports, calls for service, arrests, stops/detentions, and traffic collisions. (The Police Data Initiative site, which was referenced in the OIG’s initial report, has been updated to link directly back to the City site.). In reviewing the Department’s open dataset related to stops/detentions, the OIG noted that the fields currently in use have not been expanded to include the additional stop data being collected pursuant to California AB 953 . . . As the majority of this data is considered to be a public record, the OIG recommends that the Department continue to work to ensure that the full dataset is posted online.

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Culture of Transparency & Accountability		<p>Public Records Requests:</p> <p>The Department has also begun sharing copies of all data and other information it releases as part of a California Public Records Act request on its NextRequest website. This website utilizes a user-friendly interface that provides access to data that is already publicly available or that has previously been released to a public requestor. To date, the website lists over 4,700 public requests.” (2019)</p> <p>Use of Force Reports:</p> <p>The Department has published all use of force information since 2016, with the Use of Force Year End Report: Use of Force Data Reports;</p> <p>2020 Update:</p> <p>Stop Data Reports have been published:</p> <p>OIG Review of Stops Conducted by the LAPD in 2019, which can be found here: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_d3e88738022547acb55f3ad9dd7a1dcb.pdf</p> <p>In addition, the California Policy Lab conducted a review that can be found here: http://www.lapdpolicecom.lacity.org/102720/BPC__20-0164.pdf and here: http://www.lapdpolicecom.lacity.org/102720/BPC__20-0165.pdf</p> <p>The California State Racial Identity Profiling Act Report for 2020 can be found here: https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2020.pdf</p>
	<p>Communicate About Serious Incidents: When serious incidents occur, including alleged police misconduct, communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality. One way to promote neutrality is to ensure that agencies and their members do not release background information on involved parties.</p>	<p>The 2017 OIG Report:</p> <p>“[T]he LAPD and Police Commission currently release various types of information about serious incidents, such as officer-involved shootings or in-custody deaths, to the public and the media throughout the course of the investigation. As the result of a recent report by the OIG, the Department presented a new media protocol to the Commission in January 2017. Although not presently codified in writing, this new system will result in the release of a great deal of additional information about each incident...” (2017).</p> <p>2020 Update:</p> <p>A CRITICAL INCIDENT VIDEO RELEASE POLICY was established in 2018, and the Board of Police Commissioners updated the CRITICAL INCIDENT VIDEO RELEASE POLICY – REVISED, on 8/28/2020; which can be found here: http://www.lapdpolicecom.lacity.org/082520/BPC__20-0107.pdf</p> <p>See also: LAPD Manual 1/420.55</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Internal Legitimacy	<p>Involve Employees in Developing Policies: Promote legitimacy internally within the organization by applying the principles of procedural justice. Involve employees in the process of developing policies and procedures. Internal procedural justice begins with the clear articulation of organizational core values and the transparent creation and fair application of an organization's policies, protocols, and decision-making processes. Even though the approach to implementing procedural justice is "top down," the method should include all employees to best reach a shared vision and mission.</p>	<p>The 2019 OIG Report:</p> <p>"The Department also has various processes to obtain employee input on Department policies and procedures, including the circulation of draft policies to relevant Department personnel and the convening of the Tactics Training Review Committee. Most recently, the Department has utilized ten "Special Purpose Innovation Groups" (SPIGs), as described under Section A-4. These SPIGs, which incorporated the involvement of Commissioners, union representatives, and employees of all ranks, met over a period of three months to analyze issues and make improvements. In total, the SPIGs developed 135 recommendations, spanning 14 areas of the Department, which are currently in the process of being reviewed and implemented, where approved." (2019)</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Internal Legitimacy</p>	<p>Internal Discipline Process: Leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.</p>	<p>The 2017 OIG Report:</p> <p>“Subsequent changes [following scrutiny and analysis after the Dorner incident] implemented by the Department included the creation of a discipline matrix to provide greater consistency and transparency in the system, the development of a process to analyze grievances received by officers, and the introduction of a specialized conflict resolution training program for Department supervisors and command staff. Despite these efforts in progress, however, officers have continued to express frustration with the disciplinary process. Criticism of the LAPD discipline system has also played out externally, including a number of lawsuits alleging retaliation.” (2017)</p> <p>2017 Recommendation: “The Department should conduct an in-depth evaluation of the disciplinary system, to include an employee survey, and identify ways to improve procedural justice internally.”</p> <p>The 2019 OIG Report:</p> <p>“In July 2018, the Department implemented an “All-Employee Survey” that asked for employee opinions and experiences in a number of areas, including discipline. The survey asked employees to rank the top three priorities (from a list of ten) that they wanted the Department to address and found that, for sworn officers, the topic of personnel complaints was the highest-rated issue. Comments related to this issue indicated that some officers viewed the system for investigating and adjudicating these complaints to be unfair and arbitrary.” (2019)</p> <p>“Following the survey, the Chief of Police designed a series of Single Purpose Innovation Groups (SPIGs) to focus on conducting comprehensive evaluations of various areas of the Department. Ten SPIGs looked at 14 topics over a period of three months, with the goal of developing long- and short-term recommendations related to innovation, fairness, efficiency, and effectiveness. The Discipline SPIG submitted to the Chief of Police a series of recommendations related to increasing fairness and procedural justice across the disciplinary system. Among other topics, these recommendations suggested changes to streamline the disciplinary process, reduce redundancy, address frivolous complaints and minor misconduct, and track disciplinary rationales and penalties to ensure fairness and equity across the Department. These were forwarded to Professional Standards Bureau for consideration and implementation, where appropriate.” (2019)</p> <p>“In May 2019, Professional Standards Bureau distributed a response stating that “while some recommendations require[d] additional work and evaluation, other recommendations [were] already implemented or soon to be implemented.” Some of the recommendations that had already been implemented included the following:</p> <ul style="list-style-type: none"> • Guidelines regarding minor misconduct identified during a review of body-worn or in-car video. • The implementation of a revised Penalty Guide. • The posting of reference materials and exemplars related to personnel complaints.” (2019) <p>“The Department recently distributed its 2019 All-Employee Survey, which will be used to assess progress and build on previous research. The OIG will continue to monitor this process as well as any recommendations that come out of the SPIGs related to the disciplinary system.” (2019)</p>

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External Legitimacy	Involve Community in Developing Policies: In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.	<p>The 2019 OIG Report:</p> <p>“[T]he Department and the Commission have continued to expand and utilize various methods to solicit feedback on issues that are of interest to the public. Some examples include:</p> <ul style="list-style-type: none"> • Development of a revised set of procedures on immigration enforcement. As part of this process, the Department met with a number of community organizations to discuss drafts and possible revisions. According to the Department, it continues to collaborate with community organizations to make further improvements to these procedures. • Development and implementation of the video release policy for critical incidents. The Commission engaged the NYU School of Law’s Policing Project to seek feedback – through the use of focus groups and a citywide survey – on the views of members of the public with respect to how the policy should be structured. <p>Convening of special meetings. Over the past several years, the Commission has held special meetings on the topics of biased policing, homelessness, and data-driven policing strategies, during which community groups were invited to make presentations. Following the OIG’s review of the latter topic, the Commission also held a two-week feedback period during which it solicited comments from members of the public.” (2019)</p>
	Residency Incentive Programs: Institute residency incentive programs such as Resident Officer Programs, where officers are provided housing in public housing neighborhoods as long as they fulfill public safety duties within the neighborhood that have been agreed to by housing authority.	<p>Not evaluated by OIG.</p> <p>In the past, discussions of a residency incentive program took place within the Los Angeles City Council, in terms of offering low interest loans for officers to reside in the City. The program was not implemented.</p>
	Positive Nonenforcement Interactions: Create opportunities in schools and communities for positive nonenforcement interactions with police. Publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.	<p>The 2019 OIG Report: “... the Department is working to identify metrics to measure and incentivize community engagement by officers that occurs in a non-enforcement capacity. Research has shown that positive interactions with unfamiliar or stereotyped communities can help to minimize biases, particularly those developed over repeated negative interactions.”</p> <p>2020 Update:</p> <p>The Department has seen success with the Cadet Program which is a community-based program that aims to empower youth ages 13-17 years old and maximize their personal and scholastic potential through the emphasis of the programs’ four cornerstones: Leadership, Academic Excellence, Ethical and Wise Decision making and community stewardship. Images of Cadets achievements and partnerships are shared online to encourage positive interactions with the Department. (2020)</p> <p>Cadet Manual: http://lapd-assets.lapdonline.org/assets/pdf/2017__Youth_Programs_manual.pdf</p> <p>See also: LAPD Manual 3/245.50.</p>

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External Legitimacy	<p>Review Physical Technique Policies Towards Vulnerable Populations: Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—should be used as a last resort. Carefully consider and review policies towards these populations and adopt policies if none are in place.</p>	<p>2020 Update:</p> <p>In July 2020, the Board of Police Commissioners passed a new Use of Force Policy that was published August 26, 2020, and contains a definition for Vulnerable Populations. “Vulnerable populations include, but are not limited to, children, elderly persons, people who are pregnant, and people with physical, mental, and developmental disabilities.” See http://lapd-assets.lapdonline.org/assets/pdf/SO%2023.pdf.</p> <p>Reviewed by the Office of the Inspector General in a report entitled “Overview of Less-Lethal Force Tools and Deployment,” February 2017, which can be found here: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_486428073da94a2aa412c01014b500b4.pdf</p> <p>Recommendation 1:</p> <ul style="list-style-type: none"> Review national guidelines and standards related to the use of less-lethal weapons to determine whether revisions or enhancements to current LAPD policy may be appropriate. These national guidelines and standards include those issued by the U.S. Department of Justice, President’s Task Force on 21st Century Policing, and Police Executive Research Forum (PERF). Some examples of the recommendations from these entities include policies limiting the use of TASERs on vulnerable populations (e.g., young children, elderly people) and handcuffed individuals; restricting the concurrent use of multiple TASERs; limiting multiple activations or extended exposures (more than 15 seconds) from a single TASER; etc. <p>[http://www.lapdpolicecom.lacity.org/022817/BPC_17-0057.pdf]</p> <p>In 2020, the Department began a pilot project to evaluate the BolaWrap tool and its potential effectiveness.</p>
	<p>Consider Damage to Public Trust When Implementing Crime Fighting Strategies: When implementing crime fighting strategies, consider potential damage to public trust, and research conducted to evaluate effectiveness of crime fighting strategies should specifically look at potential for collateral damage on community trust and legitimacy.</p>	<p>2020 Update:</p> <p>See: Office of the Inspector General, “Review of Stops Conducted by the Los Angeles Police Department in 2019,” which can be found here: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_d3e88738022547acb55f3ad9dd7a1dcb.pdf</p> <p>Recommendation A-2:</p> <ul style="list-style-type: none"> “Consider the Effects of Crime Fighting Strategies on Community Trust and Legitimacy. Evaluate, on an ongoing basis, the effectiveness of the Department’s crime strategies, including the impact on community members and potential for collateral damage on community trust and legitimacy. Such evaluation should combine public feedback with the Department’s own evidence-based analysis of the efficacy of its stop practices in identifying and addressing crime.” <p>[http://www.lapdpolicecom.lacity.org/102720/BPC_20-0162.pdf]</p>

