

INTRADEPARTMENTAL CORRESPONDENCE

April 21, 2021
1.3

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: AFTER-ACTION REPORT IMPLEMENTATION PLAN

RECOMMENDED ACTION

1. It is recommended that the Board of Police Commissioners REVIEW and ACCEPT the attached After-Action Report Implementation Plan.

DISCUSSION

On April 13, 2021, the Board of Police Commissioners (BOPC) directed the Department to prepare a plan to adopt the recommendations from the Safe LA After-Action Reports. In response to this direction, the Department has developed the After-Action Report Implementation Plan (AARIP). The focus of the AARIP will be the institutionalization of the recommendations from all the After-Action Reports within the Department to ensure continuity of operations for years to come.

The AARIP takes the 106 recommendations from the Safe LA After-Action Reports and combines them into 68 projects for completion on a three-tier priority system. The three-tier priority system has a timeline of 90, 180, and 360-day implementation and report back to the BOPC.

The focus of the AARIP will be the institutionalization of the recommendations from all the After-Action Reports within the Department to ensure continuity of operations for years to come.

Base Statistics

The After-Action Reports produced 106 recommendations which have been divided into 19 categories. Of the 106 recommendations, two have been implemented already. Of the remaining 104 recommendations, where there were similarities, they have been combined into 66 projects. The 66 projects will be sent to eight entities within the Department for completion. The *preliminary* cost assessment for full implementation is \$66,731,452.68, and the *preliminary* staffing assessment is for an additional 49 sworn personnel.¹

¹ The cost and staffing numbers reflect a very broad assessment at this point. This will be refined through the AARIP.

Priorities

The Board of Police Commissioners wanted a clear prioritization of the completion of the recommendations along with associated costs and personnel requests. To accomplish this, what follows is a breakdown and rationale of the proposed prioritization schedule.²

Priority 1- Immediate Operational Need

- 90 days, due July 26, 2021

These recommendations represent what is needed to be completed as soon as possible as it has the greatest effect on the tactical operations of crowd control.

Priority 2- Equipment, Planning, Policy

- 180 days, due October 25, 2021

These recommendations will require written changes to policy/guides, etc., and/or equipment evaluation and procurement. As such, the timeline is extended to accommodate the processes to complete these recommendations.

Priority 3- Other, Long ETA anticipated

- 360 days, due April 22, 2022

These recommendations will require an extended timeline to complete based on the scale and or nature of their content.

Based on the above priorities, the below chart gives a snapshot of the project breakdown:³

| Office Assignment | OO | OSO | COS | OSS | OCPP | OIG | CSPB | ITB | Total |
|---------------------------------|----------|-----------|----------|-----------|----------|----------|----------|----------|-----------|
| Total Number of Projects | 4 | 21 | 9 | 22 | 4 | 1 | 1 | 4 | 66 |
| Priority 1 | 2 | 6 | 5 | 10 | 2 | 0 | 0 | 3 | 28 |
| Priority 2 | 2 | 13 | 3 | 8 | 1 | 0 | 1 | 0 | 28 |
| Priority 3 | 0 | 2 | 1 | 3 | 0 | 1 | 0 | 1 | 8 |
| Closed/Completed | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 2 |

² The dates/timelines reflected are assumed if the BOPC adopts this plan on April 27, 2021. The dates/timelines also reflect the report back date to BOPC as to the implementation and/or status of each project.

³ The one closed project from OCPP represents two recommendations.

Explanation of the Worksheet

- The “Proposed Action / Project Instruction” column on the worksheet is a *preliminary assessment* of what action may bring resolution to the recommendation.
- As previously stated, the cost and staffing columns represent a very broad assessment at this point. These assessments will be refined through the completion of the associated projects.
- Each row in the worksheet represents a recommendation from the Safe LA After-Action Reports. Where the rows are colored the same, those recommendations have been merged into a single project. The color scheme does not carry over from different categories (i.e., tan rows in the Arrest and Field Jail category are not related to the tan rows in the Community Relations category).

Next Steps

- Convene key Department stakeholders, hosted by the Office of Support Survives (OSS), to obtain consensus on the AARIP. *Anticipated no later than Monday April 26, 2021.*
- Present AARIP to BOPC, review/insight/adjustment and final approval/direction.
- AARIP project distribution and completion.

Implementation Strategy

After consensus is reached on the AARIP, and final direction is given by the BOPC, what follows are ideas that foster successful and timely completion.

- Designate one contact person from each responding entity to be the point of contact regarding the progress of the response plan. This person shall have material knowledge of the details of the projects.
- Hold a meeting, hosted by OSS, to initiate the AARIP.
- Hold follow-up meetings, hosted by OSS, at least once every four weeks with all points of contact to discuss specific project completion status. After an entity completes all of their projects, attendance will not be mandatory but encouraged.

Overall, the implementation strategy is designed to be more than a traditional project. In holding work status meetings, the team can address issues collectively, remain on task, and reduce potential work redundancies.

If you should have any questions regarding this matter, please contact the Office of Support Services at (213) 486-8410.

Respectfully,



MICHEL R. MOORE
Chief of Police

Attachment

Arrest Transport Field Jail

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|---|---------------------|--|--------|----------|------|-----------|---|-------------------|--------------------|--------------------|----------|---------|---------------|----------------------|--------------------|---------------|
| Arrest Transport Field Jail | Chaleff | Work with both the LASD and MTA to include clauses in their Prisoner Transportation and Release Services Agreement contracts to assist with arrestee transportation during local emergencies. | 6 | | | | | | | | | | | | | |
| Arrest Transport Field Jail | LAPD | A transportation plan must be part of any plan that includes the potential of mass arrests. This plan should be developed in advance to assist in mitigating delays and should include exploring contracts with the LASD and the MTA, among others. The Department should also explore the ability to expand their fleet of vehicles designated to transport arrestees. The Department should also maintain an accurate list of Department employees that have commercial driver's licenses with passenger endorsements. In situations where the processing of arrestees is delayed, alternatives to booking of individuals, such as issuing a Release from Custody should be considered. | 14 | 1 | 90 | 7/26/2021 | Address in Field Jail Manual | | OSS | ASB | N/A | \$0 | | | | |
| Arrest Transport Field Jail | LAPD | During events or incidents where the potential for mass arrests are likely, the ICS structure should be evaluated to determine if it is more efficient to move Investigative Group to a Branch or Section. This could improve efficiency by reducing the span of control that the Operations Section must maintain. Investigative Branch could include groups and divisions necessary for the transport and processing of arrestees as well as other investigations related to the incident. When mass arrests are likely, a CSD representative should be at each field jail. If there are insufficient personnel working CSD to staff each location, then a representative from CSD should be assigned to Investigative Branch to provide guidance and direction. | 15 | 1 | 90 | 7/26/2021 | Address in Field Jail Manual | | OSS | ASB | N/A | \$0 | | | | |
| Arrest Transport Field Jail | LAPD | The Department should pre-identify locations throughout the City that can be used for field jails. The list of locations should be maintained and verified on an annual basis and made available to Investigative Branch and CSD when needed. The Department should consider having a pre-loaded trailer, or at least a check list and the ability to load a trailer with the needed supplies and a trained cadre of detention personnel to establish field jails in future mobilizations or unusual occurrences. | 16 | 1 | 90 | 7/26/2021 | Address in Field Jail Manual | | OSS | ASB | N/A | \$0 | | | | |

