

INTRADEPARTMENTAL CORRESPONDENCE

September 27, 2021

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 ADOPT and APPROVE the attached After-Action Report Implementation Plan (AARIP), including the recommendations contained therein.

Background

Following the murder of George Floyd and the Civil Unrest in the City of Los Angeles in May and June of 2020, the Board of Police Commissioners established an Advisory Committee to review and report on the Los Angeles Police Department's (Department) policies, procedures, and practices. This led to the publication of the Board of Police Commissioners (BOPC) Advisory Committee's Report (ACR), released on May 21, 2021, which provided the Department with recommendations to maintain and enhance public trust through transparency and oversight. In addition to the ACR, the City, the BOPC, and the Department commissioned three other Safe LA After-Action Reports – all of which were reviewed and presented to the BOPC.

Board of Police Commissioners (BOPC) Direction

On April 13, 2021, the Department presented the three Safe LA After-Action Reports to the BOPC. In response, the BOPC directed the Department to prepare a more detailed report including those recommendations deemed appropriate and opine on the feasibility and value of the competing and complimentary recommendations found in the reports. Based on this direction, the Department developed the After-Action Report Implementation Plan (AARIP) contained herein.

Source Material

Source material for the AARIP includes the BOPC Advisory Committee Report, the National Police Foundation's After-Action Report, the Chaleff After-Action Report, and the Department's

After-Action Report, as well as additional information reviewed as needed by individuals, Advisory Committee members, and/or working groups.

Approach

In creating the AARIP, the Department understood that it needed to involve a diverse group of voices, to ensure that BOPC, community, academic, and rank and file voices were all heard in the creation of the plan. It is of the utmost importance to the Department that this report is not one that sits on the shelf – rather, it is one that provides a roadmap for implementation and a thoughtful analysis of time, resources, and costs for each of the items. To ensure that this occurred, with the support of BOPC, the Department created an Advisory Committee and four working groups to draft the final AARIP.

Role of the AARIP Advisory Committee

The purpose of the AARIP Advisory Committee is to allow for input and feedback from people and groups from outside the Department in the creation of the AARIP. The Advisory Committee convened to preview, review, critique, and discuss actionable items that the working groups provided. The final recommendations were reviewed and approved by the Chief of Police and forwarded to the BOPC.

The Advisory Committee was comprised of the following members:

- Assistant Chief Dominic Choi, Office of Support Services;
- Ms. Rasha Gerges Shields, Partner, Jones Day;
- Ms. Eileen Decker, Police Commission Vice President;
- Thomas A. Parham, Ph.D., President, California State University Dominguez Hills;
- Dr. Shindale Seale, CEO, SEADE Coaching & Consulting LLC;
- Luann Pannell, Ph.D., Director, Police Training and Education; and,
- Mr. Michael A. Lawson, President, Los Angeles Urban League.

Working Group Creation and Charge

Based on the BOPC Advisory Committee Report and a review of the three Safe LA After-Action Reports, it was determined that all of the recommendations would be organized within four overarching categories:

- Community Relations and Trust Building
- Policy Development and Legal Considerations
- Training; and,
- Technology and Equipment.

Each Working Group was created with the following charge – that the working group include a diversity of voices and ideas of people who were willing to engage in dialogue on how to improve the Department and build trust with the community. Each group was assigned a Lead and Co-Lead, and the makeup of each Working Group included: a BOPC Commissioner, Department command staff, community member(s), academic(s), subject matter expert(s), a Los Angeles Police Protective League representative, and staff who would assist in drafting the reports. Over the course of four months the groups met regularly to review recommendations, reports, and Departmental data; discuss recommendations; and in some cases, observed training or equipment demonstrations to better understand the recommendations provided in the After-Action Reports.

The working groups were tasked with reviewing each recommendation within their purview (streamlined so that overlapping recommendations from multiple Safe LA After-Action Reports became one single recommendation) and opine on the feasibility of the recommendation, review the potential cost/resource impact, and determine a timeline for implementation.

The reports for each of the four working groups are included in this AARIP – and include a narrative of the working groups’ area of focus, group makeup, and analysis of each recommendation with input from the Chief of Police and the Chief of Police Direct Reports.

Recommendation Prioritization

One of the most difficult tasks given to each group was that of determining which projects were feasible and then determining the priority of each item within the working group. Ultimately, a rank-in-order prioritization was decided to be an inadequate way to address the recommendations since a good number were deemed to be high priority. Rather, the groups reviewed the recommendations and determined the timeframe for implementation. In some cases, recommendations had already been implemented or were currently being implemented. In other cases, there were pieces that need to be put into place before the item could be implemented – for instance, items that required the procurement of technology or equipment. Finally, other recommendations have an inherent long-term time frame, based on the logistics for implementation – for instance, the creation of a new program and the additional training requirements for all sworn officers, etc. All aspects taken into consideration were included in the final reports, providing the BOPC a realistic timeline for implementation of the recommendations.

Associated Costs

In some cases, the recommendations included within the AARIP have a cost associated with the item. Costs are only included when the projected expense to implement the recommendation is not currently included in the LAPD budget, and the recommendation cannot be implemented with existing resources. In cases where existing resources are available to implement the program, the cost is considered to be zero – though it is understood that in any situation where existing resources are reassigned, there is an associated cost.

The costs for each working group are:

Community Relations and Trust Building - Total \$899,201

- \$338,659- Provide the Diversity, Equity, and Inclusion Officer (DEIO) with additional personnel - (1) Management Analyst, (1) Police Officer III, and (1) Police Officer II to support the research, correspondence, and project oversight necessary for committee and DEIO functions.
- \$560,542 - Provide Public Engagement Unit with (2) additional PO III+1 positions to bolster engagement efforts.

Policy Development and Legal Considerations - Total \$850,980

- \$10,000 - Signage for four geographic bureaus and the Department Operations Center.
- \$348,130 - (1) Sergeant II authority for Military Liaison Section to assist with the National Guard.
- \$492,850 - Overtime funds to address field jail training for 500 personnel.

Training - Total \$12,559,066

- \$5,485,931- Mobile Field Force Cadre - (1) Sergeant II, (15) Police Officer III's.
- \$3,817,125 - Overtime funds to train 4,875 personnel for one nine-hour training day (half of the Department per year).
- \$461,850 - Less-lethal munitions for training.
- \$75,000- Hydra Suite Software/Hardware purchase and upgrade.
- \$2,073,215 - Hydra Cadre- (1) Sergeant I, (5) Police Officer III's.
- \$108,000 - 200 cell phone monthly subscriptions for shadow team members.
- \$439,945 - (1) Police Psychologist for employee mental health support.
- \$20,000 - Funds for LAPD family day events.
- \$78,000 - Trauma and Emergency Medical Technician (EMT) kits.

Technology and Equipment - Total \$4,127,852¹

- \$1,500,000 - Department personnel tracking technology.
- \$450,000 - Social media software.
- \$2,041,852 - (4) Police Officer II's and (4) Crime and Intelligence Analysts for social media officers (one each per geographic bureau).
- \$6,000 - Funds for 40 medical examinations per year for commercial driver certification.

¹ All software acquisitions will be subject to specific guidelines for the adoption of new technology. The specific guidelines are currently being developed at the recommendation of the ACR.

- \$100,000 - Fund for emergency food costs for personnel during critical incidents.
- \$30,000 - Protective eye wear.

This proposal includes \$4,309,975 for overtime for 49,540 student training hours for mobile field force and field jail training. Overtime can be utilized to backfill personnel from operations so there is not a negative deployment effect from personnel attending training. This proposal also includes 13,310 student training hours at a cost of \$771,980, that will be absorbed into the regular training, if this proposal is accepted.

The 13,310 student training hours includes:

- Less-lethal device re-certification - 4,875 personnel for two hours;
- Shadow team training - 200 personnel for eight hours;
- Incident management team training - 80 personnel for eight hours;
- Videographer Training - 40 personnel for one hour; and,
- Less-lethal enhanced training - 320 personnel for four hours.

Changes in Cost Projections

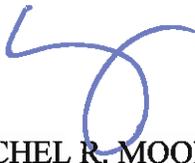
It should be noted, this report projects a much smaller cost for implementation, as the first review and presentation to the BOPC counted all costs – even if the resources were currently available – which led to the initial assessment of \$66,781,453. In the attached AARIP, if all recommendations are implemented, the projected cost would be \$18,437,099. This represents a \$48,344,354 reduction in cost projections from the first review and presentation to the BOPC.

Implementation Strategy

After final direction is given by the BOPC, the Department will work to implement the recommended actions, looking at short-, medium- and long-term projects. The four working groups will continue to convene to track progress, trouble-shoot problems, and ensure continued progress on all initiatives. 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. Updates on the progress of the AARIP will be given to the BOPC every six months.

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

COMMUNITY RELATIONS & TRUST BUILDING

As part of the Department's After-Action Report Implementation Plan, the Community Relations & Trust Building Working Group was created and tasked with addressing seven of the recommendations stemming from the National Police Foundation's After-Action Report. The working group undertook the task in partnership with stakeholders who maintain deep ties to the neighborhoods and segments of the broader Los Angeles community that experience some of the highest rates of law enforcement contact. Due to their positions within City government, non-profit organizations, and community groups, the selected stakeholders were able to represent the voice of the community as the working group developed actionable responses to the recommendations. The value of their insight cannot be overstated, and the Department is immensely grateful for their continued support.

Board of Police Commissioners Advisory Committee's Report Recommendations

The Board of Police Commissioners established an Advisory Committee review and report on the Department's policies, procedures, and practices. This led to the publication of The Board of Police Commissioners Advisory Committee's Report (ACR), which also provided the Department with recommendations to maintain and enhance public trust through transparency and oversight.

The recommendations contained in the ACR spanned the areas of Recruitment and Hiring, Training, Bias-Free Policing, Data and Technology, the Disciplinary Process and Work-Place Incentives/Retention. These recommendations represent overarching philosophies in addition to directly actionable items, and as such will need a longitudinal approach to address.

Of the several recommendations from the ACR, the Community Relations & Trust Building Working Group placed primary focus on:

- Ensure there is a common understanding and appreciation of the community policing concept throughout the Department, which includes building relationships and solving neighborhood problems. Community policing should be infused throughout the culture and organizational structure of the organization.
- Disseminate information to the public about policing policies, recruitment, procedures for complaints/commendations, and the rights and responsibilities of community members and officers in interactions with each other.

These two recommendations prove to be the cornerstone of community policing and community engagement.

WORKING GROUP COMPOSITION

Police Commission Representative
Chairperson

Commissioner Maria Lou Calanche
Deputy Chief Emada Tingirides

Department Partners

Department Homeless Coordinator, Office of Operations
Chief Police Psychologist, Behavioral Science Services
Diversity, Equity, and Inclusion Officer
Assistant to the Director, Office of Operations
Public Information Officer, Media Relations Division
Public Engagement Section, Office of Operations

Commander Billy Brockway
Dr. Edrick Dorian
Commander Ruby Flores
Commander Scott Harrelson
Captain Stacy Spell
Sergeant Luq Watkins

Community Partners

Founder and CEO, Ignited Light
Field Deputy, Council District 8 &
Community Safety Advisory Council Member
Senior Pastor, Hope Central Watts
District Office Director, Council District 8
Founder and CEO, Game Changer

Dr. Cassandra L. Bailey

Isaias Benavides
Pastor Jose Hernandez
Fernando Montes-Rodriguez
Sean Sheppard

PRIORITIES

After reviewing each of the recommendations and the related reports they were drawn from, the working group elected to cluster the recommendations into three categories. This decision was made after concluding that many of the proposed actions were interconnected with one another and collectively served to advance more comprehensive concepts. The selected categories were (in priority order):

- Effective Community Engagement
- Support of First Amendment Assemblies
- Enhanced Employee Wellness.

The order in which the categories appear reflects what the working group determined would have the greatest positive, long-lasting impact on the communities the Department serves. We believe the narrative that follows will support the intentionality of this priority order, while also demonstrating a commitment to carrying out all three categories.

Note: A fourth priority appears on the matrix. The recommendations under this priority were determined to be infeasible at this time.

Document and Matrix Formatting: This document should be reviewed in conjunction with the attached matrix. Justifications for the staffing requests and anticipated costs that appear in the matrix can be found under the corresponding narratives that appear in the remaining segments of this document.

PRIORITY ONE
EFFECTIVE COMMUNITY ENGAGEMENT

After-Action Report Recommendations

1. **National Police Foundation – Recommendation 5.1.2.** *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.*
2. **National Police Foundation – Recommendation 5.1.3.** *LAPD should continue to engage in C-PABs, BID meetings, and other community engagement opportunities to provide the community a voice and meaningful involvement in how its police department operations – including strategic hiring and promotions, training, policy development, and other activities to improve community-police relations.*

Response. The Department maintains a number of community engagement entities and assignments, each of which uses one-on-one and small group meetings to build relationships and obtain feedback from communities. The Department should establish a committee to ensure the varied community engagement meetings and other related engagement efforts are successfully utilized to integrate community voice into Department operations.

Rationale. Presently, the Department’s community engagement is carried out by multiple entities – the Community Relations Section, the Community Safety Partnership Bureau (CSPB), and the Office of Operations via Public Engagement Section (PES), Area-level Community Relations Officers, Area-level Senior Lead Officers (SLOs), and Community Liaison Officers assigned to Area Gang Enforcement Detail (GED) units. There is limited coordination across entities and no organized means of capturing the community feedback so that the Department can take timely, appropriate action. To address this issue, as well as support the tremendous commitment the personnel in community engagement assignments exhibit, the Department should establish the Community Engagement Best Practices Committee (Committee).

Community Engagement Best Practices Committee. Because the greatest number of personnel dedicated to community engagement are assigned to the Office of Operations, the Director, Office of Operations, or their designee, will serve as the Committee’s chairperson. The chairperson will be supported by the Commanding Officer, CSPB, and the Department’s Diversity, Equity, and Inclusion Officer (DEIO), or their designees. Their inclusion on the Committee will aid in the integration of Community Safety Partnership values and practices throughout all areas the Committee addresses as well ensure the Committee’s actions advance the Department’s diversity, equity, and inclusion (DEI) goals.

The Committee will also include representatives from the existing community engagement entities across the Department. These personnel will be utilized in a manner similar to a Single Purpose Innovation Group (SPIG) to provide firsthand experience and insight as the Committee addresses a variety of matters. To ensure all Department training is in alignment with emerging

best practices, Training Bureau should also have representation on the Committee. Lastly, the Committee should also have permanent positions for a Commissioner and community stakeholders with a background in trust and relationship building. Additional members with an expertise related to a particular initiative the Committee is undertaking can be added as such situations arise.

At its onset, the Committee will be tasked with:

- Crafting a Department mission statement and objectives for community engagement;
- Codifying broadly applicable best practices for community engagement;
- Reviewing existing community engagement notices and orders to ensure they are in alignment with the community engagement mission, objectives, and best practices;
- Developing a means for maintaining and expanding the capacity building training currently being provided to SLOs via a partnership between Commissioner Calanche and the Office of Operations. The final plan should be crafted in concert with Training Bureau and should include a course outline and the establishment of an instructor cadre to preserve the integrity of the coursework over time;
- In conjunction with Training Bureau, assessing existing Department training to determine where community engagement best practices can be most appropriately incorporated;
- Cataloging the existing community meetings across all Department entities. Reporting should be inclusive of the meetings' frequency, the segment(s) of the community reached, the number of community participants, and the current means of capturing community feedback;
- Where it does not exist, making recommendations for how specific community meetings can capture community feedback;
- For those entities with Citywide functions, establishing a means for collecting, reviewing, and disseminating community feedback to the appropriate Department entity so that they may act on it;
- Determining if there are gaps in our community engagement and making actionable recommendations to address the identified need; and,
- Making recommendations for systems of accountability within the Department to ensure community engagement objectives and best practices are being carried out.

Community Benefit. A complete assessment of the Department's community engagement practices will ensure each meeting and engagement initiative is purposeful, is providing a needed and effective means of reaching the community where it is implemented, is creating a feedback loop between the Department and the community, and is maximizing the available resources.

Cost/Staffing Explanation. If there is support for establishing the Committee, many of the administrative tasks related to internal information gathering can be projected out through the Office of Operations and managed by personnel assigned to PES. The demands of the Committee will likely exceed what can be accomplished by PES without creating an undue burden on its personnel. It is thereby recommended that the DEIO receive (1) Management Analyst, (1) Police Officer III, and (1) Police Officer II position authorities to support existing organizational demands on the DEIO as well as complete the following tasks critical to

increasing the effectiveness of the Department's community engagement meetings and initiatives:

- Capturing and evaluating the feedback provided during Committee meetings;
- Completing timely and comprehensive reports related to the Committee's recommendations;
- Researching the existing Department notices, orders, and best practices documents related to the various community engagement meetings;
- Conducting outreach to other agencies regarding their best practices;
- Authoring appropriate internal documents to codify best practices; and,
- Working in conjunction with Grants Section to submit relevant applications to support these and other ongoing mandates of the DEIO position.

Each of the personnel assigned to work under the DEIO's command should also receive specific training related to DEI principles. This training will enhance their ability to complete all assigned tasks through a DEI lens and thereby bring their resulting work product in greater alignment with the recommendations that contributed to this implementation plan.

Timeline. If the proposal is adopted, the work of the Committee can begin as the requested staffing additions are filled. The specific timeline for the full implementation of the stipulated Committee tasks will remain undetermined until the Committee chairperson can craft an initiative-specific strategic plan that takes into consideration the increased workload resulting from the other Department commitments created through this After-Action Report Implementation Plan process. Should this proposal be adopted, it should be done so with the intention of all elements taking no fewer than two years to implement.

PRIORITY TWO SUPPORT OF FIRST AMENDMENT ASSEMBLIES

After-Action Report Recommendations

1. **National Police Foundation – Recommendation 5.1.1.** *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.*
2. **National Police Foundation – Recommendation 5.2.2.** *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.*

- 3. National Police Foundation – Recommendation 1.2.3.** *LAPD should consider developing special unit(s) to establish contact with activists and demonstrators before, during, and after protests.*

Response. The Department should augment the duties and responsibilities of the Public Engagement Unit (PEU) to support the specific task of establishing contact with activists, demonstrators, and those likely to engage in First Amendment assemblies before, during, and after protests.

Rationale. The PEU falls under the Office of Operations’ Public Engagement Section (PES). The PEU, which has position authorities for one supervisor and four Senior Lead Officers (SLOs), regularly creates forums where community members can gather and participate in facilitated dialogue with police officers. The PEU’s various initiatives are implemented in partnership with well-established non-profit organizations, such as the Institute for Non-Violence in Los Angeles (INVLA). Because of their Citywide mission and expertise in one-on-one and small group community engagement, the PEU is uniquely suited to meet these recommendations.

Engagement Before First Amendment Assemblies. The Days of Dialogue program has been a key community engagement tool for PEU for five years. The forums are hosted in partnership with INVLA. In 2019, PEU held 16 Days of Dialogue forums where they invited community members to join officers in facilitated dialogues designed to foster mutual understanding and encourage civic engagement as a means of effecting change. Post dialogue surveys administered by INVLA demonstrated a measurable positive shift in participants feelings toward officers and overall desire to take part in further conversation about matters central to enhancing community safety and police legitimacy.

Though these proactive engagements are an effective tool with community members who are hesitant to speak directly with officers, they have limited impact on the dynamics between the Department and several of the community organizers and grass roots organizations with the greatest voice. This is due, in part, to the stated unwillingness of some groups and community leaders to come to the table.

Where those groups or individuals remain steadfast in their position to not sit down directly with the Department, the Department should seek out persons or organizations that can serve as neutral intermediaries. The purpose of using intermediaries should not be to compel the activists and demonstrators to change their position about the Department. Using the intermediaries in that manner will diminish trust and break whatever tenuous relationship they are able to forge. Instead, the intermediaries should be used to relay the Department’s timely response to the groups’ or individuals’ specific concerns.

Pursuing this means of engagement will need to continuously be evaluated to ensure the frequency of its use is not creating an undue demand on Department administrative personnel or the personnel of the intermediary organization. Similar attention should be given to the impact of this initiative on partner organizations who are willing to interact with the Department using more traditional means. Those partners must never feel their needs and concerns are given less standing because they are willing to engage with us directly.

Engagement During First Amendment Assemblies. During the Safe LA operation, PEU officers and their supervision were deployed to some of the protests in front of the Police Administration Building. They used their expertise to engage community members at the assembly in “conscious conversations.”

Conscious conversations are spontaneous break-out sessions that allow officers and community members to dialogue with one another and take the critical first steps in developing a shared understanding of one another’s experiences and viewpoints. After the conversation reaches its natural conclusion, the community member rejoins the assembly. Provided they were willing to share their contact information with the officer, a member of PEU follows up with the community member within 30 days to continue the dialogue and provide feedback on any concerns or questions that emerged during the initial meeting.

The PEU should be tasked with codifying the best practices for this type of spontaneous engagement. The practices should be reviewed by their chain of command and evaluated for officer safety, efficacy, and, if determined to be effective, means of strengthening the impact of this type of deployment during First Amendment assemblies.

Engagement After First Amendment Assemblies. In addition to the Days of Dialogue program, PEU is also in the process of implementing the Community Interactive Initiative, Mobile Force Option Simulator (M-FOS). The M-FOS is a deployable tool that will be used to engage and educate the public about use of force experiences through virtual law enforcement scenarios. The scenarios the community members participate in help them to understand the split-second decisions that officers are frequently called on to make. They also establish a cursory knowledge of the tools officers have at their disposal and how they can be deployed.

Following the scenarios, community members move to break out sessions with officers. By taking part in these virtual scenarios, community members are able to have more informed discussions about how they would like to see officers act in similar circumstances. The intention of this program, like all other forms of community engagement PEU implements, is not to change the minds of participants. Instead, its focus is on creating beneficial pathways to address the fears and concerns of the public.

The Community Interactive Initiative grant request for the procurement of the M-FOS system and the related equipment required for its deployment was approved by both the Board of Police Commissioners and the Los Angeles City Council. The Assistant Officer in Charge, PES, is currently overseeing the final steps of the procurement process.

Community Benefit. More effectively engaging community members likely to participate in First Amendment assemblies has the potential to create channels of communication that allow the Department to be a partner in facilitating safe, lawful gatherings.

Cost/Staffing Explanation. If there is support for advancing each of these initiatives, PEU will require additional staffing. It is recommended that the unit receive (2) SLO position authorities to increase the frequency with which they can host Days of Dialogue forums, provide adequate

personnel for the regular deployment of the M-FOS, as well as support responses to First Amendment assemblies.

Timeline. It is anticipated that codifying best practices for engagement during First Amendment assemblies and cultivating intermediaries for engagement ahead of assemblies with difficult to reach groups will take approximately six months. This timeline is based on the need for internal review of the best practices from a legal, tactical, and community engagement standpoint.

PRIORITY THREE EMPLOYEE WELLNESS

After-Action Report Recommendations

1. **National Police Foundation – Recommendation 4.4.1.** *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.*

Response. The Department will continue to implement a variety of modalities to engage personnel in conversations concerning their mental well-being. It will also continue to offer counseling to employees and their significant others via the Department’s Behavioral Science Services (BSS).

Rationale. Established in 1968, BSS provides services across four major domains – intervention, assessment, operational support, and organizational consultation – to support law enforcement personnel at all levels of the Department. Perhaps most significantly, officers and their significant others are eligible to receive individual and relationship counseling through BSS. By extending their mental health services beyond the officer to their significant other, the psychologists are able to impact family units and offer meaningful guidance on stressors that often originate at work but manifest themselves in the home environment.

To support the specific wellness needs that emerged during 2020, BSS personnel implemented:

- Webinar-based training on the possible negative effects of the crisis in policing and how to protect against them; and,
- Consultation to Department leadership on the impact of the crisis in policing on officers and leadership strategies they could employ to improve officer morale and well-being.

There is an opportunity to increase the direct services to law enforcement families by also offering limited psychological and counselling services to children of Department personnel. This expansion of services, however, must be done with the understanding that it will fundamentally change the nature of the practice within BSS. New psychologists with a classification and training specific to children and adolescents will need to be hired and added to the existing BSS team. Dr. Dorian has shared the concern that the desire for such services may

far exceed the number of psychologists the City is willing to hire, and additional funding would be required to support the many logistical and equipment needs necessary to house and provide competent child psychological services. Thus, an alternative approach could be established to fund and support contractual services with community-based child and adolescent therapists who can be trained and vetted by BSS to ensure their law enforcement-related cultural competency. Lastly, as an intermediary measure, the existing BSS team can offer indirect services by providing training to parents and family orientations to children and adolescents that assist them in navigating some of the difficulties that can arise as a result of being a law enforcement family.

The BSS team will continue to assess the conditions under which officers operate to determine how best to augment existing services and develop new ones that support officers' overall well-being.

In conjunction with assessing the services provided, the BSS team will also continually evaluate their staffing levels to determine if they are sufficient to meet employees' and their family members' needs. At the present level of service offerings, BSS is in need of two administrative personnel to support their existing staff.

Community Benefit. Addressing employee wellness has an immeasurable indirect benefit to communities. The stressors that are inherent to the law enforcement profession have the potential to become the catalyst to a number of unhealthy behaviors in officers. These unhealthy behaviors can manifest themselves in the workplace and during contacts with members of the public through increased aggression, reduced empathy, and lowered overall resilience. The mental health services offered by BSS are a vital component of the Department's commitment to developing and maintaining a workforce that is capable of entering chaotic situations and acting as the first step in helping to make individuals, families, and communities whole again.

Cost/Staffing Explanation. There is currently only one person within BSS who does not perform clinical work and can assist with the administrative tasks needed to support the office. The lack of administrative personnel reduces the responsiveness to requests for appointments and leads to fewer clinical hours being offered due to psychologist losing portions of their day to work that would be more efficiently completed by dedicated office personnel. It is thereby recommended that BSS be allowed to fill the two existing vacant position authorities for administrative support personnel. The cost and staffing for this will not be included in our request, as the funding of the staffing here will not solely go toward these AARIP employee wellness initiatives.

Timeline. Providing the additional administrative staffing can be achieved within two to three deployment periods DPs of the recommendation being approved, depending on the timing of the position advertisements and related personnel transfers.