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<p>External Legitimacy</p>	<p>Conduct Annual Community Surveys on Trust: Track the level of trust in police by communities, just as changes in crime is measured. Partner with local universities to conduct surveys that measure the effectiveness of specific policing strategies, assess any negative impact they have on a community's view of police, and gain the community's input.</p>	<p>The 2017 OIG Report:</p> <p>“In February of 2016, the LAPD conducted the first of what is hoped to be a series of annual surveys of Los Angeles residents. A survey firm contracted by the Department conducted 2,004 phone interviews asking residents for their perceptions about public safety, police effectiveness, satisfaction with the police, and police fairness and integrity. The questions were developed, in collaboration with the Department, by Justice & Security Strategies, an outside research firm hired by the Department that was also responsible for compiling and analyzing the resulting data.”</p> <p>“A report detailing the findings of the survey was included in the Department’s November 15, 2015 report on biased policing. According to the report, the survey indicated relatively high overall approval levels in some areas, along with some areas with significant challenges, such as use of force and stops. The survey also identified significant variations among groups in their perceptions of the police. The Department is currently in the process of interpreting these survey results to determine the reason for these gaps in trust among communities. One planned step is to hold Area-level dialogues with community members through existing channels, such as focus groups, Community-Police Advisory Boards (CPABs), and Days of Dialogue, to more fully explore the reasons community members hold the opinions that they reported.” (2017)</p> <p>“Another component of the analysis of the community attitudes will involve the collection of longitudinal data to assess how community perceptions move in conjunction with changes in other data, new initiatives to address crime or community relations, or revisions in LAPD policy. While the first survey was funded by federal grant money, the Department has requested funds in the coming year’s budget to conduct a follow-up survey.” (2017)</p> <p>2017 Recommendations: “The Department should continue to conduct the community survey on an annual basis, and publish and analyze the results, including year-to-year changes. The Department should also consider adding additional questions regarding the factors affecting respondents’ answers.”</p> <p>The 2019 OIG Report:</p> <p>“Over the past year, the Department has been exploring ways to expand its methods for collecting information about public sentiment. In recent weeks, it selected the Thomas and Dorothy Leavey Center for the Study of Los Angeles (StudyLA) at Loyola Marymount University to conduct a multi-faceted public sentiment survey. Anticipated components of this survey will include focus groups, questions in the annual LA Public Opinion Survey, a standalone survey, and presentations to LAPD command staff and community members regarding findings. This project is pending final approval by the City and is expected to begin in the next two months.” (2019)</p> <p>2020 Update:</p> <p>A community survey completed by Loyola Marymount University was presented to the Board of Police Commissioners on December 8, 2020, and can be found here: LMU Community Study: https://academics.lmu.edu/study/la/projectsandstudies/losangelespublicopinionsurvey/</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>External Legitimacy</p>	<p>Diverse Workforce: Strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities. Explore more flexible staffing models. A critical factor in managing bias is seeking candidates who are likely to police in an unbiased manner. Seek candidates who have had positive interactions with people of various cultures and backgrounds.</p>	<p>LAPD Sworn Staffing (as of 11/22/20):</p> <ul style="list-style-type: none"> • Hispanic: 49.7% • White: 29.6% • Black: 9.4% • Asian Pacific Islander: 7.9% • Filipino: 2.7% • American Indian: .34% • Other: .36% • Male: 81.7% • Female: 18.3% <p>2020 Update:</p> <p>The Diversity Inclusion Task Force continues to work on this issue.</p> <p>The gender and ethnic diversity of the LAPD can be tracked in the Sworn Personnel by Rank, Gender, and Ethnicity Report (SPRGE) which is updated every deployment period, and can be found here: http://lapd-assets.lapdonline.org/assets/pdf/PR91%20Oct2020.pdf</p> <p>Recruitment efforts can be found here: https://www.joinlapd.com/qualifications</p> <p>In September 2020, the recruit class was described as the “most diversified recruit class in LAPD history.” It was comprised of</p> <p>Females: 27</p> <ul style="list-style-type: none"> • African American–2 • Hispanic -20 • Asian–2 • Caucasian–2 • Filipino–1 <p>Males: 21</p> <ul style="list-style-type: none"> • African American–13 • Hispanic -6 • Asian–0 • Caucasian–2 • Filipino–0 <p>Details of this class can be found at: https://www.lapdonline.org/home/news__view/66929</p> <p>See also: The current overall composition of the LAPD can be found at: Department Demographics for sworn and civilian personnel.</p> <p>On Page 32 of the Los Angeles Police Department’s Strategic Plan, the department cited as its ongoing recruitment goals:</p>

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External Legitimacy		<div style="text-align: center; background-color: #0056b3; color: white; padding: 5px; margin-bottom: 10px;"> Initiative A: Strengthen Recruitment Efforts to Increase Diversity Among Ranks </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">KEY ACTIVITY</th> <th style="width: 25%;">MILESTONE 2019–2020</th> <th style="width: 25%;">MILESTONE 2020–2021</th> <th style="width: 25%;">ENTITY LEAD</th> </tr> </thead> <tbody> <tr> <td rowspan="2">1. Improve recruitment process for police officers.</td> <td>• Achieve a 90-day application process from test to hire for recruits.</td> <td>• Evaluate and adjust hiring process for greater efficiency.</td> <td>OSS</td> </tr> <tr> <td>• Develop and conduct annual law enforcement career workshops at universities.</td> <td>• Expand law enforcement career workshops to additional university locations.</td> <td>OSS</td> </tr> <tr> <td>2. Expand hiring of female police officers.</td> <td>• Hire 195 female officers representing 35% of all new recruits.</td> <td>• Increase female police officer hiring to 40% of all new recruits.</td> <td>OSS</td> </tr> <tr> <td>3. Expand hiring of African-American police officers.</td> <td>• Hire 100 African-American police officers representing 18% of all new recruits.</td> <td>• Increase African-American police officer hiring to 22% of all new recruits.</td> <td>OSS</td> </tr> <tr> <td>4. Expand hiring of Asian-Pacific Islander (API) police officers.</td> <td>• Hire 45 API police officers representing 8% of all new recruits.</td> <td>• Increase API police officer hiring to 10% of all new recruits.</td> <td>OSS</td> </tr> <tr> <td>5. Enhance marketing and advertisement strategy for recruitment.</td> <td>• Develop and implement new recruitment campaign.</td> <td>• Monitor and assess effectiveness of campaign.</td> <td>OSS</td> </tr> </tbody> </table>	KEY ACTIVITY	MILESTONE 2019–2020	MILESTONE 2020–2021	ENTITY LEAD	1. Improve recruitment process for police officers.	• Achieve a 90-day application process from test to hire for recruits.	• Evaluate and adjust hiring process for greater efficiency.	OSS	• Develop and conduct annual law enforcement career workshops at universities.	• Expand law enforcement career workshops to additional university locations.	OSS	2. Expand hiring of female police officers.	• Hire 195 female officers representing 35% of all new recruits.	• Increase female police officer hiring to 40% of all new recruits.	OSS	3. Expand hiring of African-American police officers.	• Hire 100 African-American police officers representing 18% of all new recruits.	• Increase African-American police officer hiring to 22% of all new recruits.	OSS	4. Expand hiring of Asian-Pacific Islander (API) police officers.	• Hire 45 API police officers representing 8% of all new recruits.	• Increase API police officer hiring to 10% of all new recruits.	OSS	5. Enhance marketing and advertisement strategy for recruitment.	• Develop and implement new recruitment campaign.	• Monitor and assess effectiveness of campaign.	OSS
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External Legitimacy	<p>Build Relationships with Immigrant Communities: Build relationships based on trust with immigrant communities. Decouple federal immigration enforcement from routine local policing for civil enforcement and nonserious crime. Ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.</p>	<p>The 2017 OIG Report:</p> <p>The OIG found: “found that the LAPD has fully or partially implemented the majority of these recommendations in some form and that in many cases, these were long-standing Department practices. Some of these practices include, for example, the establishment of community policing partnerships, ongoing civilian oversight, specialized processes for the investigation and evaluation of serious use of force incidents, publishing of data and information about the LAPD’s activities, and the decoupling of local policing for non-serious crime from federal immigration enforcement.”</p> <p>See also: Administrative Order on Enforcement of US Immigration Laws: http://lapd-assets.lapdonline.org/assets/pdf/2018%20admin%20order15.pdf</p> <p>On November 12, 2020, the Training Bulletin update for FOREIGN LANGUAGE INTERPRETERS AND RESOURCES was published.</p>																											