Total Cost \$0

Community Relations

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files | |
|-------------------------------------|----------------------------|---|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|-------------|---------------|----------------------|--------------------|---------------|--|
| Community Relations | National Police Foundation | LAPD should continue to identify opportunities to engage community members—particularly those community members and leaders likely to organize and participate in First Amendment assemblies and mass demonstrations—in the preparation and training process. | 5.1.1 | 2 | 180 | 10/25/2021 | Conduct outreach and report back. Determine feasibility or if a unit currently exists that could absorb this Cost- 8 SLO's, 2 per Bureau akin to Labor Relations Officers | | OO | | 8 | \$2,242,167 | | | | | |
| Community Relations | National Police Foundation | Each LAPD bureau should continue to identify opportunities to engage community members—particularly those community members and leaders likely to organize and participate in First Amendment assemblies and protests in their area—in the preparation and training process. | 5.2.2 | | | | | | | | | | | | | | |
| Community Relations | National Police Foundation | LAPD should consider developing special unit(s) to establish contact with activists and demonstrators before, during, and after protests. | 1.2.3 | | | | | | | | | | | | | | |
| Community Relations | National Police Foundation | LAPD should continue to invest in community policing efforts including engaging one-on-one or in small groups to build relations and obtain feedback from communities in each bureau. | 5.1.2 | 2 | 180 | 10/25/2021 | Report back on engagement efforts taken in this area and feedback received | | OCOP | CSPB | N/A | \$0 | | | | | |
| Community Relations | National Police Foundation | LAPD should continue to engage C-PABs, BID meetings, and other community engagement opportunities to provide the community a voice and meaningful involvement in how its police department operates—including strategic hiring and promotions, training, policy development, and other activities to improve community-police relations | 5.1.3 | 2 | 180 | 10/25/2021 | Report back on engagement efforts taken in this area and feedback received | | OO | | N/A | \$0 | | | | | |

\$2,242,167

Deployment and Mobilization

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|---|----------------------------|---|--------|----------|------|------------|---|----------------|-----------------|-----------------|----------|-----------|---------------|-------------------|-----------------|---------------|
| Deployment and Mobilization | LAPD | At the Staging Area, signage and public address systems should be used to delineate among MFFs, plain clothes officers, check-in, and other necessary assignments. In order to quickly identify resources, one option would be to have the resources grouped by Bureau. The supervisor would gather 15 officers for the strike team and check-in. Thereafter, once, four strike teams for that Bureau checked in, they would be formed into an MFF and deployed. The Staging Area Manager or Operations Section Chief could deploy the resources as needed during an escalating situation. | 6 | 2 | 180 | 10/25/2021 | Update the EOG as necessary Cost- Signage for 4 Bureaus and DOC | | OSO | | N/A | \$10,000 | | | | |
| Deployment and Mobilization | National Police Foundation | LAPD should establish clear processes for identifying and deploying appropriate personnel to planned and spontaneous critical incidents, including First Amendment assemblies and protests. | 2.4.1 | | | | | | | | | | | | | |
| Deployment and Mobilization | LAPD | All personnel and equipment needed to manage crowds, declare unlawful assemblies, and make arrests should be deployed at the location prior to giving any dispersal order. | 10 | 2 | 180 | 10/25/2021 | Update the EOG as necessary | | OSO | | N/A | \$0 | | | | |
| Deployment and Mobilization | LAPD | To avoid confusion over mobilization, the Department should engage in virtual mobilization efforts. This would allow everyone to know what they were supposed to do and where to respond. While mobilization happens infrequently, the stakes of policing are high during mobilization and the need to have an organized police department is paramount. In a virtual or test mobilization, Nixel should be used to determine if unnecessary redundancies exist. Should the Department need to mobilize for an emergency that may involve mass arrests, the civilian side of CSD should also be mobilized. This should be done in any virtual mobilization scenario. All Department entities should have their A/B rosters reviewed for accuracy every deployment period and submit them to the DOC. | 12 | 3 | 360 | 4/22/2022 | Conduct exercise Cost-12 times a year 50 People to run Scenario for 8 hours. Backfilled with OT | | OSO | | N/A | \$473,136 | | | | |
| Deployment and Mobilization | LAPD | A robust Investigative Section staffed by detectives is a necessity. A detective should be assigned as the arresting and investigating officer at each incident where a dispersal order is given to ensure the dispersal order and crowd behavior are documented on video, the elements of the crime are met, necessarily follow up information is obtained, and evidence (i.e., objects thrown at officers) is collected and/or photographed. Deploying specialized detectives to these assignments and the field jail would maximize the deployment of Bureau resources to manage the incident. Officers should use their BWV to memorialize the detention and ensure that the field jail is provided with the information. | 13 | 1 | 90 | 07/26/2021 | Part 1- Provide guidelines for quick implementation | | OSO | | N/A | \$0 | | | | |
| | | | | 2 | 180 | 10/25/2021 | Part 2- Update the EOG to memorialize where necessary | | OSO | | N/A | \$0 | | | | |
| Deployment and Mobilization | LAPD | The command and control of all Department personnel during a major incident has a direct correlation to the success of meeting the incident objectives. The following incident priorities should be the basis for managing the incident and personnel: •Life Safety, •Incident Stabilization, •Evidence/Property Preservation, •Continuity of Operations, •Economy of Force, and, •The overall wellbeing of the Community/Feedback Department personnel should be reminded of the priorities during a major incident and all available resources should be deployed to the incident unless an exception is given by Command Staff and that deviation should then be relayed to the DOC, who has the overall authority on resource allocation and distribution. Non-OO entities should be provided clear direction on assignment during a major incident. | 25 | 1 | 90 | 7/26/2021 | Write reminder notice | | OSO | | N/A | \$0 | | | | |