Board of Police Commissioners Advisory Committee Recommendations

Community Relations and Trust Building

RECRUITMENT AND HIRING

- **Diversity, Equity, and Inclusivity Policy/Guidelines**

Develop and implement a robust diversity, equity and inclusivity policy and guidelines that reflect current best practices to create a diverse workforce, reflecting the broad range of diversity in Los Angeles to include race, gender, language, life experience and cultural/ethnic background. As consistent with California law, the guidelines should include ways to:

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Recruit individuals who reflect the community they serve.	Yes		In-progress, however: <ul style="list-style-type: none"> • The Department does not capture persons from “two or more races.” • Achieving gender parity will prove challenging.
Prioritize the recruitment of applicants from historically underrepresented groups in policing, e.g., female, applicants of color, and LGBTQIA+.	Yes & No	Specific to LGBTQIA+ candidates: The Department does not request identification nor track sexual orientation.	In progress. Current focus on African Americans, Asian American/Pacific Islanders, and women. DEI is supporting Recruitment and Employment Division (RED) with its 30x30 initiative to recruit women.
Develop effective strategies that: <ul style="list-style-type: none"> ▪ <i>Leverage police officers’ community relationships to more effectively recruit from underrepresented communities.</i> ▪ <i>Ensure all images associated with recruitment campaigns highlight the racial, ethnic, and gender diversity of the workforce.</i> 	Yes		In progress <ul style="list-style-type: none"> • Active collaborations with employee and community organizations, colleges and universities, military and faith-based institutions. • Advertisements and social media posts spotlight diversity amongst officers

Board of Police Commissioners Advisory Committee Recommendations Community Relations and Trust Building

<ul style="list-style-type: none"> ▪ <i>Continue to collaborate with leaders in the community and reach out to colleges, community associations, faith-based organizations, military associations, and affinity groups to recruit diverse applicants.</i> ▪ <i>Evaluate the Historically Black Colleges and Universities (HBCUs) outreach and its effectiveness as a recruitment vehicle, and whether this outreach resulted in positive exposure to the LAPD. Determine whether this recruitment effort is achieving the desired recruitment results as well as whether HBCU students found the exposure to the LAPD to be positive and worth the continued investment.</i> ▪ <i>Expand the use of influencer campaigns to recruit candidates from diverse or underrepresented populations.</i> ▪ <i>Focus on recruiting groups that are currently underrepresented in the LA Cadet program to join the program.</i> ▪ <i>Continue to conduct hiring seminars with a focus on attracting candidates from underrepresented groups, such as from Black, Asian/Pacific Islander, female, and LGBTQIA+ demographics.</i> 			<p>In progress</p> <ul style="list-style-type: none"> • Active collaborations with employee and community organizations, colleges and universities, military and faith-based institutions • In September of 2019, a team of RED personnel visited three HBCUs. Many candidates experienced hardships in moving forward with the process due to work, school, or other obligations and the expense to travel to Los Angeles. RED is strategizing to strengthen relationships, overcome objections, and ease the path from HBCU to LAPD. • In collaboration with Personnel Department, Public Safety Bureau, RED has participated in current and past influencer campaigns. There are ongoing efforts to initiate new campaigns. Several that are pending negotiations include – John Boyega, Steve McQueen, Chloe Kim, Taylor Rapp, and Chiney Ogwunike. • RED manages the Associate Community Officer Program which serves as a bridge to transition LAPD youth program participants to become successful in their quest to become Los Angeles Police Officers.
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Board of Police Commissioners Advisory Committee Recommendations Community Relations and Trust Building

			<ul style="list-style-type: none"> • Future hiring seminars: African American – Thursday, 8/26 Hispanic Heritage – Thursday, 9/23 Women – Thursday, 10/21 General – Thursday, 11/18 Info Seminar – Thursday, 12/16
<p>Expand the hiring of female officers to help achieve gender parity and balance consistent with the Department’s Strategic Plan.</p> <ul style="list-style-type: none"> ▪ <i>Develop effective strategies to recruit women and increase their representation, including the use of those strategies mentioned above.</i> ▪ <i>Measure and publicly report on a regular basis the successes and challenges of achieving gender parity.</i> 	Yes		<p>In progress and standard practice</p> <ul style="list-style-type: none"> • COMPSTAT inspections are reported publicly as well as frequent public reports to the BOPC on gender parity successes and challenges. • RED has historically provided quarterly recruitment and hiring updates through the Blake-Justice Consent Decree and Board of Police Commissioners updated fact sheet.
<p>Expand the hiring of candidates from underrepresented groups, such as Black, Asian Pacific Islander and LGBTQIA+ officers consistent with, and in addition to, LAPD’s Strategic Plan.</p> <ul style="list-style-type: none"> ▪ <i>Develop effective strategies to recruit minorities, including those strategies mentioned above.</i> ▪ <i>Measure and publicly report on a regular basis the successes and challenges of achieving greater ethnic group diversity.</i> 	Yes		In progress and standard practice
Provide mentoring and test preparation assistance, where feasible, to support all	Yes & No	Specific to matching all recruits with a mentor:	Standard practice for all other recommendations

Board of Police Commissioners Advisory Committee Recommendations Community Relations and Trust Building

<p>candidates during the recruitment and hiring process.</p> <ul style="list-style-type: none"> ▪ <i>Ensure that all recruits are matched with a mentor and, if requested, with a mentor with similarly diverse background and experiences during the recruiting process.</i> ▪ <i>Provide exam testing seminars and mock interviews.</i> ▪ <i>Ensure the recruitment dashboard is easily accessible, understandable, and user-friendly for the applicants.</i> ▪ <i>Explore alternatives if a hiring practice, e.g., written, oral and/or physical tests, disproportionately disqualifies applicants of color, women, or other underrepresented groups.</i> ▪ <i>Publicly report this data.</i> 		<p>There are over 5,000 candidates in the hiring pool, with an additional 500 plus candidates added per month. Generally, there are 12 Recruiters/Advisors at RED to provide mentorship to candidates.</p>	
<p>Continue to recruit diverse candidates to serve as Reserve level 1, 2 and 3 police officers.</p>	<p>Yes</p>		
<p>Continually evaluate the drop-out rates during both the hiring and academy training processes, particularly for candidates of color, women, LGBTQIA+, or other underrepresented groups.</p> <ul style="list-style-type: none"> ▪ <i>Collaborate with internal staff, community leaders and civil rights experts to help understand and minimize minority attrition.</i> 	<p>Yes</p>		<p>In progress</p> <p>A think tank of community leaders and stakeholders are solicited for advice and recommendations regarding diversity, equity, and inclusion on recruitment and hiring, including attrition of candidates.</p>

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<ul style="list-style-type: none"> ▪ <i>Publicly report this data on a regular basis.</i> 			
<p>Seek candidates in the hiring process who are likely to police in a fair, impartial and unbiased manner by identifying those who have a facility for, and positive interactions with, people from diverse cultures and backgrounds</p>	Yes		Standard practice
<p>Establish guidelines during the hiring process that will take into consideration aspects of cultural sensitivities such as the candidate's socio-economic conditions, lived experiences, and resiliency.</p>	Yes		Standard practice
<p>Review and refine the Department's Diversity Campaign with the Diversity Task Force to ensure it has specific, identifiable goals to assist in creating and maintaining a more diverse workforce. Such goals should include:</p> <ul style="list-style-type: none"> • <i>Evaluate trends and strategies for recruiting diverse candidates and preventing attrition.</i> • <i>Develop additional strategies for outreach.</i> • <i>Review hiring paradigm to reduce processing times.</i> • <i>Ensure that individual candidates are receiving needed support through the hiring process.</i> 	Yes		<p style="text-align: center;">Standard practice</p> <p>RED constantly monitors progress made toward goals, develops new strategies to reach prospects, and keeps in contact with candidates in an effort to strengthen the diversity and quality of the candidates appointed to the Academy.</p>

Board of Police Commissioners Advisory Committee Recommendations Community Relations and Trust Building

<ul style="list-style-type: none"> • <i>Ensure goals noted above are actively addressed and achieved.</i> 			
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- **Community Outreach and Engagement**

Seek community input from civil rights and community leaders, among others, regarding recruitment and hiring practices to ensure that they reflect community values.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Seek community and officer input when assessing staffing needs, identifying unfilled vacancies, and adjusting staff numbers based on projected population changes in the community.	Yes		Standard practice
Assess recruitment outreach strategies and campaigns to ensure that they: <ul style="list-style-type: none"> ▪ <i>Reflect the mission of serving the public with a police force that mirrors the diversity of the residents it represents.</i> ▪ <i>Reach the broadest potential pool of applicants, with a focus on the target population, to attract high-caliber candidates. Some examples include:</i> <ul style="list-style-type: none"> ○ Evaluate the effectiveness of current advertising tactics and partnerships. 	Yes		Standard practice

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<ul style="list-style-type: none"> ○ Examine engagements with outside experts to determine if effective. ○ Expand in-person recruitment opportunities. 			
<p>Continue to develop community recruitment pipeline programs, including the following:</p> <ul style="list-style-type: none"> ▪ <i>Create youth advisory boards in various communities, including communities of color, and receive their input, feedback, and suggestions about recruitment and hiring in those communities.</i> ▪ <i>Work closely with the Los Angeles Community Colleges' communities to further develop the Associate Community Officer Program (ACOP) to encourage young people from the community to look upon the LAPD as a desirable and fulfilling career in line with the recruitment messaging mentioned herein.</i> 	Yes		<p>In progress</p> <ul style="list-style-type: none"> • RED, in partnership with Personnel Department, has held focus group session with members of the targeted diversity youth. • Currently, ACOP's requirement is for program candidates to be former LAPD youth program participants only; however, in an effort to create opportunities for greater diversity inclusion, an expansion of pathways to the ACOP has been developed and is currently in the review process with Personnel Department.

● **Guardian Mindset and Community Focus**

Embrace the “guardian mindset” and advance a community-centered culture to attract applicants of all backgrounds. Emphasize the “guardian mentality” in hiring, as opposed to the perceived “warrior mentality.”

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Ensure the imagery in recruitment materials, job postings, and advertisements emphasize	Yes		Standard practice

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the service and guardianship nature of the profession, as opposed to the militaristic/crime-fighting image, as these images can shape the community's stereotype of law enforcement.			
Encourage and support community/relationship-based policing for all officers at all levels. Include in recruitment and ongoing, activities, events, and opportunities within the community, where residents positively interact with officers out of uniform and observe them on a human level engaging with the community.	Yes		
Develop software to help track the officers' community engagement/interactions, e.g., provide a disposition code in the vehicle mobile data computer that allows officers to input community interactions.	Yes		
Utilize community engagement as a factor in the hiring and promotion of officers.	Yes		Standard practice
Focus on hiring officers who have a direct connection to the Los Angeles community and have a community-focused approach to policing based on their background and experiences. Enhance the hiring practices and screening protocols to help identify the following:	Yes		Standard practice

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<ul style="list-style-type: none"> ▪ <i>Individuals who are joining the force because of a shared value for community, safety, and collaboration.</i> ▪ <i>Individuals who understand the intersection between oppression, systematic racism, and violence.</i> ▪ <i>Individuals who have an eagerness to learn and grow.</i> 			
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- **Enhance Transparency and Trust**

Disseminate information to the public about policing policies, recruitment, procedures for complaint/commendation, and the rights and responsibilities of citizens and officers in interactions with each other.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Continue to promote information to help make the community aware of the Department’s training, actions, and publicly available reports, e.g., The Annual Use of Force Report.	Yes		
Conduct additional outreach to underscore the positive work officers do every day.	Yes		Standard practice

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- Recruitment Training and Efforts to Attract High-Caliber Candidates**

Ensure that all candidates hired are of the highest caliber and meet or exceed the employment standards, even if that means hiring fewer than planned.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Examine recruitment campaigns and materials to ensure they reflect and attract the ideal person LAPD is seeking.</p> <ul style="list-style-type: none"> ▪ <i>Work with staff and community stakeholders to outline the characteristics that describe the ideal candidate, e.g., service-minded, sound judgment, respectful, mature, compassionate, etc.</i> ▪ <i>Ensure the marketing efforts and messaging includes those characteristics.</i> ▪ <i>Include in the evaluation process mechanisms to identify those characteristics, including testing and training staff to effectively identify the “ideal” candidate, e.g., provide them with probing and relevant questions to ask during the interview process to help determine if the candidate reflects the values, characteristics and commitment the Department is looking for in an officer.</i> 	Yes		Standard practice

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<p>Include positive messaging in recruitment efforts and materials to attract high caliber candidates, including the identification of:</p> <ul style="list-style-type: none"> ▪ <i>Opportunities to significantly and meaningfully effect change in the communities they serve and to shape the future of the LAPD.</i> ▪ <i>Paths to becoming a potential leader in the LAPD and their communities.</i> ▪ <i>Ways to build trust and respect within the communities and transform the way policing is viewed.</i> 	Yes		Standard practice
<p>Seek candidates with a higher education and life experiences, where possible.</p> <ul style="list-style-type: none"> ▪ <i>Evaluate the pros and cons of pending state proposals that may require higher education as a pre-requisite for hiring.</i> 	Yes		
<p>Consider implementing a scholarship or work-study program that incentivizes individuals to join the Academy.</p>	Yes		

Board of Police Commissioners Advisory Committee Recommendations

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TRAINING

- **Community Policing**

Ensure there is a common understanding and appreciation of the community policing concept throughout the Department, which includes building relationships and solving neighborhood problems. Community policing should be infused throughout the culture and organizational structure of the organization.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Adopt and implement policies and training with communities that are rooted in the principles of guardianship and that reinforce a dedication to protecting communities and preserving public safety.	Yes		
Ensure community policing is an operational philosophy within the Department that includes: <ul style="list-style-type: none"> ▪ <i>Integrating community policing into mission statements, strategic plans, and leadership development programs.</i> ▪ <i>Working with community members to establish an overriding mission statement and a strategic plan that integrates community policing into all operations.</i> ▪ <i>Articulating the vision, goals, and objectives of community policing and include measurable outcomes across the Department.</i> 	Yes		

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<ul style="list-style-type: none"> ▪ <i>Creating strategic plans in coordination with community leaders that lay out strategies for achieving community goals.</i> 			
<p>Train officers to act as role models who should be respected and admired, rather than just enforcers of the law who should be feared.</p>	Yes		
<p>Adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with fellow employees and the citizens they serve.</p>	Yes		
<p>Continue to facilitate officers meeting the community, including children and teenagers, at public events to better understand cultures, encourage transparency, and help build trust.</p> <ul style="list-style-type: none"> ▪ <i>Give officers ample time to engage with community members and help solve community problems.</i> ▪ <i>Develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.</i> ▪ <i>Assign officers to specific geographic areas or beats to enable them to get to know residents and become familiar with neighborhoods to reduce implicit bias and lead to better decision-making and more effective law enforcement.</i> 	Yes		

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<ul style="list-style-type: none"> ▪ <i>Encourage officers to get out of their cars and walk the neighborhoods, go into establishments, and visit schools to help build positive relationships in the community.</i> ▪ <i>Model this behavior for new recruits/hires to help emphasize the importance of building community relations and trust.</i> 			
<p>The Department and Police Commission should periodically host small dinner dialogues to gain community perspectives and recommendations to inform policy with communities of color and underrepresented individuals.</p>	Yes		Funding considerations may limit the viability of this recommendation.
<p>Ensure sufficient resources are committed to community policing.</p> <ul style="list-style-type: none"> ▪ <i>Use resources efficiently to promote community policing and ensure resources are allocated equitably across neighborhoods.</i> ▪ <i>Advocate for more funding for community policing initiatives and investment in social and community services that improve public safety, such as after-school programs, street lighting, and homeless shelters.</i> 	Yes		
<p>Expand LAPD's Community Safety Partnerships (CSP) citywide.</p>	No	The cost of each CSP team, both in draw down on Department personnel and funding needs above base salary,	

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<ul style="list-style-type: none"> ▪ <i>If funding permits, increase the number of CSP officers.</i> ▪ <i>Continue the CSP model where (1) residents work alongside officers to reduce crime by developing sports, recreation, and other programs tailored specifically to their community; (2) put a heightened focus on tackling quality of life issues; and (3) bridge communication and trust gaps between residents and the LAPD.</i> ▪ <i>Focus on connecting people in need with resources, such as employment training, mobile medical programs, and counseling.</i> ▪ <i>Continue to measure CSP officers by the trust they build, and the relationships made, rather than arrests or citations.</i> 		<p>makes the expansion of CSP teams citywide infeasible at this time.</p>	
<p>Support community members, government officials, and service providers in working together to create a range of services to support people in crisis such as:</p> <ul style="list-style-type: none"> ▪ <i>Crisis hotlines</i> ▪ <i>Walk-in centers</i> ▪ <i>Mobile crisis teams</i> ▪ <i>Peer crisis support services, and</i> ▪ <i>Crisis stabilization units</i> 	<p>Yes</p>		<p>In progress</p> <p>Department personnel currently work with numerous entities - including Children Exposed to Gun Violence and the Mayor's Office of Gang Reduction & Youth Development - to develop and implement strategies that provide services to people in crisis. They will continue to advance specific initiatives as they are developed in concert with their community partners.</p>

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<p>Expand community policing and engagement alternatives as a career track for officers who choose to remain in the workforce in direct community relations.</p>	<p>Yes</p>		<p>In progress</p> <p>CSPB and OO, via their Public Engagement Section, already offer opportunities for personnel to advance their career via assignments directly related to community policing. Both entities have advanced paygrade positions at the ranks of Police Officer, Sergeant, and Lieutenant. Additionally, CSPB has three sworn commanding officer positions - one Deputy Chief and two Captains - dedicated to advancing community policing and engagement strategies.</p> <p>Within CSPB, personnel that were previously officers and supervisors within the CSP Teams have returned after promoting to higher ranks.</p> <p>Similar opportunities for upgrade positions at various ranks exist across the Office of Operations, via assignment to Area Community Relations Offices and Public Engagement Section, and the Community Relations Section.</p>
<p>Educate and engage the community for input on policing policies and procedures, especially those communities with high rates of enforcement, to be transparent and help build trust.</p>	<p>Yes</p>		

Board of Police Commissioners Advisory Committee Recommendations

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<ul style="list-style-type: none">▪ <i>Track the level of trust in police by those communities.</i>▪ <i>Provide annual community surveys, with accepted sampling protocols, to measure how policing in a particular community affects public trust.</i>			
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COMMUNITY RELATIONS AND TRUST BUILDING MATRIX

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility (Y/N)	Actions Taken	Cost \$	Staffing
1	Community Engagement	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	<p>Establish the Community Engagement Best Practices Committee (Committee) led jointly by the Director, OO; and supported by both the Diversity, Equity, and Inclusion Officer and the Commanding Officer, CSPB.</p> <p>Utilize Public Engagement Section personnel to administer projects initiated by the Committee.</p> <p>Use the Committee as a resource to create a feedback loop for effectively integrating community voice into training, policy development, and other activities.</p>	Yes	None - Upon receiving BOPC support, it will be initiated through the establishment of the Committee	\$338,659	3
	Community Engagement	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	<p>Direct administrative personnel assigned to DEI to conduct the necessary research to support Committee's project development and review.</p> <p>Provide DEI with additional personnel - (1) Management Analyst, (1) Police Officer 3, and (1) Police Officer 2 to support the research, correspondence, and project oversight necessary for Committee and DEIO functions.</p> <p>Provide personnel assigned to DEIO with DEI-specific training to provide proper foundation for all undertakings.</p>				
2	Community Engagement	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	<p>Continue with one of the existing functions of Public Engagement Unit (PEU) to engage community members in pre and post First Amendment assemblies Days of Dialogue.</p> <p>Document best practices for PEU's engagement via "Conscious Conversations" during First Amendment assemblies.</p>	Yes; presently exists and should be expanded	PEU is in the process of utilizing a BOPC and Council-approved grant to acquire the necessary equipment to implement the Community Interactive Initiative, Mobile Force Option Simulator	\$560,542	2
	Community Engagement	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	<p>Identify neutral intermediaries to interact with those group leaders who are reticent to interact with the Department directly.</p> <p>Implement Community Interactive Initiative, Mobile Force Option Simulator.</p>				
	Community Engagement	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	<p>Provide Public Engagement Unit with (2) additional PO 3+1 positions to bolster engagement efforts.</p>				

COMMUNITY RELATIONS AND TRUST BUILDING MATRIX

3	Employee Wellness	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	Allow BSS to fill two vacant administrative support positions: (1) Senior Clerk Typist, (1) Management Analyst. The cost for this will not be included in our request, as the funding of the staffing here will not solely go toward the AARIP.	Yes; already being implemented	Continue providing existing mental health services and timely training to assist command staff with assessing and taking steps to improve their employees' mental wellbeing. Evaluate if there is sufficient staffing to provide necessary mental health services.	\$0	0
Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility (Y/N)	Actions Taken	Cost \$	Staffing
4	—	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	No action. Legal thresholds in the State of California limit the circumstances under which National Guard assets may be request. It does not appear those thresholds were met prior to the request being made on May 31, 2020. In addition, mutual aid generally cannot be enacted as a preventative measure except for high profile, national events (i.e. National Special Security Events) where the magnitude of the planned event is likely to overwhelm existing resources.	No	—	\$0	0

POLICY DEVELOPMENT AND LEGAL CONSIDERATIONS

Following the murder of George Floyd and the Civil Unrest in the City of Los Angeles in May and June of 2020, the City and Department commissioned three After-Action Reports (AAR). In April 2021, the Department received those three AARs. Additionally, the Board of Police Commissioners (BOPC) established an Advisory Committee review and report on the Department's policies, procedures, and practices. This led to the publication of The Board of Police Commissioners Advisory Committee's Report (ACR), which also provided the Department with recommendations to maintain and enhance public trust through transparency and oversight.

The BOPC has now asked the Department to come up with an After-Action Implementation Plan (AARIP) for the recommendations found in the three AARs and the ACR. Prior to adopting the recommendations from any of the four reports, the BOPC has asked the Department to opine on the feasibility and value of the competing and complimentary recommendations found in the reports. Recommendations have therefore been divided up among some of the Offices and Bureaus. The Office of Constitutional Policing and Policy (OCP) established a working group to address the value and feasibility of 27 different recommendations from the three AARs and 123 recommendations from the ACR.

Board of Police Commissioners Advisory Committee's Report Recommendations

The recommendations contained in the ACR spanned the areas of Recruitment and Hiring, Training, Bias-Free Policing, Data and Technology, the Disciplinary Process and Work-Place Incentives/Retention. These recommendations represent overarching philosophies in addition to directly actionable items, and as such will need a longitudinal approach to address.

As mentioned in the introduction, the Policy Development and Legal Considerations Working Group was tasked with reviewing 123 recommendations from the ACR for feasibility of adoption and implementation. Of these 123 recommendations, the Policy Development and Legal Consideration Work Group placed a primary focus on the following:

- Consensual Searches; and,
- Policy on the Completion of Field Interview Cards.

These two recommendations represent areas of great public concern. The strong need for robust policy, oversight, and accountability in these areas stands out amongst the ACR recommendations.

The AARs. In reviewing the three AARs, there is substantial overlap in the recommendations. In fact, OCP found that the 27 recommendations could be grouped together to require eight action items. While more fully addressed in the attached spreadsheet, those eight action items in order of priority are as follows:

1. A Revised Emergency Operations Guide;
2. A Review of The Department's Dispersal Order;

3. A Revised Field Jail Manual;
4. Guidelines for Media External Messaging;
5. A Guide for Videographers;
6. Codifying when and how to use Command Posts during Unusual Occurrences;
7. A Best Practices Mutual Aid and National Guard Manual; and,
8. A Guide for the Deployment of the Behavioral Science Services during an Unusual Occurrence especially when an Unusual Occurrence extends over a significant amount of time.

The recommendations from the AARs involved mostly tactical or internal policies and procedures that, if not unique to the Department are of a specialized nature. Moreover, the recommendations stem from the events that transpired in this City in May and June of 2020, the Department’s response to those events, and areas of improvement should the Department face similar spontaneous events in the future. Additionally, as to the recommendations that OCPP is responsible for, many of them are also the subject of litigation. Thus, the very people OCPP would normally ask to assist the Department in formulating responses to the AAR recommendations are in litigation with the Department. Thus, working with them presents a serious conflict of interest. On the other hand, as will be discussed later in this document, the litigation emphasizes the need and community benefit of the recommendations.

WORKING GROUP COMPOSITION

To provide the most focused review of the various and diverse subjects, OCPP established an executive working group that will work on all the above topics. Additionally, OCPP has attempted to add Departmental Subject Matter Experts (SME) as well as Community Members when appropriate.

Executive Working Group

Police Commission Representative
 Executive Advisor
 Chairperson
 Member
 Member

Commissioner Dale Bonner
 Robert Saltzman (USC School of Law)
 Director Lizabeth Rhodes
 Commander Steve Lurie
 Captain Bryan Lium

Department Subject Matter Experts

Commanding Officer Emergency Services Division
 Emergency Services Division
 Emergency Services Division
 Office of Constitutional Policing and Policy
 Office of the Chief of Police
 Behavioral Science Services
 Office of the Chief of Staff
 Support Services Group

Captain Brian Morrison
 Lieutenant Robert Beckers
 Sergeants Eric Lee
 Sergeant Sonia Rimkunas
 Management Analyst Sonia Mendoza
 Doctor Edrick Dorian
 Sergeant John Moreno
 Commander Victor Davalos

Custody Services Division
Custody Services Division
Administrative Services Bureau
Media Relations Division
Media Relations Division

Captain Orlando Chandler
Sergeant Brian Valle
Management Analyst Caroline Langkammerer
Captain Stacy Spell
Lieutenant Raul Jovel

Community Partners/Outside Advisors

League of Women Voters
Los Angeles City Attorney's Office

PRIORITIES

Rationale. The Department's AAR was overseen by OCPP and OCPP provided documents and other materials for the other two AARs. Additionally, OCPP oversees the Department's Risk Management and Legal Affairs Division (RMLAD). In this role, OCPP has reviewed and continues to review lawsuits related to Unusual Occurrences, many of which enumerate community concerns and allegations of harms perpetrated on the community or the Department during these events. Furthermore, the Diversity, Equity, and Inclusion Officer (DEIO) and group report to OCPP and through the DEIO's internal and external outreach and involvement, OCPP has been privy to concerns and lasting requests made by both members of the community and the Department. With all this information in mind, OCPP assessed the feasibility and value of the above eight action items and prioritized them as listed above. Having prioritized the action items, it should be noted that some of the most important items will take the most time, so the due dates for the highest priorities may not be the first things that are accomplished.

Community Benefit for Proposed Actions. Below is a summary of the community benefit from each of the eight actions for which OCPP has oversight.

1. A Revised Emergency Operations Guide

The Emergency Operations Guide is the foundational document for the Department's response to significant events, including civil unrest. It provides direction and guidance to the Department and allows personnel to more effectively respond to the unfolding events. It provides a framework and organization to the Department, allowing for a more unified and effective response. This improved response is focused on providing better service to everyone in the community affected by the events in question. This approach increases transparency and further enhances community trust.

2. A Review of The Department's Dispersal Order

During this period of Civil Unrest, the demonstrators used a variety of new or at least uncommon techniques. One of them was to march together in large groups, separate into smaller groups, and then rejoin together into a larger group. This happened repeatedly in the Downtown Area on multiple days and at Pan Pacific Park on May 30, 2020 when the large crowds divided, blocking roadways, and preventing law enforcement response to calls of looting and violence.

When an unlawful assembly is declared, and the dispersal order is given, issues arise when the group disbands and then regroups. A dispersal order which anticipates such a tactic would help establish a more orderly way for Department personnel to assist in crowd management and allow a crowd to leave the area peacefully after an unlawful assembly has been declared or a curfew has been put in place.

3. A Revised Field Jail Manual

Several days of protests involved criminal activity and violence. On these days a larger than expected number of people were arrested for a variety of charges. The transportation resources were quickly overwhelmed which caused delays in processing the arrestees. The jail vans could not accommodate all the requests to transport those taken into custody. This left several officers and arrestees waiting for significant periods of time for transport and significant wait times at field jails. It would be a substantial public benefit to make the field jail process more efficient and precise.

4. Guidelines for Media External Messaging

The Department had difficulty in informing the public about various events (both peaceful and unlawful) that were occurring in the City during Safe LA. Members of the public heard airships and sirens but were not informed from any official source of what was happening. The Department had trouble setting up press conferences due to the movement of the Chief of Police and other high-ranking Command Staff as they dealt with the dynamics of the protest. This vacuum of information was unsettling in a time of unrest. The community would benefit from more information coming from the Department in times of crisis. Guidelines for Media External messaging should assist in distributing information.

5. A Guide for Videographers

Because videographers were not trained, they did not capture details such as the commander's intent, briefings, crowd size, crowd demeanor, actions taken by officers, uses of force, dispersal orders, arrests, and/or additional evidence and therefore, these details were not documented. As a result, it is more difficult for the Department to assess the actions of its employees. When there is a loss of information there is a loss of community trust. A well-trained cadre of videographers would increase preservation evidence. Such preservation would increase transparency and therefore help in building trust.

6. Codifying when and how to use Command Posts during Unusual Occurrences

A command post allows the Department to manage and oversee an event effectively thereby protecting individuals who wish to engage in peaceful protests and free speech and making sure that businesses are protected from vandalism and looting. A command post also provides a central location to coordinate resources with assisting agencies; operationally track and deploy resources assigned to the incident; monitor the location of protest groups; improve situational awareness; and, make decisions – all of which benefits the community.