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Pillar Two: Policy & Oversight		
<p>Collaborate With Community</p>	<p>Collaborate with Communities to Reduce Crime Through Needed Resources: Collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.</p>	<p>Not evaluated by OIG.</p> <p>2020 Update:</p> <p>In 2020, the Chief of Police created the Community Safety Partnership Bureau (CSPB), following a study prepared by UCLA on the effectiveness of the CSP program. The UCLA Report can be found at: http://www.lapdpolicecom.lacity.org/051220/CSP%20Evaluation%20Report_2020_FINAL.pdf</p> <p>The LAPD website describes the CSP program and the new bureau as follows:</p> <ul style="list-style-type: none"> ◦ The CSP Bureau fully integrates community voice into its structure. Rather than having a structure built entirely of sworn personnel, the top leadership of the CSP Bureau will consist of a sworn Deputy Chief partnered with a civilian commander (Police Administrator II). The civilian commander will oversee a Regional Advisory Council comprised of leaders within community-based organizations, representatives from City Council offices, and CSP funding partners. The commander and their council will collectively head a Safety Strategy and Innovation Center that develops community-responsive, site-specific plans for existing CSP sites, looks for opportunities for CSP site expansion across the city, and coordinates with other LAPD entities to ensure the CSP model is being integrated throughout all Department’s operations. ◦ The CSP Bureau will provide the breadth of leadership necessary to address the various evaluation recommendations. The addition of regional, mid-level supervision will enhance the oversight of administrative and operational functions, while the newly created captain positions will coordinate with both community stakeholders and Department commanding officers to create problem-solving strategies that can be implemented beyond the confines of CSP sites. ◦ By creating a bureau structure to oversee CSP operations, the LAPD is establishing the support systems vital to allowing existing CSP personnel to build on their current successes. The bureau will relieve them of the need to split their attentions between community engagement and administrative functions. They will instead be able to return their full energy and focus to the relationships with community members that have allowed the program to take hold and create dramatic shifts in safety. ◦ Emada Tingirides was selected to be the Deputy Chief overseeing the CSP Bureau. ◦ One of the most significant mandates the CSP Bureau will fulfill is developing strategies to fully implement and institutionalize the CSP model across all aspects of the LAPD. The CSP model's effectiveness is not limited to the stakeholders within tightly defined neighborhood partnering with ten officers and a supervisor. The model's tenets have a place across all of Department operations, and developing a strategy for the Departmentwide integration of these tenets will be taken on by the bureau's leadership and Regional Advisory Council. This complete embrace of policing built on relationships and the pursuit of long-term solutions rather than ongoing enforcement plans will serve as the foundation of the reimagined Los Angeles Police Department. <p>See also: Office of the Inspector General Reports, which discuss Community Engagement: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_68104e440d624094ad9e7e6e3971bb5f.pdf https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_55abfb0cb5124b879f612eeb877a0ad8.pdf</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Use of Force Policies</p>	<p>Comprehensive Policies: Have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.</p>	<p>The 2017 OIG Report:</p> <p>“The OIG found that the Department has already implemented or begun to implement the majority of the recommendations relating to the use of force . . . For example, [e]stablishment of a review and adjudication process that looks beyond the use of force itself to evaluate tactics, training, supervisory concerns, or other policy issues. This structure incorporates multiple levels of review at the sworn level and designates final authority for the adjudication of serious uses of force to the civilian Police Commission; a requirement that officers intervene to prevent others from using excessive force; a prohibition on shooting at moving vehicles under most circumstances; using distance, time, and cover, rather than outdated concepts such as the 21-foot rule; and requiring that all police incidents resulting in death or hospitalization be reviewed by specially trained personnel.” (2017)</p> <p>“There are [] several recommendations which the Department has recently taken steps to implement, such as . . . [p]roviding a prompt supervisory response to critical incidents to reduce the likelihood of unnecessary force.” (2017)</p> <p>“Although the Department has detailed written provisions for the investigation and adjudication of use of force cases, as well as an overarching policy on when force may be used, it does not currently have written policies on training, data collection, prosecution, and information sharing. The Department does, however, have protocols and systems for each of these, as described throughout these reports. The Department may want to consider whether the current written policy should be supplemented with information on these issues.” (2017)</p> <p>“[T]he Department does make available its overarching policy on the use of force in general, and deadly force and non-lethal control devices in particular. It does not, however, currently publish all the relevant tactical directives on when specific types of force should be used or on related issues, such as de-escalation. These documents are often cited in public reports on individual cases, but are not collected in one public place. In keeping with the Task Force recommendations and general practice of other agencies, the Department should consider making these available to the public as well.” [Note: This is completed – see https://drive.google.com/drive/folders/1svgamurKHRWHqULV8Wv3Gb-ujs7OU_Dx.] (2017)</p> <p>“As of this writing, the Department has partially carried out the recommendations adopted by the Commission at that time, but there are some areas, such as those relating to revision of written policies and the development of an officer statement form, that have not yet been fully implemented. The Department has taken steps to address these issues, resulting in draft versions of new policies and forms reviewed by the OIG, but these have not yet been finalized and presented to the Commission for approval. Completing this process would allow the Department to move forward in making the improvements identified by the OIG.” (2017)</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Use of Force Policies</p>	<p>Training Must Emphasize De-Escalation: Policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate. Policies should also include, at a minimum, annual training that includes shoot/don't shoot scenarios and the use of less than lethal technologies.</p>	<p>The 2017 OIG Report:</p> <p>“There are [] several recommendations which the Department has recently taken steps to implement, such as the following: adopting de-escalation as a formal agency policy and ensuring that officer training emphasizes de-escalation and effective communication [and] [d]iscouraging force against those who pose a danger only to themselves.” (2017)</p> <p>“In reviewing LAPD policy, the OIG also notes that the Department has not yet fully implemented policy revisions and other recommendations relating to the investigation and adjudication of less-serious uses of force, known as Non-Categorical Use of Force (NCUOF) incidents. These recommendations were adopted by the Commission in 2013 as the result of two OIG reports that evaluated the LAPD’s policies and practices relating to those types of incidents. At that time, the OIG found that some areas of the NCUOF investigative process – including “documentation of individual statements, identification and resolution of material conflicts, and written evaluation of the force used” – could be improved and recommended changes to bring about “more transparent and robust evaluations” of those incidents. The OIG also found issues with the investigation of related complaints of excessive or unauthorized force.” (2017)</p> <p>“In its reports on NCUOF investigations, the OIG also noted the difficulty of fully auditing the large number of cases where recorded interviews of civilian subjects or witnesses were not required, based on the current policy. At that time, the Department indicated that it had concerns about its capacity to store additional recordings, and the OIG observed that the “introduction of on-body cameras [should] mitigate this issue by facilitating the routine recording of interviews.” The OIG further recommended that the Commission evaluate how those devices should be used during the investigative process. Given the ongoing implementation of body cameras and the attendant storage capacity increase, the Commission may want to take this issue under consideration once more. These and other issues will also be tracked by the OIG’s new Non-Categorical Use of Force unit, which will focus specifically on analyzing these lower-level uses of force.” (2017)</p> <p>2017 Recommendations: “The Department should complete a draft of the Non-Categorical Use of Force policy revisions adopted by the Commission in 2013 and present it to the Commission for approval. As recommended in the OIG’s 2013 Follow-Up Report, it should also evaluate the possibility of using body-worn cameras to record non-employee witness interviews during a Level II Non-Categorical Use of Force. The findings of this review should also be presented to the Commission for its review.”</p> <p>The 2019 OIG Report:</p> <p>“The Department has implemented a policy requiring that all employee reports of less-lethal devices that do not make contact with the targeted individual be forwarded to Critical Incident Review Division (CIRD) for tracking and analysis. The reports will also continue to be sent to In-Service Training Division for the issuance of less-lethal rounds and ammunition. Additionally, the Department has recently established a Force Options Training Unit that focuses specifically on non-lethal and less-lethal use of force equipment and issues.” (2019)</p> <p>“At CIRD, the information that is received regarding non-contact uses of less-lethal force is collected on a stand-alone spreadsheet, rather than as a part of the use of force database itself. According to the spreadsheet, there were six non-contact uses of a less-lethal device that occurred during 2018, not including those that occurred in combination with reportable force. Given the apparently small number of such cases, the OIG continues to recommend that non-contact uses of a less-lethal weapon be reported and analyzed in the same manner as contact uses of the same devices.” (2019)</p> <p>“Since the OIG’s initial report, the Department has finalized two Special Orders relating to the NCUOF investigation process. With the completion of those orders, both of which were approved by the Commission, the Department has now implemented the majority of the policy revisions recommended by the OIG. Two additional recommendations – which concern obtaining independent statements from officers and clarifying the NCUOF classification standards – remain under review as part of the Department’s broader revision of the NCUOF process.” (2019)</p> <p>2020 Update:</p> <p>De-escalation- 70 courses into which Tactical De-escalation and Tactical Communication are to be incorporated, 41 POST certified courses have been completed and recertified. 17 LAPD courses have been completed and recertified. Remaining courses are in progress.</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Use of Force Policies	External Investigation of Incidents: Policies should mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.	Not evaluated by OIG.
	Independent Prosecutors: Policies should mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.	Not evaluated by OIG. [This item is not within the authority of the Department or the Commission].
	Reporting Data: Policies should require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.	<p>The 2017 OIG Report:</p> <p>“LAPD officers are currently required to report all uses of force above the level of a firm grip, joint lock, or other minor force that does not result in injury or a complaint of pain. In comparing LAPD’s policy on reportable force to the above standards and other agencies’ policies, the OIG found that it was generally well aligned with, or more expansive than, those of most other agencies.” (2017)</p> <p>“The Department is one of the few agencies surveyed, however, that does not collect data on the use of a less-lethal weapon (for example, TASER or beanbag shotgun) that does not contact a person. While these deployments are reported on an officer’s log, they are not incorporated into the use of force data tracking system. This policy also diverges from the Department’s own policy on officer-involved shootings, which are reported and investigated regardless of whether a person is hit. The Department should follow this same practice with the use of less-lethal weapons that do not make contact with a person, ensuring that these incidents are incorporated into its use of force database.” (2017)</p> <p>“The Department currently tracks all reportable uses of force in its risk management database, TEAMS II, which also includes extensive information about the characteristics of each incident. As described earlier, the Department has also developed an expanded its annual use of force report, called the “Use of Force Year-End Review,” which includes a great deal of information about LAPD uses of force at all levels. The report, which also contains analysis of changes over time and how use of force statistics compare with other law enforcement data, is currently one of the most detailed and comprehensive resources involving use of force at any law enforcement agency.” (2017)</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Use of Force Policies</p>		<p>“Although the LAPD already tracks basic information about stops, this will significantly expand the amount of data gathered. The Department was required to begin collecting the required complaint data in 2016 [pursuant to AB 953 / RIPA] and will begin collecting the expanded stop data in 2018; it is currently in the process of developing systems to facilitate this process.” (2017)</p> <p>“As of this writing, the Department has developed a comprehensive plan to identify, review, and report the required use-of-force and assault data to the DOJ, and has recently submitted its first year of data. In its review of the Department’s plans, however, the OIG has noted that there are a small number of Serious Bodily Injury (SBI) cases that may not be included under the current plan. Specifically, this includes those cases where subject is not hospitalized, but their injuries meet the standard for SBI due to a loss of consciousness or a wound requiring extensive suturing. This is primarily due to a lack of clarity over how certain SBI factors should be applied — for example, how many sutures would qualify as “extensive” — as well as limitations in how injury data is currently captured in the Department’s use of force database. Due to confusion among California agencies about these issues, the DOJ has reportedly relaxed its requirements until standard guidelines can be set forth for the next year’s reporting period. According to the Department, it has taken a leadership role in working with the DOJ to develop standardized definitions for these types of injuries. Once these guidelines are implemented, the Department will take steps to ensure that its data systems are adapted where necessary to achieve full compliance with the law and relevant guidelines.” (2017)</p> <p>2017 Recommendations: “The Department should continue to develop a plan to implement the requirements of AB 953. In doing so, it should consider whether there are additional data fields that might be useful for LAPD purposes.” “The Department should develop, in consultation with the Commission and the OIG, systems and mechanisms for the analysis of stop and search data to identify potential disparate treatment, implicit or explicit bias, differential enforcement practices, or Fourth Amendment concerns. As part of this process, it should present the findings of the recent evaluation of the TEAMS II Early Warning System to the Commission and discuss the extent to which stop data could be incorporated into its framework, along with other tools for analysis.”</p> <p>The 2019 OIG Report:</p> <p>“Since the OIG’s initial report was presented, the Department and the Commission have implemented a series of significant policies with respect to increasing transparency, including those authorizing the release of video footage and other files related to certain critical incidents. The Department is also currently working to prepare for the implementation of California Senate Bill (SB) 978. This new law, which requires that agencies post “all current standards, policies, practices, operating procedures, and education and training materials” that would be disclosable in response to a California Public Records Act request, will go into effect on January 1, 2020.” (2019)</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Use of Force Policies</p>		<p>“Along with automated data integrity processes to ensure data matching, the Department plans to conduct additional audits and inspections using video footage to ensure that the entries are accurate.” (2019)</p> <p>“With respect to the inclusion of possible additional fields, the Department does include one question when collecting stop data that is not specified by the RIPA regulations. This question asks whether the officers who conduct a detention were able to determine each detainee’s race/ethnicity prior to initiating the stop. According to the Department, this question was added to better determine whether race had an impact on the decision to conduct the stop.” (2019)</p> <p>“Now that the expanded data collection program has been in effect for over a year, the OIG recommends that the Department again consider whether additional fields might be useful for its purposes. The OIG’s own review has identified a few possible areas for consideration, as described below:</p> <ul style="list-style-type: none"> • Type of stop. Unlike previous iterations of LAPD stop data programs, the current version (as well as the fields mandated by the RIPA regulations) does not indicate whether a particular stop is a motor vehicle or pedestrian stop. • Homeless status. At the request of the Commission, the Department has recently begun to track and report the number of crimes, uses of force, arrests, and other enforcement actions that involve a person who is experiencing homelessness. Homeless status is not currently tracked for stops, however. • Local ordinance. To assist in tracking the suspected violation that is the basis for the stop, the stop data system provides a drop-down list of State regulatory code sections. Local ordinances, however, are tracked in one catch-all category on the drop-down list. Including a field designed to track this data with consistency would allow the Department to better analyze the reason for each stop, including for quality-of-life municipal code violations. • Asked if on parole or probation. Documenting when officers ask a person whether they are on parole or probation would allow the Department to assess whether there are any disparities with regard to who is being asked and under what conditions.” (2019) <p>“The LAPD does not currently have a process for analyzing the stop data it collects, although it has made attempts to do some analysis in the past. The Department has recently engaged one of its research partners, Justice & Security Strategies, Inc. (JSS), to extract and review data on stops and identify possible areas for improvement. A major focus of this analysis will be a review of Field Interview Card data in an effort to determine whether members of the community are being stopped repeatedly by LAPD officers over a short period of time. The results of this review are expected to be presented publicly.” (2019)</p> <p>“In discussions with the Department, the OIG has recommended that it also work to develop clear methodologies to display and analyze its stop data – at the officer, Area, and Department-wide levels – for its internal use on an ongoing basis. Ideally, this analysis would be automated through a dashboard or some other process to ensure accuracy and accessibility. The Department has already begun this process through its internal stop data interface, which allows users to filter data and produce summary statistics across various dimensions.” (2019)</p> <p>“The Department has also made efforts to create a working group focused on data analysis, which will include representatives from the OIG and the Commission as well as researchers. The first meeting of this group is scheduled for early October 2019.” (2019)</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Use of Force Policies	Release of Information: Policies should clearly state what types of information will be released, when, and in what situation, to maintain transparency. This should also include procedures on the release of a summary statement regarding the circumstances of the incident by the department as soon as possible and within 24 hours.	<p>The 2017 OIG Report:</p> <p>“In October of 2016, the OIG released a comparative review of use-of-force-related policies and practices at selected agencies in other jurisdictions. As a result of that report, the Commission adopted a recommendation that the Department shall determine what additional information regarding uses of force, including officer-involved shooting incidents, can be released to the public in an expedited fashion and develop a protocol for ensuring the accuracy of the information released.” (2017)</p> <p>“The Department conducted extensive research on the topic, including meeting with other agencies about their processes, and presented its new protocol to the Commission on January 31, 2017. The new process significantly expands the type and quantity of information to be released to the public, which will be facilitated by the creation of a new webpage dedicated to CUOF incidents that will aggregate different sources of information about an incident by case number. According to the Department, the information to be linked will include press releases, autopsy reports, and upon completion, analyses by the District Attorney’s Office, the Chief of Police, and the Police Commission. The Department is also exploring the possibility of developing a Community Briefing Video for each case, to be posted on the dedicated webpage, that will include maps, photographs, and other graphics describing the evidence gathered to date.” (2017)</p> <p>“The new webpage went live in mid-April and can be found at http://www.lapdonline.org/use_of_force. It currently contains preliminary information about each officer-involved shooting that has occurred in 2017, to be updated with additional information as it becomes available. The Department is working on making each press release available in Spanish. As additional information is added to the page, OIG will monitor the content to ensure that the information reported is accurate.” (2017)</p> <p>“The Department has also created a timeline for the release of this information and designated responsibility for the approval of each release by Media Relations. Other changes to the protocol, which have already been implemented, include a requirement that a member of command staff from the Department’s Public Communications Group respond to each officer-involved shooting where a person was hit, as well as other high-profile incidents, and that an initial press release be distributed within 24-48 hours of the incident occurring. The OIG will continue to monitor the roll-out and implementation of the new protocol.” (2017)</p> <p>2020 Update:</p> <p>A CRITICAL INCIDENT VIDEO RELEASE POLICY was established in 2018, and the Board of Police Commissioners updated the CRITICAL INCIDENT VIDEO RELEASE POLICY – REVISED, on 8/28/2020; which can be found here: http://www.lapdpolicecom.lacity.org/082520/BPC_20-0107.pdf</p> <p>See also: LAPD Manual 1/420.55.</p>
	Board Review of Serious Incidents: Establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this Board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.	<p>Not evaluated by OIG.</p> <p>2020 Update:</p> <p>The LAPD Use of Force Review Board reviews the circumstances involved in all categorical use of force cases and reports its findings and recommendations to the Chief of Police. The Board seeks to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Use of Force Policies	Peer Review of Critical Incidents: Implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations. What distinguishes sentinel event reviews from other kinds of internal investigations of apparent errors is that they are non-adversarial.	Not evaluated by OIG. There is one peer member on the Use of Force Review Board.
Preventing Biased Policing	Adopt Scientifically Supported Eyewitness Identification Procedures: Adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence. Review policies governing law enforcement procedures for conducting and recording identifications, and policies and practices to address the issue of misidentification.	Not evaluated by OIG.
	Publicly Available Department Demographics: Report and make available to the public census data regarding the composition of department including race, gender, age, and other relevant demographic data.	Not evaluated by OIG. 2020 Update: The LAPD annually publishes Use of Force Data Reports , which contains this information and the demographics of officers involved in Use of Force cases. The gender and ethnic diversity of the LAPD can be tracked in the Sworn Personnel by Rank, Gender, and Ethnicity Report (SPRGE) which is updated every deployment period, which can be found here: http://lapd-assets.lapdonline.org/assets/pdf/PR91%20Oct2020.pdf Demographics of incoming classes is also available: Details of this class can be found at: https://www.lapdonline.org/home/news__view/66929