\$483,136

Employee Wellness First Aid

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files | |
|---|----------------------------|--|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|-------------|---------------|----------------------|--------------------|---------------|--|
| Employee Wellness First Aid | Chaleff | Establish a more robust Department basic first aid and EMT program. (a) Develop a consistent reporting process to document all instances of rendering general first aid using the first aid kits provided to all officers, (b) Develop a consistent reporting process to document all incidents when a trained EMT renders aid, (c) Support the EMT program in terms of the cost of the equipment and on-duty time needed to retain State certification, and (d) Consider providing a bonus pay incentive for those employees who are EMT certified. | 19 | 3 | 360 | 4/22/2022 | Review and develop training to address Cost Training Staff Cadre 1+6 Bonus Pay Amount \$50 Per Check to equal \$1300 estimating 180 sworn per year based on current DREs EMT Kits at \$1500 per kit | | OSS | TRB | 7 | \$2,456,607 | | | | | |
| Employee Wellness First Aid | LAPD | The Department has considered expanding the EMT cadre to assist both injured officers and community members during demonstrations and other major incidents. This, however, would not have been an effective option for this event as officers were frequently assaulted as they tried to facilitate protests or extract a lawless individual from within a previously peaceful crowd. Therefore, while it is something to consider for other events, the Department is cognizant of the additional training and equipment that would be required. | 18 | | | | | | | | | | | | | | |
| Employee Wellness First Aid | National Police Foundation | LAPD should continue to support the capacity of Behavioral Science Services, the Peer Support Team, and other aligned groups to assist Department personnel and their families address trauma, build resiliency and support physical and mental health. | 4.2.1 | 2 | 180 | 10/25/2021 | Develop program to address | | OSS | BSS | N/A | \$0 | | | | | |
| Employee Wellness First Aid | National Police Foundation | LAPD should consider deploying BSS psychologists to the DOC, and COVID-19 permitting, to divisions to conduct defusing and debriefings during extended crowd management periods as well as continue employee and family outreach and engagement activities to mitigate trauma and to connect officers to services in real time | 4.3.1 | 2 | 180 | 10/25/2021 | Develop program to address | | OSS | BSS | N/A | \$0 | | | | | |
| Employee Wellness First Aid | National Police Foundation | Recognizing the impact of COVID-19, extended shifts and cancelled days, violence directed at officers, threats to their families; highly charged rhetoric; and loss of public trust and confidence—LAPD leadership, in particular, as well as elected officials and the LA community should recognize the importance of supporting officers and their families during this challenging period. | 4.4.1 | 2 | 180 | 10/25/2021 | Develop initiatives to address Cost - Each Bureau will have fund earmarked for employee wellness once a year. | | COS | GLS | N/A | \$200,000 | | | | | |
| Employee Wellness First Aid | LAPD | The food provided should be something that personnel can grab quickly and take with them. | 6 | 1 | 90 | 7/26/2021 | Implement Annual Cost | | OSO | | N/A | \$100,000 | | | | | |

\$2,756,607

Equipment

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files | | |
|---------------------------|---------------------|---|--------|----------|------|------------|--|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|--|--|
| Equipment | LAPD | <p>The Department should establish a routine testing schedule for the Air Unit downlinks. Downlink systems that are not working properly should be fixed and retested to ensure an adequate number are operational and able to send live video downlink to multiple receivers. A command officer in an Air Unit can complement the downlink deployment and provide guidance and information to Operations Section Chief and IC.</p> <p>On October 21, 2020, the BOPC approved the Los Angeles Police Foundation donation of new recording equipment for the video downlink feed in Air Units. The old equipment which only allowed viewing of real-time feeds was supplemented with standalone recorders to allow Command Staff to download and replay recorded video captured by the Air Unit.</p> | 17 | 2 | 180 | 10/25/2021 | <p>Develop testing schedule and upgrade equipment</p> <p>Cost - 8 Airships downlinks at 15K per Airship</p> | | OSO | | N/A | \$120,000 | | | | | | |
| Equipment | LAPD | <p>As of this writing, the Department has issued protective eyewear to its officers. This eye wear protects officers from the use of lasers. Additionally, the Department should investigate acquiring counter drone technology such as that used by the Los Angeles Port Police.</p> | 19 | 2 | 180 | 10/25/2021 | <p>Review and report back on options</p> <p>Additional 600 Glasses per year @\$50 per pair</p> <p>Cost- Counter Drone Technology With 30K annual recurring</p> | | OSO | | N/A | \$530,000 | | | | | | |
| Equipment | Chaleff | <p>Conduct a periodic review of the number of buses and vans available to transport arrestees during a mass arrest situation and the number of personnel certified to drive them. Include:</p> <p>(a) An assessment that the total available is sufficient,</p> <p>(b) Plans to increase the transportation fleet if needed, and</p> <p>(c) Whether the Department Operations Center, Communications Division, shall retain a current list of all certified drivers.</p> | 5 | 2 | 180 | 10/25/2021 | <p>Develop review schedule of equipment and drivers and ensure it's delivery to COMM</p> <p>\$1200 dollars for commercial driver training for 50 drivers</p> | | OSS | ASB | N/A | \$99,428 | | | | | | |

\$749,428

Intelligence Gathering

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|--|----------------------------|---|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|
| Intelligence Gathering | National Police Foundation | LAPD should work with the community to consider collaborative approaches and technology solutions and strategies that will enhance situational awareness and improve community and officer safety. | 2.5.1 | | | | | | | | | | | | | |
| Intelligence Gathering | National Police Foundation | LAPD should develop a process to ensure that intelligence and information gathered to improve public safety is appropriately incorporated in the command structure. <i>This information should be shared promptly and consistently with the Incident Commander and relevant department and bureau command posts and is factored into planning and preparedness.</i> | 2.5.2 | | 180 | 10/25/2021 | Develop guidelines and strategies to address and work with PCG Cost Software Solution | | OSO | | N/A | \$500,000 | | | | |
| Intelligence Gathering | LAPD | The Department should continue to seek new technologies and capabilities to gather and analyze open source information and intelligence that can be quickly shared with the Operations Section Chief. | 28 | | | | | | | | | | | | | |