7. A Best Practices Mutual Aide and National Guard Manual

There were challenges associated with the deployment of the National Guard in our City. First, there was a wise decision not to have them deployed in the Operations South Bureau. This move was applauded by the community. We would want to make sure that any future South Bureau leadership understands the history and impact of National Guard deployment. Additionally, there was confusion related to communication and the rules of engagement on the first days of the National Guard's deployment. This confusion created delays in deployment where the National Guard was needed. This adversely impacted the community because the Department had to protect fixed posts (a National Guard responsibility) and was not free to protect protestors.

8. A Guide for the Deployment of the Behavioral Science Services

During Safe LA, the Department saw an unprecedented number of individuals working long hours for days on end. The work conditions and time negatively impacted the mental and emotional health of officers in the field. A healthy Department is one that will serve the community better. Thus, with some previously discussed changes to this recommendation, a Guide for Deployment should help the community and relations between Department personnel and the community.

Cost/Staffing Recommendations. The two major costs associated with these recommendations include \$348,130 to restore one Sergeant II position to act as a liaison between the National Guard and the Department, and \$492,850 to conduct training of Department personnel on field jail operations.

Total Cost- \$840,980

Timeline. The proposed timeline for completion of the eight action items ranges from late August 2021 to April 2022. The revisions to the Field Operations Guide, Dispersal Order, and Field Jail Guide have been underway for some time and should not trail the adoption of the overall AARIP very long. Where there is a training component to the action item, the timeline to completion is longer.

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Policy - RECRUITMENT AND HIRING

- Support National Police Misconduct Registry**

To ensure that problematic officers are not hired by the Department or elsewhere, participate in the National Police Misconduct Registry, as outlined in the H.R. 7120 George Floyd Justice in Policing Act, Sec. 20, which requires local law enforcement agencies to submit to the Attorney General every 180 days beginning in 2022 certain data regarding officer complaints, discipline, termination, lawsuits, resignation and certification, should this or similar legislation be enacted.

<i>Recommendation</i>	<i>Feasible if not feasible, why? (Y/N)</i>	<i>Additional Notes</i>
Continually evaluate hiring qualifications, testing, and practices to ensure that the systems used do not disproportionately or unfairly disqualify or reflect bias against applicants.	Yes	Current Practice. RED works closely with the Personnel Department to evaluate hiring practices and guidelines for inherent biases or other potential impediments to candidate appointments. Using monthly statistical data, RED continuously review test parts for disproportionate trends including any that may favor or disqualify applicants based on gender and/or race/ethnicity.
Improve and advertise family leave/maternal/ paternal leave policies to attract a more diverse candidate pool.	Yes	Family leave benefits are currently under review by DEI. It is standard practice for RED to promote existing benefit policies at recruitment events including, but not limited to, hiring seminars, Candidate Advancement Program sessions, college/university, and other recruitment canvassing.

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<p>Request that City Personnel include in its psychological assessments of candidates (1) an evaluation of the social and emotional intelligence and well-being of incoming recruits, and (2) a screening for desirable traits, rather than only undesirable ones.</p>	<p>Yes</p>		
<p>Provide support to make the hiring process more efficient and prioritize highly valued candidates.</p>	<p>Yes</p>		<p>Current practice. Interpersonal and digital strategies have been implemented to assist candidates through the hiring process. Advisors are available to candidates and they proactively reach out to them periodically to encourage them to continue through the hiring test parts. Additionally, the application process was digitized to make it more easily accessible to users, reduce document transfer delays and transition to an electronic, paperless system. In addition, advisors are assigned specifically to monitor African American, Asian American/Pacific Islander and female candidates. These candidates are tracked through the hiring system through a Diversity Hiring Committee consisting of RED staff that collaborates with Personnel Department to focus and prioritize advancing them through the hiring system.</p>

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- Collaboration Between LAPD and LA City Personnel Offices**

Collaborate with the LA City Personnel Offices to develop joint recruiting and hiring goals annually and publicly present these goals to the Police Commission, the Mayor, and the City Council.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Establish metrics to assess whether the hiring goals are being satisfied and regularly report to the Commission any problems and successes.	Yes		Current practice. Hiring statistics are frequently monitored, compared against the Department’s Strategic Plan hiring goals, and discussed with Personnel Department to adjust recruitment and hiring strategies. Analysis of the statistics and strategies are reported quarterly through the chain of command to forward to the Board of Police Commissioners in the Blake Justice update.
Continue to conduct regular CompStat briefings on hiring, recruitment, and retention to review the data and assess its impact.	Yes		Current practice. RED updates CompStat every deployment period, uses these statistics to analyze recruitment and hiring methods, and makes modifications to strategies accordingly. Furthermore, the RED Commanding Officer has meetings periodically with the chain of command up to the Chief of Police to discuss hiring progress and challenges.

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TRAINING

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Conduct review of body camera footage to assess officer compliance.	Yes		Current Practice; Completed by field supervisors, OO Inspection Unit, Audit Division
Implement mechanisms to ensure oversight and auditing of policies/training to ensure compliance and effectiveness of training. <ul style="list-style-type: none"> • <i>Ensure that first line supervisors observe and review officers to confirm that they are utilizing the skills and training in accordance with the training curriculum they received.</i> • 	Yes		
Establish a consistent and progressive discipline system for violations of use of force policies, including additional training, reassignment and/or discipline.	Yes		Current Practice
Ensure the City's Crisis Response Team and the Department's Family Liaison Unit are deployed to all police use of deadly force encounters.	Yes		Current Practice
Ensure that the families of those involved in police-related deadly force encounters are treated respectfully, provided timely information on a consistent basis, and given access to appropriate resources and services.	Yes		Current Practice
Expand the Systemwide Mental Assessment Response Team (SMART) crisis model, which pairs mental health professionals with police officers to respond to incidents where the police have been called and mental health, emotional crisis, or substance abuse challenges are suspected to be at issue.	Yes		

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<p>Create a tiered emergency response system that assesses the situation to determine which type(s) of responders are necessary to partner with law enforcement in response to a service call, e.g., crisis counselor, domestic violence advocate, mental health expert, etc.</p> <ul style="list-style-type: none"> • <i>As the City funds alternative service delivery systems, the Department should also develop a co-responder model, with social service providers and/or mental health advocates, to respond to certain calls for service that are appropriate for such a response.</i> • <i>As the City funds alternative service delivery systems, the Department should reduce its response to social service calls that are appropriate for a non-law enforcement response.</i> 	Yes		
<p>Ensure plans are in place to communicate with key community constituents in the aftermath of a crisis. Communications plans should include:</p> <ul style="list-style-type: none"> • <i>The affected families</i> • <i>Police rank and file</i> • <i>Police unions</i> • <i>Other city, county, state, and federal leaders</i> • <i>Community and faith leaders</i> • <i>Youth and school officials</i> • <i>Business and philanthropy leaders</i> 	Yes		

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- **Implicit Bias**

Regularly review and enhance the Department’s implicit bias training policies and guidelines to ensure they are up-to-date and reflect current best practices, including:

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Offer POST-certified, evidence-based training on implicit bias.	Yes		
Ensure training includes examples of actual cases in which bias policing complaints were filed.	Yes		
Measure before and after implementation of bias-free policies and training to determine effectiveness.	Yes		
Include cultural competency and awareness training regarding minority communities, e.g., Black, Hispanic/Latinx, Asian Pacific American/Asian Pacific Islander (APA/API), Muslim, Arab, South Asian, LGBTQIA+ and other communities, regarding interactions, dress, religious practices, etc.	Yes		
Examine opportunities to incorporate procedural justice into the internal discipline process.	Yes		

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- Police Service Representatives (Dispatcher/911 Operator)**

Supplement the training and guidance provided to Police Service Representatives on gathering information from callers to be cognizant of bias and to determine the appropriate service response.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Provide Crisis Intervention Training (CIT) to Police Service Representatives so they can more accurately determine which calls require officer and/or some other type of assistance, e.g., mental health, domestic violence, substance abuse, etc., and refer said service calls to the appropriate party.	Yes		
Training should include techniques for identifying signs that a person may be under the influence of drugs or alcohol, suffering from a mental health crisis, or possibly suicidal.	Yes		
Police Service Representatives should gather the appropriate information and dispatch police and/or other agency resources in accordance with situation specific guidelines. These procedures should be guided by data on police responses to incidents reported through 911.	Yes		
Police Service Representatives should relay this information to responding officers through the Computer Aided Dispatch (CAD) system.	Yes		
The Department should invest in call technology updates, where feasible, to allow Communication Centers to receive text messages, videos, and photos.	Yes		

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<p>Encourage the community to dial 211 (LA County), 311 (LA City), and other referral hotlines instead of 911 for non-emergency incidents.</p>	<p>Yes</p>		
<p>Train Police Service Representatives to be cognizant of bias, including implicit bias. Best practices include:</p> <ul style="list-style-type: none"> ▪ <i>Train Police Service Representatives to be aware of implicit or explicit bias</i> ▪ <i>of individuals reporting incidents.</i> ▪ <i>Provide anti-bias training for Police Service Representatives and to relay information without bias.</i> ▪ <i>Evaluate and monitor the specific language used in dispatching officers to calls for service to ensure that the language does not inadvertently frame the situation or result in an inappropriate police response.</i> ▪ <i>Formulate a process to enable Police Service Representatives to use discretion to inform a caller that an officer will not respond without a legitimate indication of criminal activity, when they suspect a bias-motivated call</i> ▪ <i>Ensure Police Service Representatives training emphasizes procedural justice concepts throughout.</i> 	<p>Yes</p>		
<p>Evaluate methods to continually recognize the critical function that the Communication Center plays in all aspects of law enforcement operations. This is critically important because:</p> <ul style="list-style-type: none"> ▪ <i>It is estimated that for every call resulting in the dispatch of a field unit, the average Police Service Representative will answer the phone at least seven times.</i> ▪ <i>The Police Service Representative can have a profound impact on the public face of the Department.</i> 	<p>Yes</p>		

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BIAS-FREE POLICING

- Policies Must Emphasize and Ensure Bias-Free Policing:**

Consistent with the Department’s policy prohibiting biased policing, set forth in Department Manual Section 1/345, the Department must require all personnel to interact with all members of the public in an unbiased, fair, and respectful manner. Department personnel may not conduct any law enforcement activity, including stops and detention, based solely on a person’s race, religion, color, ethnicity, national origin, age, gender, gender identity, gender expression, sexual orientation, or disability (to any extent or degree), immigration or employment status, English language fluency or homeless circumstance as a basis for conducting any law enforcement activity.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Encourage officers to employ calm and respectful language and behavior, and prohibit officers from using language or taking action that taunts, denigrates, or is derogatory to an individual (such as by using racist or stereotypical language).	Yes		
On an annual basis, review the Department’s Policy Prohibiting Biased Policing to ensure that it is comprehensive and reflects best practices and procedures, and update accordingly.	Yes		
The Department’s policies currently exceed federal and state law protections for protected classes. During the annual review, assess whether any additional marginalized groups should be included in the policies.	Yes		
Update the Department’s policies, including adding: <ul style="list-style-type: none"> ▪ <i>Supervisory responsibilities in the prevention of explicitly or implicitly biased and discriminatory behavior;</i> ▪ <i>Obligations of the Department to provide bias-free policing training at all stages of an officer’s tenure;</i> 	Yes		

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<ul style="list-style-type: none"> ▪ <i>Explicit and concrete definitions of “racial bias,” “implicit bias,” “explicit bias,” “disparate treatment,” and other relevant terms to ensure consistent application of principles;</i> ▪ <i>Discipline for the use of offensive or derogatory language and behavior associated with an individual’s actual or perceived status, such as racial slurs or stereotypes;</i> ▪ <i>A comprehensive social media policy that governs the Department-sanctioned and personal use of social media. To the fullest extent permitted by law, prohibit Department personnel from using social media in a manner that could endanger the safety of Department personnel and/or their families, compromise ongoing investigations, or erode public trust and confidence in the Department. Provide training to Department personnel about the appropriate and prohibited uses of social media; and</i> ▪ <i>Periodic review of the effectiveness of the Department’s policies, practices, and training.</i> 			
<p>Continue to conduct periodic audits of Body-Worn Video to ensure that the Department’s reverence for human life and commitment to procedural justice (as evidenced in the Department’s use of force policies, including Directive No. 16 on tactical de-escalation techniques, and its April 2020 Training Bulletin on procedural justice) are being reflected in everyday contacts with the public. The number of audits conducted and the results of the audits should be reported on an annual basis.</p>	Yes		
<p>When officers are eligible for promotion, conduct audits of Body-Worn Video and promote those officers that adhere to the Department’s reverence for human life and commitment to procedural justice.</p>	TBD	<p>It is unclear how this would square with Civil Service promotion requirements. OCPP is waiting for a clearer answer from Personnel Division.</p>	

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Re-training or other appropriate action, which may include discipline up to and including termination, should be taken if Department personnel fail to activate Body-Worn Video in circumstances required by the Department's policies or when the audits of Body-Worn Video reveal a failure to comply with other policies, such as the Department's de-escalation or procedural justice protocols.	TBD	OCPD is waiting for further insight on this from PSB.	
In an effort to prevent inaccurate perceptions of biased policing, update the Department's procedural justice principles to provide concrete examples and guidance to officers on how to handle situations that often result in complaints of biased policing, including explaining when it is and is not appropriate for an officer to ask if a person is on probation or parole during a routine traffic or pedestrian stop.	Yes		

- **Respect of Religious Beliefs**

Work with community leaders and experts to develop, implement, and train officers on a policy guiding officers' interactions with members of religious communities.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
The policy should include, but not be limited to: <ul style="list-style-type: none"> ▪ <i>Instruction on interacting and searching individuals with garments or coverings of religious significance;</i> ▪ <i>Accommodating private searches of women wearing religious head coverings, except when such an accommodation would compromise</i> <ul style="list-style-type: none"> ○ <i>officer or public safety; and</i> ▪ <i>Respecting and accommodating the religious beliefs of incarcerated</i> 	Yes		The Jail Operations Manual Section 223 deals with Religious Head Coverings, including the circumstances under which they can be searched, photographed and booked as excess property.

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<ul style="list-style-type: none"> ○ <i>individuals, such as respecting religious prayer timing and dietary requirements (including the fasting times for religious holidays).</i> 			
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Respect for Individuals without Regard to Sexual Orientation, Gender Identity or Expression:

Work with community leaders and experts to review and, as necessary, revise policies and practices guiding the Department’s interactions with transgender, intersex, and gender nonconforming individuals, including protocols for arrests, pat downs and searches, transportation, and detention (including the Jail Operations Manual), in order to ensure that, at a minimum:

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Terms are properly defined	Yes		See OCOP Notice, dated November 10, 2012 – Police Interactions with Transgender Individuals
Department personnel address, and in documentation refer to, all members of the public, including with transgender, intersex, and gender nonconforming individuals, using the names, pronouns, and titles of respect appropriate to the individual’s gender identity as expressed or clarified by the individual	Yes		
Absent exigent circumstances, where same-sex pat downs or searches are required by law or Department policy, Department personnel will respect the gender identity as expressed or clarified by the individual and not rely on proof of the individual’s gender identity, such as an identification card	Yes		See OCOP Notice, dated November 10, 2012 – Police Interactions with Transgender Individuals
Absent exigent circumstances, where Department policy requires individuals to not be transported or detained with individuals of a different gender, Department personnel will respect the gender identity as expressed or clarified by the individual and not rely on	Yes		

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proof of the individual's gender identity, such as an identification card			
Officers are prohibited from inquiring about intimate details of an individual's anatomy, or medical history, except as necessary to serve a valid law enforcement purpose	Yes		
Invasive searches used for the purpose of determining gender identity are prohibited.	Yes		

- **Respect of Individuals with Disabilities:**

Work with community leaders and experts to review and, as necessary, revise policies and practices for ensuring effective communication and meaningful access to Department programs, services, and activities for individuals with physical, mental, or developmental disabilities.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>These policies should identify specific procedures and responsibilities applicable to circumstances in which officers encounter persons with mental illness, intellectual or developmental disabilities, hearing loss, speech impairment, autism, dementia, blindness, and mobility or other disabilities, including, but not limited to:</p> <ul style="list-style-type: none"> ▪ <i>Properly defining terms related to individuals with disabilities;</i> ▪ <i>Providing reasonable accommodations, to the extent safe and feasible, in order to facilitate officer encounters with individuals with a disability;</i> ▪ <i>The arrest and transport of individuals with disabilities or who require the assistance of ambulatory devices;</i> ▪ <i>Using qualified and Department-authorized interpreters, consistent with Department policy, to communicate with</i> 	Yes		

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<p><i>individuals with hearing loss or a speech impairment, including for the provision of Miranda warnings</i></p> <ul style="list-style-type: none"> ▪ <i>The ability to request alternative forms of assistance, such as from mental health or social services providers.</i> 			
<p>Evaluate whether the Department should designate additional Department representatives as Americans with Disabilities Act (“ADA”) liaisons who will:</p> <ul style="list-style-type: none"> ▪ <i>Coordinate the Department’s efforts to comply with the ADA</i> ▪ <i>Regularly review the effectiveness and efficiency of policies and training as they relate to individuals with disabilities and report any recommended revisions, if necessary, to ensure compliance with the law;</i> ▪ <i>Serve as a resource to assist Department personnel in providing</i> <ul style="list-style-type: none"> ○ <i>meaningful access to police services for individuals with disabilities; and</i> ▪ <i>Act as a liaison between the Department and individuals with disabilities.</i> 	Yes		

• Language Accessibility

Ensure the Department’s practice of providing language services is sufficiently formalized into a formal language access policy, and train officers to treat individuals with limited English proficiency fairly.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>The language access policy should:</p> <ul style="list-style-type: none"> ▪ <i>Provide meaningful and timely access to Department programs and police services for individuals who have a limited ability to speak, read, write, or understand English</i> • <i>Require qualified and Department-authorized interpreters, including for the provision of Miranda warnings.</i> 	Yes		See Training Bulletin – Foreign Language Interpreters and Resources, dated November 2020.

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The language access policy should be translated into non-English languages that will best suit the needs of Los Angeles residents.	Yes		See Training Bulletin – Foreign Language Interpreters and Resources, dated November 2020.
The language access policy (and translated versions of the policy) should be published on the Department’s website and distributed to community-based groups serving limited English proficiency communities in Los Angeles.	Yes		See Training Bulletin – Foreign Language Interpreters and Resources, dated November 2020.

- **Biased Policing Complaints:**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Update the Department’s Sworn Penalty Guide for Personnel Complaints to provide that claims of Discourtesy based on a person’s actual or perceived membership in a protected class (such as a racial slur or stereotype) shall have the same penalty as biased policing. The guideline for both categories of offenses should be Board of Rights – Recommendation for Removal for the first sustained offense.	TBD	OCPP is waiting for further insight from PSB.	
Initiate a biased policing complaint investigation whenever a complaint is filed alleging Discourtesy based on a person’s actual or perceived membership in a protected class (such as a racial slur or stereotype).	Yes		
Continue to ensure ease in the submission of complaints. <ul style="list-style-type: none"> ▪ <i>Continue to accept complaints in multiple formats, at multiple locations, by phone, online and in person, anonymously and by name, among other means, and ensure no retaliation for doing so.</i> ▪ <i>Continue to distribute information about how to file complaints and make it available in many forms and places.</i> 	Yes		

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<ul style="list-style-type: none"> ▪ <i>Continue to require all officers to summon a supervisor to accept, document, and report any allegation of police misconduct.</i> 			
Continue to investigate all complaints and require investigators to receive specialized training for investigating biased policing complaints.	Yes		
Produce “Know your Rights” brochures that include information on the Department’s investigation process for biased policing complaints and the prohibition against retaliation and distribute them to vulnerable communities. These brochures should be translated as needed to reach all vulnerable communities.	Yes		
Continue to promote the mediation program, operated by the Los Angeles City Attorney’s Office, both internally and externally, as a means to resolve biased policing complaints. <ul style="list-style-type: none"> ▪ <i>Consider expanding the mediation program to a broader category of complaints, beyond biased policing and discourtesy.</i> 	Yes		

▪ **Biased Policing Complaints Data**

Collect, analyze, publicly report, and effectively use biased policing complaints data.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Prepare regular reports regarding biased policing complaints, and ensure that these reports are broken down to explain the nature and types of complaints, including the: <ul style="list-style-type: none"> • Nature of the allegations made in the biased policing complaints, and the protected status involved (race, color, ethnicity, national origin, sexual orientation, gender identity or 	Yes		

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<p>expression, religion, disability, age, housing, citizenship status, or other);</p> <ul style="list-style-type: none"> • Demographic data on all parties involved in a complaint (officer(s) and complainant); and • Results of the investigations, to include the number of: <ul style="list-style-type: none"> ▪ Complaints made by members of the public; ▪ Complaints made by members of the Department; ▪ Complaints generated because a complaint alleged discourtesy based on a protected class; ▪ Anonymous complaints; ▪ Complainants who fail to cooperate in the investigation process; ▪ Mediations that take place; ▪ Mediations that are offered; ▪ Uses or failures to use Body-Worn Video during the incident that is the focus of the complaint; ▪ Uses or failures to use procedural justice principles and de-escalation techniques during the incident that is the focus of the complaint; and ▪ Unfounded, exonerated, not resolved, sustained, insufficient evidence to adjudicate, or demonstrably false complaints. • Track and incorporate lessons learned through the investigation and review of biased policing complaints in the Academy and in-service training • Compare biased policing complaints to other databases, such as stop data information and discipline records, to identify training and performance issues. • Include biased policing data in the CompStat process, to afford open and robust discussion on the complaints filed, training provided, and managerial approach to bias-free policing efforts. 			
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▪ **Model Inclusivity**

Foster a culture of inclusivity and accountability.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Formalize the mandate of the Department’s Racial Equity Coordinator.	Yes		
Ensure Department’s administrative processes (i.e., recruitment, assignments, promotions, discipline, etc.) are free from bias and that all Department personnel are treated fairly.	Yes		
Model a diverse workforce and a bias-free environment. Create multiple avenues for officers and departmental staff to provide feedback to command staff on issues in the Department.	Yes		

▪ **Early Warning System**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Review and update the fields currently being tracked on TEAMS II as necessary to ensure it is capturing all information necessary for supervisory awareness and early identification of problematic individuals and department-wide conduct or signs of stress or other behavior that would benefit from being addressed. For example, current best practices include the capturing of the following information: <ul style="list-style-type: none"> ▪ <i>All uses of force, broken down by level and type;</i> ▪ <i>All injuries and deaths to persons in custody;</i> ▪ <i>Vehicle pursuits and traffic collisions involving Department equipment;</i> ▪ <i>All instances in which force is used and a subject is charged with Failure to Obey, Resisting Arrest, Assault on an Officer,</i> 	Yes		

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<p><i>Disorderly Conduct, Trespassing, or similar charges; or a quality-of-life offense;</i></p> <ul style="list-style-type: none"> ▪ <i>All instances in which an officer issues three or more citations during a single encounter;</i> ▪ <i>Violations of the Department’s Body-Worn Video and in-car camera policies;</i> ▪ <i>All instances in which the Department learns:</i> <ul style="list-style-type: none"> ○ <i>That a declination to prosecute any crime or municipal code violation was based upon concerns of the prosecutor about an officer’s credibility;</i> ○ <i>That a court has made a negative credibility determination regarding an officer; or</i> ○ <i>That a motion to suppress evidence was granted on the grounds of a constitutional violation by an officer.</i> ▪ <i>All misconduct complaints, including the disposition of each allegation;</i> ▪ <i>Judicial proceedings where an officer is the subject of a restraining or protective order, which the Department’s policies require officers to report;</i> ▪ <i>All criminal proceedings initiated against an officer, as well as all civil or administrative claims filed with or against the Department or its agents that result from the actions of sworn Department personnel;</i> ▪ <i>All disciplinary action taken against the officer;</i> ▪ <i>All non-disciplinary corrective action required of the officer;</i> ▪ <i>All awards and commendations received by the officer, including those received from civilians;</i> ▪ <i>All missed court appearances;</i> ▪ <i>Officer sick leave usage, especially in concert with regular days off and holidays;</i> ▪ <i>Training history; and</i> ▪ <i>Rank, assignment, and transfer history.</i> 			
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Supervisors should examine past performance impartially and provide corrective support in a manner that encourages officers to correct problematic behavior.	Yes		
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Policy – DATA AND TECHNOLOGY

▪ General Use Technology Policy

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>Implement a general use technology policy that includes:</p> <ul style="list-style-type: none"> • <i>Clear guidelines, procedures, training, and oversight for each technology used to gather or store electronic data, in order to ensure that the technology is correctly and effectively utilized.</i> <ul style="list-style-type: none"> ▪ <i>Electronic data includes, but is not limited to, photographic imagery, audio, video (e.g., Body-Worn Video, in car video, cellular telephone video), emails, and other digital documents created by the officers in the course of their duties.</i> • <i>Regular supervisory reviews of electronic data to ensure compliance.</i> • <i>Regular audits of all electronic data to ensure proper access and usage.</i> • <i>Prohibitions on using technology to engage in discriminatory, biased, harassing, or other inappropriate behavior.</i> • <i>Consequences for misuse or abuse of technology and its policies or procedures.</i> 	Yes		

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Specific Technologies Used to Gather Data – Body Worn Video (BWV)

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>Consistent with LAPD’s Special Order 12, dated April 28, 2015 (“BWV Policy”), regularly review the Department’s BWV policy to ensure it is up-to-date and reflects current best practices, including evaluating privacy and civil rights issues and:</p> <ul style="list-style-type: none"> ▪ <i>Require all field-based personnel to use BWV during their entire assignment and have them powered on while on duty, in accordance with LAPD Special Order 12, dated April 28, 2015.</i> ▪ <i>Establish that the electronic recording of an investigative or enforcement encounter is mandatory and non-discretionary, except where specifically noted.</i> ▪ <i>Mandate BWV cameras be activated “prior to an investigative or enforcement activity involving a member of the public” and “until the investigative or enforcement activity involving a member of the public has ended.”</i> ▪ <i>Clearly define “investigative or enforcement” actions, provide examples and state detailed exceptions, such as recording lawful behavior (e.g., political, or religious activity and conversations with confidential informants, child victims, etc.).</i> ▪ <i>Require officers to test their assigned BWV cameras before each shift, and provide training and guidance on mandatory, discretionary, and prohibited activation of the BWV.</i> ▪ <i>Require BWV cameras to record at least two minutes of video prior to activation.</i> ▪ <i>Specify that officers are to inform members of the public that they are being recorded, whenever feasible.</i> 	Yes		

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<ul style="list-style-type: none"> ▪ <i>Require officers to provide written notification when they do not follow BWV policies.</i> ▪ <i>Require all officers to document the existence of BWV footage in applicable reports.</i> ▪ <i>Ensure that there are clear BWV procedures for sensitive encounters, including domestic violence, and child victims and witnesses.</i> ▪ <i>Prohibit the improper access and distribution of footage.</i> ▪ <i>Prohibit department personnel from improperly modifying, altering, copying, editing, or deleting footage and emphasize that doing so could result in disciplinary action, including suspension or termination.</i> ▪ <i>Ensure that BWV cameras are not used for the sole purpose of monitoring activities that are protected by the First Amendment, unless the situation involves civil unrest where the expectation is that the BWV should be activated.</i> ▪ <i>Consistent with current California law, the department should prohibit the use of facial recognition software with BWV, or other devices carried or worn that capture digital images.</i> 			
<p>Provide consistent supervision to enhance compliance and accountability with BWV policies and practices:</p> <ul style="list-style-type: none"> ▪ <i>Supervisors should be responsible for reinforcing BWV policies, and should be regularly evaluated on their efforts to ensure compliance and on their ability to identify non-compliant officers.</i> ▪ <i>Supervisors should regularly review BWV practices with officers to ensure compliance.</i> 	Yes		
<p>Conduct regular audits and inspections of BWV to ensure compliance:</p>	Yes		

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<ul style="list-style-type: none"> ▪ <i>Systematic audits should be conducted to consistently monitor the use of BWV cameras, cell phone video and in-car video systems and ensure adherence to department policies.</i> 			
Ensure the establishment and enforcement of a consistent and progressive discipline system for violations of the BWV policy.	Yes		

• Data Quality and Accuracy

Data quality and accuracy in individual reporting should be enhanced to improve the overall quality of the information in the databases.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Create additional supervisory oversight and internal auditing mechanisms to ensure the information being reported and collected is accurate and prepared in accordance with the Department’s policies. <ul style="list-style-type: none"> ▪ <i>Supervisors should conduct regular reviews of their officers’ crime reports, statements, Field Identification Cards, SARs reports, RIPA forms, BWV and In-Vehicle footage, etc., to ensure the information reported or captured on video accurately reflects the totality of the incident or acts reported.</i> ▪ <i>Conduct regular internal audits of its personnel’s reporting and data collection practices to ensure compliance.</i> 	Yes		
Outline consequences for noncompliance.	Yes		See Learning Domain 36 – California Law Enforcement Telecommunications System. See OCOP Notice – Operator Security Statement – Renamed and Revised, dated September 24, 2019.