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Preventing Biased Policing</p>	<p>Collect, Maintain & Analyze Stop/ Detention Demographics: Collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.</p>	<p>The 2017 OIG Report:</p> <p>“AB 953, or RIPA, requires all agencies to collect and report extensive information about pedestrian and vehicle stops, as well as information about complaints of racial or identity profiling. Although the LAPD already tracks basic information about stops, this will significantly expand the amount of data gathered. The Department was required to begin collecting the required complaint data in 2016 and will begin collecting the expanded stop data in 2018; it is currently in the process of developing systems to facilitate this process.” (2017)</p> <p>“As part of its response to biased policing, the Department also tracks all complaints received and publishes quarterly reports on the characteristics of these complaints as well as their findings. The Department has recently taken several steps to bring this system into compliance with the complaint-reporting requirements of AB 953. Actions taken to date have included realigning categories, adapting computer systems, and updating the LAPD’s policy on biased policing to include the category of age, which was included in the State’s definition but not the Department’s.” (2017)</p> <p>“Pursuant to AB 953, the LAPD is also currently preparing to expand its stop data collection program to incorporate significantly more data about each pedestrian, bicycle, or vehicle stop. In doing so, this program will revert to collecting data similar to that which was collected pursuant to the Consent Decree. The Department’s data collection program originally required detailed information about the person stopped, the actions taken during the stop, and the basis for and result of any such action. In 2009, following unsuccessful attempts to interpret the information collected, the information collected was significantly curtailed.” (2017)</p> <p>“As an agency that previously collected much of the data required by the new law, the Department has consulted with the California Department of Justice in an advisory capacity to determine what information should be required and how it should be collected. To that end, the Department is currently working to develop a smartphone “app” to facilitate this process. The LAPD is currently in the process of acquiring a smartphone for each patrol officer to use in conjunction with their assigned body camera, which can also be used for the purpose of collecting the required information in the field. There will also be a web-based version available for those instances when a smartphone is not available or able to collect the data.” (2017)</p> <p>“The LAPD does not currently have a process for analyzing the stop data it collects, although it has made attempts to do so in the past. Since [2006], to the OIG’s knowledge, the Department has not taken any additional steps to systematically analyze its stop data.” (2017)</p> <p>“The Department should conduct research on ways to analyze and use the data to provide greater oversight of field activities and identify areas of potential improvement. It is unlikely that data alone will “prove” the existence of individual misconduct or bias, nor should that be its primary intent. Given what is known about implicit bias, however, the use of data may assist supervisors in identifying particular areas of concern and working to address them. Such analysis could be facilitated by the use of automated processes to identify outliers and calculate officer, Area, or Department-level results, whether through the TEAMS II risk management platform or other means.” (2017)</p> <p>2017 Recommendation: “The Department may also want to consider whether there is any additional data it might like to collect for its own purposes that are not currently included in the data set forth by the State. For example, the Department may want to ask whether each person stopped was questioned about their parole or probation status, or whether the person was homeless.”</p> <p>“The Department should [also] continue to work to ensure that officers conducting a high volume of discretionary stops, such as Metropolitan Division crime suppression personnel, are equipped with in-car and/or body-worn cameras.”</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Preventing Biased Policing</p>		<p>The 2019 OIG Report:</p> <p>“[T]he Department has recently begun, as a result of a new State law, to collect additional information about each stop or detention conducted. The data collection form asks officers to provide additional detail about why they initiated each stop and the basis for which they conducted each search. The data also requires officers to enter the results of these activities.” (2019)</p> <p>“[A]nother systemic approach to identifying and addressing the effects of implicit bias is the analysis of data, such as stop data, and the incorporation of multiple levels of review from different perspectives. The Department has engaged a reviewer to analyze its stop data for potential issues, and it is in the process of developing a working group to develop a methodology for ongoing, internal review of this data as well.” See also: California Policy Lab report, http://www.lapdpolicecom.lacity.org/102720/BPC_20-0164.pdf.</p> <p>2020 Update:</p> <p>The Board of Police Commissioners held a hearing on stop data on October 28, 2020. Reports prepared related to stop data include:</p> <p>OIG Review of Stops Conducted by the LAPD in 2019, which can be found here: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_d3e88738022547acb55f3ad9dd7a1dcb.pdf</p> <p>In addition, the California Policy Lab conducted a review that can be found here: http://www.lapdpolicecom.lacity.org/102720/BPC_20-0164.pdf and here: http://www.lapdpolicecom.lacity.org/102720/BPC_20-0165.pdf</p> <p>The California State Racial Identity Profiling Act Report for 2020 can be found here: https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2020.pdf</p>
<p>Mass Demonstration Policies & Procedures</p>	<p>Employ Continuum of Managed Tactical Resources: Create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust. Policies should emphasize protection of the First Amendment rights of demonstrators and effective ways of communicating with them.</p>	<p>Not evaluated by the OIG.</p> <p>2020 Update:</p> <p>The Board of Police Commissioners has engaged the National Police Foundation to conduct a review of tactics used during protests and demonstrations in May-June 2020. That report is expected in early 2021.</p> <p>In October of 2020, the Department updated the Use of Force Tactics Directive regarding Crowd Management, Intervention and Control. The updated directive was developed to provide guidelines to assist officers and supervisors during First Amendment activities. First Amendment activity such as a march, demonstrations, protests, rallies or celebratory events, is most often successfully facilitated by using the least amount of visible law enforcement presence necessary. This is coupled with an ongoing assessment of crowd behavior and for supervisors to consider the impact a law enforcement presence has on a crowd, while encouraging the crowd to manage itself during First Amendment activities. (2020).</p>
	<p>Layered Response that Prioritizes De-Escalation: Address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset. Consider plans to minimize confrontation by using “soft look” uniforms, having officers remove riot gear as soon as practical, and maintaining open postures.</p>	<p>Not evaluated by OIG.</p> <p>2020 Update:</p> <p>The Board of Police Commissioners has engaged the National Police Foundation to conduct a review of tactics used during protests and demonstrations in May-June 2020. That report is expected in early 2021.</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
<p>Civilian Oversight</p>	<p>Civilian Oversight of Law Enforcement: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.</p>	<p>Currently, the Board of Police Commissioners is a civilian body of appointed members who oversee the Police Department. The Police Commission is comprised of 5 members of the community who serve in voluntary positions. The Los Angeles City Charter provides as follows:</p> <p>Sec. 571. Board of Police Commissioners.</p> <p>(a) Members of the Board of Police Commissioners shall serve for a maximum of two five-year terms, except that a member may serve up to two years of an unexpired term plus two terms of five years. A member of the Board of Police Commissioners shall be limited to two consecutive one-year terms as President of the Board of Police Commissioners.</p> <p>(b) The Board of Police Commissioners shall have the power to:</p> <ol style="list-style-type: none"> (1) issue instructions to the Chief of Police concerning the exercise of the authority conferred on the Chief of Police by the Charter, other than the disciplinary authority conferred by Section 1070; (2) evaluate the Chief of Police annually, set or adjust the compensation for the Chief of Police within the salary guidelines established by Council after recommendations concerning those guidelines have been made to the Council by the Director of the Office of Administrative and Research Services; and forward a copy of the evaluation and salary determination to the Mayor and Council for information; (3) appoint and remove an Executive Director whose position shall be exempt from the civil service provisions of the Charter and who shall not be a member of the Police Department; and (4) appoint and remove an Inspector General of the Police Department subject to Section 245, whose position shall be exempt from the civil service provisions of Article X of the Charter and who shall not be a member of the Police Department.
<p>Policies for Stops & Searches</p>	<p>End Practices of Stop Quotas or Stops Unrelated to Public Safety: Refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.</p>	<p>2020 Update:</p> <p>See: Office of the Inspector General, “Review of Stops Conducted by the Los Angeles Police Department in 2019,” Recommendations A-3,4.</p> <ul style="list-style-type: none"> ◦ Focus Stop Practices on Violations Directly Related to Public Safety. Consider other approaches to addressing minor equipment and technical violations that are not directly related to public safety. In keeping with the principles of procedural justice, ensure that all officers use their contacts with members of the public as an opportunity to explain and educate members of the public about relevant laws and processes. ◦ Revise Measures of Productivity. De-emphasize simplified enforcement outcomes – such as citations, stops, and FI cards – as a measure of officer or unit productivity or success. [...] Ban informal and formal enforcement quotas of any type. <p>[http://www.lapdpolicecom.lacity.org/102720/BPC__20-0162.pdf]</p> <p>The Board of Police Commissioners held a hearing on stop data on October 28, 2020. Reports prepared related to stop data include:</p> <p>OIG Review of Stops Conducted by the LAPD in 2019, which can be found here: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_d3e88738022547acb55f3ad9dd7a1dcb.pdf</p> <p>In addition, the California Policy Lab conducted a review that can be found here: http://www.lapdpolicecom.lacity.org/102720/BPC__20-0164.pdf and here: http://www.lapdpolicecom.lacity.org/102720/BPC__20-0165.pdf</p> <p>The California State Racial Identity Profiling Act Report for 2020 can be found here: https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2020.pdf</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Policies for Stops & Searches	<p>Consent for Searches: Officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Officers should obtain written acknowledgement that they have sought consent to a search in these circumstances.</p>	<p>2020 Update:</p> <p>See: Office of the Inspector General, “Review of Stops Conducted by the Los Angeles Police Department in 2019,” Recommendation B-3:</p> <ul style="list-style-type: none"> • “Consensual Searches. Require that officers receive affirmative, verbal consent for all consensual searches, and that they advise the person that they may both refuse to consent and withdraw their consent any time. This advisement as well as the person’s verbal consent should be captured on camera or, if not practicable, documented on a written form. Requests for consent should clearly indicate the scope of the search being requested. Officers should request consent for a search only where there is an articulable law enforcement purpose, and they should indicate this purpose for the record on the associated video, where practical. Officers should also explain to the person the reason for the request.” [Policy pending BOPC approval.] <p>[http://www.lapdpolicecom.lacity.org/102720/BPC__20-0162.pdf]</p> <p>On November 17, 2020, the Board of Police Commissioners passed a consent to search policy. See http://www.lapdpolicecom.lacity.org/111720/BPC__20-0156.pdf</p>
	<p>Officer Identification: Adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped (such as with a business card). Policies should require officers to state the reason for the stop and the reason for the search if one is conducted.</p>	<p>The 2017 OIG Report:</p> <p>“LAPD policy currently requires that officers provide a business card to those they have detained and released without a citation or arrest, and that, for stops that are documented in the stop data system, the business card include the date and time of the stop as well as the last four digits of the related incident number. It also requires that the person be informed of the reason for the detention.” (2017)</p> <p>“Despite these mandates being written in the policy manual, however, the OIG has observed that officers do not appear to consistently provide subjects of a stop with a business card. It has also noted in a previous report that reviewers could not always identify the explanation of the stop in videos associated with a pedestrian stop. Following the OIG’s raising of this issue, the Office of Operations moved quickly to prepare a notice reminding all Bureau commanding officers of requirements relating to collecting stop data and, when no enforcement action is taken, providing those stopped with a business card.” (2017)</p> <p>2017 Recommendation: “The Department should continue to reinforce and hold officers accountable for requirements that they identify themselves during a stop, provide a business card, and explain the reason for the stop.”</p> <p>“In recent months, the Department has been reviewing how best to apply and enforce the business card policy, and it is currently working to finalize a change in language that will require officers to “offer” a business card rather than to “provide” it. As noted in Section A-1, it has also been developing a Procedural Justice Review form that specifically incorporates an assessment of whether the officers explained the reason for each stop, as required. The OIG will continue to monitor this issue, and officers’ adherence to these policies, as part of its auditing responsibilities.” (2019).</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Policies for Stops & Searches	<p>Procedures for LGBTQ Communities: Establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS to cease using the possession of condoms as the sole evidence of vice.</p>	<p>Not evaluated by OIG.</p> <p>California Penal Code Provides:</p> <p>Per PC 647.3(b) and Evidence Code 782.1, the possession of condoms, in any amount, shall not provide a basis for probable cause for arrest of, and is not admissible as evidence in the prosecution of any individual for violations related to an act of prostitution as contained in:</p> <ul style="list-style-type: none"> ◦ PC 372 Nuisance; ◦ PC 647 (a) Lewd or Disorderly Conduct; ◦ PC 647 (b) Prostitution; and, ◦ PC 653.22 Loitering to Commit Prostitution.
	<p>Prohibit Profiling and Discrimination: Adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency. Invasive searches should never be used for the sole purpose of determining gender identity, and an individual's gender identity should be respected in lock-ups and holding cells to the extent that the facility allows for gender segregation.</p>	<p>The 2017 OIG Report:</p> <p>"While the Department's current policy is generally well aligned with this recommendation, it does not include the categories of immigration status, housing status, occupation, and language fluency. The LAPD has separate policies on immigration and housing status as well as language fluency, but the OIG recommends that the Department develop specific anti-bias language about these classifications as well." (2017)</p> <p>2017 Recommendation: "The Department should expand its policies to include anti-bias language for immigration status, housing status, occupation, and language fluency."</p> <p>The 2019 OIG Report:</p> <p>"While the Department's current policy is generally well aligned with this recommendation, it did not, at the time of the OIG's initial report, include the categories of immigration status, housing status, occupation, and language fluency. The LAPD had separate policies on immigration and housing status, as well as language fluency, but the OIG recommended that the Department develop specific anti-bias language about these classifications as well." (2019)</p> <p>"The OIG has had several conversations with the Department and Commission members about the most appropriate way to address this recommendation. A draft policy that incorporates the recommended revisions was recently finalized and is expected to be presented to the Commission in the coming weeks." [This has been completed – see: Administrative Order No. 19, 2019.]</p> <p>See also: Administrative Order Prohibiting Biased Policing</p>
Pillar Three: Technology & Social Media		
Technology Policies	<p>Prevent Tampering with Evidence: Deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.</p>	<p>Not evaluated by OIG.</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Technology Policies	<p>Encourage Public Engagement When Considering New Technology: Encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.</p>	<p>The 2017 OIG Report:</p> <p>“Under the Department’s current structure, all new policies and policy revisions must be approved by the Commission. The meetings where these decisions take place are necessarily open to the public and require that members of the community be permitted to submit a comment on any item prior to its approval by the Commission. The Commission has also worked to expand its efforts to collect feedback on issues of particular interest to the public.” (2017)</p> <p>“Although the Department regularly involves relevant LAPD staff in the development and review of new and revised policies, the OIG is not aware of any process where the feedback is solicited directly from employees in a systematic manner. For example, police unions may often be involved in the development of policy to be presented to the Commission, and the Commission meets regularly with command staff as well as officers at roll calls or other meetings. The Department also has some programs to obtain general feedback, such as the creation of a special Employee Relations Group (ERG) email account to allow officers to directly provide feedback and the scheduling of “vertical staff meetings” that include employees and management from different ranks.” (2017)</p>
	<p>Technology Assessments: Include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community. For example, a department might create an advisory group when a new technology is adopted, comprised of officers, union representatives, and members from other departmental units, representatives from the prosecutor’s office, the defense bar, advocacy groups, and citizens.</p>	<p>Not evaluated by OIG.</p>
	<p>Serving People with Special Needs: Adopt the use of new technologies that will help them better serve people with special needs or disabilities.</p>	<p>Not evaluated by OIG.</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Technology Policies	Review and Consider Best Practices for Body Worn Cameras: To assist in implementing BWCs, review and consider the Bureau of Justice Assistance's BWC Toolkit, which provides guidance and model policy for law enforcement agencies implementing BWC programs.	<p>The 2017 OIG Report:</p> <p>"As noted by the OIG, the Department has indicated it would release such video only in conjunction with a court order or other compelling circumstances. There is currently no written policy on the release of BWV or other video, however, such as video captured by a vehicle's Digital In-Car Video System (DICVS) or surveillance footage. Following the OIG's report, the Commission directed that a process be initiated to receive input from the public and officers on a video release policy for CUOF incidents." (2017)</p> <p>"In January 2017, the Commission announced that it had engaged the Policing Project of the New York University School of Law to gather feedback and opinions about the Department's video release process. The Project, which has local support from the UCLA and UC Irvine Schools of Law, will then develop a report on its findings to the Commission. This process will include forums with the community, as well as surveys and meetings with Department employees, employee unions, and other stakeholders. The project held the first of its five community meetings on March 23 and will complete the information-gathering phase on May 7." (2017)</p> <p>2020 Update:</p> <p>For the LAPD Digital In-Car Video System Policy, see: LAPD Manual 3/579.13 at www.lapdonline.org/lapd_manual/volume_3.htm#601;</p> <p>For the LAPD Body Worn Video Policy, see: LAPD Manual 3/579.15 at www.lapdonline.org/lapd_manual/volume_3.htm#601;</p> <p>For the LAPD Critical Incident Video Release Policy, see: http://www.lapdpolicecom.lacity.org/082520/BPC_20-0107.pdf</p>
	Updating Public Record Laws: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws. Public record laws, which allow public access to information held by government agencies, including law enforcement, should be modified to protect the privacy of the individuals whose records they hold and to maintain the trust of the community. Special concerns arise with releasing recordings of police interactions with minors.	Not evaluated by OIG.