Total Cost \$500,000

Internal Communications

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files | |
|---|---------------------|---|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|--|
| Internal Communications | LAPD | The Incident Commander (IC) should ensure the commander's intent is understood and communicated to all personnel assigned to the event. | 3 | | | | | | | | | | | | | | |
| Internal Communications | LAPD | All Command Staff and personnel assigned need to know and use their proper and full designation on frequencies so the IC and others at the CP can efficiently track resources and personnel. | 3 | | | | | | | | | | | | | | |
| Internal Communications | LAPD | The Operations Section Chief should provide clear communication and direction to the Branch Directors and MFF leaders as to the commander's intent and the expectation that resources be tracked and redeployed to evolving situations as quickly as possible. | 18 | | | | | | | | | | | | | | |
| Internal Communications | LAPD | A clear and concise commander's intent should be provided to supervisors and officers at the beginning of any large incident or event. Part of the intent should include groups entering the freeway and arrest posture. A crowd can be detained and arrested for entering the freeway and blocking traffic. These themes should be included in all crowd management and control training. | 20 | 1 | 90 | 7/26/2021 | Part 1. Address this at next General Staff Meeting Cost Speaker/Presentation Expert | | COS | | N/A | \$15,000 | | | | | |
| Internal Communications | LAPD | The DOC needs to receive accurate and timely information from Staging to coordinate multi-Bureau and multi-location incidents within the City. As an example, each Bureau would establish an Incident Command and then the DOC, activated to level II, would take on the role similar to Area Command. As such, the DOC would coordinate Citywide personnel and resources to the areas with the highest priority. | 27 | | | | | | | | | | | | | | |
| | | | | 2 | 180 | 10/25/2021 | Part 2 - Update the EOG to Memorialize where necessary | | OSO | | N/A | | | | | | |
| | | | | 3 | 360 | 4/22/2022 | Part 3 - Incorporate into rewritten Training | | OSS | TRB | N/A | | | | | | |
| Internal Communications | LAPD | The Department needs to make sure that it has sufficient encrypted tactical frequencies and the CP uses them. | 3 | | | | | | | | | | | | | | |
| Internal Communications | LAPD | The Department needs to invest in encrypted radios or another form of private communication. | 3 | 1 | 90 | 7/26/2021 | Provide needs assessment and report back Provide options for RFP. Cost Communication Solution | | OCOP | ITB | N/A | \$300,000 | | | | | |
| Internal Communications | LAPD | Unity of command should be established to prevent multiple sources providing conflicting missions. All personnel should receive a briefing that includes the commander's intent, which should be video recorded. If multiple Staging Areas are used, the information needs to be sent to the DOC, Area Command or Planning Section for continuity of operations. | 6 | | | | | | | | | | | | | | |
| | | | | 1 | 90 | 7/26/2021 | Part 1 Update EOG to address | | OSO | | N/A | \$0 | | | | | |
| | | | | 3 | 360 | 4/22/2022 | Part 2 - Incorporate into rewritten Training | | OSS | TRB | N/A | | | | | | |

\$315,000

Media External Messaging

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|--|----------------------------|---|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|---------|---------------|----------------------|--------------------|---------------|
| Media External Messaging | Chaleff | Staff the public information officer position in the incident command system during any major event(s). This position should be responsible to coordinate periodic updates from the Department for the media and the public to keep them informed on the status of the event(s). The personnel assigned should also coordinate with other City leaders to ensure there is a coordinated and consistent message being provided throughout the duration of the event(s). | 13 | | | | | | | | | | | | | |
| Media External Messaging | LAPD | The PIOs should continue to meet with media in the field when able. The PIO should continue to seek locations to conduct interviews with the Chief of Police and other high-ranking members of the Department during dynamic incidents to provide the public with incident and safety information. Although information provided to the public via social media can be buried, the PIO should continue to push out factual information. The establishment of a Joint Information Center during an evolving incident may enhance the ability to efficiently provide a unified message. | 26 | 2 | 180 | 10/25/2021 | Develop guidelines to address | | COS | PCG | N/A | \$0 | | | | |
| Media External Messaging | National Police Foundation | The City of Los Angeles should establish a unified narrative and public messaging strategy around first amendment assemblies (before, during, and after) that informs the public about City leadership's position on supporting free speech during First Amendment assemblies, but clearly defines consequences for those responsible for committing violence or destruction during such assemblies. | 3.1.1 | | | | | | | | | | | | | |
| Media External Messaging | National Police Foundation | The City of LA and LAPD should develop policies and procedures that use social media to "push" information to the community and quickly disseminate accurate information in response to rumors, misinformation, and false accusations. | 3.1.2 | 1 | 90 | 7/26/2021 | Develop guidelines to address | | COS | PCG | N/A | \$0 | | | | |
| Media External Messaging | National Police Foundation | LAPD should create a clear and detailed media strategy to guide the department's use of traditional news media and social media, particularly during critical incidents. | 3.2.1 | | | | | | | | | | | | | |

\$0

Mobile Field Forces

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files | |
|-------------------------------------|----------------------------|--|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|-----------------|---------------|--|
| Mobile Field Forces | Chaleff | Conduct a thorough review of, and update on, the configuration and deployment of a MFF to include consideration of: (a) The number of officers and supervisors deployed in a MFF, (b) The configuration of the preplanned mobile field force, (c) Examination of the form of transportation of the MFF (police car vs vans, etc.), and (d) Assessment of whether preplanned mobile field configurations should include resources such as shadow teams. The review should use Department expertise and subject matter experts. | 14 | 1 | 90 | 7/26/2021 | Review current training and update as necessary | | OSS | TRB | N/A | \$0 | | | | | |
| Mobile Field Forces | LAPD | During the Civil Unrest, the Department learned that MFFs worked best when deployed with specific missions to address criminal activity. The MFF Leader should remain in contact with the Branch Director for an updated deployment mission. During this incident the need to move resources around quickly once they became available was imperative. Based on the demonstrators' practice of splitting up, the Department decided to make changes including splitting up MFFs. The splitting of MFFs helped in apprehending many looters, making arrests, and using resources more effectively throughout the City. The Department also employed the Air Ship in conjunction with MFFs. The Air Ship guided the MFF into hot spots of criminal activity such as looting. | 18 | 2 | 180 | 10/25/2021 | Review and update Training Bulletins as necessary to address Include Input from Community Members, academia, ACLU, NLG Support Logistics of research, Engage SME, Formalize Research, Findings, recommendations, support and travel | | OSS | TRB | N/A | \$100,000 | | | | | |
| Mobile Field Forces | National Police Foundation | LAPD should continue to serve as a national model for law enforcement by developing strategies, tactics, and Mobile Field Force teams to more effectively respond to these types of First Amendment assemblies and protests, which are becoming more frequent in the City and nationwide. | 1.4.1 | | | | | | | | | | | | | | |

\$100,000

Mutual Aid

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|----------------------------|----------------------------|---|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|
| Mutual Aid | LAPD | The Department needs to have procedures in place for working with the National Guard. One idea the Department should consider is appointing and developing command level officer(s) to serve as the National Guard liaisons as an ancillary Department duty. These should be attached to Department positions that will likely not be assigned to other, critical field duties in the event of an unusual occurrence, which means outside of the Office of Operations. These liaison officers can meet regularly with National Guard management, keep up on changes to their policies and capabilities, conduct tabletop exercises and complete regular reports back to the Department. This should help ensure that the National Guard is familiar with the City and its policies. It should also allow an IC to assign them tasks more seamlessly. | 9 | 2 | 180 | 10/25/2021 | Develop best practices in relation to the use of the National Guard Cost- Restore Sgt II authority to Military Liaison | | OSO | | 1 | \$348,130 | | | | |
| Mutual Aid | National Police Foundation | The City should develop and widely distribute a well-coordinated message about the deployment of the National Guard, prior to, during and following their deployment in an effort to avoid them being seen as an occupying force. | 1.6.2 | | | | | | | | | | | | | |
| Mutual Aid | National Police Foundation | Elected officials and LAPD leadership should weigh the risk and benefits of requesting National Guard assets sooner in future First Amendment assemblies and protests to support police operations, protect critical infrastructure, and provide a neutral presence. | 1.6.1 | 2 | 180 | 10/25/2021 | Provide guidelines to address | | COS | GLS | N/A | \$0 | | | | |