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▪ Social Media

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Consistent with Chief of Police Notice 2.2.5, dated October 19, 2018, (“Social Media Policy”), regularly review the Social Media Policy to ensure it is up-to-date and reflects current best practices.	Yes		
Develop a personal use social media policy for department personnel.	Yes		
Recognize social media as an integral part of a city’s traditional approach to media, and be prepared to communicate accurately, transparently and in a timely manner through social media channels. <ul style="list-style-type: none"> ▪ <i>Use social media as a tool to provide timely information on events, particularly in the geographic areas where events are taking place.</i> ▪ <i>Use social media as a tool to educate the public regarding policing and the efforts of the Department.</i> ▪ <i>Review social media in an effort to better understand the communities’ feedback regarding policing practices.</i> ▪ <i>Do not allow social media to replace traditional approach to media, since some members of the community do not utilize social media as their primary source of information.</i> 	Yes		
Ensure that the media team includes members with expertise in the use of social media.	Yes		
Create a social media protocol for proactive and reactive communications well in advance of an incident to guide response, but also remain flexible and nimble.	Yes		

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- **Release Critical Incident Video**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>Consistent with the current Critical Incident Video Release Policy, updated by the Commission on August 25, 2020, and contained in Department Manual Section 1/420.55, regularly review the Critical Incident Video Release Policy to ensure it is up-to-date and reflects current best practices. As part of this process:</p> <ul style="list-style-type: none"> ▪ <i>Work with community members, elected officials, prosecutors, officer organizations, crime victims’ representatives, and other subject matter experts to ensure active input into the process.</i> ▪ <i>Evaluate whether the release of critical incident video footage can be made more quickly, without compromising investigations, and while ensuring the completeness of the disclosures.</i> 	Yes		See Department Manual 1/420.55 – Critical Video Incident Release Policy.
<p>Ensure that the release of video footage about critical incidents, including significant uses of force, is done at the earliest opportunity.</p>	Yes		
<p>If information cannot be publicly released, be transparent as to the reasons why. Inform the public that information will be shared as soon as possible.</p>	Yes		
<p>Address privacy concerns:</p> <ul style="list-style-type: none"> ▪ <i>Footage should be reviewed for potential privacy concerns for members of the public before it is publicly released. For example, blur the images of members of the public who are not involved in the encounter.</i> ▪ <i>Ensure policies articulate the privacy protections regarding the release of information related to victims and victims’ families.</i> 	Yes		

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- **Photo Comparison Policy**

Evaluate compliance with the Photo Comparison Policy, implemented in January 2021.

- **Stop Data**

Implement the Inspector General’s Recommendations as presented in its report entitled: Report of Stops Conducted by the Los Angeles Police Department in 2019, dated October 27, 2020. Specifically:

- **Crime Strategy**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p><u>Limit Pretextual Stops:</u> Refocus the Department’s strategies for addressing violent crime away from the use of pretextual stops, broadly defined as the use of minor traffic, bicycle, or pedestrian violations for the purpose of conducting a criminal investigation unrelated to that violation. When a stop is conducted on the basis of a minor code violation, an officer should not extend the length or scope of the investigation beyond what is necessary to address the violation unless there is reasonable suspicion or probable cause of other criminal activity. Such decisions should not be based on a mere hunch or on characteristics such as a person’s race, gender, age, homeless status, manner of dress, mode of transportation, or presence in a high-crime location.</p>	Yes		
<p><u>Consider the Effects of Crime Fighting Strategies on Community Trust and Legitimacy:</u> 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</p>	Yes		

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<p>of the efficacy of its stop practices in identifying and addressing crime.</p>			
<p>Racial Disparities in Stop Practices: Set a Department-wide goal of eliminating racial disparities in the enforcement of traffic and minor code violations, particularly with respect to discretionary activities. As part of this process, reinforce the Department’s policy on “Equality of Enforcement,” which mandates that “[s]imilar circumstances require similar treatment in all areas of the City and for all groups and individuals.”</p>	Yes		
<p>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.</p>	Yes		
<p>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. Develop and use alternate measures of effectiveness, such as the ratio of contraband found to searches conducted, as well as metrics related to community engagement and community trust. These might include, for example, the tracking of non-enforcement community engagement activities, commendations from members of the community, quality of service reviews, and complaints of discourtesy or other misconduct. Ban informal and formal enforcement quotas of any type.</p>	Yes		

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➤ **Written Policy**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>Biased Policing Policy: Update the Department’s Policy Prohibiting Biased Policing to incorporate language from State law. Specifically, the policy should explicitly indicate that officers may not consider race or other protected identity in deciding upon the scope or substance of law enforcement activities following a stop. The activities to be incorporated should include asking questions, frisks, consensual and nonconsensual searches of a person or property, seizing any property, removing vehicle occupants during a traffic stop, issuing a citation, and making an arrest.</p> <ul style="list-style-type: none"> ▪ <i>The Department should also review the best practice recommendations set forth by the RIPA Board in its 2019 Annual Report and modify its policy to comply with relevant recommendations in the report.</i> 	Yes		See Special Order No. 12 – 2021 – Policy Prohibiting Biased Policing – Revised, dated May 25, 2021.
<p>Policy on Stops and Post-Stop Activities: In consultation with the OIG and the Commission, develop and incorporate into the Department Manual a policy on pedestrian, vehicle, and bicycle stops. The policy should clearly set forth legal and policy considerations for officers in conducting stops, including consensual encounters, and searches. The policy should also bring together and clearly define rules and parameters related to post-stop activities, such as removing a person from the vehicle, handcuffing, asking consent to search, filling out an FI card, taking photographs, parole and probation searches, and other actions as necessary.</p>	Yes		In progress
<p>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</p>	Yes		

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<p>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.</p>			
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➤ **Field Interview Cards**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>Policy on Completion of FI Cards: Set forth clear policy guidelines as to the circumstances under which FI cards should be filled out. Generally, the policy should set forth the various purposes of an FI card and ensure that the completion of an FI card is not completed at random or as a matter of routine during stops. As part of this revision, and in light of the cessation of the Department’s use of the CalGang database, the policy should remove language requiring officers to fill out an FI card during every encounter with a suspected gang member. The FI policy should indicate that officers may not prolong a stop in order to complete an FI card, nor are members of the public obligated to answer questions or display tattoos in order to facilitate the completion of such cards.</p>	Yes		
<p>Information to be Collected on FI Cards: Set forth clear guidelines as to what information should be included on the FI card and revise the form as necessary. This should include, for example, the extent to which information gathered from sources other than the interview (previous knowledge, databases, etc.) may be noted and how such information should be characterized. Additionally, the field for Social Security Number should be removed from the form.</p>	Yes		

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<ul style="list-style-type: none"> ▪ <i>The Department should require the officers to complete each FI card during or immediately following the stop. If this is not practicable, officers should note that the information was added later and should take steps to ensure accuracy, including consulting contemporaneous notes or video as needed.</i> 			
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Policy – THE DISCIPLINARY PROCESS

- **Increase Transparency in the Handling of Complaints and Disciplinary Proceedings**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Develop “Know Your Rights” brochures and work with community leaders and organizations to increase transparency about the disciplinary process by plainly explaining: <ul style="list-style-type: none"> ▪ <i>The manner in which complaints can be filed (in person, by phone, online);</i> ▪ <i>That complaints can be made anonymously but that anonymity may hinder a full and complete investigation;</i> ▪ <i>The Department’s process for investigating complaints;</i> ▪ <i>The Department’s disciplinary process, including the respective roles of the Chief of Police, the Police Commission, and the Board of Rights; and</i> ▪ <i>The extent to which Department information can and cannot be released to the public under state law.</i> 	Yes		
Regularly release to the public, to the full extent permitted by relevant state laws, information about disciplinary actions and decisions, including those made by the Board of Rights, and release that information in a readily accessible and easily understood format.	Yes		

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<p>For Board of Rights proceedings that can be disclosed under state law, develop and implement a specific plan for the:</p> <ul style="list-style-type: none"> ▪ <i>Timely release of future Board of Rights proceedings records on an ongoing basis; and</i> ▪ <i>Release of past Board of Rights proceedings records on a rolling basis, prioritizing proceedings involving categorical uses of force or claims that also include allegations of bias or discrimination.</i> 	Yes		
<p>Assess on an annual basis whether the Department’s Advocates Unit is sufficiently funded, trained, and staffed, and has continuity in leadership.</p>	Yes		
<p>For the Complaints Process:</p> <ul style="list-style-type: none"> • <i>Provide periodic updates to complainants of the status and the results of their complaints, such as through the creation of a public web portal for complainants where they could check the status of their case and upload additional evidence and information relating to their complaint.</i> • <i>Release complaints data to the public on a regular basis.</i> 	Yes		

• Improve Effectiveness of the Complaint Process

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Aim that all investigations of non-complex complaints are completed in six months or less.	Yes		
Develop a procedure for fast-tracking complaints where the conduct at issue in the complaint is captured on Body-Worn Video.	Yes		

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<p>Provide support to officers to help reduce complaints, to include:</p> <ul style="list-style-type: none"> ▪ <i>Regularly review complaints and disciplinary proceedings to identify blind spots in Department trainings or policies that lead to allegations of misconduct.</i> ▪ <i>Regularly showcase (within the Department and to the general public) examples of the good work officers do every day, particularly examples involving officers modeling the Department’s procedural justice principles and de-escalation protocols.</i> ▪ <i>Treat all members of the Department fairly and with respect at all times, including through disciplinary proceedings, so that they, in turn, treat others fairly and with respect.</i> ▪ <i>Encourage members of the public and officers to participate in mediation to resolve more complaints, even if the complaints do not rise to the level of requiring the imposition of discipline.</i> ▪ <i>Provide regular and wraparound mental health support to officers, and allow space for officers to relieve stress and recuperate, including taking time off when necessary.</i> 	Yes		
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▪ Increase Transparency Into the Board of Rights Process

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Evaluate all options available to make the Board of Rights Process more transparent, in an effort to ensure more accountability for decisions that are made. Include in this evaluation, among other options, whether meetings can become public and whether transcripts of proceedings can be made public.	Yes		
Establish guidelines for increasing the Office of Inspector General’s oversight of the Board of Rights process, including, but not limited to:	Yes		

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<ul style="list-style-type: none"> ▪ <i>Reviewing sustained complaints to ensure that penalties recommended by the Chief of Police are applied consistently and equitably; and</i> ▪ <i>Require the Inspector General to audit Board of Rights hearings for procedural errors and other issues, such as arbitrary and inconsistent decision-making.</i> 			
<p>Prepare annual public reports summarizing the Board of Rights proceedings, including:</p> <ul style="list-style-type: none"> ▪ <i>The number of directed Board of Rights hearings held;</i> ▪ <i>The number of opted Board of Rights hearings held;</i> ▪ <i>For each Board of Rights hearings held, include:</i> <ul style="list-style-type: none"> • A general description of the alleged wrongdoing; • The recommended discipline by the Chief of Police; • The Board’s findings and penalties imposed, if any; • The composition of the Board, including the number of civilians involved; • Whether the Board’s rulings were unanimous, and, in the event of a non-unanimous ruling, whether the dissenting Board member was a civilian or sworn command staff officer; and • The length of time that transpired from the initiation of the Board of Rights proceedings to its completion. 	Yes		

• Improve Effectiveness of the Board of Rights Process

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Ensure that the Department is represented by attorneys during Board of Rights hearings.	Yes		

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<p>Ensure the Department’s Advocates Unit, to include attorneys and non-attorneys, has sufficient support, resources, and training from the City Attorney’s Office to effectively represent the Department in Board of Rights hearings and to conduct all aspects of its work effectively.</p>	Yes		
<p>Work with the Office of Inspector General to review and revise the Board of Rights Manual to increase transparency and accountability in the process, as well as ensure timely hearings, such as:</p> <ul style="list-style-type: none"> ▪ Requiring Board of Rights hearings to be held within 60 days of the filing of the application for a Board of Rights hearing, subject to one 30-day extension permitted upon a showing of good cause; ▪ Permitting the Department Advocate to introduce victim impact statements or other testimony explaining the impact of the misconduct on a particular victim or community at the penalty phase. ▪ Requiring the Board to include specific information in its Rationale on Findings and Penalty Rationale that would assist in the annual review and reporting relating to the efficacy of the Board of Rights process, such as information required to be included in the annual report, as set forth above, as well as a description of the officer’s past disciplinary record; and ▪ Evaluating the standards of review that are applied and ensure that it is the appropriate standard of review for evaluating cases. In addition, ensure that all Board Members understand the standard of review and do not confuse it with other review standards. To accomplish this, ensure appropriate instruction on the standard of review to be applied. ▪ 	Yes		
<p>As part of the Department’s report to the City Council regarding the effectiveness of Ordinance No. 186100, which provides an accused officer the option of having a Board of Rights composed of three civilian members, include:</p>	Yes		

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<ul style="list-style-type: none"> • <i>The breakdown of the number of Board of Rights hearings held that were composed of an all-civilian panel versus a traditional panel;</i> • <i>A comparative analysis of the outcomes of all-civilian panels versus traditional panels (both recent and historical);</i> • <i>A study of Department personnel as to the perceived fairness of all-civilian panels versus traditional panels;</i> • <i>An assessment of whether all-civilian panels result in an increase in procedural errors;</i> • <i>An assessment of whether the all-civilian panels result in a reduction in officer discipline;</i> • <i>An assessment of whether the selection process, including the qualifications sought, for the civilian members is yielding qualified and diverse members;</i> • <i>An assessment of whether the training process is sufficient; and</i> • <i>An assessment of possible City Charter amendments, to include but not be limited to:</i> <ul style="list-style-type: none"> ○ <i>The option of having Board of Rights panels composed of two civilians and one sworn command officer, rather than three civilian panel members. This would allow the two civilian members to</i> ○ <i>Any other suggested changes to the Board of Rights Process that the Chief of Police or the Department believes would improve efficiency and accountability. Included in this review should be an assessment of the following:</i> ➤ <i>The Chief of Police has publicly spoken about seeking additional authority in the penalty process than he is currently permitted under the Los Angeles City Charter. As a result, the Department should conduct an analysis of the cases involving serious violations of policy where the Chief's recommendation of discipline (whether it was for removal</i> 			
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<p>or another penalty) was lowered by the Board of Rights to a penalty less than the Chief's recommendation and the reasons why the Chief's recommendation was not followed.</p> <ul style="list-style-type: none"> ➤ The Department should analyze and determine whether these cases warrant recommending a Los Angeles City Charter change, whether an alternative modification to the process is supported by the evidence, or whether the evidence supports no additional changes. 			
<p>Provide the Department's penalty guide to the Board of Rights panels so that they may: (1) better understand the range of penalties the Chief considered for each violation; (2) better appreciate the range of penalties typically used by the Department when evaluating the penalty imposed; and (3) consider this guideline in determining whether they are going to impose a penalty outside of what the Chief of Police recommended.</p>	Yes		
<p>Assess whether the pool of Civilian Hearing Examiners, who serve on the Board of Rights, adequately reflects the diversity of Los Angeles, and whether the selection process is yielding qualified and diverse civilian members.</p>	Yes		
<p>Work with community leaders and organizations to distribute applications to be considered for appointment as a Civilian Hearing Examiner, for the opportunity to serve on the Board of Rights, and consider establishing a maximum term of service for Civilian Hearing Examiners.</p> <ul style="list-style-type: none"> ▪ <i>Partner with the City Attorney's Office and community-based experts to ensure that the Civilian Hearing Examiners who serve on the Board of Rights have sufficient training, not only when they are first selected but also receive mandatory continuing education throughout their term of service.</i> ▪ <i>The training should cover technical aspects of the hearing process to avoid procedural errors in the proceedings, as well as</i> 	Yes		

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<i>issues the Board of Rights routinely considers, such as excessive force, dishonesty, and domestic violence.</i>			
Establish a team of attorneys, preferably employed by the Department and who report to the Chief of Police, to represent the Department in all Board of Rights Hearings, as opposed to the current procedure where the Department is represented by non-attorney advocates and the accused officer is represented by attorneys.	Yes		

Policy – WORK-PLACE INCENTIVES/RETENTION

- SALARY BENEFITS**

To attract the ideal candidate, ensure the LAPD has a fair and equitable salary and benefit package competitive with or superior to other departments in the Los Angeles area.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Encourage advanced educational opportunities and ensure that such programs are available and accessible, including maintaining the education subsidy annual allowance to encourage sworn personnel to seek and obtain higher education.	Yes		
Consider, if funding permits, an incentive program to recruit candidates and officers who live in the City of Los Angeles.	Yes		Recruitment and Employment Division's (RED) hiring efforts are focused on the five local Counties including Los Angeles, Orange, Riverside, San Bernardino and Ventura. The overwhelming emphasis is placed on Los Angeles County and specifically the City of Los

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			Angeles. There has not been an in-depth discussion or study related to RED regarding incentives for candidates and officers who live in the City. Additional resources and funding for incentives such as a signing or other bonuses may prove compelling for City residents.
Evaluate services needed such as childcare and/or elder care programs and services, particularly programs that are available during non-business hours when police officers may be in the greatest need of assistance.	Yes		

- **SUPPORT NETWORKS**

Support and promote internal affinity groups and organizations that offer support for diverse officers.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Collaborate with affinity groups, such as associations of Black and Latinx officers, female officers, LGBTQIA+ officers, and others to identify the challenges they face as police officers and to address these challenges to attract and retain more applicants from these groups.	Yes		
Enhance the existing mentorship program and develop a long-term mentoring program to support mid-level officers.	Yes		

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• ALTERNATIVE POLICE STAFFING MODELS

Explore more flexible staffing (operational) models as a long-term goal to attract more diverse police officer candidates and encourage retention, particularly for officers with sole responsibility for the care of family members.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Create part-time positions and/or job-sharing opportunities. <ul style="list-style-type: none"> ▪ Such programs are largely used by law enforcement with respect to non-sworn employees but should be extended to sworn personnel. ▪ The ability to job share after a certain level of experience is achieved could positively contribute to the retention of long-term employees. 	Yes		
Allow for paid leaves of absence and sabbaticals. <ul style="list-style-type: none"> ▪ Employees could experience a complete change of pace, perhaps doing community work, going back to school, etc., which would serve to broaden the officer’s perspective and help counter cynicism. 	Yes		

• OFFICER REVIEW CRITERIA FOR PROMOTIONS

The criteria for supervisor selection, training, and accountability are essential elements of defining the culture of a department.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Ensure that performance reviews and appraisals reflect and reinforce community policing values and skills. <ul style="list-style-type: none"> ▪ Develop performance measures that reflect the principles of community engagement, collaboration, dispute resolution, de-escalation, problem-solving, community engagement, and trust-building. 	Yes		

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<ul style="list-style-type: none"> ▪ When considering an officer for promotion include in their policing metrics trust and community engagement, in addition to their assignment responsibilities. 			
Promotional decisions should be based on merit, performance, qualities, and characteristics that officers exhibit throughout their careers. Include factors that indicate how officers engage on the job and a review of their discipline and/or complaint records.	Yes		
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.	Yes		
Consider officers’ misconduct records when promoting officers and integrate the socio-emotional wellbeing of officers into performance evaluation metrics.	Yes		
Ensure that strong leadership skills, community building, trust and legitimacy are foremost regarding selecting supervisors, particularly front-line supervisors who are in most frequent contact with officers.	Yes		
Ensure supervisors are held accountable for reinforcing the core values of the Department in the discharge of their daily responsibilities.	Yes		
Require an advanced degree, leadership, and management training for certain promotions.	Yes		
Ensure specialized training at each promotion level.	Yes		

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- **Assess the Impact of COVID-Driven Early Retirement Programs and Other Budget Issues:**

Evaluate the impact the COVID-driven and fiscally driven staffing changes have had on the civilian and sworn workforce.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
Develop a more strategic approach to civilian re-organization plans.	Yes		
Evaluate and measure workforce impact and morale as a result of backfilling lost civilian jobs with sworn officers.	Yes		

- **APPLY PROCEDURAL JUSTICE PRINCIPLES INTERNALLY**

Promote procedural justice principles within the Department, including:

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>not feasible, why?</i>	<i>Additional Notes</i>
Remind officers that the work they do matters to the Department and the community they serve.	Yes		
Provide ample opportunities for officers to give meaningful input about their work.	Yes		
Ensure officers are treated fairly by their peers, supervisors, and the Department as a whole.	Yes		

Board of Police Commissioners Advisory Committee Recommendations Policy Development and Legal Considerations

• OFFICER HEALTH AND WELL-BEING

Create a culture that values self-care and safety in all aspects of operations.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>if not feasible, why?</i>	<i>Additional Notes</i>
<p>Develop a robust health and wellness plan that monitors officers' well-being, helps them manage their stress, and optimizes their mental fitness capabilities.</p> <ul style="list-style-type: none"> ▪ <i>Consult with subject matter experts to help educate and coach officers, de-stigmatize mental health issues and promote mental fitness.</i> ▪ <i>Implement robust employee assistance programs that offer low-cost or no-cost services including confidential counseling, crisis counseling, stress management counseling, and mental health evaluations.</i> ▪ <i>Ensure that these programs are offered anonymously.</i> ▪ <i>Ensure that these programs are meeting the needs of all employees</i> ▪ <i>Create peer counseling and mentorship programs so officers can support each other.</i> ▪ <i>Make available wellness training: incentivize participation in wellness programs and use of wellness resources.</i> ▪ <i>Tailor and center wellness offerings through surveys and regularly updating educational programming.</i> ▪ <i>Work with the Department and City Personnel to evaluate the psychological screening process, used as part of the officer hiring process, to ensure it is achieving its intended result in providing the Department with the best candidates.</i> ▪ <i>Implement periodic psychological screenings to monitor stress levels, biases, coping skills, and overall attitudes for all officers.</i> 	Yes		<p>Behavioral Science Services is a robust, in-house, health and wellness service that provides psychological, nutritional, and substance abuse services to all employees and their significant others. Most of the recommendations listed are in place and feasible, while some are only partially in place or not immediately feasible.</p>

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<ul style="list-style-type: none">▪ <i>Determine as early as possible additional resources needed for officers to assist them in the execution of their duties, including additional training and supervision where needed.</i>▪ <i>Require officers who are involved in or witness traumatic events to speak with a counselor and/or receive additional counseling.</i>▪ <i>Conduct physical and mental health check-ups on an ongoing basis. Question about whether this can be more specifically, such as annually.</i>▪ <i>Monitor and reduce time pressure, stress, and fatigue.</i>▪ <i>Offer appropriate protections and incentives to encourage officers to report concerns about the mental condition of themselves or others.</i>▪ <i>Provide access to a confidential mental health hotline.</i>			
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**After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations**

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
1	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	Address in Field Jail Manual	Y	Value - High; 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. A LAPD transportation plan is important to mitigate delays in potential mass arrests. In the past the lack of a transportation plan has caused costly litigation and undue aggravation to arrestees. The Department should expand their fleet, as the alternative is LASD transportation & MTA which is costly if utilized during every UO. The Department should explore who with-in the ranks has an active Commercial Driver's License, facilitate obtaining the commercial license and maintain an accurate list of Department employee's (Sworn & Civilian).	\$0	0
	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					
2	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	Address in Field Jail Manual	Y	Value - High; 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. This process is currently being implemented when CSD deploys a field jail at any regional jail. The position is designated as the "Investigative Branch Support Officer". The investigative branch should be re-evaluated as they are part of the transportation plan when Van or Bus arrive with arrestees.	\$0	0
3	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	Address in Field Jail Manual	Y	Value - High; 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. Regional jails are the only pre-identified locations that can full fill all the requirements to support a field jail. (Medical, Restrooms, Food & Water & Secure location)	\$0	0
	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	Update the EOG as necessary Cost- Signage for 4	Y	Value - High *LAPD recommendation for Signage has Strong Value. Waiting to complete a MFF by Bureau is not recommended during critical/emerging incidents and would create delays. It has Value for secondary Operational Periods, when exigency has passed. The Department will develop the signs for the geographic bureaus and initially distribute.	\$10,000	0

After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
4	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	Bureaus and DOC		**NPF recommendation: The Department already has these protocols, existing process/procedures already exist for both planned and spontaneous events/incidents.		
5	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	Update the EOG as necessary	Y	Value - High; It has Value as a recommendation/tactical consideration and is discussed in EOG, Vol 5. SME: OSO/CTSOB/Metropolitan Division/ESD	\$0	0
6	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	Part 1- Provide guidelines for quick implementation	Y	Value - High. SME: OSO/DB (protocols). ESD will update and memorialize in EOG .	\$0	0
					Part 2- Update the EOG to memorialize where necessary			\$0	0
7	Deployment and Mobilization	LAPD	<p>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:</p> <ul style="list-style-type: none"> •Life Safety; •Incident Stabilization; •Evidence/Property Preservation; •Continuity of Operations; •Economy of Force; and, •The overall wellbeing of the Community/Feedback. <p>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.</p>	25	Write reminder notice	Y	Value - High; Dept has implemented "Assignments During Major Incidents" for all non-OO Command Staff to identify support roles and EOC/DOC staffing (from CTSOB). SME: OSO/CTSOB/ESD for developing incident priorities and objectives. SME: OCOP/COS for deployment prioritization of Department command staff and resources.	\$0	0

After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
8	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	Develop program to address	Y	Value - Yes; While there is value in utilizing BSS during extended UO's (72 hours and beyond), BSS doesn't believe deploying a psychologist to the Department Operation Center is feasible, save for in extraordinary circumstance where a clear need at the DOC is identified. The ideal scenario would be deploying the psychologist to the command post and/or staging location. Dr. Dorian explained in more detail the "Three Unique Needs" this initiative could satisfy and why it would provide value to the Department: 1. Psychological First Aid (Direct intervention at time of incident, at CP) 2. Counsel Command (Provide feedback to Command Staff and/or first line supervisors to assist in providing a more robust support for employees) 3. Serve Later, "Defusing" (Close the loop, after the incident is over provide or offer support to the employee and/or significant other. Attend Divisional roll calls and talk as a group while offering future clinical assistance if needed)	\$0	0
9	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	Part 1 Update EOG to address Part 2 - Incorporate into rewritten Training	Y	Value - High; Consistent with existing ICS protocols...already exists. SME: OSO/CTSOB/ESD.	\$0	0
10	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	Develop guidelines to address	Y	Value - High; Department messaging plays a major role in forming perceptions. The points highlighted to implement the recommendations collaboratively emphasize the importance of the Department's expectation to ensure the public has accurate and timely information. These recommendations have value because they will increase public trust and decrease the chances of a negative reaction to false information from the public about any major incidents. For the LAPD recommendation, to the extent that the resources exist to make it happen when needed. For the NFP recommendations, this is not for the Department alone. Requires the lead of other City agencies, including EMD. Value - High; presents a unified message from the City	\$0	0