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Social Media Policies	<p>Adopt Policies to Increase Transparency and Accessibility: Adopt model policies and best practices for technology-based community engagement that increases community trust and access. These policies and practices should at a minimum increase transparency and accessibility, provide access to information (crime statistics, current calls for service), allow for public posting of policy and procedures, and enable access and usage for persons with disabilities. Social media must be responsive and current.</p>	<p>Not evaluated by OIG.</p> <p>2020 Update: See: Procedures and guidance for official department and personal social media accounts, published October 19, 2018 See also: LAPD Critical Incident Video Release Policy, which can be located here: http://www.lapdpolicecom.lacity.org/082520/BPC_20-0107.pdf</p>
	<p>Adopt Policies Regarding Use of Social Media By Officers: Develop policies and practices on social media use that consider individual officer expression, professional representation, truthful communication, and other concerns that can impact trust and legitimacy.</p>	<p>Not evaluated by OIG.</p> <p>See: Chief of Police Notice Relative to Social Media Policy</p>
“Less than Lethal” Technology	<p>Change Weaponry: Policies and procedures must change, but so should the weaponry. Develop new “less than lethal” technology to help control combative suspects, such as conductive energy devices (CED) that may decrease the number of fatal police interventions. But new technologies should still be subject to the appropriate use of force continuum restrictions.</p>	<p>The 2017 OIG Report: “The OIG recently released a report on the Department’s use of less-lethal weapons, developed in response to the Commission’s direction to evaluate how such tools are used in incidents involving persons who are mentally ill or armed with weapons other than firearms. As explained by the OIG in its report, such tools may be effective in resolving a mental health crisis without the use of deadly force. The OIG’s report also detailed the Department’s training on the use of less-lethal weapons, with specific scenarios relating to common situations involving a person in crisis. Report also found that the Department has taken several steps to increase the availability and accessibility of these tools for patrol officers in the field. These include acquiring additional TASERS, testing wider deployment of the 40mm less-lethal launcher, and installing mounting systems to make beanbag shotguns more accessible to officers in the field. In addition to these steps, the Department established two additional protocols to ensure better supervisory oversight of such incidents.” (2017)</p> <p>2020 Update: BolaWrap Pilot Program began 02/06/2020</p> <p>See also: Office of the Inspector General Report issued in 2017 entitled: Overview of Less-Lethal Tools and Deployment which can be found here: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_486428073da94a2aa412c01014b500b4.pdf.</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Pillar Four: Community Policing & Crime Reduction		
Culture of Community Policing	Policies Reflect Importance of Community Engagement: Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety—not only between individual officers and individual neighborhood residents, but also between law enforcement leaders and leaders in key institutions in a community, such as churches, businesses, and schools, supporting the community’s own process to define prevention and reach goals.	<p>The 2017 OIG Report:</p> <p>“Over the past two decades, the LAPD has embraced community policing as its primary philosophy, as described in its core values: “We will work in partnership with the people in our communities and do our best, within the law, to solve community problems that affect public safety.” To this end, it has developed an extensive network of programs to engage and partner with the community it serves.” (2017)</p> <p>“One highlight is the Community Safety Partnership (CSP), a collaboration between the Department and City Housing Authority that embeds specialized groups of officers into the communities of eight public housing developments. Officers commit to staying at this assignment for a period of at least five years, which gives them an opportunity to build relationships with community members, help develop and support youth programs, and provide other assistance. This program, which has been associated with significant drops in crime and improvements in homicide clearances, was recently expanded to the Harvard Park neighborhood. This will be the Department’s first CSP program outside a housing development.” (2017)</p> <p>“Other LAPD community programs include, for example:</p> <ul style="list-style-type: none"> • The Senior Lead Officer (SLO) program, which assigns officers to oversee each basic car area and act as a liaison between the community and the Department; • Youth programs such as the Summer Night Lights park program, the Cadet leadership program, and LAPD magnet schools; and • Homeless outreach programs such as the Homeless Outreach and Proactive Engagement (HOPE) program, which assigns multi-disciplinary teams of officers and outreach workers to connect residents with services and shelter.” (2017) <p>“In the past year, the Department has reinforced its commitment to what it calls “relationship-based” policing by consolidating many community engagement and outreach programs under the umbrella of the Community Relationship Division.” (2017)</p> <p>“The OIG has found that the Department has demonstrated its commitment to community policing by dedicating staff to reaching out to the community, investing in programs like the ones listed above, the creation of “foot beat” units, and other activities.” (2017)</p>
	Adopt “Least Harm” Resolutions: Consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.	<p>The 2019 OIG Report:</p> <p>“The Department keeps records of the number of juveniles who, in lieu of being formally arrested, receive referrals to community diversion programs that are focused on restorative justice. Currently, 17 of the Department’s 21 geographic Areas are linked with community service providers for the purposes of diversion, with two of those having come online in June 2019. According to Department records, a total of 341 juveniles – about 39 percent of those who were arrested for offenses that are eligible for diversion – have been referred for diversion thus far in 2019. The Department is currently working to obtain additional funding in order to expand on these efforts.” (2019)</p> <p>2020 Update:</p> <p>The Board of Police Commissioners held a hearing on juvenile diversion on September 29, 2020, and the LAPD committed to ensuring that all eligible youths are diverted.</p>
	Infuse Community Policing Throughout Culture & Organization: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies. Community policing must be a way of doing business by an entire police force, not just a specialized unit of that force.	<p>The 2017 OIG Report:</p> <p>“[I]n keeping with the Task Force’s recommendation that an agency’s approach to community policing involve all patrol officers, not just those assigned to specialized divisions or units, the Department has made clear that it expects officers at all levels and positions to engage in community policing strategies.” (2017)</p> <p>“In recent months, however, the OIG has heard concerns from officers who feel the Department’s emphasis on producing results — for example, COMPSTAT numbers such as arrests, field interviews, and guns confiscated — creates a disincentive for officers to spend time engaging with community members. Others have expressed concerns that, due to low numbers of personnel assigned to patrol duties, they feel pressure not to spend too much time conducting non-enforcement activities or, as noted in a previous section, attend training.” (2017)</p>

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Topic	Recommendation	Status from Inspector General Reports (2017 & 2019)
Culture of Community Policing	Evaluate Officers Based On Community Engagement: Hiring, training, evaluating, and promoting officers based on their ability and track record in community engagement—not just traditional measures of policing such as arrests, tickets, or tactical skills—is an equally important component of the successful infusion of community policing throughout an organization. Evaluate officers on their efforts to engage members of the community and the partnerships they build.	2017 Recommendations: “The Department should explore ways to measure and incentivize activities associated with community policing. The Department should then return to the Commission in 90 days to present its findings and proposed action on this topic.” The 2019 OIG Report: “[T]he Department is working to identify metrics to measure and incentivize community engagement by officers that occurs in a non-enforcement capacity.” (2019)
	Evaluate Patrol Deployment Practices: Evaluate patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.	The 2017 OIG Report: “The Department has recently taken steps to increase its minimum patrol staffing levels at each area, which should alleviate many of these concerns. It is also exploring ways to analyze the amount of time that individual officers spend on proactive policing activities, and what these activities consist of. Given the Department’s commitment to community policing, it should continue to evaluate current deployment practices, as recommended by the Task Force, to assess whether they provide enough time for all patrol officers to spend time on community engagement and to attend necessary training. It should also look at how such community engagement activities are documented and measured, and whether the LAPD’s current incentive and promotion systems properly balance traditional crime suppression activities with community policing.” (2017) 2017 Recommendations: “The Department should continue to evaluate deployment practices to ensure that there is sufficient time for officers to engage in community engagement and partnership.” The 2019 OIG Report: “The Department has developed a number of planned initiatives designed to increase and incentivize community engagement while more accurately tracking deployment patterns and time available to officers to engage in such activities. <ul style="list-style-type: none"> • Update to the CAD system. One of the primary initiatives contemplated by the Department includes assigning special codes in its new Computer-Aided Dispatch (CAD) system, known as “Premier One.” The CAD system tracks officers’ activities and statuses in real time, including assignment and response to radio calls, officer-initiated activities, and the results of those activities. The new software has also been designed to capture community engagement time. According to the Department, however, its implementation has been delayed due to technical issues. The Department will next test the system in October 2019, with the hope of full implementation in early 2020. The OIG notes that, in implementing the new system, it will be important to clearly define what types of activities would qualify for the community engagement category. As such, it will also be important to distinguish between community conversations conducted while officers are acting in an enforcement capacity, and those that are specifically non-enforcement in nature, as specified by the Task Force Report and discussed in implicit bias research.