\$348,130

Plain Clothes Shadow Teams

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|--|---------------------|--|--------|----------|------|-----------|---|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|
| Plain Clothes Shadow Teams | LAPD | Department-issued smartphones should be given to plain clothes officers during demonstrations to immediately provide the Operations Section Chief with photographs and briefs on the incidents occurring in the crowd. Any changes to reporting procedures should be shared with plain clothes officers so that they may provide the CP with information in a timely manner. | 23 | 1 | 90 | 7/26/2021 | Incorporate Shadow Team section into an existing UOFTD Cost- 200 Phones for Smart phones (50 phones per bureau) PLUS Annual Cost of \$10,000 | | OSS | TRB | N/A | \$110,000 | | | | |
| | | Also, consideration should be given to the use of Observation Points, location in which officers can observe activity and report back to the CP, to assist with establishing good situational awareness and the coordination of resources. | | | | | | | | | | | | | | |
| Plain Clothes Shadow Teams | Chaleff | Establish Department-wide, consistent shadow team protocols and training to manage the risk that shadow teams endure, including establishing a clear line of communication so information is received and acted upon rapidly by the incident commander to enable quick arrests when necessary or to potentially retrieve the shadow team officers if needed. | 16 | | | | | | | | | | | | | |

\$110,000

Planning Preparedness and ICS

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files | | |
|-------------------------------|----------------------------|---|--------|----------|------|------------|---|----------------|-----------------|-----------------|----------|-------------|------------------|-------------------|-----------------|---------------|--|--|
| Planning Preparedness and ICS | Chaleff | Establish a Department Strategic Emergency Bureau to be commanded by a deputy chief or civilian equivalent who has expertise in public order policing, incident command systems, liaising with outside agencies, etc. This position should report directly to the Chief of Police. | 1 | | | | Review feasibility and provide best course of action regarding IMT/MIRT responsibilities and assignments | | | | | | | | | | | |
| Planning Preparedness and ICS | LAPD | The Department should re-establish the Major Incident Response Team. | 1 | | | | | | | | | | | | | | | |
| Planning Preparedness and ICS | LAPD | The region must continue to work together to develop coordinated responses to manage significant incidents. | 8 | | | | | | | | | | | | | | | |
| Planning Preparedness and ICS | National Police Foundation | The City of Los Angeles should establish one citywide incident management team (IMT)172 to lead its response to future large-scale First Amendment assemblies and incidents that involve a multi-agency, multi-jurisdiction response. | 2.2.2 | | 90 | 7/26/2021 | Cost- Strategic Emergency Bureau Cost DC CMDR Lt II Sgt II 3 x PO III 1 Exec Admin II 1 Sec 1 Sr Admn Clk | | OSO | | 9 | \$3,990,669 | | | | | | |
| Planning Preparedness and ICS | LAPD | Each geographic Bureau should obtain and maintain large maps of their respective Bureau. | 2 | 1 | 90 | 7/26/2021 | Provide maps Cost- 12 Printed Large Scale Maps | | OCOP | ITB | N/A | \$1,200 | | | | | | |
| Planning Preparedness and ICS | LAPD | The Department should consider an existing facility for use as a CP during extended operational incidents. | 2 | | | | | | | | | | | | | | | |
| Planning Preparedness and ICS | LAPD | Each Bureau should establish a CP to maintain operational oversight of events within its area of command and request resources and personnel through the CP. This will ensure proper request and approval processes are followed. This will also limit span of control of any on Bureau | 4 | 1 | 90 | 7/26/2021 | Identify locations and provide options | | OO | | N/A | \$0 | | | | | | |
| Planning Preparedness and ICS | LAPD | During Citywide incidents, the Department should consider establishing multiple incident commands with appropriate span of control. The DOC should then operate at a level 2 to coordinate Citywide resource and personnel deployment | 5 | | | | | | | | | | | | | | | |
| Planning Preparedness and ICS | (LAPD) | Vehicles with the required emergency lights and sirens should be identified and staged for use by detectives or other personnel who do not have emergency equipped vehicles assigned to them. The MTD should be used as a resource to identify those vehicles needed and assist Staging with coordination of these vehicles | 6 | | | | | | | | | | | | | | | |
| Planning Preparedness and ICS | (LAPD) | Videographers should be requested prior to an incident, preferably during the planning phase | 7 | | | | Develop pre-incident planning checklist (or other option to address) | | OSO | | N/A | \$98,570 | | | | | | |
| Planning Preparedness and ICS | (LAPD) | Personnel should be assigned to the Finance/Administrative Section as soon as practicable when a large incident occurs. As a result of the COVID-19 pandemic, several civilian employees in our Department have been trained in cost recovery. This training should be expanded to additional civilian employees. In doing so, sworn employees can be redeployed to the tactical incident | 22 | 2 | 180 | 10/25/2021 | 10Hr Training for 100 Personnel on OT | | OSO | | N/A | \$98,570 | | | | | | |
| Planning Preparedness and ICS | National Police Foundation | LAPD should establish a planning team that includes command staff, training, equipment, communications, logistics, and intelligence to ensure plans receive the necessary attention to detail in these areas | 2.3.1 | | | | | | | | | | | | | | | |
| Planning Preparedness and ICS | LAPD | The ITB needs to play a larger role in an unusual occurrence operation to coordinate and assist with technological equipment and coordinate with the City of Los Angeles' Information Technology Agency. Having a representative from ITB embedded with logistics would have assisted with the coordination of many of these requests. | 25 | 1 | 90 | 7/26/2021 | Develop ITB logistics response guidelines | | OCOP | ITB | N/A | \$0 | | | | | | |
| Planning Preparedness and ICS | LAPD | When a Citywide event occurs that will affect multiple Bureaus, a DOC should be established to manage the large-scale and complex unusual occurrence | 4 | Complete | N/A | N/A | N/A | N/A | OSS | N/A | N/A | \$0 | Current Practice | Yes | N/A | X | | |