**After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations**

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
	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					
11	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	Develop guidelines to address	Y	SME: OCOP/COS/Media Relations Division. Update Media Guide and EOG as necessary. This is a longer term project, partly because PCG is monitoring SB 98, which deals with media access at demonstrations. Draft of the Strategic Communications Plan was circulated internally in December 2020. Ongoing document.	\$0	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. Ensure plans are in place to communicate with key community constituents in the aftermath of a crisis. Communications plans should include: -The affected families -Police rank and file -Police unions -Other city, county, state, and federal leaders -Community and faith leaders -Youth and school officials -Business and philanthropy leaders	3.2.1					
12	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	Review current training and update as necessary	Y	SME: OSO/CTSOB/METRO for MFF configuration and tactics. SME: OSS/TB for publication of tactics directives and training bulletins. ** New tactics directive and training bulletin have been produced. MFF training already in progress.	\$0	0

**After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations**

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
13	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		Y	SME: OSO/CTSOB/Metropolitan Division. These tactics are being considered and evaluated by the SME's.	\$0	0
	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					
14	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	Develop best practices in relation to the use of the National Guard Cost- Restore Sgt II authority to Military Liaison	Y	Value - Moderate. SME: OSS/ASB/ Military Liaison, -OR- OCOP/COS/Governmental Liaison Section. The new Sgt II authority would act as a liaison between the Department and the National Guard.	\$348,130	1
		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					
15	Planning Preparedness and ICS	LAPD	The Department should consider an existing facility for use as a CP during extended operational incidents.	2			Value - High; already implemented since Safe LA.		
	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	Identify locations and provide options	Y	SME: OSO/CTSOB/ESD Bureau level CP is the future of incident command. Each Bureau would be responsible for its resources as coordinated through DOC. This will be made more efficient with the creation of a INCIDENT COMMAND SYSTEM DATABASE – which would be centralized within LAPD 365 (possibly) and have the ability to create planned events or create events spontaneously. Data would be live and viewable for defined users including the DOC. Requests from	\$0	0

After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
	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			DOC could be made via the database as a task or need. ICS 214s could be populated and saved for documentation. Utilizing innovative technology to achieve operational command through Bureau-level events would enable span of control and transparency throughout the event.		
16	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 those requests.	21	Develop ITB logistics response guidelines	Y	Value - High; Having proper hardware technology is imperative at any unusual occurrence. With properly trained CP Cadre members, the ability log into and use Department laptops to track resources saves time and ensures proper documentation of any event. Furthermore, ITB has a myriad of upcoming projects that could benefit a command post during an unusual occurrence, e.g., DeX – system to show cell phone on a large screen and ability to type on a keyboard and use a mouse. This is useful to open P1 CAD to view live maps of incidents. The live map on the P1 Cad shows incidents and resources – significant for an incident commander to have situational awareness. P1 CAD updates are also ongoing at ITB, where the GPS mapping on the cell phone is allowing the user to view movements of resources every 10 seconds. Traditional equipment such as laptops, hotspots, encrypted radios could be obtained with an ITB member embedded in logistics.	\$0	0
17	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	N/A	Y	Value - High; This is current practice. SME: OSO/CTSOB/ESD and OSS/ASB/Communications Division.	\$0	0
18	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 EOG, (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	Update EOG to memorialize these recommendations	Y	Current practice, update EOG as applicable. SME:OSO/CTSOB/ESD. There will not be a new Strategic Emergency Management Bureau.	\$0	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					

After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
19	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	Update Jail Manual or Create a Field Jail Manual to address	Y	Value - High; This allows staffing of field jails to be done by more Department employees, ensuring the field jails have the resources available to staff field jails and the proper training to ensure the field jails are run properly; Command officers will be able to efficiently and effectively oversee the field operations to ensure they are running as required by policy	\$492,850	0
	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	Annual Training to reinforce changes for 500 personnel on OT				
20	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	Develop guide	Y	Value - High; This has value because it ensures the Department fairly and accurately document citizens' and officers' actions on videography equipment; allows the Department videographers to be trained to have technical proficiency with videography equipment in order to appropriately capture content;	\$0	0
21	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.	11	Review and update dispersal order	Y	SME: OCPP/RMLAG/RMLAD, and OSO/CTSOB/ESD. This is ongoing with the City Attorneys Office.	\$0	0
22	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	Develop system and memorialize in EOG	Y	Value - High; covered under Existing NIMS, SEMS, ICS, procedures. SME: OSO/CTSOB/ESD	\$0	0

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Policy Development and Legal Considerations

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
23	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	Develop system and memorialize in EOG	Y	<p>Value - High; covered under Existing NIMS, SEMS, ICS, procedures.</p> <p>SME: OSO/CTSOB/ESD</p>	\$0	0
24	Review and Assessments	Chaleff	The Office of the Inspector General must periodically audit the requirements, and Department compliance with, all settlement agreements.	4	Audit report back to BOPC	Y	<p>The Office of the Inspector General will handle this recommendation.</p> <p>Value - High;</p> <ul style="list-style-type: none"> Helps ensure compliance with Department policies and procedures; Identify areas where Department policies and procedures need to be strengthened, expanded, or re-envisioned; Bring problem areas to the BOPC's attention with recommendations for improvement; Minimize civil litigation and liability claims payouts by taking these actions; and, Improve public confidence by publishing reports detailing the information above. 	\$0	0
25	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					
	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	Report back on feasibility. If feasible, provide plan for implementation	Y	<p>Feasible - Yes Value; however, this should also be under the Technology and Equipment Working Group, as many issues with Watch changed were exacerbated by lack of emergency equipped Police Vehicles</p> <p>SME: OSO/CTSOB/ESD with OCOP/COS/ERG</p>	\$0	0

**After Action Report Implementation Plan Worksheet
Policy Development and Legal Considerations**

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y/N	Actions Taken	Cost \$	Staffing
26	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					
27	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	N/A	N/A	The Department produced and publish their After Action Report. This satisfies this request.	\$0	0
28	Succession Planning	LAPD	Careful consideration must be given to allow LTs 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 LT could assume the division supervisor role and a captain would then serve as the branch director to oversee the divisions.	5	Assess and report back on feasibility. If feasible, develop model for implementation.	Y	Value - High; covered under Existing NIMS, SEMS, ICS, procedures. The rank of the individual assigned to a task is at the discretion of the IC, and may change, as the incident evolves. SME: OSO/CTSOB/ESD	\$0	0
Total								\$850,980	1

TECHNOLOGY & EQUIPMENT

As part of the Department's After-Action Report Implementation Plan, the Technology & Equipment Working Group was created and tasked with addressing eleven recommendations stemming from the National Police Foundation's After-Action Report, the Chaleff After-Action Report, and the Department's After-Action Report. The working group included members from the community and business leaders, and the Department is grateful for their insight and continued support.

Board of Police Commissioners Advisory Committee's Report Recommendations

The Board of Police Commissioners established an Advisory Committee review and report on the Department's policies, procedures, and practices. This led to the publication of The Board of Police Commissioners Advisory Committee's Report (ACR), which also provided the Department with recommendations to maintain and enhance public trust through transparency and oversight.

The recommendations contained in the ACR spanned the areas of Recruitment and Hiring, Training, Bias-Free Policing, Data and Technology, the Disciplinary Process and Work-Place Incentives/Retention. These recommendations represent overarching philosophies in addition to directly actionable items, and as such will need a longitudinal approach to address.

Of the several recommendations from the ACR, the Technology & Equipment Working Group placed primary focus on:

1) Promote Public Engagement & Community Trust

Information Technology Bureau is currently working with the Innovation & Performance Commission (IPC), City of Los Angeles, to stand up a public Use of Force Dashboard. The vision is to contract with private vendor to display non-categorical use of force data available for the public at large. The proposal made it through the IPC Committee on Thursday, September 12, 2021 and is headed to the Los Angeles City Council for approval.

2) Enhance the Information Technology Bureau

Information Technology Bureau (ITB) is in the process of expanding its personnel as it takes on additional responsibilities – including data quality, privacy, and projects to reduce administrative redundancies. A commander position was added to ITB, with the intention of adding sworn and civilian positions to ensure modernization of technology within the Department.

3) Report Demographic & Enforcement Data

As part of public transparency, ITB along with Office of Constitutional Policing and Policy (OCP) are working together to enhance the Racial and Identity Profiling Act (RIPA), in accordance with California Assembly Bill 953. Information Technology Bureau contracted with a vendor and assisted with subject matter experts to stand up a forward facing publicly accessible

website with demographic and enforcement data from LAPD traffic stops, pedestrian stops, arrests, and detentions.

WORKING GROUP COMPOSITION

Police Commission Representative
Chairperson
Co-Chair

Commissioner Steve Soboroff
Deputy Chief John McMahon
Commander Randy Goddard

Department Partners

Administrative Services Bureau
Support Services Group
Traffic Group
Emergency Management Division
Innovative Management Division

Police Administrator III Annemarie Sauer
Commander Victor Davalos
Commander Alfred Pasos
Captain III Brian Morrison
Captain II Timothy Kalkus

Community Partners

Chief Information Officer, Cedars-Sinai
Former Assistant US Attorney
Chair & Executive Director, City of Oakland Privacy Advisor

Darren Dworkin
Mary Genow
Brian Hofer

PRIORITIES

After reviewing the recommendations and the related reports, the working group elected to group the recommendations into eleven categories. Many of the proposed actions from the three separate reports were interconnected and collectively served to advance more comprehensive concepts.

The order in which the categories appear reflects the working group's determination of the items having the most significant positive, long-lasting impact on the community. We believe the following narrative will support the intentionality of this priority order while also demonstrating a commitment to carrying out all categories.

PRIORITY ONE

Resource & Personnel Tracking

Chaleff After-Action Report Recommendation: 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.

Response: Item No. 1 refers to the digitization of the ICS 214s. Here, Information Technology Bureau (ITB) will be assisting the Office of Special Operations (OSO) to leverage technology to increase efficiency and accuracy when tracking and assigning resources to unusual or pre-planned events.

Rationale. The goal is to expedite and accurately reflect the personnel assigned to an event. Secondly, it will improve the Department's ability to receive federal reimbursement funds.

Community Benefit. The efficiency in staffing results in more time officers have in the community. Less administrative constraints are fiscally responsible, and leveraging technology increases organizational accountability.

Cost/Staffing Explanation. The estimated cost associated with the project is \$1,500,000. In addition, end-user validation is required. Staffing will consist of Hired Vendors/Contractors Subject Matter Experts (SME) from Office of Operations (OO), Emergency Services Division (ESD), Information Technology Bureau, and Fiscal Group. Information Technology Bureau has the lead on technology development. To date, ESD has already ordered upgraded printers that work off of WIFI and Bluetooth.

Timeline. The estimated timeframe for completion is 12 months. ITB concurs with the recommendation.

PRIORITY TWO

Information Gathering

Chaleff After-Action Report Recommendation: Purchase software that can be used to analyze open-source internet and social media content to provide field operations with vetted and useable information and add appropriate staffing.

National Police Foundation Recommendation: LAPD should develop a process to ensure that the command structure appropriately incorporates information gathered to improve public safety. This information should be shared promptly and consistently with the Incident Commander and relevant Department and bureau command posts while being factored into planning and preparedness.

Rationale. Item No. 2 refers to the Voyager Analytical and Penlinx software that Major Crimes Division is currently using. Major Crimes Division, Robbery Homicide Division, and the geographic bureaus would use the software to leverage open source social media information and cell phone analytical tools to gather and process real-time information for the end-user. ITB is in concurrence that this project should be funded.

Community Benefit. Reduction in crime and victimization is accomplished through successful investigations into crime trends.

Cost/Staffing Explanation. It will cost \$450,000 to purchase ten additional licenses.

Timeline. This project can be implemented within a three-month timeframe from purchase to utilization.

PRIORITY THREE ENHANCED INFORMATION SHARING

National Police Foundation Recommendation: LAPD should work with the community to consider collaborative approaches, technology solutions, and strategies to enhance situational awareness and improve community and officer safety.

Rationale. Item No. 3 refers to the recommendation that the Department leverage technology and find more collaborative approaches that will enhance situational awareness and improve community safety by assigning four police officers and four crime and intelligence analysts to fixed-post social media positions within each geographic bureau. The goal is to improve the dissemination of departmental messaging and work more closely with the community to improve safety by leveraging existing social media platforms (Next Door, Twitter, Facebook, NIXEL, etc.). Our only reluctance in supporting this measure is based on its sworn resourcing and associated cost.

Community Benefit. Social media officers provide timely communication with the community.

Cost/Staffing Explanation. The estimated cost of adding four fixed-post positions, at the rank of Police Officer II, and four Crime and Intelligence Analyst I's is \$2,041,852 annually with salary and benefits.

Timeline. With fixed-post positions and funding, the recommendation could be implemented in one Deployment Period.

PRIORITY FOUR DOWNLINK TESTING & STORAGE

National Police Foundation Recommendation: The Department should establish a routine testing schedule for the Air Unit downlinks. Downlink systems that are not working correctly should be fixed and retested to ensure an adequate number are operational and send live video downlinks to multiple receivers. A command officer in an Air Unit can complement the downlink deployment and provide guidance and information to the Operations Section Chief and Incident Commander (IC).

On October 21, 2020, the Board of Police Commissioners (BOPC) approved the Los Angeles Police Foundation's 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.

Response. Item No. 4 refers to the routine testing schedule and recording equipment for Air Support Division's (ASD) Downlink system. ASD has established a monthly testing schedule to ensure the Department has adequate operational downlink systems. They also test the systems before pre-planned events. In October 2020, the Board of Police Commissioners approved the

Police Foundation funding of the new recording equipment. All recordings are handled by the Major Incident Response Team and will be booked directly with Technical Investigation Division. We support the implementation of the project.

Rationale. Testing of downlink provides availability and sustainability of the downlink software.

Community Benefit. Downlink software ensures Department training can be completed after each event, providing accountability and best practices established.

Cost/Staffing Explanation. None.

Timeline. Complete.

PRIORITY FIVE Transportation Logistics

Chaleff After-Action Report Recommendation: 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:

- (a) An assessment that the total available is sufficient;
- (b) Plans to increase the transportation fleet if needed; and,
- (c) Whether the Department Operations Center, Communications Division, shall retain a current list of all certified drivers.

Response. Item No. 5 refers to the periodic review of the number of buses and vans available to transport arrestees during mass arrest scenarios. It also covers the number of properly licensed drivers required to operate those vehicles. Motor Transport Division is completing this assessment while Traffic Group addresses the number of licensed drivers for the equipment. The working groups support the initiative. Currently, the Department has 11 buses, 11 passenger vans, and five custody transportation vehicles.

Rationale. Availability of transportation logistics ensures efficient management of unlawful assemblies.

Community Benefit. Resolving unlawful assemblies leads to increased public safety and reduces the risk of further unrest.

Cost/Staffing Explanation. The cost associated with this time would be \$6,000 per year. This would cover a \$150 medical examination for 40 employees. The medical examination is required for a commercial drivers' license.

Timeline. The time frame for completion is to be determined.

PRIORITY SIX
Field Canteen

Los Angeles Police Department Recommendation: The food provided should be something that personnel can grab quickly and take with them.

Response. Item No. 6 refers to employee wellness during unusual occurrences. It has been recommended that the Department replicate the Los Angeles Fire Department credit card purchases of box lunches for field personnel. Supply Division received a formal project regarding this initiative and forwarded it to Office of Support Services for review. Fiscal Group has been tasked with identifying permanent funding sources and codes. Emergency use credit cards would be issued for use with Incident Commander approval. Protocols will have to be established for authorization of their use. The LAFD has no spending limit for food during an incident. Budgetary approval is still pending. The working groups support this initiative.

Rationale. Emergency use credit cards would provide officers sustenance for officers working long hours on skirmish lines.

Community Benefit. Positive morale for sworn personnel would lead to efficiency in resolving civil unrest.

Cost/Staffing Explanation. It was estimated that the cost could be \$100,000.

Timeline. In the process, with funding, the recommendation could be implemented in one Deployment Period (DP).

PRIORITY SEVEN
Drone Deployment

Los Angeles Police Department Recommendation: Additionally, the Department should investigate acquiring counter-drone technology similar to the Los Angeles Port Police.

Response. Item No. 7 refers to the Department's use of Small Unmanned Aerial Systems, commonly referred to as "drones." After careful consideration it was determined that such technology conflicts with the City's best practices, and as such this recommendation will not be proposed for adoption.

Rationale. This recommendation will not be proposed for adoption.

Community Benefit. This recommendation will not be proposed for adoption.

Cost/Staffing Explanation. None.

Timeline. None.

PRIORITY EIGHT
Public Mobile Notification

National Police Foundation – Recommendation: 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.

Response. Item No. 8 encourages the Department to leverage new and emerging technologies to disseminate dispersal warnings and curfew notices. The Wireless Emergency Alert (WEA) has been developed to tailor specific messaging for targeted areas or citywide distribution. These messages can contain imminent threat information, general notifications, public safety announcements, evacuation instructions, and unlawful assembly announcements. The City’s Emergency Management Division implemented the contract, and it has been successfully tested. This project is complete.

Rationale. WEA provides increased communication between LAPD and the community.

Community Benefit. The community receives text alerts to advise them when an unlawful assembly has been declared and directs them to safety.

Cost/Staffing Explanation. This recommendation has already been completed and the costs have been absorbed by the City of Los Angeles.

Timeline. Complete.

PRIORITY NINE
Large Scale Maps

Los Angeles Police Department Recommendation: Each geographic bureau should obtain and maintain large maps of their respective bureau.

Response. Item No. 9 recommendation calls for the purchasing of large geographic maps for bureau use during pre-planned or unusual occurrences. ITB was assigned this project, and it was completed. Maps are currently available through Supply Division.

Rationale. Maps at command posts provide leadership planning ability with large-scale maps.

Community Benefit. Efficiency in command post-management.

Cost/Staffing Explanation. Complete.

Timeline. Complete.

PRIORITY TEN Radio Encryption

Los Angeles Police Department Recommendation: The Department needs to ensure that it has sufficient encrypted tactical frequencies and the Command Post (CP) uses them. The Department needs to invest in encrypted radios or another form of private communication.

Response. Item No. 10 refers to encrypted tactical frequencies. ITB was assigned this project. OO agrees that the six current encrypted frequencies are currently sufficient. However, this initiative will be revisited in 2022 when the Department fields the new Land Mobile Radio (LMR) system. It is envisioned that the Department will be required to have all its radio communications encrypted to meet future state privacy guidelines. The end-user equipment portion of this project was completed with the issuance of the new tactical hand-held radios.

Rationale. Item is lower on the priorities due to the fact that LAPD had a pre-planned, approved grant.

Community Benefit. Privacy benefit where personal information that may go over radio frequencies are not available over the air.

Cost/Staffing Explanation. A grant is funding this initiative. Therefore, no additional funds are needed.

Timeline. Current radio frequencies are complete. It will take one year to implement the next phase which is not related to AAR as it was previously planned.

PRIORITY ELEVEN Protective Eyewear

Los Angeles Police Department Recommendation: The Department has issued protective eyewear to its officers as of this report. This eyewear protects officers from the use of lasers.

Response. Item No. 11 refers to the issuance of protective eyewear to field personnel. The eyewear was purchased by the Department and issued to all field personnel. This project is complete.

Rationale. Last priority due to the recommendation being completed.

Community Benefit. Officer safety allows officers to continue to work patrol and less risk of injury.

Cost/Staffing Explanation. The cost associated with purchasing 600 pieces of protective eye wear is \$30,000. This would be an annual cost.

Timeline. The purchase of additional eyewear can be accomplished within two weeks.

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TRAINING

- Crisis Intervention**

Periodically review and enhance the Department’s crisis intervention training policies and guidelines to ensure they are up-to-date and reflect current best practices, including:

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Enhance and promote the data collected on the SMART program to demonstrate the incidence of crises and the efficacy of crisis response practices. Include the number of encounters with people in crisis and the nature of the encounter, e.g., mental health, suicide attempt, drug overdoses, disability, etc.</p> <ul style="list-style-type: none"> ▪ <i>Track officers’ responses and the outcomes of their responses and conduct post-training assessments of officers who respond to crises, as well as the outcomes of those responses, to ensure that programs are effective and that training addresses community challenges.</i> ▪ <i>Ensure this data is accessible to the public.</i> 	Yes		<p>Information Technology Bureau (ITB) discussed this topic with Detective Support Vice Division (DSVD), who oversees Crisis Response and the SMART teams. DSVD collects and retains data from calls for service (CFS) related to mental health, suicide, drug overdose, etc. While this data exists, it is not currently available for public view. Consultation with the City Attorney’s Office and Detective Services Group (DSG) is needed to ascertain what data could be provided to the public.</p>

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DATA AND TECHNOLOGY

- General Use Technology Policy**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Implement a general use technology policy that includes: <ul style="list-style-type: none"> Easily accessible policies on the Department’s public-facing website. 	Yes, completed		Currently these items can be found on the public facing Department website under the Policies & Procedures/Training SB 978 section. The Department can continue work to make this information easier to access.
When adopting new technology or assessing the effectiveness of existing technology, engage in an evaluation that includes: <ul style="list-style-type: none"> <i>Public engagement and collaboration, including the use of community advisory boards, surveys, public town halls, union representatives, technology experts, data scientists and other subject matter experts to obtain input before adopting new technology.</i> <i>An analysis of best practices in the use of that technology.</i> <i>An assessment gauging the effectiveness of technology,</i> 	Yes		While most of these items are in current practice with ITB, the Department can explore how to better evaluate, analyze, and assess items prior to on-boarding new technology. Understanding that some systems or operational agreements with other entities can limit the information shared. Additionally, prior to the Department entering any contract, existing processes requires the Board of Police Commissioners to conduct a review, request further investigation and solicit public feedback prior to approving the contract for transmittal to City Hall.

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<p><i>soliciting input from all levels of the Department, from line officers to leaders.</i></p> <ul style="list-style-type: none"> ▪ <i>An assessment of whether the proposed use of the technology is adequate to protect the privacy rights and civil liberties of the public.</i> ▪ <i>An assessment of whether the proposed technology could be used in a discriminatory or biased manner, and, if so, ensure appropriate safeguards are put in place to eliminate such inappropriate use.</i> 			
<p>Develop specific guidelines for the adoption of new technology and for existing technology. Those guidelines should incorporate the above and include:</p> <ul style="list-style-type: none"> ▪ <i>Notification by the Department to the Commission when it wants to acquire new technology.</i> ▪ <i>Submission by the Department, with the help of the Information Technology Bureau, sufficient information about the proposed new technology and its use to the Commission for its review. This information should include:</i> <ul style="list-style-type: none"> ○ Description of technology and how it works. 	Yes		Will explore model policies from other cities.

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<ul style="list-style-type: none">○ Proposed purpose and primary use of the technology.○ The data or information that can be collected by the proposed technology.○ The category of individuals who can access or use the collected information, and the rules and processes required.○ Proposed training needed for the technology.○ Current data analytic capabilities to ingest and analyze the data.○ Information about steps to ensure adequate security measures to safeguard the data.○ The proposed data retention time period.○ How collected information can be used and/or reviewed by members of the public.○ Costs of the technology and need/cost for additional personnel.○ Identification of any potential impact on privacy and civil rights and plans to safeguard those rights.			
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Board of Police Commissioners Advisory Committee Recommendations Technology and Equipment

<ul style="list-style-type: none"> ○ Mechanisms to ensure oversight and auditing of the policies to ensure compliance. ○ A consistent and progressive discipline system for violations of policies. 			
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- **Specific Technologies Used to Gather Data**

- **Body Worn Video (BWV)**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Advocate for additional funding to supply all remaining sworn personnel with BWV.</p> <ul style="list-style-type: none"> ▪ <i>Continue to issue BWV cameras to police officer recruits in the Academy.</i> ▪ <i>If funding is not available for all remaining personnel, develop a prioritization list for the personnel who do not yet have BWV and seek funding for the highest priority units (such as Detective Bureau).</i> 	Yes		<p>While feasible, the Department continues to issue BWV cameras to all new recruits upon graduation of the Academy. The Department continues to seek funding sources for additional cameras, but the cost of a full deployment, for all sworn personnel, remains large, at approximately \$25M over six years.</p> <p>The Department will continue to prioritize distribution of available cameras to personnel most likely to interact with the community.</p>

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<p>Institute retention practices:</p> <ul style="list-style-type: none"> ▪ <i>Create a BWV data retention and destruction policy.</i> ▪ <i>Conduct a comprehensive review of the need to retain BWV for law enforcement and oversight purposes and determine the length of time that BWV should be retained.</i> ▪ <i>Such period should not exceed the five-year guidance provided by the City's Administrative Code, absent specific circumstances supporting longer retention.</i> 	<p>Yes</p>		<p>The Department will work with the City Attorney's Office and review best practices of similar Law Enforcement agencies to institute a retention practice for BWV files.</p>
<p>Ensure continuous training of officers on the proper use and maintenance of BWV cameras including:</p> <ul style="list-style-type: none"> ▪ <i>Immediate activation of BWV cameras at the beginning of encounters.</i> ▪ <i>Reinforcing the requirement that BWV cameras remain in the "on" position while on duty.</i> ▪ <i>Reinforcing the responsibilities for and restrictions on using BWVs, in accordance with existing policy.</i> ▪ <i>Practices to ensure the integrity of recordings, proper usage, and</i> 	<p>Yes</p>		<p>The Department will incorporate the reinforcement of current BWV policy in ongoing Department training and curriculum.</p>

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<i>disciplinary actions for failure to follow policy.</i>			
<p>Conduct additional analysis of BWV footage to identify patterns of behavior and develop best practices for training purposes including:</p> <ul style="list-style-type: none"> ▪ <i>Increase the usage of BWV footage in on-going training by providing examples of officer's behavior, e.g., how officers approach and interact with individuals.</i> ▪ <i>Analyze BWV footage more extensively to identify patterns of potential discriminatory, biased, harassing or other inappropriate behavior, including patterns that can be shown across incidents in the aggregate, for the purpose of improving encounters with the public.</i> ▪ <i>Assist researchers in building an automatic speech recognition system, or other efficient system, for BWV footage to allow the department to facilitate the review of footage, examine officers' language precisely and systematically, and develop</i> 	Yes		<p>The Department currently utilizes Bureau Inspection Teams, Area Training Units, and Audit Division to inspect BWV for training purpose and identifying patterns.</p> <p>ITB continues to work with vendors and research solutions for new features like speech recognition and other efficiency systems to aide in the review of BWV footage.</p>

Board of Police Commissioners Advisory Committee Recommendations Technology and Equipment

<i>strategies for improving officer communication.</i>			
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- **Digital In-Car Video System (DICVS)**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Consistent with Department Manual Section 3/579.13, regularly review the DICVS Policy to ensure it is up-to-date and reflects current best practices, including:</p> <ul style="list-style-type: none"> ▪ <i>Clearly states when and how the DICVS must be activated.</i> ▪ <i>Requires officer training on the proper use of the DICVS.</i> ▪ <i>Requires officers to record certain incidents, including traffic stops, searches, transports, and questioning of victims, suspects, and witnesses.</i> ▪ <i>Requires data be uploaded to a secure storage repository.</i> ▪ <i>Prohibits officers from deleting or otherwise tampering with in-vehicle recording footage.</i> 	Yes		The Department will incorporate the reinforcement of current DICVS policy in ongoing Department training and curriculum.
<p>Provide consistent supervision to enhance compliance and accountability with DICVS policies and practices:</p> <ul style="list-style-type: none"> ▪ <i>Supervisors should be responsible for reinforcing DICVS policies and should be regularly evaluated on their</i> 	Yes		The Department's current practice of random inspection of DICVS includes evaluation of compliance in use of DICVS. Additional expansion of the inspection process can be explored.