<p>Culture of Community Policing</p>		<ul style="list-style-type: none"> • Evaluation of the Community Safety Partnership (CSP) Program. The Department has embarked on a series of projects with the goal of conducting a detailed evaluation of CSP, which is currently the Department's most significant community policing initiative. As part of this process it has established the CSP Executive Steering Committee, composed of community, academic, City, and Department stakeholders, to provide direction and oversight of the program. The Committee will also review information gathered through a series of CSP Summits and a study by UCLA researchers to identify successes and areas for improvement. [This has been completed – see http://www.lapdpolicecom.lacity.org/051220/CSP%20Evaluation%20Report_2020_FINAL.pdf.] One of the primary goals of this process will be the development of meaningful and accurate measures of community engagement activities and their results. Once this process has been completed, the Department expects that use of these measures will be expanded outside of the CSPs in order to inform the tracking and review of community engagement practices across the Department. • COMPSTAT tracking. COMPSTAT Division has begun collecting community engagement statistics across the Department. As the data was not being reported consistently, however, this process is currently under revision to ensure that it accurately captures the desired information. The Department ultimately plans for this information to be incorporated as part of the regular COMPSTAT inspection process.” (2019) <p>“Finally, the Department has been exploring strategies to explicitly incorporate community policing values and concepts into various aspects of Area-level operations. These include, for example, temporarily assigning probationary officers to Senior Lead Officers, where feasible, in order to allow the probationers to learn about community engagement. Another strategy of the Department in this area is to increase the participatory roles of community members in non-enforcement Department functions.” (2019)</p> <p>2020 Update:</p> <p>In 2020, the Chief of Police created the Community Safety Partnership Bureau (CSPB), following a study prepared by UCLA on the effectiveness of the CSP program. The UCLA Report can be found at: http://www.lapdpolicecom.lacity.org/051220/CSP%20Evaluation%20Report_2020_FINAL.pdf</p> <p>The LAPD website describes the CSP program and the new bureau as follows:</p> <p>The CSP Bureau fully integrates community voice into its structure. Rather than having a structure built entirely of sworn personnel, the top leadership of the CSP Bureau will consist of a sworn Deputy Chief partnered with a civilian commander (Police Administrator II). The civilian commander will oversee a Regional Advisory Council comprised of leaders within community-based organizations, representatives from City Council offices, and CSP funding partners. The commander and their council will collectively head a Safety Strategy and Innovation Center that develops community-responsive, site-specific plans for existing CSP sites, looks for opportunities for CSP site expansion across the city, and coordinates with other LAPD entities to ensure the CSP model is being integrated throughout all Department's operations.</p> <ul style="list-style-type: none"> - The CSP Bureau will provide the breadth of leadership necessary to address the various evaluation recommendations. The addition of regional, mid-level supervision will enhance the oversight of administrative and operational functions, while the newly created captain positions will coordinate with both community stakeholders and Department commanding officers to create problem-solving strategies that can be implemented beyond the confines of CSP sites. - By creating a bureau structure to oversee CSP operations, the LAPD is establishing the support systems vital to allowing existing CSP personnel to build on their current successes. The bureau will relieve them of the need to split their attentions between community engagement and administrative functions. They will instead be able to return their full energy and focus to the relationships with community members that have allowed the program to take hold and create dramatic shifts in safety.
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<p>Culture of Community Policing</p>		<ul style="list-style-type: none"> - Emada Tingirides was selected to be the Deputy Chief overseeing the CSP Bureau. - One of the most significant mandates the CSP Bureau will fulfill is developing strategies to fully implement and institutionalize the CSP model across all aspects of the LAPD. The CSP model's effectiveness is not limited to the stakeholders within tightly defined neighborhood partnering with ten officers and a supervisor. The model's tenets have a place across all of Department operations, and developing a strategy for the Departmentwide integration of these tenets will be taken on by the bureau's leadership and Regional Advisory Council. This complete embrace of policing built on relationships and the pursuit of long-term solutions rather than ongoing enforcement plans will serve as the foundation of the reimagined Los Angeles Police Department. <p>See also: Office of the Inspector General Reports, which discuss Community Engagement:</p> <p>https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_68104e440d624094ad9e7e6e3971bb5f.pdf</p> <p>https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_55abfb0cb5124b879f612eeb877a0ad8.pdf</p>
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<p>Culture of Community Policing</p>	<p>Multi-disciplinary Approach to Crisis Situations: Engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors. Consider coordinating mental health response teams that include mental health professionals, social workers, crisis counselors, and other professionals making decisions alongside the police. This same model can be used for homelessness, substance abuse, domestic violence, human trafficking, and child abuse.</p>	<p>The 2017 OIG Report:</p> <p>“The Department has also been working on ways to educate the families of persons with mental health conditions about communicating with the police. As part of this process, the LAPD’s Mental Evaluation Unit (MEU) has partnered with National Alliance on Mental Illness (NAMI) and other organizations to conduct outreach and develop resource materials. These efforts include, for example, the distribution of a community mental health resource guide and a “911 Checklist” that explains what family members should expect when contacting police. The Department estimates that over 8,000 copies of the checklist, which details information family members should be prepared to provide during a crisis, has been distributed to date.” (2017)</p> <p>“MEU also has four dedicated Senior Lead Officers (SLOs), who are responsible for attending community meetings and building relationships with resource providers. It is hoped that these outreach programs will be helpful in improving outcomes during critical incidents, while also providing an opportunity to gather feedback and advice from the family members about their own experiences with the police. The establishment of the Family Liaison Unit, whose role will be to communicate with the families of those killed or injured by the LAPD, might also provide an effective conduit for the communication of lessons learned between the Department and family members.” (2017)</p> <p>2017 Recommendations: “The Department should continue to explore ways to educate families of persons with mental health conditions on communicating with the call-takers and the police, including the development of trainings or forums.”</p> <p>The 2019 OIG Report:</p> <p>“In recent years, the Department has been engaged in an intensive effort to significantly increase the capacity and effectiveness of its response to persons in behavioral crisis. This effort includes the following:</p> <ul style="list-style-type: none"> • Mental Health Intervention Training (MHIT). This class allows family members of those with mental health conditions or other disabilities to provide testimony about their experiences. It also teaches behavioral techniques to be used when interacting with persons who have autism or other conditions that may otherwise be misinterpreted or mishandled by officers during crisis situations. The course is provided to all probationary employees in conjunction with PSL I, and it is a prerequisite for Field Training Officers and officers assigned to details related to homelessness. MHIT is offered twice per month, with the goal of reaching all officers assigned to patrol duties within two to three years. • Outreach to families. The LAPD’s Mental Evaluation Unit (MEU) has partnered with the National Alliance on Mental Illness (NAMI) and other organizations to conduct outreach and develop resource materials. As reported in the OIG’s initial report, these efforts include, for example, the distribution of a community mental health resource guide and a “911 Checklist” that explains what family members should expect when contacting police. The Department reports that it has distributed approximately 24,000 such checklists in English and 23,000 in Spanish. • Community meetings. MEU also has four dedicated Senior Lead Officers (SLOs), who are responsible for attending community meetings and building relationships with resource providers. In 2018, MEU conducted 164 Community Outreach presentations to a total of 4,071 attendees. In 2019, as of July, MEU had given 96 Community Outreach presentations to 2,534 attendees. • Mental Health Crisis Response Program Advisory Committee. This Committee’s quarterly meetings are attended by representatives of organizations such as the Mayor’s Crisis Response Team, faith-based organizations, non-profit providers, homeless advocates, the Department of Mental Health, other law enforcement agencies, and others, and they are designed to increase collaboration and sharing among such stakeholders.” (2019) <p>“[T]he Department has been exploring strategies to explicitly incorporate community policing values and concepts into various aspects of Area-level operations. These include, for example, temporarily assigning probationary officers to Senior Lead Officers, where feasible, in order to allow the probationers to learn about community engagement. Another strategy of the Department in this area is to increase the participatory roles of community members in non-enforcement Department functions.” (2019)</p>
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<p>Culture of Community Policing</p>	<p>Protect and Promote Dignity of All: Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable. Law enforcement officers' goal should be to avoid use of force if at all possible, even when it is allowed by law and by policy. The vision of policing in the 21st century should be that of officers as guardians of human and constitutional rights.</p>	<p>The 2017 OIG Report:</p> <p>"The LAPD already emphasizes the sanctity of human life in several ways. As part of its 'functional objectives,' the Department recognizes that [r]everence for human life is the primary consideration in developing tactics and strategies in pursuit of our motto: 'To Protect and to Serve.'" Its use of force policy further states that the 'guiding value when using force shall be reverence for human life.' This principle has guided many of the Department's policies, including those relating to de-escalation and other measures to avoid the use of force. Additionally, with the establishment of the 'Preservation of Life' award, the Department has also taken steps to begin recognizing those incidents where officers successfully avoid using deadly force, even where its use might have been a reasonable alternative." (2017)</p> <p>"LAPD officers are currently required to immediately request medical treatment following an incident where a person has been injured by police actions. The OIG has noted, however, that there is currently no mandate that officers in the field render first aid to the subject prior to the arrival of medical personnel, although Department training does explore this issue in courses such as PSL. In its analysis of a recent CUOF incident, the OIG noted that it 'has seen instances of officers providing first aid to individuals shot [in] some prior cases, [but] such action is not standard practice and is not required by current Department policy or training.' The OIG has recommended that, "consistent with the Department's commitment to the preservation of life, consideration be given to training officers to provide first aid to injured subjects when it is safe to do so." (2017)</p> <p>"In addition to setting the expectation that officers provide first aid when they can do so safely, the Department must also assure, on an ongoing basis, that officers are properly trained to do so. A 2013 OIG report on compliance with State training requirements found that, at that time, 'the Department [did not] provide the required refresher training on CPR and First Aid.' In response to that report, the Department undertook a concerted effort to bring all officers up to date in their certifications. The Department is now reaching the end of its three-year refresher period and is preparing to again begin re-certifying officers to ensure compliance with State law. The OIG notes that in 2015, the State revised its rules to require, going forward, that officers be retrained in this topic every two years. The Department must ensure that the re-certification process is ongoing so that officers are equipped to render aid to subjects, victims, and other officers who have been injured." (2017)</p> <p>2017 Recommendations: "The Department should train officers to render aid to subjects following a use of force when safe to do so. It should also ensure, on an ongoing basis, that officers are up-to-date in CPR and First Aid training as required by California law."</p> <p>The 2019 OIG Report:</p> <p>"Since the publication of the [2017] OIG's report, the Department worked with the City Attorney's Office and other stakeholders to develop a training bulletin on the topic of rendering aid, which was published on August 20, 2019. The bulletin states that officers "should provide basic and emergency medical assistance to all members of the community, including victims, witnesses, subjects, suspects, persons in custody, subjects of a use of force, and fellow officers" to the extent of the officer's training and ability and the level of equipment available ... [and] that officers "should only render aid when it is safe and practicable to do so," and it provides a few examples of when this would not be the case. Its examples of "an unsafe scene, or when aid would not be practicable" include the following: "During or directly after a traumatic incident in which the officer's mindset or physiological condition are not conducive to rendering medical aid (e.g. substantially involved in an officer-involved shooting)." The OIG will monitor the implementation and results of the new bulletin." (2019)</p> <p>"With respect to training and equipment, the Department has indicated that it is currently in compliance with State mandates regarding training and that it has submitted a budget request to the City for \$615,000 for trauma and first aid kits. According to the Department, over 7,000 employees have completed their required training within the current two-year training cycle." (2019)</p> <p>2020 Update:</p> <p>The Board of Police Commissioners passed a new use of force policy, which can be found at: http://lapd-assets.lapdonline.org/assets/pdf/SO%2023.pdf, and which includes a rendering aid provision:</p>
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Culture of Community Policing		<p>Rendering Aid. After any use of force, officers shall immediately request a rescue ambulance for any person injured. In addition, officers shall promptly provide basic and emergency medical assistance to all members of the community including victims, witnesses, subjects, suspects, persons in custody, subjects of a use of force and fellow officers:</p> <ul style="list-style-type: none"> • To the extent of the officer's training and experience in first aid/CPR/AED; and • To the level of equipment available to an officer at the time assistance is needed.
	<p>Require Use of Respectful Language: Because offensive or harsh language can escalate a minor situation, underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.</p>	<p>This matter was addressed by the OIG in the following report: Review of Arrests for Violations of California Penal Code Section 148(A)(1), which can be found at: https://a27e0481-a3d0-44b8-8142-1376cfbb6e32.filesusr.com/ugd/b2dd23_4c3e1e1c762845ae9bcb6375a88dd974.pdf</p>
	<p>Regular Interactions with Neighborhood: Develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.</p>	<p>As noted in multiple sections above, the topic of Community Engagement was a significant focus of the OIG's 2017 and 2019 reports. Specifically, the OIG recommended providing officers the opportunity and incentive to meaningfully engage with the community. See also: CSP Program, details of which can be found at: http://www.lapdpolicecom.lacity.org/051220/CSP%20Evaluation%20Report_2020_FINAL.pdf and https://www.lapdonline.org/home/news_view/66780</p>
Co-Produce Public Safety with the Community	<p>Work with Community to Identify Problems & Solutions: Work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community. Members of communities are key partners in creating public safety, so communities and police need mechanisms to engage with each other in consistent and meaningful ways. One model for formalizing this engagement is through a civilian governance system such as is found in Los Angeles.</p>	<p>Work with Community to Identify Problems & Solutions—As noted in multiple sections above, the topic of Community Engagement was a significant focus of the OIG's 2017 and 2019 reports. Specifically, the OIG recommended providing officers the opportunity and incentive to meaningfully engage with the community.</p> <p>2020 Update: In 2020, the Chief of Police created the Community Safety Partnership Bureau (CSPB), following a study prepared by UCLA on the effectiveness of the CSP program. The UCLA Report can be found at: http://www.lapdpolicecom.lacity.org/051220/CSP%20Evaluation%20Report_2020_FINAL.pdf The LAPD website describes the CSP program and the new bureau as follows:</p> <ul style="list-style-type: none"> • The CSP Bureau fully integrates community voice into its structure. Rather than having a structure built entirely of sworn personnel, the top leadership of the CSP Bureau will consist of a sworn Deputy Chief partnered with a civilian commander (Police Administrator II). The civilian commander will oversee a Regional Advisory Council comprised of leaders within community-based organizations, representatives from City Council offices, and CSP funding partners. The commander and their council will collectively head a Safety Strategy and Innovation Center that develops community-responsive, site-specific plans for existing CSP sites, looks for opportunities for CSP site expansion across the city, and coordinates with other LAPD entities to ensure the CSP model is being integrated throughout all Department's operations.