\$4,090,439

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|--|----------------------------|---|--------|----------|------|-----------|---|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|
| Policy and Manual Update | Chaleff | Under the direction of the Strategic Emergency Management Bureau, thoroughly review and update the Emergency Operations Guide. Include: (a) Emphasis on the field jail guide, Volume 6 of the Emergency Operations Guide, (b) Inclusion and emphasis on when to establish a Department area command structure, (c) Identification of how the Department is to be organized when an area command is implemented under the directions of an assistant chief, (d) Evaluation and updating of the establishment of staging and command post locations, mass arrest instructions, and the need to activate the field jail unit and transportation detail when mass arrests are planned, and (e) Implement periodic training on how to run an area command, command posts (including forward operating platforms) and key positions such as staging. | 2 | 3 | 360 | 4/22/2022 | Update EOG to memorialize these recommendations | | OSO | | N/A | \$0 | | | | |
| Policy and Manual Update | National Police Foundation | LAPD should synthesize the relevant provisions spread throughout the current Department and to clearly establish guidelines for the coordination, facilitation, and management of First Amendment assemblies and protests. | 1.2.1 | | | | | | | | | | | | | |
| Policy and Manual Update | National Police Foundation | LAPD should update and enhance its <i>Emergency Operations Guide: Volume 5</i> to address all components of First Amendment Assemblies and Mass Demonstrations, as opposed to focusing on crowd management and crowd control. | 2.3.2 | | | | | | | | | | | | | |
| Policy and Manual Update | Chaleff | Emphasize the following upon updating the field jail guide: (a) Training of all detective personnel on field jail duties during mass arrests, and (b) Inclusion of field jail duties and staffing duties related to mass arrest in command officer training, and, (c) Inclusion of Custody Services Division jail personnel in training on how to process arrestees during mass arrests. | 3 | 1 | 90 | 7/26/2021 | Update Jail Manual or Create a Field Jail Manual to address Annual Training to reinforce changes for 500 personnel on OT | | OSS | ASB | N/A | \$492,850 | | | | |
| Policy and Manual Update | LAPD | The Field Jail Manual should be reviewed and updated to include current techniques on how to operate a field jail including proper processing and retention of original booking paperwork (i.e., Release from Custody form, etc.) | 15 | | | | | | | | | | | | | |
| Policy and Manual Update | Chaleff | Update the use of force tactical directives to include more detailed instruction regarding the use of less lethal tools in crowds and the approval level required for the deployment of each the less lethal tools | 9 | | | | | | | | | | | | | |
| Policy and Manual Update | National Police Foundation | LAPD should establish a clear policy, process, and documentation requirement for requesting and receiving less lethal munitions, particularly during the response to First Amendment assemblies and protests | 1.3.1 | | | | | | | | | | | | | |
| Policy and Manual Update | Chaleff | Design and implement an inventory system to audit and track the amount of less lethal munitions, including the 37mm and 40mm rounds, expended during any public order policing incidents | 8 | 2 | 180 | 7/26/2021 | Update (or create) applicable UOFTD's and Training Bulletins | | OSS | TRB | N/A | \$0 | | | | |

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|--------------------------|----------------------------|--|-------|---|----|-----------|-----------------------------------|--|------|-----|-----|-----|--|--|--|--|--|
| Policy and Manual Update | National Police Foundation | LAPD should consider developing an overarching 'response to fluid protests and civil unrest' policy that provides decision models that explain at what points uses of force and relevant tools are permitted to be used by LAPD officers. | 1.7.1 | | | | | | | | | | | | | | |
| Policy and Manual Update | LAPD | The Department should develop a guide for videographers to ensure all pertinent information is captured in photographs and videos. This guide can be reviewed with videographers prior to deployment. | 7 | 1 | 90 | 7/26/2021 | Develop guide | | COS | PCG | N/A | \$0 | | | | | |
| Policy and Manual Update | LAPD | The Department and City Attorney's Office should review the Department's Dispersal Order to determine if it is reasonable to add a sentence to the end of the dispersal stating that if, once dispersed from a defined location, the assemblage regroups group within another larger defined area within a specific time frame, they will be subject to this dispersal order and in violation of Section 409 of the California State Penal Code. Additionally, the Department and City Attorney's Office should determine the necessary documentation and evidence (video). New municipal codes, polices, and technology may obviate the need to continually repeat the dispersal order to the same group at each location where they assemble without unduly restricting the rights of those who are demonstrating. | 1.1 | 1 | 90 | 7/26/2021 | Review and update dispersal order | | OCPD | | N/A | \$0 | | | | | |

\$492,850

Record Keeping

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|--------------------------------|---------------------|---|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|
| Record Keeping | LAPD | As to record keeping, which is a significant issue spanning multiple critiques, the Department did not keep good records on the agencies that assisted it during the Civil Unrest. This makes it more difficult to develop future coordinated responses. | 8 | 2 | 180 | 10/25/2021 | Develop system and memorialize in EOG | | OSO | | N/A | \$0 | | | | |
| Record Keeping | LAPD | <p>The Department should create a standardized approach towards compiling timeline activities, maintaining accurate documentation of incidents and preplanned events, and tracking equipment using ICS Form 213. In doing so, should an event cross Bureau borders, reporting will be uniform. Training on reporting and tracking should be supplied to the Planning Section personnel and Logistics Section Chief in each Bureau.</p> <p>Further, Finance/Administration Section, Planning Section, and Logistics Section should work together at the CP. This will allow for the quick acquisition and accurate documentation of supplies necessary for the operation. This will also ensure better accountability and assist with potential financial reimbursement.</p> <p>All personnel, including Command Staff, should accurately complete the ICS Form 214 to ensure personnel, equipment, and actions taken are documented. The Demobilization Unit should ensure all information is accurately captured on the ICS Form 214 prior to releasing personnel from the incident.</p> | 22 | 2 | 180 | 10/25/2021 | <p>Develop system and memorialize in EOG</p> <p>Annual Technology Training for 500 personnel from each Geographic Area, DOC, and EOC)</p> | | OSO | | N/A | \$492,850 | | | | |