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<p><i>efforts to ensure compliance and on their ability to identify non-compliant officers.</i></p> <ul style="list-style-type: none"> ▪ <i>Supervisors should regularly review DICVS practices with officers to ensure compliance.</i> 			Supervisors will continue to review DICVS during investigations and provide feedback/training to personnel.
<p>Conduct regular audits and inspections of DICVS to ensure compliance:</p> <ul style="list-style-type: none"> ▪ <i>Systematic audits should be conducted to consistently monitor the use of DICVS to ensure adherence to department policies.</i> 	Yes		The Department's current practice of random inspection of DICVS includes evaluation of compliance in use of DICVS. Additional expansion of the inspection process can be explored.
<p>Establish a consistent and progressive discipline system for violations of the DICVS policies.</p>	Yes		This is currently addressed in the Department's Sworn Penalty Guide for Personnel Complaints, published by Professional Standards Bureau.
<p>Institute retention practices:</p> <ul style="list-style-type: none"> ▪ <i>Create a DICVS data retention and destruction policy.</i> ▪ <i>Conduct a comprehensive review of the need to retain DICVS for law enforcement and oversight purposes and determine the length of time that DICVS should be retained.</i> ▪ <i>Such period should not exceed the five-year guidance provided by the City's Administrative Code, absent specific circumstances supporting longer retention.</i> 	Yes		The Department will work with the City Attorney's Office and review best practices of similar Law Enforcement agencies to institute a retention practice for DICVS files.

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- **Automated License Plate Reader (ALPR)**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Develop and implement a clear ALPR policy that reflects current best practices and includes the following:</p> <ul style="list-style-type: none"> • <i>Ensures compliance with SB 34.</i> • <i>Ensures compliance with Report issued by State Auditor, dated February 2020.</i> • <i>Establishes the authorized and prohibited uses of the ALPR system.</i> • <i>Specifically defines how the LAPD will monitor and audit the use of the ALPR system to ensure compliance and the security of the data.</i> • <i>Ensures that vendors who have access to ALPR systems adequately protect the information.</i> • <i>Addresses data sharing agreements.</i> • <i>Addresses data retention issues that consider both the usefulness of the ALPR data and individuals' privacy in</i> 	<p>Yes</p>		<p>Currently, all items have been addressed in Special Order No. 31, 2020 – Automated License Plate Recognition Usage and Privacy Policy, approved by BOPC on December 8, 2020. The Department will continue to monitor changes in State law and national best practices.</p>

Board of Police Commissioners Advisory Committee Recommendations Technology and Equipment

<p><i>deciding how long to retain the images.</i></p> <ul style="list-style-type: none">• <i>Defines the “Appropriate Users” of ALPR technology:</i><ul style="list-style-type: none">• Specifically identify the individual users who have access to the ALPR system.• Users should require supervisor approval and ALPR training as a prerequisite for account access.• Suspension of accounts should be required when a user has become “inactive.”• Training for “inactive” users should be required to regain active status.• Deletion of accounts should take place when employees separate from the agency.• <i>Allow ALPR technology to only be used to collect data that is within public view and not be used for the sole purpose of monitoring individual activities protected by the First Amendment.</i>			
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<p>Implement internal safeguards to protect against misuse of data and outline consequences for noncompliance.</p>	<p>Yes</p>		<p>Department databases require users to log in using personal identifiers and passwords.</p> <p>Additionally, misuse and noncompliant use of data is covered under the Department Manual, Vol 3, Section 405 - Confidential Nature of Department Records, Reports, and Information.</p> <p>Violations of this nature would be addressed under the Department's Sworn Penalty Guide for Personnel Complaints.</p>
<p>Develop an ongoing evaluation and audit system that determines whether the technology is being used in accordance with policies.</p>	<p>Yes</p>		<p>Per Department policy, currently ITB provides ALPR data to Audit Division for inspections. (Special Order 31, 2020)</p>
<p>Develop an ALPR retention policy that balances the need for law enforcement investigations with privacy concerns.</p> <ul style="list-style-type: none"> ▪ <i>Ensure the retention policy is consistent with all other data storage policies.</i> 	<p>Yes</p>		<p>Per Department policy, Retention policy is specified as five years. (Special Order 31, 2020)</p>

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- **Suspicious Activity Reports (SARs)**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Consistent with Department Manual Section 4/271.46, and Special Order 17 (2012) (“SARs Policy”), regularly review the SARs Policy to ensure it is up-to-date and reflects current best practices, including:</p> <ul style="list-style-type: none"> ▪ <i>Include SARs in the arrest files for arrests made based on SARs.</i> ▪ <i>Ensure that information collected in the SARs is only used for bona fide law enforcement and/or intelligence analysis purposes and/or for defense in civil or administrative actions brought against the Department or its members.</i> ▪ <i>Require the department to publicly report on the data submitted in SARs report on a regular basis but not less than once a year.</i> ▪ <i>Conduct regular audits to ensure that reports are based on observed behavior reasonably associated with pre-operational planning associated with terrorism or other criminal activity (The Department</i> 	Yes		<p>The Department will continue to monitor best practices and will update policy as needed. Reviews of data and submitted reports can be conducted by Audit Division and the Office of Constitutional Policy and Policing.</p>

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<i>and federal guidelines also refer to this as potentially having a “nexus to terrorism”), and do not include protected First Amendment activities.</i>			
<p>Review the findings of the 2019 OIG audit, and ensure all recommendations have been implemented, specifically:</p> <ul style="list-style-type: none"> ▪ <i>Revisions to Special Order 17 incorporating updated language regarding suspicious activity behaviors and indicators (set forth by the 2015 iteration of the ISE Functional Standard).</i> ▪ <i>Requiring that analyst notes clearly state the rationale for affirming or denying each SAR and require that the notes explain the rationale for any reversal of an original classification.</i> ▪ <i>Evaluate options to categorize the racial/ethnic background of the involved persons more effectively (currently listed in the Descent category as “Other”) in an effort to minimize the use of the term “other.”</i> ▪ <i>Develop parameters regarding sharing information from any “unfounded” SAR with the Joint</i> 	Yes		<p>The Department published Special Order No. 2, 2020, which updated the language of Suspicious Activity Potentially Related to Foreign or Domestic Terrorism (Renamed and Revised from Suspicious Activity Report).</p> <p>Additional recommendations related to this may be analyzed by Counter Terrorism Special Operations Bureau.</p>

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<p><i>Regional Intelligence Center (“JRIC”) or other outside agencies.</i></p> <ul style="list-style-type: none"> ▪ <i>Review all video and audio recordings associated with a SAR as part of the classification process.</i> 			
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- **Data Quality and Accuracy**

Data quality and accuracy in individual reporting should be enhanced to improve the overall quality of the information in the databases.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Establish metrics to track and assess data quality (e.g., number of incomplete or redundant entries in a database, or the amount of data that cannot be analyzed due to formatting or input issues) and perform recurring data quality assurance audits.	Yes		Currently, ITB monitors, with limited ability, the quality of data entered into Department databases. The Department is working on a project to update our data systems, which could allow for better tracking and data management.
Conduct data quality follow-up as soon as feasible after reporting problems occur.	Yes		This is a current practice by ITB when notified of identified issues. Currently, ITB is guided by best practices when addressing data quality issues.

Board of Police Commissioners Advisory Committee Recommendations Technology and Equipment

- **Data Access and Use**

Ensure that current policies are being followed and that access to the databases is limited to authorized employees for official police business purposes.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>To accomplish this, develop clear policies and procedure for accessing data, including:</p> <ul style="list-style-type: none"> ▪ <i>Data stored on or available through department systems should only be accessed by authorized employees who are engaged in an active investigation, assisting in an active investigation, or otherwise have a legitimate law enforcement or department business-related purpose.</i> ▪ <i>Access controls should be streamlined and consistently applied to all data and should require authentication, authorization, and passwords.</i> ▪ <i>Access to sensitive information should be limited to authorized employees with an express need to review such data.</i> ▪ <i>Clearly identify personnel who have edit rights to the data and when they can edit said data.</i> ▪ <i>Employees who should no longer have access rights should immediately be removed from access privileges.</i> ▪ <i>Outline consequences for noncompliance.</i> 	No	<p>Not all databases or systems accessed by personnel are operated/owned by the Department. Any changes to systems outside of the Department’s control would have to be requested and submitted to system owners.</p> <p>Changes to systems and databases owned by the Department can be explored.</p>	<p>Currently, Department databases require users to log in, using personal user names and passwords.</p> <p>Access to many databases, require a right to know, need to know and in some instances, access is role based.</p> <p>Additionally, violations of this topic are covered under Department Manual section, Vol 3, Section 405 - Confidential Nature of Department Records, Reports, and Information.</p> <p>Violations of this nature would be addressed under the Department’s Sworn Penalty Guide for Personnel Complaints.</p> <p>Note: The Department would need to balance efficiencies vs security when exploring additional safeguard measures.</p>

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<p>Conduct regular audits to ensure access is limited to authorized users.</p> <ul style="list-style-type: none"> ▪ <i>Access logs should be routinely audited to ensure compliance with data access policies and procedures.</i> 	Yes		The Department can explore means to inspect and provide data to Audit Division for review.

• Data Retention/Preservation

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Develop clear and comprehensive policies and procedures pertaining to the retention and destruction of all data for each technological tool that includes balancing the following:</p> <ul style="list-style-type: none"> ▪ <i>Evaluating law enforcement needs for the data.</i> ▪ <i>Considering the privacy considerations of those individuals whose data is being held and how to safeguard those rights.</i> ▪ <i>Assessing the need for the data in ongoing criminal investigations, prosecution, administrative or civil proceedings.</i> ▪ <i>Ensuring the need to protect stored data consistent with the applicable cybersecurity structure.</i> 	Yes		The Department will work with the City Attorney's Office and review best practices of similar Law Enforcement agencies to institute a retention practice for data.

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Work with the Police Commission and City Attorney’s Office to address the applicable law regarding data retention and/or preservation, including California law and Los Angeles City Administrative Code, and bring recommendations to the appropriate governing body to amend these requirements in accordance with the Department’s evaluations and findings.	Yes		The Department will work with the City Attorney’s Office and review best practices of similar Law Enforcement agencies to institute a retention practice for data.
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- **Study/Collected Data**

Ensure that significant efforts are made to learn from all collected data. These efforts should include:

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Expand work with research specialists, academics, data scientists, and other subject matter experts.	Yes		The Department has a long history of partnering with academia and research specialists to establish best practices. The Department can continue this history in regard to data collection.
Establish metrics for evaluating the utility of the data.	Yes		The Department has a long history of partnering with academia and research specialists to establish best practices. The Department can continue this history in regard to data utility.
Consistently evaluate and review data collected to determine efficacy of policing practices and which ones result in unintended consequences.	Yes		The Department has a long history of partnering with academia and research specialists to establish best practices. The Department can continue this history in regard to data and its use for efficacy of policing practice.

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- **Promote Public Engagement and Community Trust**

Increase public engagement and community trust by making data public.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Report data publicly (e.g., demographic, enforcement, critical incidents, etc.) and discuss with the community at regular public forums and oversight meetings.	Yes		The Department's current Racial and Identity Profiling Act (RIPA) Dashboard project will have a public facing report that can be used for public forums. Additional projects to replace outdated data systems can have this functionality built in.
Continue to expand open data access and include, where feasible, data summaries/reports in English and Spanish.	Yes		The Department's current data systems have limited ability to interface with open data. As new data systems are established, the Department can work on expanding access.
Update the public-facing website so that data is more easily accessible to the public.	Yes		The Department is currently updating the public website, which will allow for easier access to information.
Data should be presented in a way that promotes true transparency, comprehensibility and encourages public engagement and collaboration through information dashboards, maps, graphical interfaces that use icons, menus, and other visual graphics.	Yes		The Department will work with internal and external stakeholders to identify the best means to publish and present data to the public.
Raw data should be available for download so researchers, academics, and other interested parties can access and analyze it.	Yes		The Department can explore exporting data to the City's Open Data portal. Note: Many data systems currently in use by the Department are limited in their ability to

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			be modified, as limited support staff is available. As the Department replaces these systems with new modern products, the Department can work to make this feature part of the new system.
Work with community representatives to develop and propose data, privacy, and technology policies and practices that are consistent with best practices for the Commission to consider adopting.	Yes		The Department can work with the public to develop best practices on data, privacy and technology policies.

• Report Demographic and Enforcement Data

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Consistent with many of the current practices of the Commission and the Department, collect and publicly report:</p> <ul style="list-style-type: none"> ▪ <i>Pedestrian and traffic stops</i> ▪ <i>Searches</i> ▪ <i>Summonses</i> ▪ <i>Arrests</i> ▪ <i>Reported crimes</i> ▪ <i>Complaints (volume and nature of)</i> ▪ <i>Officer injuries</i> ▪ <i>Officer training</i> 	Yes		The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. This work is ongoing.
Disaggregate data by demographics including race, ethnicity, national origin, gender, LGBTQIA+ status, disability, religion, and other relevant demographic identifiers, to help	Yes		The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. This work is ongoing.

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assess the effectiveness of police practices, maintain accountability, and engage the community.			
Include detail sufficient to permit an analysis of possible patterns of biased policing or racial profiling.	Yes		The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. This work is ongoing
Regularly review and monitor that data is being made available as soon as practical.	Yes		The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. This work is ongoing.
Report and make publicly available data regarding the composition of the department including race, gender, age, educational-level, and other relevant demographic data.	Yes		The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. This work is ongoing.
Disaggregate all data by unit, division, shift, and geographic location.	Yes		The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. This work is ongoing.

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• Report Use of Force Data

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Consistent with the Commission's 2015 directives, and Department's practices, as reflected in the Annual Use of Force year-end review reports, regularly review the Department's use of force policies to ensure they are up-to-date and reflect current best practices.	Yes		The Department continues to publish the annual Use of Force Year-End Review report and will research best practices to publish and review this data. Additionally, the Department can explore ways of automating the regular review process of policies.
<p>Ensure continuous and frequent reporting of all use of force data which should, at a minimum include:</p> <ul style="list-style-type: none"> ▪ <i>The Annual Use of Force year-end review.</i> ▪ <i>Regularly post data online, in addition to the annual report.</i> ▪ <i>Police Commission Meetings.</i> ▪ <i>Public meetings, including meetings with community groups and organizations; and</i> ▪ <i>Annual reports to the federal government, including to the FBI's Criminal Justice Information Services (CJIS) and Bureau of Criminal Apprehension (BCA).</i> 	Yes		<p>The Department will explore best practices to publish data to different audiences, via various means.</p> <p>Note: Many systems currently in use by the Department are limited in their ability to be modified, as limited support staff is available. As the Department replaces these systems with new modern products, the Department can work to make this feature part of the new systems.</p>
The data disclosed should include, at minimum, information on officer-involved shootings (OIS), in-custody deaths, and uses of force resulting in serious bodily harm	Yes		The Department can explore best practices to publish data to different audiences, via various means.

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(collectively referred to as categorical uses of force (CUOF). In addition, reporting of non-categorical uses of force should also continue to take place.			Note: Many systems currently in use by the Department are limited in their ability to be modified, as limited support staff is available. As the Department replaces these systems with new modern products, the Department can work to make this feature part of the new systems.
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- **Procure A High-Quality Data Collection System**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
The Department should implement and maintain a high-quality, modern data collection system for collecting, storing, and analyzing relevant data. The system may include such modern technology as a friendly graphical user interface, a robust cloud repository with secure databases, and automated search tools.	Yes		The Department is in the process of updating its data collection system. As the requirements of this project are finalized, these topics can be included.
The data collection system should help facilitate the Department's ability to aggregate, normalize and analyze relevant data, including analysis by demographic variables.	Yes		The Department is in the process of updating its data collection system. As the requirements of this project are finalized, these topics can be included.
The Department should ensure that data is not collected or used in a way that would violate privacy, civil or human rights or	Yes		The Department is in the process of updating its data collection system. As the requirements of this project are finalized, these topics can be included.

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facilitate discrimination against any demographic group.			
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- **Enhance the Information Technology Bureau (ITB)**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Members of the ITB should have experience in implementing and maintaining data collection systems, working with cloud repositories, understanding data taxonomy (cataloging of data), and performing data analytics.	Yes	Not applicable	The Department and ITB will continue employee development in regard to IT support and project management, ensuring training will be modern and cover industry best practices.
The ITB should assist the Department in retaining outside subject matter experts with extensive experience in the secure collection, storage, accessibility, transmission, management, audit, and analysis of digital data. Outside subject matter experts will play an integral role in assisting the Department to update and restructure its current databases, procure adequate systems for collecting and storing data, and facilitate the efficient integration and analysis of all existing and newly collected data sets.	Yes	Not applicable	Currently, ITB has several Volunteer Specialists who assist Department personnel in establishing and reaching modern best practices when it comes to IT operations. Additionally, ITB has a long history of working and partnering with the Information Technology Agency (ITA) for available City resources.
Secure additional funding and/or resources so that the ITB can implement an information systems architecture that allows for the best practice in secure collection, storage,	Yes	Not applicable	The Department and ITB will continue to research funding opportunities, via Grants etc., for contracted workers, along with working to obtain additional personnel authorities to ensure the design of new

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accessibility, transmission, management, and analysis of digital data.			system architecture is completed to industry best practices.
An IT/data manager should oversee the applicable ITB and facilitate the handling of data requests, data analysis, and data risk assessment.	Yes	Not applicable	At this time ITB is working to expand its command, via a civilian position, who could oversee these items with the mission of meeting national best practices. Currently, these topics are overseen by each commanding officer, responsible for their specific project and/or system.
The ITB should develop and implement security protocols to mitigate the risk to protected data within the Department's control.	Yes	Not applicable	Currently, ITB has within Information Technology Division an Enterprise Cyber Security Section. This section continually researches national best practices in regard to cyber security and recommends changes to policy and procedures through ITB.
The ITB teams should be able to maintain and readily analyze demographic and enforcement data to identify, among other things, possible patterns of biased policing, misallocation of resources, or inadequate training.	No	Staff at ITB are focused on the maintenance and operations of the Department's IT systems. They have limited ability or background to review, identify or provide recommendations on Department field operations.	To work towards this goal, ITB could provide data and access to systems for personnel from the Office of Operations, Audit Division, etc., to conduct these types of reviews.
The ITB teams should have a significant level of independence from operational entities within the Department to enhance perception of trustworthiness and integrity of collected, analyzed, and maintained data.	Yes	Not applicable	Currently, ITB's position in the Department's chain of command is as a "direct report" to the Chief of Police. This provides a level of autonomy from other Department Offices.

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• Additional Privacy Considerations

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Implement privacy practices pertaining to the public’s personal information, including:</p> <ul style="list-style-type: none"> ▪ <i>Evaluate the law enforcement purpose for collecting the public’s personal data and consider alternatives to doing so.</i> ▪ <i>Limit the collection and retention of such personal information to directly serve a legitimate law enforcement purpose.</i> ▪ <i>Consider the privacy implications of collecting personal information before the collection of such data.</i> ▪ <i>Collect information in ways that does not discriminate against any persons, including marginalized and minority communities.</i> ▪ <i>When possible, offer clear alternatives to the collection of personal information at the time of collection.</i> 	Yes	Not applicable	<p>Department databases require users to log in, using personal identifiers and passwords.</p> <p>Additionally, this topic is covered under the Department Manual, Vol 3, Section 405 - Confidential Nature of Department Records, Reports, and Information.</p> <p>Violations would be addressed under the Department’s Sworn Penalty Guide for Personnel Complaints.</p>
<p>Manage personal information with diligence.</p> <ul style="list-style-type: none"> ▪ <i>Regularly update software and applications used for the collection and retention of public personal information.</i> ▪ <i>Regularly delete personal information, consistent with the Department’s data retention policies.</i> 	Yes	Not applicable	<p>The Department can work to maintain current versions of software and applications for Department use. We can also explore, as means of best practice, encryption and data retention, as allowed by City rules.</p>

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<ul style="list-style-type: none"> ▪ <i>Encryption and other security measures should be implemented to reduce misuse of personal information.</i> ▪ <i>Extend privacy protection to the Department's relationships with third parties and provide personal information only when necessary or required by law.</i> 			<p>Note: Many of our current systems have limited, if any expansion capabilities. The Department is currently in the beginning phases of replacing these outdated systems.</p>
<p>Safeguard individual privacy in public disclosures consistent with the recommendations included herein.</p>	<p>Yes</p>	<p>Not applicable</p>	<p>The Department can work with the City Attorney's Office on this subject.</p>
<p>Safeguard individual privacy in public disclosures consistent with the recommendations included herein.</p> <p>Be transparent and open about why and how the Department collects, uses, manages, and shares personal information.</p> <ul style="list-style-type: none"> ▪ Include these explanations on the Department's public-facing website. ▪ Seek community input on the collection of personal information and how it could be protected. 	<p>Yes</p>	<p>Not applicable</p>	<p>The Department can explore ways of adding privacy disclosures to Department forms and websites.</p>

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- **Field Interview Cards**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Digitize and Streamline FIs: Work towards streamlining the FI process by digitizing it and connecting it to AFDR and CAD data in order to reduce the burden on officers. This would also ensure timeliness of data entry, improved accuracy, and less redundancy, and would facilitate better data analysis. In digitizing the system, the Department should also expand character limits to ensure that the card allows for sufficient information to be entered into the system. To the extent that officers continue to use paper forms, the Department should develop a formalized system for tracking and managing these documents, to include a process for ensuring timely entry into the FI database.</p>	Yes	Not applicable	<p>The Department is currently working on a project that would allow for FI, AFDR and CAD data synchronization and reporting contemporaneously during an officer's investigation. This work is ongoing.</p> <p>During the continued use of paper forms, the Department can explore ways of better tracking and managing these documents.</p>
<p>Retention Period: Develop a retention policy for digitized FI cards, which may include the purging of outdated records containing personal identifying information.</p>	No	Department FI reports should be retained for investigative purposes.	<p>The Department could work with the City Attorney's Office and review best practices of similar Law Enforcement agencies.</p>

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- Data Collection**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Improve Data Collection Practices: Expand data validation and performance audits to identify areas of errors or confusion in entering stop data. Provide training and guidance in these areas.	Yes	Not applicable	The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. Once completed, the Department can explore refining validation of data. Additionally, the Department is in the process to replace old systems with new modern interfaces. As this work proceeds, the Department will refine training and guidance for personnel.
Identify Data Improvements: Identify additions to the required RIPA data fields that might assist in understanding and analyzing stop data, such as the addition of important contextual information. These might include, for example, the following fields: vehicle/pedestrian/bicycle stop, driver/passenger/pedestrian, local code violation, homeless status, search-by-search data.	Yes	Not applicable	The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. Currently, the Department is being guided by State Law. Once the dashboard is completed, the Department can explore gathering additional contextual data, this work is ongoing.
Timely Data Entry: Require that AFDRs be filled out directly following a stop where practicable. If this is not practicable, officers should note that the AFDR card was completed later and should take steps to ensure accuracy, including consulting contemporaneous notes or video as needed.	Yes	Not applicable	The Department is currently working on a project that would allow for AFDR reporting contemporaneously during an officer's investigation. This work is ongoing.

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- **Data Analysis and Transparency**

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
Publish Stop Data: Publish regular reports on stop data, including data disaggregated by race and gender, geographic area, and post-stop activities. Make all stop data, other than confidential information, available through the City's open data website.	Yes	Not applicable	The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish most of this data. This work is ongoing.
Analyze Stop Data on an Ongoing Basis: Continue and finalize the process of developing metrics and a system for ongoing analysis of stop data for the purposes of identifying potential disparities, areas of improvement and success, and possible Fourth Amendment issues. Incorporate stop measures into the CompStat process and into officer reviews.	Yes	Not applicable	The Department is currently working on the Racial and Identity Profiling Act (RIPA) dashboard that will publish and allow the review of this data. This work is ongoing

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WORK-PLACE INCENTIVE/RETENTION

- **Officer Health and Well-Being**

Create a culture that values self-care and safety in all aspects of operations.