<p>Co-Produce Public Safety with the Community</p>	<p>Hold Regular Community Forums: Schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.</p>	<p>The 2017 OIG Report: The Department has also developed an extensive network of programs to facilitate ways for residents to partner with officers on ways to improve their communities. These include regular forums based both on geographic district and membership in other communities. For example, the Department regularly holds forums with the Muslim community as well as with the LGBTQ community.” (2017)</p> <p>2020 Update: In 2020, the Board of Police Commissioners held a series of 5 community meetings for the public to provide input into police reform proposals.</p>
	<p>Joint Trainings with Youth and Community: Engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.</p>	<p>The 2017 OIG Report: “The LAPD also conducts regular citizen academies, which teach community members about the Department’s operations and policing in general.” (2017)</p> <p>2020 Update: The LAPD sponsors the Cadet Program, details of which can be found at the LAPD Manual 3/245.50; and here: http://www.lapdcadets.com/</p> <p>In addition, the LAPD runs the ACOP program: http://agency.governmentjobs.com/lacity/job_bulletin.cfm?jobID=1741207&shareWindow=0</p>
	<p>Establish Formal Community Advisory Committees: Establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues. Large agencies should establish multiple committees to ensure they inform all levels of the organization. Committees should reflect the demographic makeup of the community or neighborhood being served.</p>	<p>The 2017 OIG Report: “The Department has also developed an extensive network of programs to facilitate ways for residents to partner with officers on ways to improve their communities. These include regular forums based both on geographic district and membership in other communities. For example . . . the Department maintains formal Citizen-Police Advisory Boards in each of the LAPD’s 21 divisions, which work with the local area command to improve the neighborhood’s quality of life and address problems as they arise.” (2017)</p> <p>2020 Update: Information about CPAB Programs can also be found in the LAPD Manual at 2/092.85.</p>

<p>Co-Produce Public Safety with the Community</p>	<p>Adopt Policing Strategies that Support Economic Development: Adopt community policing strategies that support and work in concert with economic development efforts within communities. Partner on projects devoted to enhancing the economic health of the communities in which departments are located.</p>	<p>Not evaluated by OIG.</p>
<p>Policies and Programs for At-Risk Youth</p>	<p>Develop Policies and Programs for At-Risk Youth: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.</p>	<p>Not evaluated by OIG.</p> <p>2020 Update:</p> <p>The Board of Police Commissioners held a hearing on juvenile diversion on September 29, 2020, and the LAPD committed to ensuring that all eligible youths are diverted.</p>
	<p>Reform Policies that Push Children Into Juvenile Justice System: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system. Work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.</p>	<p>The 2019 OIG Report:</p> <p>“The Department keeps records of the number of juveniles who, in lieu of being formally arrested, receive referrals to community diversion programs that are focused on restorative justice. Currently, 17 of the Department’s 21 geographic Areas are linked with community service providers for the purposes of diversion, with two of those having come online in June 2019. According to Department records, a total of 341 juveniles – about 39 percent of those who were arrested for offenses that are eligible for diversion – have been referred for diversion thus far in 2019. The Department is currently working to obtain additional funding in order to expand on these efforts.” (2019)</p>
	<p>Encourage Restorative Justice Practices: Work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.</p>	<p>Not evaluated by OIG. (Note: the LA Unified School District has an independent Police Department).</p>

<p>Policies and Programs for At-Risk Youth</p>	<p>Help Youth Develop New Behavior Skills: Work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.</p>	<p>Not evaluated by OIG. (Note: the LA Unified School District has an independent Police Department).</p>
	<p>School Discipline Policies: Work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.</p>	<p>Not evaluated by OIG. (Note: the LA Unified School District has an independent Police Department).</p>
	<p>Continuum for Addressing Escalating Misbehavior: Work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.</p>	<p>Not evaluated by OIG. (Note: the LA Unified School District has an independent Police Department).</p>
	<p>Re-Entry Programs: Work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system. Also work with communities to play a role in re-entry programs in re-entry programs for adults leaving prisons and jails.</p>	<p>Not evaluated by OIG.</p>
	<p>MOUs for School Resource Officers: Establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline, and includes provisions for special training for SROs to help them better understand and deal with issues involving youth.</p>	<p>Not evaluated by OIG. (Note: the LA Unified School District has an independent Police Department).</p>

Policies and Programs for At-Risk Youth	Assess Zero Tolerance Strategies: Assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.	Not evaluated by OIG.
	Recognize the Voices of Youth: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.	Not evaluated by OIG.
	Programs for Positive & Consistent Youth Interaction: Restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.	Not evaluated by OIG. 2020 Update: The LAPD sponsors the Cadet Program, details of which can be found at the LAPD Manual 3/245.50; and here: http://www.lapdcadets.com/ In addition, the LAPD runs the ACOP program. http://agency.governmentjobs.com/lacity/job_bulletin.cfm?jobID=1741207&sharedWindow=0

Pillar Five: Training & Education		
Training	<p>Engage Community in Training: Engage community members in the training process. Make police training as transparent as possible. Community can evaluate existing training, provide input into shaping some training content and delivery, and, in some cases, participate in training alongside officers.</p>	<p>The 2017 OIG Report: “The Department should continue to consider ways to incorporate community participation in the development and delivery of training for officers, where relevant.” (2017) “The Department has also developed an extensive network of programs to facilitate ways for residents to partner with officers on ways to improve their communities. These include regular forums based both on geographic district and membership in other communities. For example . . . [t]he LAPD also conducts regular citizen academies, which teach community members about the Department’s operations and policing in general.” (2017)</p> <p>The 2019 OIG Report: “As of now, community participation is most prominently incorporated into three trainings:</p> <ul style="list-style-type: none"> • Mental Health Intervention Training (MHIT). This training includes participation from, among others, representatives from the Department of Mental Health, community mental health providers, people with mental health conditions or other disabilities – as well as families of those people, and actors who assist with the scenario-based component of the program. • Gang Intervention Awareness Training. This training includes the participation of gang intervention workers, who discuss their role in reducing violence and how they can best work with law enforcement. • PSL I. As noted in previous sections, the Department has engaged an outside expert to provide a block of training on implicit bias.” (2019) <p>“The Department’s Police Training and Education Division, which is responsible for the development of training curricula, also incorporates community involvement through its Professional Advisory Committee (PAC). According to the Department, this committee is composed of community leaders, educators, and other community stakeholders who may audit and evaluate LAPD trainings. The PAC meets quarterly to discuss current research in the field, review LAPD materials, provide feedback on trainings observed, and make recommendations to the Department. The goal of the PAC is to assist in the effective integration of community and human relations concepts into LAPD training.” (2019)</p> <p>Most training lesson plans are available to the public due to SB 978, which took effect 01/01/2020.</p>

<p>Training</p>	<p>Provide Leadership Training: Provide leadership training to all personnel throughout their careers. Standards and programs need to be established for every level of leadership from the first line to middle management to executive leadership.</p>	<p>The 2017 OIG Report:</p> <p>“In January 2016, the Department officially implemented the first of a series of two-week leadership courses designed to follow and develop new officers as they progress through their first five years in the Department. “PSL I,” as the first phase is known, brings back one full Academy class in the 11th month of their one-year probationary period for an opportunity to reflect on their experiences in the field and build on what they learned in the Academy. Entitled “Building the Community Leader,” the first week of the program focuses on community policing concepts and includes sessions on effective communication, implicit bias, procedural justice, use of force philosophy and de-escalation, and the guardian mindset. A particular emphasis of the course was on the importance of incorporating empathy and critical thinking into all interactions with the community. During the second week, participants attend the week-long Mental Health Intervention Training, which builds on and expands the concepts of the first week in training officers about effective and empathetic interactions with persons with mental health and other disabilities.” (2017)</p> <p>“The second phase of the course, “PSL II,” is slated to begin in late 2017, and will bring these same students back two years after their first PSL training. Although the content is still in development, it is expected to continue building on the concepts of PSL I, focusing on effective communication, procedural justice, de-escalation, use of force, and advanced tactics. This training is also expected to emphasize the importance of rendering aid to members of the public and serves as the required First Aid/ CPR refresher for those students who attend the course. The third and final phase of PSL will be implemented an additional two years later, and will continue to build and develop the participants as they complete their fifth year of employment with the Department.” (2017).</p> <p>2017 Recommendation: “The Department should continue to develop the Police Sciences and Leadership series, ensuring that the program has sufficient staffing and support.”</p> <p>The 2019 OIG Report:</p> <p>“Since the 2017 report, the Department has piloted the PSL II course twice and obtained POST certification for it. It also held one official session of the course in March 2019, but it has not yet begun to hold the class regularly due to resource issues. According to the Department, it intends to launch monthly implementation of the course in late 2019.” (2019)</p> <p>“The OIG also noted, in its initial report, that there was only one permanent staff member assigned to PSL at that time (See also: Section B-1). Since then, the Department has created a PSL unit permanently staffed by one sergeant and four officers, along with two additional adjuncts from a different unit.” (2019)</p> <p>In addition to the above listed training, the Department also has Sergeant School, Watch Commander School, Field Training Officer School, and Command Development.</p>
	<p>Crisis Intervention Training: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training. Equip officers to deal with individuals in crisis or living with mental disabilities, as well as instruction in disease of addiction, implicit bias and cultural responsiveness, policing in a democratic society, procedural justice, and effective social interaction and tactical skills.</p>	<p>The 2017 OIG Report:</p> <p>“Over the past two years, the Department has been engaged in an intensive effort to significantly increase the capacity and effectiveness of its response to persons in behavioral crisis. This effort includes the expansion of multidisciplinary ‘SMART’ crisis response teams and the delivery of a new 40-hour intensive training, called the Mental Health Intervention Training (MHIT), to as many field officers as possible. This process began with the training of officers in units or divisions that have the most frequent contact with persons with mental illness and has also been expanded to all probationary and field training officers, as well as other officers where resources permit. The OIG did not examine this issue closely as part of this review but will continue tracking the Department’s efforts in this area.” (2017)</p>