\$492,850

Review and Assessments

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|--|----------------------------|--|--------|----------|------|------------|---|-------------------|--------------------|--------------------|----------|----------|--|----------------------|--------------------|---------------|
| Review and Assessments | Chaleff | The Office of the Inspector General must periodically audit the requirements, and Department compliance with, all settlement agreements. | 4 | 3 | 360 | 4/22/2022 | Audit report back to BOPC | | OIG | | N/A | \$0 | | | | |
| Review and Assessments | Chaleff | Undertake an extensive study of all less lethal munitions, including the 40 mm round, to examine performance, consistent velocity, potential for ricochets, influence of the plastic wrapping or banding around the sponge projectile and other aspects of the round. Included in that study should be any potential new technology for use in public order policing operations. | 7 | 2 | 180 | 10/25/2021 | Conduct product evaluation, complete fact sheet Cost Equipment, Rounds | | OSS | TRB | N/A | \$25,000 | | | | |
| Review and Assessments | Chaleff | Review and assess the current mobilization period start times to determine if an additional start of watch time would be appropriate to prevent the fatigue that occurred during this event. Develop several unusual occurrence deployment schemes to fit a variety of occurrences (A/B, A/B/C etc.) to provide for safety and flexibility. A possibility would be to add a 10:00am start time for personnel who would most likely be assigned to missions that would go end of watch after 6:00pm. | 18 | 1 | 90 | 7/26/2021 | Report back on feasibility. If feasible, provide plan for implementation | | COS | ERG | N/A | \$0 | | | | |
| Review and Assessments | LAPD | The Department should consider modifying its A/B-watch schedule during a mobilization to include a mid-shift or adjust the start times of each watch to maximize the number of resources available during the hours of heightened activity. | 12 | | | | | | | | | | | | | |
| Review and Assessments | LAPD | As stated above in the mobilization critique, but for different reasons, the current A/B watch may not be the best for long term events such as the Civil Unrest. The Department should consider writing IAPs for a 24-hour operational period rather than a 12-hour operational period. The Department would have two shifts within one 24 -hour operational period. If the Department continues to use 12-hour operational periods, then the communication between the A-watch and B-watch personnel will have to be improved to meet the expectations of each watch | 24 | | | | | | | | | | | | | |
| Review and Assessments | National Police Foundation | LAPD should review national and international best practices regarding the impact of police actions on First Amendment assembly and protest participants | 1 2 2 | 2 | 180 | 10/25/2021 | Review and report back | | OCPD | | N/A | \$0 | | | | |
| Review and Assessments | National Police Foundation | The LAPD should have commanders who were directly involved in responding to the SAFE LA First Amendment assemblies and protests write an after-action report (AAR) that includes input from line level officers and up | 2 1 3 | Complete | N/A | N/A | N/A | N/A | OCPD | | N/A | \$0 | The Department produced and publish their After Action Report. This satisfies this request | Yes | 4/13/2021 | AAR |

\$25,000

Succession Planning

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|-------------------------------------|---------------------|--|--------|----------|------|-----------|--|-------------------|--------------------|--------------------|----------|---------|---------------|----------------------|--------------------|---------------|
| Succession Planning | LAPD | Careful consideration must be given to allow lieutenants and other supervisors to fill the roles and responsibilities. This will enhance the Department's ability to foster an environment that focuses on succession training. For example, if an area is to be broken up into four geographic divisions during an incident, rather than assigning a captain to be in charge of each division, a lieutenant could assume the division supervisor role and a captain would then serve as the branch director to oversee the divisions. | 5 | 1 | 90 | 7/26/2021 | Asses and report back on feasibility. If feasible, develop model for implementation. | | OO | | N/A | \$0 | | | | |
| Succession Planning | Chaleff | Establish a five-year succession plan. | 22 | 3 | 360 | 4/22/2022 | Assess and report back on feasibility. | | COS | | N/A | \$0 | | | | |

\$0

Technology

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|----------------------------|----------------------------|---|--------|----------|------|------------|--|-------------------|--------------------|--------------------|----------|-----------|---------------|----------------------|--------------------|---------------|
| Technology | Chaleff | Purchase software that can be used to analyze open-source internet and social media content to provide field operations with vetted and useable intelligence/information and add appropriate staffing. | 20 | 2 | 180 | 10/25/2021 | Review and report back on feasibility/desirability. If feasible and desirable, provide software options for RFP. Work with ITB to identify solutions/options. Cost Software Solution | | OSO | | N/A | \$500,000 | | | | |
| Technology | Chaleff | Explore Department personnel tracking technology to be used for large scale events to be able to track personnel during staging and deployment, skill sets, certification and timekeeping for better planning and deployment. | 21 | 3 | 360 | 4/22/2022 | Review and report back on feasibility/desirability. If feasible and desirable, provide technology options for RFP. Cost Back Bone of Radio GPS capabilities | | ITB | | N/A | \$250,000 | | | | |
| Technology | LAPD | The Department's needs to invest in a more efficient system for tracking its own and additional resources. | 9 | | | | | | | | | | | | | |
| Technology | LAPD | On October 21, 2020, the Department published a notice detailing the enhanced capabilities of the Department-issued smartphones including populating officers' location onto Computer Aided Dispatch system mapping functions. This function will allow the Department to improve situational awareness as well as track and deploy resources. The Department must continue to try and harness technology. Moving away from paper tracking of personnel is necessary in the current technology-rich environment. It would save time, allow personnel to be devoted to other work and allow for a more efficient recap after any event. | 21 | | | | | | | | | | | | | |
| Technology | National Police Foundation | LAPD should consider leveraging new and emerging technologies including reverse-text alert systems—and continue leveraging social media—to disseminate dispersal warnings and curfew notices. | 3 2 2 | 1 | 90 | 7/26/2021 | Develop guidelines for implementation in an unusual occurrence. Cost Software solution | | OSS | ASB | N/A | \$50,000 | | | | |

\$800,000

Training

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files | |
|--------------------------|----------------------------|---|--------|----------|------|-----------|---|-------------------|--------------------|--------------------|----------|--------------|---------------|----------------------|--------------------|---------------|--|
| Training | Chaleff | Create an LAPD two-year training plan that is aligned with the State training cycle that is reviewed and updated every year to include: (a) All required training mandates by various entities including the State, City, Police Commission. (b) All litigation settlement items, or previous applicable reports. (c) The topics and methods for training and delivery. (d) Who is mandated to attend. (e) Frequency, number of hours required. (f) A cost analysis of time, dollar amount, and what training is not going to be able to occur. (g) Identification of where the training should be Integrated to replicate real life experiences. and, (h) Formal plan approval by the Chief of Police with any modifications documented. | 11 | 1 | 90 | 7/26/2021 | Develop new training cycle to address. Cost Less Lethal Munitions \$68 per person x 9750 3 Day 10 Hr Training Entire Department | | OSS | TRB | N/A | \$29,494,725 | | | | | |
| Training | Chaleff | Train command staff annually on the ICS, including: (a) Exercising all-hazards events (fires, earthquakes, pandemics, demonstrations, etc.) through hands-on, scenario-based training, and (b) Activating the incident management teams' concept as outlined in the Emergency Operations Guide as part of the training plan. | 12 | | | | | | | | | | | | | | |
| Training | LAPD | Command Staff should receive training on the roles, responsibilities, duties of each position in ICS. Training should include table top exercises, practical application, and exercises. | 1 | | | | Develop executive training proposal to address | | | | | | | | | | |
| Training | LAPD | The Department should incorporate training for Command Staff on the personnel and equipment needed to manage crowds, declare unlawful assemblies, and make arrests should be deployed at the location prior to giving any dispersal order. | 10 | 1 | 90 | 7/26/2021 | Cost 4 Stand Alone Training 30 Per Class | | OSS | TRB | 7 | \$2,465,834 | | | | | |
| Training | National Police Foundation | All City of Los Angeles elected officials, and personnel from each of the relevant City offices and agencies, should complete the appropriate level of ICS training if they have not already done so, and take regular refresher courses. | 2.2.3 | | | | Command Staff Training Unit 1+6 Command Staff cost \$0 | | | | | | | | | | |
| Training | National Police Foundation | The City of Los Angeles and LAPD should conduct joint regularly-scheduled First Amendment assemblies, protest, mass violence, and other critical incident tabletop and full-scale exercises. | 2.2.4 | | | | | | | | | | | | | | |
| Training | National Police Foundation | City and LAPD leaders should continue to build strong working relationships and prioritize planning, preparation, management, and training for First Amendment assembly and protest response. | 2.1.1 | | | | | | | | | | | | | | |