<i>Recommendation</i>	<i>Feasible (Y/N)</i>	<i>If not feasible, why?</i>	<i>Additional Notes</i>
<p>Ensure all officers are provided with sufficient and modern safety equipment.</p> <ul style="list-style-type: none"> ▪ <i>Continue to issue BWV and other important technology to police officer recruits in the Academy to ensure the recruits are receiving hands-on training with mission critical systems.</i> ▪ <i>Ensure that all officers are provided with appropriate safety equipment and monitor their needs (and potentially changing needs) on an ongoing basis.</i> ▪ <i>Equip officers with on-duty first aid kits and provide regular training on proper techniques for rendering aid in the field.</i> ▪ <i>Require officers to wear seatbelts and implement regular trainings on importance of safe driving behaviors.</i> 	Yes	Not applicable	<p>The Department will continue to issue BWV to new recruits and monitor new emerging technology available to law enforcement.</p> <p>Training on first aid and harm reduction will continue to be provided to Department personnel.</p>

After Action Report Implementation Plan Worksheet
Technology and Equipment

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
1	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. Ability to track personnel via GPS and when they enter a geo-location, defined by Command Post, for increased transparency of work actually performed for an event.	21	Review and report back on feasibility/desirability. If feasible and desirable, provide technology options for RFP. Cost Back Bone of Radio GPS capabilities	Y	ITB, IMD, CTSOB, and ESD are working on a system called GAURD (Geographic Area Uniformed Reporting Device). ESD is SME to validate end user feasibility. How this is going to be accomplished is based on the ability to effectively integrate and share information from the different Department systems. As it relates to financial cost of such resource deployment, it is estimated to be \$1.5M.	\$1,500,000	0
	Technology	LAPD	The Department's needs to invest in a more efficient system for tracking its own and additional resources.	9					
2	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	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		Social Media Software leverages social media data and will allow improved data collection and provide a more holistic background on target subjects. Cell phone analytical tools exist that can be linked to OSINT data to give real time intelligence. These software solutions have been tested and requested by MCD. However, do to lack of funding have not been made available.		
	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	CTSOB and MCD have created a Social Media Working Group that meets monthly to build relationships and improve intelligence flow between Operations, Area Bureaus, MCD, RHD, and JRIC	Y	Note: Community Committee members to participate in policy discussions to ensure privacy concerns are addressed. First 5 licenses - \$50,000 Next 5 licenses - \$40,000 10 licenses for \$450,000	\$450,000	0

After Action Report Implementation Plan Worksheet
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Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
	Intelligence Gathering	LAPD	The Department should 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					

After Action Report Implementation Plan Worksheet
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Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
3	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	Develop guidelines and strategies to address and work with PCG Cost Software Solution	Y	Increase Sworn and Civilian authorities for One Crime Intelligence Analyst (CIAN I) (\$215,241.30) One Police Officer II (Salary \$295,221.84) PER BUREAU Total - Four CIAN; Four PO II	\$2,041,852	8
4	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	Develop testing schedule and upgrade equipment	Y	<p>This is an ASD lead. ASD to schedule monthly testing for each airship to maintain readiness and identify and fix any issues. Pre-Incident tests. For pre-planned events, test the airships that will be used that day to ensure Downlink is operational. ASD Schedule to be coordinated with MIRT, DOC, Bureaus that have Downlink. Downlink is recorded and all recordings are booked directly at TID with the Included (Preface of "Downlink, Date, and Bureau of recording) The portion recommending a command officer in the airship is a tactical discussion and should be moved to the "Deployment Mobilization" category with the weigh-in of ASD and Metro.</p>	\$0	0

After Action Report Implementation Plan Worksheet
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Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
5	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	<p>Develop review schedule of equipment and drivers and ensure it's delivery to COMM</p> <p>\$150 for 40 medical examinations each year</p>	Y	<p>MTD is completing assessment of buses and vans. Traffic Group is assessing number of bus drivers and the driver lists will be retained by Traffic Group and the DOC. The lists will be updated monthly.</p> <p>Currently, the Department as 11 passenger Vans, 11 Buses, and 5 Custody Transportation vehicles.</p> <p>MOA with LASO and MTA for use of buses.</p>	\$6,000	0
6	Employee Wellness First Aid	LAPD	<p>The food provided should be something that personnel can grab quickly and take with them.</p>	6	Implement Annual Cost	Y	<p>Contacted Supply Division who advised a formal project for this was already sent though OSS for a pre-authorized contract. FG to possibly identify/establish permanent funding source and code. It is recommended that all DOC W/C's obtain Emergency Use Credit Cards and be delegated the authority to place the food order on the approval of the Incident Commander. There needs to be protocols established that identify minimum criteria for authorization and if any other approval is necessary.</p>	\$100,000	0

After Action Report Implementation Plan Worksheet
Technology and Equipment

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
7	Equipment	LAPD	<p>Additionally, the Department should investigate acquiring COUNTER DRONE TECHNOLOGY such as that used by the Los Angeles Port Police.</p> <p>Possible to utilize current fleet to achieve goal.</p>	3	Cost- Counter Drone Technology With 30K annual recurring	N	Such technology conflicts with the City's best practices.	\$0	0
8	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	<p>Develop guidelines for implementation in an unusual occurrence.</p> <p>Cost Software solution</p>	Y	<p>WEA – Wireless Emergency Alert</p> <p>Utilizing the Everbridge software, the Wireless Emergency Alert (WEA) is a mass notification, incident communication tool. It provides the capability to send out a forced notification message to a cell phone to a group or people in a selected, target area. The forced mass notification message provides informative and descriptive insight or direction before, during and after critical events.</p> <p>Using template options created and tailored to meet specific needs, a WEA can be sent either citywide or a targeted area. Options for use include an Imminent Threat, General Notification, Public Safety Awareness, Wildfire Evacuations and Civil Unrest. The system has been successfully deployed.</p>	\$0	0
9	Planning Preparedness and ICS	LAPD	Each geographic Bureau should obtain and maintain large maps of their respective Bureau.	2	<p>Provide maps</p> <p>Cost- 12 Printed Large Scale Maps</p>	N/A	ADSD has made maps available through Supply Division.	\$0	0

After Action Report Implementation Plan Worksheet
Technology and Equipment

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
10	Internal Communications	LAPD	The Department needs to make sure that it has sufficient encrypted tactical frequencies and the CP uses them.	3	Provide needs assessment and report back Provide options for RFP. Cost Communication Solution	Y	OO agrees the current six encrypted frequencies is sufficient until the new Land Mobile Radio (LMR) system is installed in 2022.	\$0	0
	Technology	LAPD	The Department needs to invest in encrypted radios or another form of private communication.	3		Y	Complete	\$0	0
11	Equipment	LAPD	As of this writing, the Department has issued protective eyewear to its officers. This eye wear protects officers from the use of lasers.	19	Review and report back on options Additional 600 Glasses per year @\$50 per pair	Y	Protect sworn officers and supervisors from harmful lasers utilized by protestors.	\$30,000	0
Total								\$4,127,852	8

TRAINING

As part of the Department's After-Action Report Implementation Plan, the Training Working Group was created and tasked with addressing 17 of the recommendations stemming from the three different completed After-Action Reports as well as recommendations from the Board of Police Commissioners Advisory Committee (Advisory Committee) report. The working group undertook the task in partnership with stakeholders who hold deep ties to the neighborhoods and segments of the broader Los Angeles community and provided expertise from different, professional, academic, and civic areas.

Board of Police Commissioners Advisory Committee's Report Recommendations

The Board of Police Commissioners established an Advisory Committee review and report on the Department's policies, procedures, and practices. This led to the publication of The Board of Police Commissioners Advisory Committee's Report (ACR), which also provided the Department with recommendations to maintain and enhance public trust through transparency and oversight.

The recommendations contained in the ACR spanned the areas of Recruitment and Hiring, Training, Bias-Free Policing, Data and Technology, the Disciplinary Process and Work-Place Incentives/Retention. These recommendations represent overarching philosophies in addition to directly actionable items, and as such will need a longitudinal approach to address.

Of the several recommendations from the ACR, the Training working group placed primary focus on:

- Review and improve training policies and programs to ensure they are up-to-date and reflect current best practices; and,
- Training should focus on critical thinking, social intelligence, implicit bias, fair and impartial policing, historical trauma, de-escalation, 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.

These two areas of primary focus represent critical areas of training that must be constantly reinforced, updated, and emphasized.

WORKING GROUP COMPOSITION

Police Commission Representative
Chairperson

Commissioner William J. Briggs II
Deputy Chief Marc R. Reina

Department Partners

Director, Police Training and Education
Commanding Officer, Training Division
Director, Los Angeles Police Protective League
Sergeant, Training Bureau

Dr. Luann Pannell
Captain Jon Pinto
Sergeant Dave Abdalian
Sergeant Andrew Cullen

Community Partners

Professor, DEI Program Chair - Unix
Executive Director, Historic Core BID
Director, Boys and Girls Club

Dr. Shindale Seale
Blair Besten
Jesus Gonzalez

PRIORITIES

After reviewing each of the recommendations and the related reports they were drawn from, the working group elected to cluster the recommendations into nine categories. This decision was made after concluding that many of the proposed actions were interconnected with one another and collectively served to advance more comprehensive concepts. The selected categories were (in priority order):

1. Mobile Field Force and Field Jail Training;
2. Less Lethal Munitions Study;
3. Emergency Operations Guide, Incident Command System, and Command Staff Training;
4. Training Cycles;
5. Shadow Teams Procedures and Training;
6. Mental Health Support Training;
7. Videography Training;
8. First Aid Training; and,
9. Incident Management Training Bureau.

The order in which the categories appear reflects what the working group determined would have the greatest positive, long-lasting impact on the training the Department conducts to better serve the citizens of Los Angeles. We believe the narrative that follows will support the intentionality of this priority order, while also demonstrating a commitment to carrying out all nine categories.

In addition to the narrative below, attached is a matrix that delineates the recommendations that have been combined, and addressed together due to similar goal, mission or subject matter.

PRIORITY ONE

Mobile Field Force / Field Jail Training

After Action Report Recommendations

1. Train entire Department on the new Mobile Field Force (MFF) course
2. Adopt a 2-year training cycle for Mobile Field Force Training
3. Update Mobile Field Force training as shadow team training is finalized
4. Continue Command and Control training for employees
5. Continue to discuss MFF in Field Training Officer, Supervisor, Watch Commander and Command Development schools
6. Develop protocols for Field Jail Trailer Operations

Response. Changes in types of protests and tactics implemented by agitators within lawful protests necessitates the need to enhance training, exposure, and continual certification with less lethal tools to ensure that Department personnel are proficient in MFF operations as well as command and control.

In addition to MFF training the need to develop and establish protocols for Field Jail Trailer operations is needed to ensure that when Field Jails are utilized during Unusual Occurrences that operations are consistent and to Department standards.

Rationale. These training goals are needed to establish safer operation for 1st Amendment gatherings and the implementation is in process and nearly complete.

Community Benefit. Department personnel will be trained in the most current policies and procedures regarding MFF operations as well as updates to less lethal operations. Department personnel will maintain continued exposure and proficiency with these activities to ensure that intervention needed by the Department at future unlawful assemblies will be responded to and addressed quickly and with minimal impact to lawful participants in 1st Amendment activities. This course discusses implicit bias, procedural justice and integrate active bystandership.

Cost/Staffing Explanation. Currently the MFF Training Cadre is staffed with Metropolitan Division Personnel. A dedicated Less Lethal Training cadre would be created for this course. This would create a new unit that would conduct all MFF training, Enhanced Less Lethal Cadre Training, and Less Lethal Qualification.

The Mobile Field Force Training is implemented over a 2-year training cycle for 9,750 personnel (4,875 per year). This is currently conducted with all personnel being on an on-duty capacity with no backfill to operations while personnel are in training. Overtime can be utilized to back fill personnel from operations so there is not a deployment effect by personnel attending this 9-hour course.

Cost Breakdown:

- General Overtime rate is \$87 dollars an hour
- Mobile Field Force Training is 9 hours long
- 4,875 Personnel will be trained annually
- Total Cost back filled overtime \$3,817,125.00

Mobile Field Force Cadre:

- (1) Sergeant II \$ 402,436.15
- (15) Police Officer III \$5,083,495.24

Total Cost – \$9,303,056.39

Timeline. This training is ready for implementation upon adoption and recommendation from the Board of Police Commissioners.

PRIORITY TWO
Less Lethal Munitions and Study

After-Action Report Recommendations

1. Form Less Lethal Best Practice Working Group;
2. Identify if additional product evaluations need to be completed;
3. Evaluate if 40mm non-target specific munitions should replace 37mm;
4. Identify if there is any new technology that can be utilized in crowd control;
5. Draft recommendations regarding Less Lethal Cadres in MFF;
6. Create an Enhanced Less-Lethal Cadre and training, one per Bureau, with 40 Officers;
and
7. 2-year recertification for all Department employees who carry less lethal to include training/law/policy updates.

Response. This study and identification of additional tools will continue to ensure the Department is on the forefront of best practices and utilization of less lethal munitions in not only Mobile Field Force environments but also field operations. Re-certification will allow officers to maintain base-proficiency and provide a formal environment to review changes to laws, policies and any updates needed. Discussion about active bystandership, implicit bias and procedural justice will be integrated into all discussions revolving around Use of Force.

A Less Lethal Cadre for MFF situations will be created in each Bureau. This will be composed of 40 officers per Bureau that will receive enhanced less lethal munitions training. In the event of pre-planned or unusual occurrences the officers from this cadre will be placed within each MFF unit as dedicated trained personal for utilizing 40MM and 37MM in crowd control environments.

Rationale. New policies around the usage of less-lethal force for 1st Amendment assemblies which may reduce injuries and liabilities.

Community Benefit. Department personnel will continue to be updated on changes to policies and law as well as integrating de-escalation, and procedural justice. This will ensure the community has proficient and knowledgeable officers on the use of less lethal devices in operations, and if less lethal munitions need to be utilized in a crowd control environment, the officers utilizing them will have enhanced training suitable for a MFF crowd control situation.

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Cost/Staffing Explanation

Cost Breakdown:

- Less Lethal Re-Certification for 4,875 Sworn Personnel Annually
 - (2) 40MM at \$17.00 per round
 - (2) Bean Bags at \$5.00 per round
 - (2) 37MM at \$17.00 per round
 - *Sub-total:* \$380,250
- Less Lethal Enhanced Course for 160 personnel every 6 months
 - (10) 40MM at \$17.00 per round: \$170
 - $\$170 \times 2 \times 160 =$ \$ 54,400
 - (5) 37MM at \$17.00 per round: \$85
 - $\$85 \times 2 \times 160 =$ \$ 27,200
 - Sub-total: \$ 40,800 x 2 = \$ 81,600
- Total Cost – \$461,850

Staffing. No additional staffing requirements are needed but each geographic bureau needs to identify 40 field personnel to be trained and deployed to pre-planned unusual occurrences as dedicated MFF less lethal operators.

Timeline. The Less Lethal Munitions study can be completed in six months from approval. The creation of an enhanced less lethal course that is approved by California POST will take between three to six months with any additional one-two months needed to train the cadre.

PRIORITY THREE

Emergency Operations Guide, Incident Command System, Command Staff Training

After-Action Report Recommendations

1. Update Emergency Operations Guide (EOG) with Emergency Service Division (ESD)
2. Develop Command Staff Training for Command Development, LEADS Training, and Scenario Incident Command Post (ICP) Training, explore cross staff training with City/County Leadership to include logistics
3. Integrate Incident Command System (ICS) documentation into EOG and reiterate Less lethal munitions documentation (2-year Command Staff Training cycle)
4. Reopen HYDRA Suite for command officers
5. Command Staff to attend Texas A&M Engineering Extension Services (TEEX) Incident Command System (ICS) training
6. Ensure Implicit Bias, Procedural Justice, de-escalation, and duty to intervene are discussed in the training

Response. The need for a current and updated source document in the Emergency Operations Guide (EOG) is critical to provide useable quality reference materials for Department command staff. With the EOG complete, training will be updated to reflect changes for all command staff outreach and ongoing enrichment will be completed with TEEX Incident Command System Training for command staff.

Finally, the reinforcement of the training and ongoing assistance in proficiency will be completed in the re-opened HYDRA Suite with a dedicated command staff training team. The increased need for command staff training has placed an increased demand for Emergency Services Division. The training unit would be supplemented with six additional personnel in order to provide additional training, research, and development of the HYDRA Suite.

Rationale. Review of training has begun with expanded course content and an updated Emergency Operations Guide. This content will ensure that Command Staff has the needed skill sets and proficiencies to provide leadership during Unusual Occurrences (UO) and situations needing MFF intervention.

Community Benefit. This training will provide management within the Department with the skill set to lead in the community during UOs and minimize the impact of police intervention and potentially reduce the time needed to restore order to the community when illegal activity stems from the UO.

Cost/Staffing Explanation. Currently the HYDRA Suite is no longer in operation, both hardware and software are no longer serviceable and will need to be replaced. Managed attrition collapsed the prior unit that ran the training. The newly supplemented training unit at ESD would provide HYDRA Suite training, command staff training, supervisor school, watch commander school and any other incident management training department wide.

Cost Breakdown:

- HYDRA Suite Software/Hardware purchase and upgrade - \$ 75,000.00
- 1 Sergeant I at \$ 378,716.86
- 5 Police Officer III at \$1,694,498.41

Total Cost – \$2,148,215.27

Timeline. Six months for training of ESD Training unit, upgrade of HYDRA Suite, and creation of HYDRA scenarios. Command Staff TEEX training is ongoing until completion of all command staff training. Emergency Operations Guide completion in six months. Command Staff LEADS and Development training is ongoing and will continue.

PRIORITY FOUR

Shadow Teams Procedures Training

After-Action Report Recommendations

1. Create 8-hour Shadow Team training course
2. Update UC Operations Training Bulletin to include concepts taught in UC Operations
3. Update MFF Training classroom portion to include UC Operator to include shadow team concepts
4. The Shadow Team training will be incorporated into Vice and Narcotics schools
5. Technology updates (location app, live stream, texting, proper use of phones)

6. City Attorney opinion on the discovery of content utilized
7. All current Vice and Narcotics officers to receive Shadow Team training
8. Shadow Team recertification every two years

Response. Shadow Teams are critical to ensure timely identification and arrest of illegal activity that jeopardizes the free exercising of 1st Amendment rights. Training is needed to provide officers with safe and uniform operation standards.

Rationale. Training to be created and refined based on actual officer experiences and what standards should be applied Department wide to ensure standardized approach, tactics and safe operations of undercover operations in a MFF environment.

Community Benefit. By training Department personnel to identify individuals within crowd control situations that are escalating illegal activity, it will enable Department personnel to quickly identify and remove individuals who are breaking the law. This will work to protect most of the public who are peacefully expressing their 1st Amendment rights. This training will incorporate implicit bias and active bystandership to ensure that our undercover operators are working to preserve all community members' right to free assembly.

Cost/Staffing Explanation

Cost Breakdown:

- 200 Cell Phones and monthly subscriptions (\$45 dollars per month) – \$108,000 per year
- Staff – No new staff authorities will be needed to enable this recommendation

Total Cost – \$108,000 per year

Timeline. It is anticipated that this can be completed and implemented by Fall 2022.

PRIORITY FIVE Mental Health Support Training

After-Action Report Recommendations

1. Robust educational agenda and outreach for Department personnel and family members via BSS website, email, and social media;
2. Mandatory 2-year cycle for a “Check-in” with a Psychologist;
3. Check-in with a Psychologist during Police Science Leadership (PSL) 1 and PSL 2;
4. BSS response to the Command Post during all major critical incidents (list in progress);
5. If involved in major civil unrest, then a mandatory critical debrief with a psychologist similar to directed Officer Involved Shooting (OIS) incidents and Traffic Resiliency program;

6. Line Budget item for all personnel to participate in a Physical Fitness test and receive monetary incentive similar to bonus shoot program;
7. Enhance the Peer Support program;
8. LAPD Family Days;
9. BSS informational handout for personnel;
10. Increase the number of psychologists on staff and ensure the numbers are proportionate to the demographics of Department personnel; and,
11. Research feasibility and potential cost of a Health/Fitness incentive, similar to education incentive.

Response. Ongoing mental health outreach and training is needed to increase morale and ensure that Department personnel are able to perform at a high level.

Rationale. Preparing for stressors is essential to morale, good decision-making, and job performance. By providing a set schedule of check-ins and dedicated responses to new incidents it will continue to provide Department employees with timely and needed wellness checks to keep personal and job performance at a peak. This combined with a health/fitness incentive will ensure a healthy workforce.

Community Benefit. Healthy personnel provide better service to communities and saves the City as well as the Department injury costs and the staffing lost cost due to stress related incidents.

Cost/Staffing Explanation

Cost Breakdown:

- 1 Police Psychologist I - \$439,945.40
- 4 LAPD Family Days per year - (\$5,000 each) \$ 20,000.00

Total Cost – \$459,945.40

Timeline. Full implementation can begin in Fall 2022, and once staffing is increased check-ins with PSL classes can begin immediately.

**PRIORITY SIX
First Aid Training**

After-Action Report Recommendations

1. POST mandated Basic First Aid will continue on a 2-year cycle;
2. Pilot Tactical Emergency First Aid for Department-wide considerations with a 2-hour recertification every year;
3. Messaging (roll call video regarding legal protections and hesitancy about rendering aid/vs legal requirement);
4. Tracking of aid given;
5. Use data from other agencies; and,

6. First Aid classes will be added to LAPD University.

Response. Reverence for human life is the guiding principle for Department operations and updating messaging revolving around First Aid as well as providing a more robust life saving aid training will demonstrate the Department’s ongoing commitment to being community servants.

Rationale. This training will demonstrate the Department’s commitment to reverence for human life and ensure that officers are well trained and proficient when the need arises.

Community Benefit. As officers respond to critical incidents, this enhanced training and current training will provide a better opportunity to begin administering aid, even before LAFD or other medical personnel arrive at scene. Given the critical timeline of trauma needing immediate action, this will ultimately result in life saving.

Cost/Staffing Explanation. The current POST mandated First Aid is currently being taught and ensuring that Department Personnel are trained to provide aid as soon as possible. At this time, it isn’t feasible to roll out a more robust trauma aid course given the current training demands of the Department until the entire Department completes the POST mandated First Aid training. The enhanced trauma course would also have added equipment costs with Trauma kits and EMT kits. If priorities or training demands were to change, a pilot could be started to test for feasibility.

Cost Breakdown:

- 150 Trauma Kits at \$100 each \$15,000
- 42 EMT Kits – two per Geographic Area at \$1,500 each: total \$63,000
- Staff – Current staffing will be available to provide this training and no further staffing needs are anticipated.

Total Cost – \$78,000

Timeline. The current POST mandated First Aid is currently being taught and it is not feasible to begin new training until the entire Department completes the POST mandated First Aid training.

PRIORITY SEVEN Videography Training

After-Action Report Recommendations

1. Volt & Film Units to create Training Video on videography;
2. Ensure personnel assigned to videography duties complete training; and,
3. One-hour recertification each year for cadre members to include legal/tactical updates.

Response. This training has a relatively small impact on current operations with the potential benefit of providing better information for the Department and public to learn from and recognize police activity with the potential of reducing or minimizing civic financial liability.

Each geographic bureau would identify 10 personnel to be trained on videography during unusual occurrences and each Special Events Unit would ensure that a member of this cadre would be assigned to Special Events.

Rationale. Representing an insightful perspective is extremely valuable and can validate/invalidate a verbal account.

Community Benefit. Providing training for Department documenters will provide a more robust and complete picture of police activity during unusual occurrences.

Cost/Staffing Explanation. None

Timeline. Full implementation can be completed by January 2022.

PRIORITY EIGHT Training Cycles

After Action Report Recommendations

1. Propose a 2-year plan for approval (in progress);
2. Incorporate an Implicit Bias and Procedural Justice module; and,
3. Need for database to track all training (CRM).

Response. Having a written identifiable standard of ongoing professional development assists in making sure that all Department personnel continue to maintain their needed training and certification. Subject Matter Experts will provide a list of required and needed training to be completed by all Department members every two years. By tying ongoing training to the perishable skills training requirements, it creates a mindset of growth and flexibility with officers to ensure as law and expectations change Department personnel are provided with the training to reinforce these changes.

This training cycle will assist in ensuring that as procedural justice, de-escalation, implicit bias and active bystandership is incorporated into new and existing training that all personnel will continue to learn and grow and incorporate these critical skills into their work life.

Rationale. Requires agreed-upon standards but will ensure officers skills will be updated every two years with the most current practices.

Community Benefit. This initiative will ensure that all Department personnel are continually being updated on all changes to law and policy and their proficiencies are kept up in case of high civic liability incidents in the future. Skills and changes in policing to better meet the needs of the community are regularly being incorporated into new and existing training. By having a 2-year cycle officers will not fall through the cracks in receiving these valuable skills and insights into their professional life.

Cost/Staffing Explanation. None

Timeline. It will take approximately three months to have a proposal for the Chief of Police and the Board of Police Commissioners regarding an ongoing 2-year training plan. Implementation of Implicit Bias, Procedural Justice, active bystandership and de-escalation is currently ongoing throughout all training in the Department.

The Community Relationship Management (CRM) project (Microsoft Dynamics) is in process and a timeline of expected launch is unknown. Once CRM begins, it is anticipated it will take nine to 12 months to implement needed training modules.

PRIORITY NINE

Incident Management Training/Bureau

After Action Report Recommendations

1. Update Training guidelines based on emerging data
2. ICS Training to reflect community diversity
3. Revisit procedures on Use-of-Force and De-Escalation techniques
4. Incident Management Teams (IMT) (eight total, two per Bureau) for Major Incidents
5. Review best practices from other cities with similar events

Response. The cost of a new Bureau is extremely costly and not needed. This does not alleviate the importance of Incident Management Teams who can respond to major incidents throughout the City. Each geographic bureau will identify personnel to create two Incident Management Teams. These teams will be trained on managing major incidents, incident command posts and are familiar with MFF utilization.

In the event of a major incident occurring within a geographic bureau, an IMT can be deployed to run an incident command post and ensure that proficient skilled individuals are in positions to ensure that these incidents have the best chance of a positive resolution.

Rationale. These skills must be updated regularly in conjunction with Crowd Management and MFF concepts. By having two IMTs in each geographic bureau it will ensure that should the need of a major incident arise, a team of trained individuals is ready to respond and provide the needed expertise.

Community Benefit. A trained group of experts will be present in each geographic bureau and able to provide timely response to major incidents. This will help give major planned and unplanned incidents the best opportunity to have a positive outcome, but more importantly that there is minimal impact to the community at large and that the Department is able to facilitate and maintain order.

Cost/Staffing Explanation. None

Timeline. These teams can be identified over the next three months and another year to ensure all training is completed by members of these cadres.

Board of Police Commissioners Advisory Committee Recommendations Training

RECRUITMENT AND HIRING

- Recruitment Training and Efforts to Attract High-Caliber Candidates**

Ensure that all candidates hired are of the highest caliber and meet or exceed the employment standards, even if that means hiring fewer than planned.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Train every officer on how to recruit candidates. <ul style="list-style-type: none"> <i>Starting in the LAPD Academy (Academy), emphasize that every interaction with the public should be an opportunity to highlight and reinforce the Department's commitment to serve the community.</i> <i>Ensure the Department's leadership continually embraces this Department-wide training philosophy to help attract and build a service-oriented and community-minded culture and workforce.</i> 	Yes		
Reinstate the recruitment bonus program that previously existed, to reward current officers who successfully recruit officer candidates.	Yes		This was discontinued in the past due to it resulted primarily in candidates belonging to over representative diversity groups.
Provide cultural awareness training to officers and personnel, including but not limited to the hiring staff, applicant interviewers, and those who serve on interview panels. <ul style="list-style-type: none"> <i>Request that City Personnel seek interviewers and panelists who represent a variety of diverse backgrounds.</i> 	Yes		

Board of Police Commissioners Advisory Committee Recommendations Training

Continue to promote the Department’s “whole person” approach in the selection process and ensure that it includes psychological fit, desired traits, emotional intelligence, and desired outcomes.	Yes		This is a current practice
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TRAINING

- General Training Principles and Instruction**

Review and improve training policies and programs to ensure they are up-to-date and reflect current best practices, including:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Ensure training conforms to established POST guidelines for basic Academy, full-time peace officers, and level 1, 2 and 3 reserve police officers. <ul style="list-style-type: none"> ▪ <i>Continue to meet and exceed POST standards.</i> ▪ <i>Publish POST guidelines.</i> 	Yes		This is a current practice
Consistently evaluate and reinforce all training programs and strategies through Academy and in-service training. <ul style="list-style-type: none"> ▪ <i>Ensure that Department’s mission, vision, and values are infused in all trainings.</i> ▪ <i>Incorporate the principles of procedural justice into all aspects of the trainings.</i> ▪ <i>Incorporate bias-free policies and principles into all aspects of training.</i> ▪ <i>Continually evaluate the training programs to include all important aspects of current policing and continue to</i> 	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

<p><i>supplement, when necessary, due to current events or changed circumstances.</i></p> <ul style="list-style-type: none"> ▪ <i>Ensure there is an emphasis on upholding the rule of law, honor, service to the community, and guardianship.</i> ▪ <i>Explore contemporary adult education techniques that are geared toward experiential training, reflection, problem solving, and discussion, to prepare officers for the application of skills in the real world (i.e., when interacting with members of communities) and account for different learning styles.</i> ▪ <i>Continue to evaluate and use innovative training modules, tactics, and technology to best engage and teach officers skills needed, and to increase program effectiveness.</i> <ul style="list-style-type: none"> ○ <i>Continually develop and utilize training modules and situational training techniques, including real-life scenarios and computer simulation-based training, wherever appropriate.</i> ○ <i>Ensure training modules include varied and numerous “best practice” examples from Body-Worn Video (BWV) footage.</i> ▪ <i>Enhance training through rigorous review of officer complaints, Office of Inspector General (OIG) audits, officer involved shootings, use of force reports, etc.</i> ▪ <i>Evaluate whether Academy and in-service training time, assignments, and distribution of both, are sufficient, or should be increased or modified to ensure compliance and optimize training experience.</i> ▪ <i>Consider and evaluate up-to-date and alternative training models to determine if LAPD’s model constitutes best practices and best prepares its officers for the communities it serves.</i> ▪ <i>Engage subject matter experts, police and community leaders, university researchers, government agencies, and mental health providers in training.</i> 			
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Board of Police Commissioners Advisory Committee Recommendations Training

<ul style="list-style-type: none"> ▪ <i>Continue to work with the Community Advisory Committee in developing new training techniques, protocols, and programs.</i> ▪ <i>Use engaged and enthusiastic instructors with course materials grounded in everyday policing practices.</i> ▪ <i>Ensure that the different training opportunities offered throughout the Department enhance skills and knowledge such that officers perceive the training is an effective tool to serve their needs and make their job easier, rather than a chore imposed on them.</i> ▪ <i>Obtain evaluations from all trainees to constantly improve and develop training programs aimed at appealing to and meeting the professional needs of officers.</i> 			
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- **Training should address and reflect community diversity**

Training should focus on critical thinking, social intelligence, implicit bias, fair and impartial policing, historical trauma, de-escalation, 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.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Include diverse members of the community in the development and participation of the Department’s training programs, including subject matter experts, community leaders, university researchers and police who specialize in use of force/de-escalation, crisis intervention, implicit bias and procedural justice training.	Yes		This is a current practice
Address issues of cultural competency, sensitivity, and responsiveness in training programs.	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

Training should cover interactions with the LGBTQIA+ population, including issues such as determining gender identity for arrest placement, interaction with 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.	Yes		This is a current practice
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- **Emphasis on De-Escalation, Crisis Intervention, Implicit Bias, and Procedural Justice Training:**

On an on-going basis, emphasize and incorporate into the Academy and all in-service or other training programs for all staff and officers current principles and best practices of de-escalation, crisis intervention, implicit bias, and procedural justice.