<p>Training</p>	<p>Basic Training on Social Interaction & De-Escalation: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills, such as critical thinking, social intelligence, implicit bias, fair and impartial policing, historical trauma, and other topics that address capacity to build trust and legitimacy in diverse communities and offer better skills for gaining compliance without the use of physical force. Basic recruit training must also include tactical and operations training on lethal and nonlethal use of force with an emphasis on de-escalation and tactical retreat skills.</p>	<p>Not evaluated by OIG. Instructional Design Unit (IDU) identified a total of 70 courses into which Tactical De-escalation and Tactical Communication are to be incorporated. See also: Department Policy Regarding Design, Development and Approval of Training</p>
	<p>Training on Addiction: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction. It is important that officers be able to recognize the signs of addiction and respond accordingly when they are interacting with people who may be impaired as a result of their addiction.</p>	<p>Not evaluated by OIG.</p>

<p>Training</p>	<p>Implicit Bias Training: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness. Implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.</p>	<p>The 2017 OIG Report:</p> <p>“[T]he LAPD began a Department-wide training on implicit bias at the end of March 2017. The training is being provided by Dr. Bryant Marks, a national expert on implicit bias and professor of psychology at Morehouse College. Dr. Marks has also served as an advisor to the White House and was selected to provide implicit bias training to a group of police chiefs during a recent White House briefing on ‘Advancing 21st Century Policing,’ one goal of which was to assist agencies in implementing the Task Force recommendations.</p> <p>The training will be provided to all Department employees over a series of four-hour sessions, with approximately 100 employees attending each session. Each four-hour session will provide an overview of implicit bias, including how it is measured, its potential impact, and ways that it can be reduced. The course features an anonymous polling technique that encourages participants to talk about their perceptions on difficult issues and to compare these with others’ views. The course also incorporates a detailed overview of the Task Force report itself and how some of the recommendations can assist agencies in addressing and mitigating implicit bias.” (2017)</p> <p>“The Department has also been working on incorporating implicit bias training into its ongoing courses for officers at all levels. For this process, it relies primarily on a curriculum known as Fair and Impartial Policing (FIP), which also incorporates the topic of procedural justice. The FIP curriculum was developed by Dr. Lorie Fridell, a professor at the University of South Florida who is a nationally recognized expert on biased policing, in collaboration with the United States Department of Justice (DOJ) Office of Community Oriented Policing Services. The basic course, which includes three modules over six hours, focuses on the science of human bias – particularly implicit bias – and the importance of building police legitimacy. It then presents the principles of procedural justice as a method to mitigate the effects of implicit bias and to produce fair and impartial policing.” (2017)</p> <p>2017 Recommendation: “The Department should consider whether FTOs who reject or are otherwise unable to satisfactorily complete the Fair and Impartial Policing component of the recertification course, or who demonstrate a lack of community or cultural sensitivity, should continue to train new officers.”; “The Department should consider having a permanent cadre of training staff assigned to PSL and/or FIP, and continue to ensure that classes are taught by experienced, skilled trainers.”</p> <p>The 2019 OIG Report:</p> <p>“[T]he Department has since created a fully-staffed PSL unit that includes one sergeant and four police officers, as well as two adjunct staff assigned to a different program. Beginning in October 2018, the Department also brought in an outside expert to teach a four-hour block on implicit bias at the beginning of the PSL I course.” (2019)</p> <p>“With respect to the FIP cadre, the Department reviewed the possibility of creating a permanent cadre and ultimately determined that it did not have the resources to do so. As such, it will continue to rely on a small number of specially-selected adjunct staff. OIG staff recently attended the FIP portion of a recent FTO Update course and found the instructors to be skilled and experienced.” (2019)</p> <p>“Training Division has selected several staff members to attend a three-day “train-the-trainer” course for the Principled Policing curriculum, which was developed by California POST and focuses on implicit bias and procedural justice. Attendees, who were drawn from Academy, FTO, and PSL training units, will learn the skills to teach these topics effectively. To ensure consistency across the Department in this area, the Director of Police Training and Education and the head of the Instructional Design Unit have also attended the course.” (2019).</p> <p>“The Department completed a Department-wide training on implicit bias in 2017, which was led by the same outside expert mentioned above. In April 2018, the Department published a review of the training, including results of course evaluations. The report found that 81 percent of the respondents rated the course favorably (above average), and 90 percent rated the instructor in the “most favorable” category. Fifty-nine percent indicated that they thought it was “more likely” that they would incorporate changes in the future, with an additional 23 percent saying that this was “likely.”” (2019)</p>
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<p>Training</p>		<p>“In addition to the courses discussed in the previous section [above], the Department has also incorporated implicit bias content into a number of other trainings, including: Recruit Basic Course (Academy), PSL I, PSL II (forthcoming), Building Community Trust and Biased Policing, FTO Update, Supervisor School, [and] Command Development School.” (2019)</p> <p>“Since the OIG’s initial observations, the Department has revamped and reframed its FTO Update course in an attempt to decrease some of the resistance [displayed by FTOs and training coordinators to certain concepts and research]. The OIG has observed two subsequent sessions and has been generally satisfied with the participation by FTOs in those courses.” (2019)</p> <p>“With respect to FTO selection, the Department does include a specific competency section that addresses cultural and gender sensitivity, and it is working to develop a digitized FTO management system that will allow for more effective tracking and analysis of FTO and probationary officer performance. As part of this process, it will also be overhauling the FTO Update training, but it is committed to keeping implicit bias as one of the components of that course.” (2019)</p> <p>“To date, much of the Department’s approach to implicit bias has focused on training, which helps to reduce biases by discussing them and encouraging officers to recognize them for what they are. In April 2018, it presented a report to the Commission that provided an evaluation of the training that had already been completed and introduced future plans for additional trainings.” (2019)</p> <p>“The Department has also begun a number of processes, some of which are related to other recommendations in this report, that reflect lessons learned from research and training on implicit biases . . . Along with training officers on implicit bias, some of the Department’s steps in this direction include the following: [e]mphasis on procedural justice, [c]ollection of detailed stop data, [d]evelopment of community engagement metrics and incentives, [e]xpanded video review by supervisors, and [d]ata analysis.” (2019)</p> <p>2020 Update:</p> <p>See also: Contacts with the Public – Part II Procedural Justice Training Bulletin, published April 2020.</p>
	<p>Training for Interacting With Diverse Communities: Implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.</p>	<p>The 2017 OIG Report:</p> <p>“While the OIG did not conduct a full review of LAPD training, it found several instances of cultural diversity training, both in the Academy and as part of the POST-mandated refresher courses for officers. Two such examples are detailed trainings on interactions with the Sikh and LGBTQ communities, respectively, which provide officers with education about important topics, as well as advice for identifying and addressing bias in themselves and others. Some trainings also incorporate members of the community. The LGBTQ training for FTO officers, for example, includes a presentation from a member of the transgender community about issues and concerns officers should be aware of. The OIG has also observed other trainings where members of the community, such as persons with autism or with traumatic brain injury, have come to meet with participants and share their experience and insights.” (2017)</p> <p>2020 Update:</p> <p>The Department has the Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Outreach Program on the LAN homepage with several references. LGBTQ sections added to the Jail Operations Manual. LGBTQ reference card available to all Department employees.</p> <p>See also: Department Program Outreach Program Description to the Lesbian, Gay, Transgender and Questioning Community (Department LAN)</p> <p>Senate Bill No. 179 – The Gender Recognition Act – Nonbinary Gender Marker Recognized on State-Issued Identification Documents (Special Order)</p> <p>Police Interactions with Transgender individuals (Special Order)</p>

<p>Training</p>	<p>Training on Policing in Democratic Society: POSTs should require both basic recruit and in-service training on policing in a democratic society. Particular focus should be placed on ensuring that Terry stops are conducted within constitutional guidelines.</p>	<p>Not evaluated by OIG.</p>
<p>Education</p>	<p>Incentivize Higher Education: Encourage and incentivize higher education for law enforcement officers. The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing. Offering entry level opportunities to recruits without a college degree can be combined with the provision of means to obtain higher education throughout their career, thereby ensuring the benefits of a diverse staff with a well-educated police force and an active learning culture.</p>	<p>Not evaluated by OIG. 2020 Update: Memorandum of Understanding 24, Police Officers Union contract has payments for 60 college units and a bachelor's degree.</p>
	<p>Technology for Scenario-Based Training: Support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement. Present day technologies should also be employed more often—web-based learning, behavior evaluations through body worn camera videos, software programs for independent learning, scenario-based instruction through videos, and other methods.</p>	<p>Not evaluated by OIG. 2020 Update: The Department currently uses Force Options Simulators and is exploring virtual reality training.</p>

	<p>Improve Field Training Officer Programs: Support the development and implementation of improved Field Training Officer programs. The most common current program, known as the San Jose Model, is more than 40 years old and is not based on current research knowledge of adult learning modalities. In many ways it even conflicts with innovative training strategies that encourage problem-based learning and support organizational procedural justice.</p>	<p>Not evaluated by OIG.</p> <p>2020 Update: The Department has a Field Training Officer School as well as a Field Training Officer refresher school.</p>
Pillar Six: Officer Wellness & Safety		
Benefits	<p>Pension Plans: Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.</p>	<p>Not evaluated by OIG.</p>
	<p>Survivors Benefits: Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).</p>	<p>Not evaluated by OIG.</p>
Safety Measures	<p>Promote Safety & Wellness: Promote safety and wellness at every level of the organization. Managers should also model behavior of seeking safety and wellness support.</p>	<p>Not evaluated by OIG.</p> <p>2020 Update: Behavioral Science Services leads the Department's wellness efforts to include resilience and suicide awareness.</p>
	<p>Annual Mental Health Check: Continue research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.</p>	<p>Not evaluated by OIG.</p>

<p>Safety Measures</p>	<p>Implement Scientifically Supported Shift Lengths: Implement scientifically supported shift lengths. Though long shifts are understandable in the case of emergencies, as a standard practice they can lead to poor morale, poor job performance, irritability, and errors in judgment that can have serious, even deadly, consequences.</p>	<p>Not evaluated by OIG.</p>
	<p>Provide Individual Tactical First Aid Kits, Training & Anti-Ballistic Vests: Provide every officer with individual tactical first aid kits and training as well as anti-ballistic vests. Mandate that officers wear soft body armor any time they are going to be engaging in enforcement activities, uniformed or not, and provide these items to officers. To further reduce officer deaths, provide body armor to all officers with replacements when necessary.</p>	<p>The 2017 OIG Report: “There are [] several recommendations which the Department has recently taken steps to implement, such as ... [c]onsidering new options for chemical spray and the personal protection shield.” (2017) 2020 Update: Every officer is assigned an emergency trauma kit. Soft body armor is required by policy and is replaced regularly. See also: LAPD Manual 4/216.52: WEARING OF BODY ARMOR DURING TACTICAL OPERATIONS</p>
	<p>Policies & Training on Safety: Adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so. Greater efforts should be taken to prevent deaths resulting from traffic accidents, which are the number one cause of officer fatalities in recent years. In-car cameras and seat belt sensors, aggressive safety campaigns, and mandatory seat belt policies are other potential options for agencies to consider.</p>	<p>Not evaluated by OIG. 2020 Update: See also: LAPD Manual sections noted below: 4/216.52 WEARING OF BODY ARMOR DURING TACTICAL OPERATIONS 4/289. SAFETY BELTS IN DEPARTMENT VEHICLES</p>