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|----------|----------------------------|---|-------|---|-----|------------|--|-----|-----|-----|-------------|--|--|--|--|--|--|
| Training | National Police Foundation | City officials, councilmembers, relevant City agencies, and LAPD leadership should ensure that a city-wide plan, consistent with the National Incident Management System (NIMS), is used to manage First Amendment assemblies and protests, and that all City agencies understand, and participate in, the development and implementation of the plan. | 2.2.1 | | | | | | | | | | | | | | |
| Training | Chaleff | Conduct a thorough review of mobile field force training: (a) Adjust accordingly to any updated, contemporary tactics for crowd control as identified during the mobile field force review by the Department experts as stated in recommendation No. 1, and any updated California State guidelines, (b) Training Bureau should conduct this review in coordination with personnel with appropriate expertise. If the Department adopts the Strategic Emergency Manager recommendation, Training Bureau and the Director of Police Training and Education should coordinate the update with this executive-level officer, and, (c) Require that hands on mobile field force training be conducted every two years for lieutenants and below and annually for command officers. | 15 | 1 | 90 | 7/26/2021 | 1- Convene Use of Force Best Practices Committee to review and develop strategies to address 2- Update UOFYD 10 & Crowd Control, Management, Intervention Create a new MFF Unit 1-10 | OSS | TRB | 11 | \$3,791,433 | | | | | | |
| Training | LAPD | In October 2020, Metropolitan Division began training personnel on updated crowd management and crowd control which included lessons learned during the Civil Unrest. Some of the training focused on new techniques, use of MFF during crowd control, splitting MFFs into squads to address isolated incidents, vehicle movement, and less-lethal munitions. The Department should continue to revise its MFF training to address new tactics employed by demonstrators while meeting the requirements of previous settlement agreements. | 18 | | | | | | | | | | | | | | |
| Training | Chaleff | Explore the possibility of adding public order policing scenarios to the Department's force-on-force training (training simulators/systems) library. Include scenario training for command staff, supervisors and officers. | 17 | 2 | 180 | 10/25/2021 | Determine feasibility and report back. If feasible, provide plan to address Cost 1 P3 to be dedicated to Scenario refreshing in all training systems | OSS | TRB | 1 | \$338,900 | | | | | | |
| Training | LAPD | Establish training on how and where to establish a Command Post. | 2 | 2 | 180 | 10/25/2021 | Develop training to address | OSO | | N/A | \$0 | | | | | | |

Training

| | | | | | | | | | | | | | | | | |
|--------------|----------------------------|--|-------|---|----|-----------|--|--|------|-----|-----|---------------------|--|--|--|--|
| Training | LAPD | The Department should develop a course on proper videography for all videographers and camera operators to ensure proper video and photographic documentation of the commander's intent, briefings, crowd size, crowd demeanor, actions taken by officers, uses of force, dispersal orders, arrests, and additional evidence are recorded. Also, videographers should be trained on how to properly narrate the events that they are observing. For example, they should at least describe where they are (with words and visual evidence if possible) as well as the actions of individuals in the crowd (i.e., throwing frozen water bottles at officers). Furthermore, proper documentation and storage with Technical Investigation Division should be reviewed. Videos need to be downloaded, labeled, and stored each day. | 7 | 1 | 90 | 7/26/2021 | Develop training to address | | COS | PCG | N/A | \$0 | | | | |
| Training | National Police Foundation | LAPD should practice establishment of ICS in different scenarios and should develop lists of personnel with the appropriate training and capacities to fill the necessary leadership positions in each section. | 2.9.3 | 1 | 90 | 7/26/2021 | 1- Develop List of trained personnel 2- Conduct practice exercise Cost Included in Command Staff Training Unit | | OSO | | N/A | \$0 | | | | |
| Training | National Police Foundation | LAPD training programs on community-police interactions, implicit bias, and building and maintaining trust should continue and build on lessons learned during recent First Amendment assemblies and protests. | 5.2.1 | 1 | 90 | 7/26/2021 | Report back on existing training in this area and what training in this area can be incorporated into MFF training Cost Days of Dialogue Permanent Unit 1+4 | | OCPD | DEI | S | \$1,758,035 | | | | |
| Total | | | | | | | | | | | | \$37,848,927 | | | | |

Use of Force Less Lethal Muniti

| Category | After Action Report | Recommendation | Number | Priority | Days | Due | Proposed Action/ Project Instruction | Project Number | Office Assigned | Bureau Assigned | Staffing | Cost \$ | Actions Taken | Implemented (Y/N) | Completion Date | Link to Files |
|--|---------------------|---|--------|----------|------|------------|--|---|--------------------|--------------------|----------|--------------|---------------|----------------------|--------------------|---------------|
| Use of Force Less Lethal Munitions | LAPD | The Department used a significant amount of less-lethal munitions to protect the City and restore order. The Department should continue to research and seek best practices related to the deployment of less lethal munitions. This should include an examination of the Department's current less lethal capabilities and new available technologies. A clear understanding regarding when to deploy less lethal and the level of approval necessary should be reiterated and clarified to avoid confusion. When less lethal is deployed, when available it should be used in conjunction with Body Worn Cameras to capture the activity leading up to the decision to use less lethal. Officers trained in less lethal should attend annual weapons manipulation training. | 18 | 2 | 180 | 10/25/2021 | 1- Review and report back on current equipment, qualification, and training. 2- Convene Use of Force Best Practices Committee to review item 1 (above) and develop strategies to address. | | OSS | TRB | N/A | \$15,376,920 | | | | |
| Use of Force Less Lethal Munitions | Chaleff | Establish protocols that: (a) Only trained (certified) members of Metropolitan Division or officers who receive consistent and periodic instruction and certification in the 40mm system should be allowed to deploy the 40mm during crowd control situations, (b) Retain the use of the 40mm system for all other officers during patrol duties and ensure annual retraining of weapon manipulations during shotgun qualification, and (c) Mandate the use of BWV (when feasible) to record problem behavior of individuals in the crowd when officers decide to use the target specific 40mm in a crowd control situation. | 10 | | | | | Cost Semi Annual Training Day Cost for Personnel on OT Absorbed in Training for Less Lethal Munitions qualification | | | | | | | | |

\$15,376,920