- **Peer Intervention Training:**

Provide peer intervention training so that officers know how to comply with their duty to intervene to stop misconduct by fellow officers or superiors.

- **Measure and Audit Effectiveness of Training**

Measure before and after implementation of use of force/de-escalation, crisis intervention, implicit bias and procedural justice policies and training to determine effectiveness

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Complete and maintain accurate and up-to-date records of training curricula, materials, and attendance.	Yes		This is a current practice
Develop an ongoing evaluation and audit system to determine whether the training programs, tactics, and time allotments are effective, and revise training policies and protocols accordingly (e.g.,	Yes		PTE has requested the staffing in order to maintain Course Audits to report back on

Board of Police Commissioners Advisory Committee Recommendations Training

seek written evaluations from participants, review training test scores, post-training performance) and aggregate Department-wide performance trends over time.			effectiveness. Without staffing it is not feasible.
Establish metrics to assess the above.	Yes		

- **Evaluate Alternative Training Models**

Evaluate up-to-date and alternative training models to determine if LAPD’s model constitutes best practices and best prepares its officers for the communities it serves. The Department should evaluate alternative training methodologies to ensure that training at the Academy reflects best practices, and that the Department’s training leads the nation in modern police training practices, such efforts should include:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
<p>Evaluate the European Model, and other widely used models of training, to determine whether those practices can be incorporated or followed, such as:</p> <ul style="list-style-type: none"> ▪ <i>The European model involves an alternating rotation between the field and the Academy over a period of 12-18 months. This allows the recruit to balance the theoretical and the operational in a much more thorough fashion.</i> ▪ <i>Such a model of training may offer additional benefits over models that place greater emphasis on the absorption of large amounts of information followed by an exam to determine the degree to which that information has been absorbed. Subtle nuances (e.g., communicating with a mentally ill person experiencing a crisis) can get lost once the exam has been completed.</i> 	No	This would create a logistical and possible POST issue and would need to be explored and researched to see if it is possible.	

Board of Police Commissioners Advisory Committee Recommendations Training

- **Professional Development**

Provide professional development opportunities to Department personnel to help them develop leadership and team management skills 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.

SPECIFIC TRAINING AREAS

- **Use of Force/De-Escalation**

Periodically review and continually enhance the Department’s use-of-force and de-escalation training policies and guidelines to ensure they are up-to-date and reflect current best practices, including:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Comprehensive policies should include training, investigations, prosecutions, data collection, and information sharing	Yes		This is a current practice
Policies must be clear, concise and continue to be openly available for public inspection.	Yes		This is a current practice
Training should emphasize positive engagement with the community and continue to emphasize de-escalation and alternatives to use of physical force in situations where appropriate.	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

Include at a minimum, annual training that includes shoot/do not shoot scenarios and the use of less lethal technologies.	Yes		This is a current practice
Incorporate into the training subject matter experts, police and community leaders, and university researchers who specialize in use of force and de-escalation training.	Yes		This is a current practice
Actively use scenario-based methodology/reality-based training to teach officers the skills of how to de-escalate individuals in crisis (e.g., realistic scenarios where police officers face interactions with real people acting as citizens).	Yes		This is a current practice
Emphasize de-escalation of interactions with community based on verbal and non-verbal cues, use of time, distance, available resources, and actions in all LAPD programs.	Yes		This is a current practice
De-escalation training should emphasize the need to show respect, even when the community member is perceived as being disrespectful or hostile.	Yes		This is a current practice
Ensure advanced de-escalation training is paired with all updates of the use of force policy.	Yes		This is a current practice
Training should also focus on conflict resolution, applied skills and emotional intelligence scenario training and role-playing.	Yes		

Board of Police Commissioners Advisory Committee Recommendations Training

Increase supervision and shadowing with experienced officers so less experienced officers can learn and observe more effective ways, both verbally and physically, to de-escalate a situation.	Yes		This would be conducted and facilitated through Office of Operations
Regularly evaluate existing early detection and intervention systems that alert supervisors and command staff where warning signs of excessive use of force may exist to determine if they are up-to-date best practices and effective.	Yes		This is a current practice and is done through TEAMS II automatic Action Items. If a modification to the automatic notification is needed, ITB would facilitate it.

- **Crisis Intervention**

Periodically review and enhance the Department’s crisis intervention training policies and guidelines to ensure they are up-to-date and reflect current best practices, including:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Require mandatory training on crisis intervention as part of the Academy, in-service, and basic training for new recruits, and regularly thereafter for all officers.	Yes		This is a current practice as all recent graduates from the academy attend Mental Health Intervention Training just prior to completing probation.
Incorporate into the training mental health professionals and advocates, including interactions with persons with mental illness and other disabilities and their family members, to help officers become more knowledgeable about these areas and have access to mental health resources.	Yes		This is a current practice in MHIT.

Board of Police Commissioners Advisory Committee Recommendations Training

Review and enhance the Department's Mental Health Training program and continue to require all officers to participate in it.	Yes		This is a current practice
Review and implement best practices regarding crisis intervention training protocols to help reduce police-related injuries for people with mental health, substance abuse/addiction, or other disabilities, including: <ul style="list-style-type: none"> ▪ <i>Educate and train officers to identify individuals with mental health conditions, disabilities, or substance abuse/addiction, so the officers will know when to request support from appropriate medical and mental health professionals.</i> ▪ <i>Emphasize training that includes a trauma focused approach that equips officers to deal with individuals in crisis or living with mental disabilities (as part of both basic recruit and in-service officer training) as well as instruction in the disease of addiction and effective social interaction and tactical skills.</i> 	Yes		This is a current practice
Actively use real-life scenario-based methodology to teach officers the skills of how to de-escalate individuals in crisis.	Yes		This is a current practice
Continue to train with and develop effective working relationships with partnership programs, such as DART (Domestic Abuse Response Teams), SART (Sexual Assault Response Teams), GRYD (Gang Reduction Youth Development) and other specialized service providers including:	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

<ul style="list-style-type: none"> ▪ <i>Mental health response teams that include mental health professionals, social workers, crisis counselors, and other professionals making decisions alongside the police officers regarding planning, implementing, and responding to mental health crisis situations (the SMART program mentioned above).</i> ▪ <i>Homelessness, substance abuse, human trafficking, child abuse, and domestic violence.</i> ▪ <i>LGBTQIA+ social service providers.</i> ▪ <i>Other services as the needs of the City, its residents, and the Department evolve.</i> 			
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- **Implicit Bias**

Regularly review and enhance the Department’s implicit bias training policies and guidelines to ensure they are up-to-date and reflect current best practices, including:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Educate all officers regarding the historical bias against minority communities, including Black, Hispanic/Latinx, APA/API, Muslim, Arab, South Asian, LGBTQIA+ and other communities.	Yes		This is a current practice
Incorporate in the training subject matter experts, police and community leaders, and university researchers who specialize in implicit bias training.	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

Develop standards on how to handle and report hate crimes and include information publicly online. <ul style="list-style-type: none"> ▪ <i>Ensure officers take statements and reports of hate crimes, report, and investigate them.</i> 	Yes		This is a current practice
Train officers to be cognizant of bias. Best practices include: <ul style="list-style-type: none"> ▪ <i>Train officers to be aware of implicit or explicit bias of individuals reporting incidents.</i> ▪ <i>Provide anti-bias training for police officers.</i> 	Yes		This is a current practice

- **Procedural Justice**

Consistent with the Department’s Training Bulletin, Volume XLIX, Issue 3, dated April 2020 (Procedural Justice policy), periodically review and enhance the Department’s Procedural Justice policy to ensure it is up-to-date and reflects current best practices, including:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Develop robust procedural justice training that provides clear guidelines and examples of the four seminal principles -- trustworthiness, respect, neutrality, and voice -- and integrate those principles into the Department’s policies, procedures, and practices.	Yes		This is a current practice
Educate the Department about these principles, how to apply them both internally and externally, and the ultimate goals, e.g., building trust and legitimacy both	Yes		This is a current practice

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within the Department and in the communities it serves.			
Incorporate into the training subject matter experts, police and community leaders, and university researchers who specialize in procedural justice training.	Yes		This is a current practice
<p>Ensure the entire Department is trained on the procedural justice principles and ensure they are reinforced in all training programs.</p> <ul style="list-style-type: none"> ▪ <i>Starting in the Academy, educate on the importance of procedural justice, and provide clear examples of how to build trust and confidence in the communities they serve.</i> ▪ <i>Ensure the Department's leadership continuously models and integrates the principles of procedural justice in its interactions with its own officers and staff, as well as the community.</i> 	Yes		This is a current practice
Evaluate procedural justice training programs in other jurisdictions and the feasibility of implementing a similar program at the LAPD.	Yes		

Board of Police Commissioners Advisory Committee Recommendations Training

- **Other Training Areas**

Continue to develop, enhance, and evaluate the training policies, guidelines, techniques, modules, and situational training tactics regarding the following areas to ensure they integrate principles of procedural justice and are up-to-date and reflect current best practices:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Racial Profiling	Yes		This is a current practice
Gender Identification	Yes		This is a current practice
LGBTQIA+ Interaction	Yes		This is a current practice
Mental/Physical disability	Yes		This is a current practice
Immigrant or non-English Speaking Groups	Yes		This is a current practice
Mass Demonstrations	Yes		This is a current practice
Preventing Sexual Misconduct	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

- **History of Los Angeles Policing**

Include historical information about LA and the LAPD’s policing practices in the Academy and in-service training.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
<p>Such training should be made available to all officers and include:</p> <ul style="list-style-type: none"> ▪ <i>Historical information about LA, its richness, culture, people, and establishments.</i> ▪ <i>The history of the LAPD, its policing practices, and relationship with the community, to help new recruits and officers understand why some segments of the population have a distrust or fear of law enforcement.</i> ▪ <i>The historical and political overview of the 19th and 20th century origins of modern policing.</i> ▪ <i>Members of the community should participate in the planning and execution of the above training.</i> 	Yes		This is in process.
<p>Implement a Robust History, Truth, and Reconciliation Program</p> <ul style="list-style-type: none"> ▪ <i>Review programs successfully implemented by other police departments throughout the country, and work with scholars and community members to develop a robust program in Los Angeles.</i> ▪ <i>Encourage other components of the City of Los Angeles to engage in this effort.</i> 	Yes		

Board of Police Commissioners Advisory Committee Recommendations Training

- **Development of Field Training Officers**

Recognize the importance of Field Training Officers (FTOs) in the professional development of new officers by ensuring that significant care is given to the selection, training, and supervision of FTOs.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Develop robust programs to train FTO, so that FTO programs align with Department and community need and values.	Yes		This is a current practice
Ensure that FTOs are well-trained and embrace community centered policing models, and cultural awareness of the communities they serve. <ul style="list-style-type: none"> ▪ <i>FTOs should be experienced officers who are up to date with in-service training, are sufficiently skilled in core areas (e.g., impartial policing and de-escalation) and have shown a commitment to community policing in their performance.</i> ▪ <i>Ensure that the discipline records of FTOs are reviewed and considered.</i> 	Yes		This is a current practice
Treat FTO service as an important career step that factors into promotional decisions to attract candidates who reflect the values of the Department.	Yes		This is a current practice
Continue to assess and review the FTO program to identify how to incorporate technology and increase program effectiveness.	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

- **Professional Development**

Provide professional development opportunities to Department personnel to help them develop leadership and team management skills 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.

BIAS-FREE POLICING

- **Recognize and Reduce the Adverse Impact of Unconscious Bias**

As discussed above in the training section, the Department should provide more extensive and frequent cultural competency, bias-free policing, and de-escalation training. The Department should also:

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Continue to incorporate best practices learned through Body-Worn Video and the mediation and investigation of complaints.	Yes		This is a current practice
Work with communities with traditionally adversarial relationships with law enforcement to develop training and immersion in cultural diversity to build trust and legitimacy in diverse communities.	Yes		

Board of Police Commissioners Advisory Committee Recommendations Training

<p>Work with community leaders and experts to ensure the Department’s bias-free policing training covers the following topics:</p> <ul style="list-style-type: none"> ▪ <i>The Department’s bias-free and impartial policing policies;</i> ▪ <i>Refreshers of topics covered in Procedural Justice training;</i> ▪ <i>The existence of implicit bias and how to minimize its impact on policing;</i> ▪ <i>The importance of police legitimacy and how it is impacted by implicit bias and discriminatory policing;</i> ▪ <i>Methods and strategies for more effective policing that relies upon nondiscriminatory factors;</i> ▪ <i>Police and community perspectives related to discriminatory policing;</i> ▪ <i>The protection of civil rights as a core pillar of our country and a central part of the police mission, which is essential to effective policing;</i> ▪ <i>The existence and impact of arbitrary classifications and stereotyping;</i> ▪ <i>Identification of key decision points where prohibited discriminatory policing can take effect at both the incident and strategic-planning levels;</i> ▪ <i>Methods, strategies, and techniques to reduce misunderstanding, conflict, and complaints due to perceived bias or discrimination, including problem-oriented policing strategies;</i> ▪ <i>Cultural competency training that prepares officers to interact effectively with people from diverse communities, including, but not limited</i> 	<p>Yes</p>		<p>This is a current practice</p>
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Board of Police Commissioners Advisory Committee Recommendations Training

<p><i>to, people of color, LGBTQIA+ individuals, religious minorities, and immigrants;</i></p> <ul style="list-style-type: none"> ▪ <i>Recognizing when a person has a physical, intellectual, developmental or mental disability, including protocols for providing timely and meaningful access to police services for individuals with disabilities;</i> ▪ <i>The history of anti-blackness in policing and the historical bias against the Black community;</i> ▪ <i>The specific history and racial challenges in the City of Los Angeles;</i> ▪ <i>The appropriate use of social media; and</i> ▪ <i>The value of proactive, community-oriented policing.</i> 			
<p>Ensure that bias-free policing training is incorporated in other training, such as explaining how officers should conduct various police actions, including stops, frisks, searches, arrests, and use of force in a non-discriminatory manner.</p>	<p>Yes</p>		<p>This is a current practice</p>
<p>Through training and supervision, reinforce to Department personnel that they are prohibited from making routine or spontaneous law enforcement decisions based solely on an individual's membership in a protected class or on substitutes or stereotypes for protected classes, such as manner of dress, mode of transportation, or language ability.</p>	<p>Yes</p>		<p>This is a current practice</p>

Board of Police Commissioners Advisory Committee Recommendations Training

- **Respect for Religious Beliefs**

Work with community leaders and experts to develop, implement, and train officers on a policy guiding officers’ interactions with members of religious communities.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Provide cultural sensitivity training about religious groups that educates officers about religious practices, including religious practices that do not constitute “suspicious” activity, such as public prayer or communal prayers.	Yes		This is a current practice

- **Respect for Individuals with Disabilities**

Work with community leaders and experts to review and, as necessary, revise policies and practices for ensuring effective communication and meaningful access to Department programs, services, and activities for individuals with physical, mental, or developmental disabilities.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Develop a training bulletin that provides guidance on interactions with people with disabilities, including: <ul style="list-style-type: none"> ▪ <i>Recognizing and responding to conduct or behavior that is related to an individual’s</i> 	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

<p><i>disability, including qualifying medical conditions such as dementia, epilepsy, and other physical, mental or developmental disabilities;</i></p> <ul style="list-style-type: none">▪ <i>Providing effective communication and minimizing barriers to communication, including by incorporating sign language and other modes of communication used by people with hearing loss or who have a speech impairment during police-community interactions;</i>▪ <i>Attending to the specific needs of individuals with disabilities, such as mobility devices, prosthetics, and service animals; and</i>▪ <i>Recognizing and responding to identified abuse, neglect, or exploitation of individuals with disabilities, including making any notifications required by Department policy or the law.</i>			
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Board of Police Commissioners Advisory Committee Recommendations Training

- **Language Accessibility**

Ensure the Department’s practice of providing language services is sufficiently formalized into a formal language access policy, and train officers to treat individuals with limited English proficiency fairly.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Train officers on how to interact with individuals with limited English proficiency to ensure that arrests are not made (or other police actions taken) because of deficient language skills or poor translators, particularly in the context of immigrant domestic violence survivors.	Yes		This is a current practice

DATA AND TECHNOLOGY

- **Data Quality and Accuracy**

Data quality and accuracy in individual reporting should be enhanced to improve the overall quality of the information in the databases.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Emphasize in training, and systematically thereafter, the importance of detailed and accurate reporting and collection of all data. To achieve this, ensure the implementation of the following best practices: <ul style="list-style-type: none"> ▪ <i>Data should be recorded or memorialized contemporaneous to the act, or as close in time to the act as possible.</i> 	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

<ul style="list-style-type: none"> ▪ <i>Provide clear definitions of terms, including examples to help eliminate any ambiguity, that officers can rely on for reporting information.</i> ▪ <i>Educate the entire organization about systems and processes; ensure understanding of the importance of avoiding data errors, inconsistencies, and incompleteness.</i> <ul style="list-style-type: none"> ○ Starting in the Academy, educate on the importance of detailed and accurate reporting on all forms (written or electronic) to ensure accountability and accuracy. ○ Ensure that the Department’s leadership continuously stresses the importance of data quality to help build a culture of competency, transparency, and trust. 		
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• Internal Audits and Accountability

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
<p>Take Accountability Measures: Provide ongoing training on Fourth Amendment principles; conduct regular internal audits and reviews of stops, searches, and seizures; and hold officers accountable for violations of these policies.</p>	Yes		This is a current practice

Board of Police Commissioners Advisory Committee Recommendations Training

WORK-PLACE INCENTIVES/RETENTION

- **Officer Health and Well-Being**

Create a culture that values self-care and safety in all aspects of operations.

Recommendation	Feasible (Y/N)	If not feasible, why?	Additional Notes
Train supervisors on how to recognize warning signs and identify those who may need or benefit from counseling or stress management training.	Yes		
Enhance trainings to focus more on health and wellness. <ul style="list-style-type: none"> ▪ <i>Examine how these factors influence officer decision-making to uncover patterns for training and suggest improvements.</i> ▪ <i>Review other similar programs that have been developed in other professions, such as, medicine, law, and other high-stress fields.</i> 	Yes		

After Action Report Implementation Plan Worksheet
Training

Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
1	Mobile Field Force and Field Jail 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					
		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	1.Train Entire department on the new course 2.Adopt 2-year training cycle 3.Update training as Shadow team training is finalized 4.Command and Control training for employees 5.Continue to discuss MFF in FTO, Supervisor, Watch Command and Command Development schools 6.Develop protocols for Field Jail Trailer Operations	Y	Revised Mobile Field Force Training is in process. Policies, Procedures and Training revolving around Field Jails is nearly finalized and ready to be implemented.	\$9,303,056.39	16

After Action Report Implementation Plan Worksheet
Training

		LAPD	<p>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.</p>	18	<p style="text-align: center;">Cost</p> <p>Mobile Field Force Cadre (1) Sergeant II \$402,436.15 (15) Police Officer III \$5,083,495.24</p> <p>General Over time rate is \$87 dollars an hour</p> <p>Mobile Field Force is 9 hours long 4875 Personnel will be trained annually Total Cost back filled overtime \$3,817,125</p>				
		LAPD	<p>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.</p> <p>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.</p>	16					
Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
		Chaleff	<p>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.</p>	7					

After Action Report Implementation Plan Worksheet
Training

2	Less Lethal Munitions and Study	LAPD	<p>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.</p>	18	<ol style="list-style-type: none"> 1. Form Less Lethal Best Practice Working Group 2. Identify if additional product evaluations need to be completed. 3. Evaluate if 40mm non-target specific munitions should replace 37mm. 4. Identify if there is any new technology that can be utilized in crowd control 5. Draft recommendations regarding Less Lethal cadre's in MFF 6. Create an Enhanced Less-Lethal Cadre and training, 1 per Bureau, with 40 Officers. 7. 2-year recertification for all Department employees who carry less lethal to include training/law/policy updates 	Y	None	\$461,850	0
		Chaleff	<p style="text-align: center;">Establish protocols that:</p> <p>(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,</p> <p>(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</p> <p>(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.</p>	10	<p style="text-align: center;">Cost</p> <p>Less Lethal Re-Certification for 4875 Sworn Annually: (2)40MM at \$17.00 per round, (2)Bean Bags at \$5.00 per round, (2)37MM at \$17.00 per round = \$380,250</p> <p>Less Lethal Proficiency Course for 160 every 6 months: (10)40MM at \$17.00 per round, (5)37MM at \$17.00 per round = \$40,800 x 2 = \$81,600</p>				

After Action Report Implementation Plan Worksheet
Training

		Chaleff	<p>Create an LAPD two-year training plan that is aligned with the State training cycle that is reviewed and updated every year to include:</p> <ul style="list-style-type: none"> (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					
		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					
Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
3		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	<ol style="list-style-type: none"> 1.Update emergency operations guide with ESD. 2.Develop Command Staff Training for Command Development, LEADS Training, and Scenario ICP Training, explore Cross staff training with City/County Leadership to include logistics 3.Integrate ICS documentation into EOG and reiterate Less lethal munitions documentation (2-year Command Staff Training cycle) 4.Reopen Hydra Suite for command officer 5.Command Staff to attend Texas A&M Engineering Extension Services (TEEX) Incident Command System (ICS) Training 6.Ensure Implicit Bias, Procedural Justice, de-escalation, and duty to intervene are 	Y	<p>Command Staff TEEX training is ongoing until completion of all command staff training.</p> <p>Command Staff LEADS and Development training is ongoing and will continue.</p>	\$2,148,215.30	6
		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					
		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					
		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					

After Action Report Implementation Plan Worksheet
Training

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	discussed in the training			
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 HYDRA Suite Software/Hardware purchase and upgrade - \$75,000 (1) Sergeant 1 at \$378,716.86 (5) Police Officer III at \$1,694,498.41			
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				
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				
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				
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				

After Action Report Implementation Plan Worksheet
Training

**EOG, ICS, Command Staff
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
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
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
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.	2.3.3
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

After Action Report Implementation Plan Worksheet
Training

Chaleff	<p style="text-align: center;">Establish protocols that:</p> <p>(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,</p> <p>(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</p> <p>(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.</p>	10
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
LAPD	Videographers should be requested prior to an incident, preferably during the planning phase.	7
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
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
LAPD	The Incident Commander (IC) should ensure the commander's intent is understood and communicated to all personnel assigned to the event.	3
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

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		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					
		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					
		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					
		LAPD	Establish training on how and where to establish a Command Post.	2					
Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
4	Shadow Teams Procedures	LAPD	<p>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.</p> <p>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.</p> <p>Finally, those who receive communications from plain clothes officers must relay those communications to the appropriate section and person at the CP so that the Department can make the most out of the intel provided by plain clothes officers.</p>	23	<ol style="list-style-type: none"> 1.Create 8-hour Shadow Team training course 2.Update UC Operations Training Bulletin to include concepts taught in UC Operations 3.Update MFF Training Classroom portion to include UC Operator to include shadow team concepts 4.The Shadow team training will be incorporated into Vice and Narcotics schools 5.Technology updates (Location app, live stream, texting, proper use of phones) 6.City Attorney opinion on the discovery of content utilized 7.All current vice and narcotics officers to receive Shadow Team training 8.Shadow Team Recertification every two years 	Y	<p style="text-align: center;">None</p> <p>(Note - The cost (200) Cell Phones and monthly subscriptions (\$45 dollars per month) – \$108,000 per year)</p>	\$108,000	0

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Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
		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					
		National Police Foundation		4.2.1	<ol style="list-style-type: none"> 1. Robust educational agenda and outreach for Department personnel and family members via BSS website, email, and social media 2. Mandatory 2-year cycle for a "Check-in" with a Psychologist 3. Check-in with a Psychologist during PSL 1 and PSL 2 4. BSS response to the Command Post during all major critical incidents (List in 				

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5	Mental Health Support Training	BOPC	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.	9	<p>progress)</p> <p>5.If involved in major civil unrest, then a mandatory critical debrief with a psychologist similar to directed OIS incidents and Traffic Resiliency program</p> <p>6.Line Budget item for all personnel to participate in a Physical Fitness test and receive monetary incentive similar to bonus shoot program</p> <p>7.Enhance the Peer Support program</p> <p>8.LAPD Family Days</p> <p>9.BSS informational handout for personnel</p> <p>10.Increase the number of psychologists on staff and ensure the numbers are proportionate to the demographics of Department personnel</p> <p>11.Research feasibility and potential cost of a Health/Fitness incentive, similar to education incentive.</p> <p>(1)Police Psychologist I - \$439,945.40 (4) LAPD Family Days per year - \$20,000 (\$5,000 each)</p>	Y	None	\$459,945.40	1
Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
6	First Aid Training	Chaleff	<p>Establish a more robust Department basic first aid and EMT program.</p> <p>(a) Develop a consistent reporting process to document all instances of rendering general first aid using the first aid kits provided to all officers,</p> <p>(b) Develop a consistent reporting process to document all incidents when a trained EMT renders aid,</p> <p>(c) Support the EMT program in terms of the cost of the equipment and on-duty time needed to retain State certification, and</p> <p>(d) Consider providing a bonus pay incentive for those employees who are EMT certified.</p>	19	<p>1.POST mandated basic first aid will continue on a 2-year cycle</p> <p>2.Pilot Tactical Emergency First Aid for department-wide considerations with a 2-hour recertification every year</p> <p>3.Messaging (roll call video regarding legal protections and hesitancy about rendering aid/vs legal requirement)</p> <p>4.Tracking of aid given</p> <p>5.Use data from other agencies</p> <p>6.First Aid classes will be added to LAPD University</p>	Y	Current First Aid POST mandated course is in process and being trained.	\$78,000	0

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Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
		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	Cost Trauma Kits (150) - \$15,000 EMT Kits (42) – (2) per Geographic Area at \$1,500 each – total \$63,000				
7	Videography 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.Volt & Film Units to create Training Video on videography. 2.Ensure personnel assigned to videography duties complete training. 3.1-hour recertification each year for cadre members to include legal/tactical updates	Y	Full Implementation can be completed by January 2022	\$0	0
Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing

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8	Training Cycles	Chaleff	<p>Create an LAPD two-year training plan that is aligned with the State training cycle that is reviewed and updated every year to include:</p> <p>(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.</p>	11	<p>1.Propose a 2-year plan for approval (In progress) 2.Incorporate an Implicit Bias and Procedural Justice module 3.Need for database to track all training (CRM)</p>	Y	This is in Process and awaiting completion of the CRM	\$0	0
Priority	Category	After Action Report	Recommendation	Number	Proposed Action/ Project Instruction	Feasibility Y?N	Actions Taken	Cost \$	Staffing
9	Incident Management Training/Bureau	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	<p>RECOMMENDATIONS:</p> <p>1.Update Training guidelines based on emerging data 2.ICS Training to reflect community diversity 3.Revisit procedures on Use-of-Force and De-Escalation techniques 4.Incident Management Teams (IMT) (4 Total) for Major Incidents 5.Review best practices from other cities with similar events</p>	Y, but modified to not include a Strategic Emergency Bureau	This team can be identified over the next (3) months and another (1) year to ensure all training is completed by members of this cadre.	\$0	0
		LAPD	The Department should re-establish the Major Incident Response Team.	1					
		LAPD	The region must continue to work together to develop coordinated responses to manage significant incidents.	8					
		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					
Total Cost								\$12,559,066	23